

Public Document Pack



**Service Director – Legal, Governance and
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Monday 4 October 2021

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **3.00 pm** on **Tuesday 12 October 2021**.

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

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

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

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

Cabinet Members:-

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

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: Declarations of Interest

1 - 2

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

3: Admission of the Public

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

4: Deputations/Petitions

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

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

5: Questions by Members of the Public

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

6: Questions by Elected Members (Oral Questions)

Cabinet will receive any questions from Elected Members.

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

7: A62 to Cooper Bridge Corridor Improvement Scheme 3 - 126

To consider the A62 to Cooper Bridge Corridor Improvement Scheme.

Wards affected: Ashbrow, Liversedge & Gomersal, Mirfield

Contact: Sarah Kearns - Major Projects Project Officer

8: Dewsbury Town Deal - Next Steps 127 - 136

To consider the next stage of the Dewsbury Town Investment Plan Project Delivery.

Wards affected: Dewsbury East, West and South

Contact: Simon Taylor – Head of Town Centre Programmes

9: Our Council Plan 2021/23 137 - 208

To consider Our Council Plan 2021/23.

Wards affected: all

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

10: Financial Assistance for the Kirklees Care Association and Financial support to the local adult care sector 209 - 220

To consider two key interventions to support the local care market in the provision of care.

Wards affected: all

Contact: Simon Baker – Head of Commissioning Partnerships and Market Development

11: Proposal for delivering more affordable homes through Right to Buy (RTB) buyback 221 - 228

To consider a capped negative Net Present Value when purchasing certain properties under the Right to Buy buyback programme.

Wards affected: all

Contact: Helen Martland – Service Manager, Development

12: Update of the medium term financial plan 2022-23 and following years 229 - 296

To determine the Cabinet's approach to the annual update of the Council's Medium Term Financial Plan.

Wards affected: all

Contact: Eamonn Croston – Service Director, Finance

13: Kirklees Council Access Strategy 2021 - 2026 297 - 322

To consider the Access Strategy 2021 – 2026.

Wards affected: all

Contact: Dave Thompson – Head of Access Strategy and Delivery

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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



Name of meeting: Cabinet

Date: 12 October 2021

Title of report: A62 to Cooper Bridge Corridor Improvement Scheme

Purpose of report: For Cabinet to:

- Agree in principle to the scheme
- Authorise the Council to accept and spend funding to work up the WY+TF A62 to Cooper Bridge scheme to Full Business Case (FBC),
- Agree in principle to land acquisition as part of a land assembly

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes. Additional funding is being sought from West Yorkshire Combined Authority to enable the development of the A62 to Cooper Bridge Corridor Improvement scheme.
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Key Decision – Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes – already called to Economy & Neighbourhood Scrutiny in August 2021
Date signed off by David Shepherd Strategic Director Growth & Regeneration Date signed off by Eamonn Croston Service Director Finance Date signed off by Julie Muscroft Service Director for Legal Governance and Commissioning	Give name and date for Cabinet / Scrutiny reports Give name and date for Cabinet reports Give name and date for Cabinet reports
Cabinet member portfolio	Cllr McBride –Regeneration Cllr Mather - Environment Cllr Firth –Town Centres

Electoral wards affected: Ashbrow, Liversedge & Gomersal, Mirfield. Given the strategic location of this scheme is has the potential to impact wards across the wider Kirklees/Calderdale districts.

Ward councillors consulted: Cllr Homewood, Cllr Uppal, Cllr Pinnock, Cllr Bolt, Cllr Hall, Cllr Kath Taylor, Cllr Lees Hamilton, Cllr Stephen, Cllr McBride, Cllr Mather, Cllr Eric Firth, Cllr Simpson, Cllr John Taylor.

Public or private: Public

Has GDPR been considered? Yes

1. Summary

- 1.1. Congestion, long journey times and poor air quality is currently experienced in the Cooper Bridge area and on the A644 and A62 nearby. The A62 and A644 have been identified as key routes which, through improvements, could support the creation of jobs in the area, relieve congestion, reduce journey times for general traffic, and improve pedestrian and cycling accessibility.
- 1.2. The A62 to Cooper Bridge Corridor Improvement scheme is being developed to address these issues, its strategic objectives are:

To improve journey time reliability and reduce journey times for all vehicles travelling through the scheme section of the A62 corridor, achieving an average saving of 1 minute or more for buses within 1 year of the scheme opening. This will be achieved by maximising the capacity of Bradley and Cooper Bridge junctions.
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To contribute towards the economic, physical, and social regeneration of Huddersfield and the Leeds City Region by increasing the capacity of the local road network to support the phased delivery of approximately 1,460 homes by 2031 in this part of Kirklees

To realise a positive first year rate of return in casualty numbers by delivering a range of complementary measures within the scheme limits that enhance road safety including the introduction of improved cycle and pedestrian facilities
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To mitigate the potential environmental impacts of the scheme and enhance the local environment where possible. Including contributing to the Councils target to reduce the Bradley AQMA NO2 to below 40µg/m3 and not creating any new Air Quality areas of concern within 1 year of opening.

To realise an increase in the number of active mode journeys against a 2022 baseline.

- 1.3. The scheme complements a wider package of investment in our transport network across the Kirklees and Calderdale districts to collectively improve access into Huddersfield and its connectivity with existing and planned neighbourhoods and other local towns. The scheme supports wider economic and housing growth and specifically the development of the Bradley Park Strategic housing site.
- 1.4. An Outline Business Case (OBC) has been prepared for submission to the Combined Authority and will seek Grant funding of £10m to develop the scheme to Full Business Case (FBC) submission.
- 1.5. The economic appraisal demonstrates the scheme offers High Value for Money (based on the Department for Transport Value for Money Framework), with a Benefit Cost Ratio of 2.959.
- 1.6. The proposed scheme will require third party land to enable the construction of a new roundabout and targeted highway widening.
- 1.7. An essential element of securing FBC approval is to demonstrate that the necessary interests in land and, where necessary, creation of new rights over

land, needed, to enable the proposed highway improvements and mitigation measures to be delivered, have been obtained.

- 1.8. Initial engagement with landowners regarding the likely needs to acquire land has been ongoing since 2018, however formal negotiations are yet to commence and are subject to approval of the OBC.
- 1.9. The terms under which the Council will negotiate is on "a deemed CPO basis", in accordance with what would be payable pursuant to the "Compensation Code", (the body of statute and case law that establishes the basis of compensation in the event that a CPO is confirmed and implemented). In such circumstances, qualifying affected parties may have rights to additional compensation payments in addition to the value of the land.
- 1.10. Whilst it is proposed to seek to acquire land by negotiation, it is necessary, in the event that negotiations either fail or do not proceed in a timely manner and therefore to mitigate against delay, to progress preparation of a CPO under Part XII Acquisition, Vesting and Transfer of Land etc., namely Sections 239, 240 and 246 of the Highways Act 1980 and otherwise as may be necessary to acquire all outstanding interests in land and new rights required for the construction of the improvements and the mitigation of impacts of the project.
- 1.11. Where necessary Cabinet authority will be sought separately to make CPOs once the case for CPO has been established.
- 1.12. A six-week public consultation ran between 7 June and 18 July 2021, design changes have been incorporated following the feedback received.
- 1.13. Given the engineering complexity and third-party interfaces associated with this scheme it is intended to procure a Delivery Partner via a Design and Build contract to take the scheme through delivery and construction.
- 1.14. The contract will include a break clause between the design and construction stages to facilitate a termination of the contract should the project be unsuccessful in securing funding and/or necessary statutory consents.

The Strategic Director for Growth & Regeneration is seeking authorisation from Cabinet:

- to agree in principle to the scheme
- for the Council to accept and enter into any agreement with the West Yorkshire Combined Authority for the funding to work up the A62 to Cooper Bridge Scheme to FBC.
- for the Council to incur expenditure in the working up of the scheme if the Council's application to the West Yorkshire Combined Authority for funding is successful.

- to delegate to the Strategic Director Growth & Regeneration the authority to negotiate and agree the terms of any agreements that may be necessary to work up the A62 to Cooper Bridge Scheme including the funding agreement with the West Yorkshire Combined Authority.
- to delegate authority to the Service Director – Legal, Governance & Commissioning to enter into the grant agreement with the West Yorkshire Combined Authority for the funding of the A62 to Cooper Bridge and any other relevant agreements and documents to which the Council is party.
- the acquisition of land in principle as part of a land assembly.

2. Information required to take a decision

- 2.1. Kirklees, together with the other four West Yorkshire (WY) district councils, the West Yorkshire Combined Authority and York (WYCA), have created a government funded West Yorkshire plus Transport Fund (WY+TF) that will facilitate major investment in transport to create an environment where economic growth will occur across WY.
- 2.2. In July 2014, the Government announced that the West Yorkshire Combined Authority had secured funding to establish a £1bn fund over 15 years.
- 2.3. To date, Cabinet has received three reports which relate to the West Yorkshire plus Transport Fund:
 - a) West Yorkshire Transport Fund – Scheme Principles - On 9th February 2016, Cabinet approved the ‘West Yorkshire Transport Fund – Scheme Principles’ report which highlighted a number of key highway design principles that could be used as a basis for the design and development of the Kirklees WY+TF schemes, these were
 - Balancing strategic needs against local concerns;
 - Creating “Gateways” for our main town and urban centres;
 - The acquisition/appropriation of land for highway purposes;
 - The future use and management of the road-space of our key transport corridors; and
 - The environmental and economic benefits of greening up our key transport corridors (Green Streets).
 - b) ‘Land Acquisition Costs’ - On 22nd August 2017, Cabinet agreed to underwrite land acquisition costs until finance is subsequently secured from WY+TF and costs reimbursed. Because of this decision a rolling ‘WY+TF Land Acquisition Fund’ has been set up in the Council’s Capital Plan.
 - c) ‘WY+TF Schemes Update’ - On 19 December 2018, a WY+TF Schemes Update report was presented to Cabinet which included a description and status of the A62 to Cooper Bridge scheme (then named the ‘A62/A644 (Wakefield Road) Link Road’ scheme).

- 2.4. The scheme previously included the delivery of a new link road between Bradley junction and the A644, to create additional capacity and a new access point into the Bradley Park strategic housing site.
- 2.5. In 2018/19 the council undertook a public engagement on three potential link road options. Despite support for the proposals some objections were raised in relation to the environmental impacts of the scheme, most notably the significant loss of Ancient (irreplaceable) Woodland.
- 2.6. Despite efforts to minimise the loss of woodland, work which concluded in 2020 established the loss of Ancient Woodland could not be wholly avoided. Subsequently, considering the council having declared a climate emergency and the objections received the decision was taken not to pursue a link road solution.
- 2.7. Instead, four options were considered which focussed on improving the existing network, maximising the capacity of Cooper Bridge and Bradley junctions to meet the strategic objectives of the scheme, whilst minimising the environmental impacts.
- 2.8. A general arrangement drawing showing the latest scheme design is included at **Appendix A**. The preferred scheme includes the following interventions:
 - creating a new three-armed roundabout at Cooper Bridge junction with dedicated left-turn links
 - widening Cooper Bridge Road between Cooper Bridge and Bradley junctions
 - widening of the A62 Leeds Road between Bradley junction and Oak Road
 - widening of Colne Bridge Road on the approach to Bradley junction
 - widening of the A644 Wakefield Road on the approach to M62 junction 25
 - improving signal timings and changes to lane markings and permitted movements at Bradley junction
 - changing Oak Road to one-way
 - improving pedestrian and cycle facilities throughout, including new signal-controlled crossings and segregated cycle facilities on Leeds Road, Oak Road, Cooper Bridge Road and at Cooper Bridge junction
 - new landscaped areas and sustainable drainage systems
- 2.9. To maximise the capacity of Bradley junction it is proposed to ban the right turn for traffic travelling from Cooper Bridge and turning onto Bradley Road. Instead, this traffic will be directed onto Oak Road.
- 2.10. To mitigate the impacts of this the scheme includes widening of Leeds Road between Bradley junction and Oak Road to cater for the diverted traffic and proposes changing Oak Road to one-way. This enables parking bays to be provided outside properties, live traffic to be physically further away from the

frontages of properties and removes the potential conflict between two-way traffic.

- 2.11. The left turn from Leeds Road onto Bradley Road at Bradley junction will also be banned. This will allow improved arrangements for pedestrian crossings.

Existing issues

- 2.12. The performance of the highway network in Kirklees was assessed in producing the Local Plan. This identified that the Cooper Bridge, Three Nuns (A62/A644) and Bradley junctions were all ranked in the top five junctions with the most delay in the district.
- 2.13. The existing Cooper Bridge roundabout and approaches currently experience delays and congestion during weekday peak periods, impacting on journey time and reliability.
- 2.14. Observed journey time data obtained from the Department for Transport (DfT) highlights increased peak period travel times during both morning and evening peak periods. Morning peak period journey times are approximately 109% above interpeak times, between M62 Junction 25 and Bradley junction, increasing from approximately 4 minutes to 8 and a half minutes.
- 2.15. Similarly, journey times more than double to over 7 minutes for traffic travelling from Mirfield on the A644 to Cooper Bridge junction in the morning compared to interpeak times of 3 and a half minutes. Observed journey time data is presented in Table 1.

Route	Direction	Journey time (mm:ss)		
		Morning peak	Interpeak	Evening Peak
A644 Wakefield Road between M62 and Cooper Bridge Road roundabout	NW to SE	08:30	03:57	08:29
	SE to NW	03:00	02:22	02:40
A62 Leeds Road between Robert Town (junction with Sunny Bank Road) and Cooper Bridge Road roundabout	NE to SW	15:25	04:20	05:06
	SW to NE	04:53	03:13	03:36
A644 Huddersfield Road between Mirfield (junction with Stocks Bank Road) and Cooper Bridge Road roundabout	SE to NW	07:12	03:30	03:42
	NW to SE	03:00	02:39	02:35
A62 Leeds Road between Deighton (Whiteacre Street junction) and Cooper Bridge Road roundabout	SW to NE	05:25	04:21	10:46
	NE to SW	04:24	03:55	04:39

Bradley Road/ Cooper Bridge Road between A641 roundabout and Cooper Bridge Road roundabout	W to E	05:49	05:37	07:08
	E to W	06:28	05:14	08:25

- 2.16. In addition, due to the strategic nature of the A62 corridor, daily traffic flows remain high, with any delays impacting movement between the local network and strategic motorway network.
- 2.17. Significant employment and housing growth from sites allocated in the Local Plan will result in a notable increase in new trips on the network, which will lead to increasing deterioration of conditions if no improvement is made.
- 2.18. The work undertaken to date has concluded that doing nothing is not a viable option and intervention is required.

Journey time benefits

- 2.19. Journey time benefits are derived by comparing a 'Do Minimum (DM)' scenario, i.e., leave the road layout as it is, against a 'Do Something (DS)' scenario in a future year rather than against current journey times. This is to take account of the additional predicted traffic on the network at that time and to assess the suitability of the proposed improvements.
- 2.20. Journey times have been modelled along the A62 corridor across three time periods; morning peak; inter-peak and evening peak. The forecast average journey time savings along this section of the A62 for the scheme opening year (2026) are presented below, by time period.

Table 1: 2026 Forecast journey times with and without scheme (mm:ss)

Route	Time period	DM	DS	Saving
A62 Northbound	AM Peak	17:02	15:05	01:57
	Inter Peak	15:56	14:53	01:03
	PM Peak	20:33	19:24	01:09
A62 Southbound	AM Peak	19:19	16:19	03:00
	Inter Peak	14:32	13:14	01:19
	PM Peak	17:32	16:27	01:05

- 2.21. It should be noted that the scheme increases the capacity of the junction, so whilst delivering journey time savings it also caters for an increased volume of traffic in comparison to the Do Minimum scenario.

Modelling

- 2.22. In 2018, when we were considering delivering a high-capacity new link road it had the potential to attract traffic from across the wider district. Our current proposals are not likely to attract the same level of rerouting but will still deliver the necessary network capacity improvements.

- 2.23. Our appraisal of the scheme has been carried out in accordance with DfT guidance and traffic forecasts have been developed for morning and evening peak hours as well as an average daytime hour for our expected opening year (2026) and, in accordance with guidance, for 2041 which is 15 years later.
- 2.24. Forecast changes in traffic levels within the wider area, outside of the scheme boundary have been modelled. Changes are seen but are not considered significant. Further, more refined modelling will form part of the development of the Full Business Case.

Economic Appraisal and Value for Money

- 2.25. In accordance with Department for Transport (DfT) guidance, the journey time savings and other impacts of the scheme have been appraised over a 60-year period to determine whether the scheme offers Value for Money.
- 2.26. The appraisal has demonstrated the scheme will provide £107,489,000 present value benefits (2010 values, as required by DfT guidance) against a present value of costs of £36,327,000. This delivers a net present value of £71,162,000.
- 2.27. The Benefit Cost Ratio (BCR) for the scheme is 2.959, based on the DfT Value for Money Framework the scheme offers High Value for Money.

Land requirements

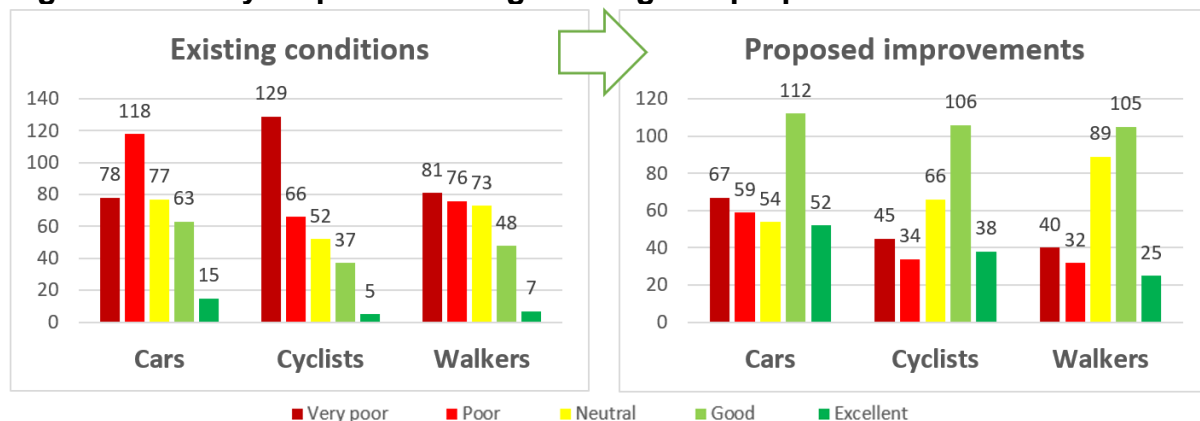
- 2.28. The scheme design is currently at an outline stage and subject to change following the completion of topographical and site surveys during the FBC stage. Such changes will impact the volume of land to be acquired.
- 2.29. Currently there are 35 parcels of land identified as required to construct the scheme, some of these will also require future rights to be secured to facilitate maintenance access. It is also possible the number of parcels can be reduced through design revisions.
- 2.30. Land assembly is required throughout the scheme extents, but an outline of the requirements is:
- north of Cooper Bridge junction (at the junction itself and through to the Three Nuns junction),
 - along Cooper Bridge Road
 - along Leeds Road between Bradley junction and Oak Road
 - along Colne Bridge Road
 - on the approach to junction 25 of the M62

3. Implications for the Council

3.1. Working with People

- 3.1.1. A six-week consultation has been held during June and July, approximately two thousand letters and leaflets were distributed to the local community across both Kirklees and Calderdale, in addition to letters to statutory stakeholders, affected landowners and interested parties.
- 3.1.2. The consultation was also promoted through the council's social media channels and Variable Message Signs were displayed along the route for the duration of the consultation period. Posters were also displayed in bus shelters on this section of the network.
- 3.1.3. Due to restrictions imposed by the COVID-19 pandemic there was no face-to-face engagement opportunities, however a virtual event was hosted at 5.30pm on 23 June 2021 on YouTube, where viewers were able to hear a presentation from the project team and ask questions via the online chat function. For those unable to attend, the video was available to watch later Kirklees Council's YouTube channel.
- 3.1.4. 367 surveys were completed, 36 questions raised through the Your Voice website and 21 emails received.
- 3.1.5. Respondents were asked to rate the existing and proposed infrastructure for cars, cyclists, and pedestrians.
- 3.1.6. Figure 1 shows a comparison of the responses received.

Figure 1: Survey responses rating existing and proposed facilities



- 3.1.7. 54% and 56% of those who responded to the survey agree the existing facilities are either poor or very poor for cars and cyclists respectively, with 45% sharing this view of the existing pedestrian infrastructure. The ratings of the existing network are summarised in Table 2 below.

Table 2: Summary of the ratings and percentages of the existing network

	Cars	Cyclists	Walkers
Net negative	54% n=196	56% n=195	45% n=157
Neutral	21% n=77	15% n=52	21% n=73

Net positive	21% n=78	12% n=42	16% n=55
Don't know	3% n=9	17% n=58	18% n=63
Total responses	n=360	n=347	n=348

Please note that due to rounding, total percentages may not always be 100%.

3.1.8. Respondents' views were much more positive overall when answering about the impact of the proposed improvements for car users, cyclists, and walkers. 45% believe the proposed scheme is good or very good for cars, 41% and 37% agree with this view of the proposed cycling and pedestrian facilities respectively. The ratings for the proposed scheme are summarised in Table 3.

Table 3: Summary of the ratings and percentages of the proposed scheme

	Cars	Cyclists	Walkers
Net negative	35% n=126	23% n=79	21% n=72
Neutral	15% n=54	19% n=66	25% n=89
Net positive	45% n=164	41% n=144	37% n=130
Don't know	5% n=19	17% n=61	17% n=60
Total responses	n=363	n=350	n=351

Please note that due to rounding, total percentages may not always be 100%.

3.1.9. Of those who do not support the scheme, three primary themes were noted in the reasons given:

- Lack of support for highway schemes in general – i.e., on environmental grounds and/or believing funding should be spent on public transport schemes.
- Concerns about the impact on local residents, specifically along Oak Road. These include worries about safety (especially given the location of the recreational park), increased traffic, particularly HGV numbers and worsening environmental impacts.
- Issues with elements of the cycling design i.e., the scheme doesn't go far enough in terms of prioritising cyclists.

3.1.10. A copy of the Consultation Report is available at **Appendix B**.

- 3.1.11. The project was called to Economy & Neighbourhood Scrutiny panel on 24 August, with the focus of scrutiny being on the results of consultation and design amendments made because of consultation ahead of Cabinet.
- 3.1.12. Scrutiny identified the main issue as being the impact on Oak Road and highlighted the need to mitigate negative impacts on its residents (see section 3.1.23 / 3.1.24).

Bradley Junction Optioneering

- 3.1.13. The development of the A62 to Cooper Bridge scheme has evolved over several years, before culminating in the preferred option recently consulted upon.
- 3.1.14. Work undertaken in the early stages of the scheme (2015) included consideration of several alternative options to create additional capacity at the Bradley junction, these included:
- Significant widening on the approaches to Bradley junction;
 - A large-scale roundabout in lieu of the existing Bradley junction
 - Banning the turn from Bradley Road on to Colne Bridge

These options were determined to either require significant acquisition and potential demolition of properties around the junction and/or didn't provide the additional capacity required. Several physical factors also must be considered in the selection of a solution, such as the junction being on a gradient and several private access/egress points around the junction (e.g., the pub etc).

- 3.1.15. This work concluded that displacing the right turn from Cooper Bridge to Bradley Road onto Oak Road provided the additional capacity required whilst minimising the need to acquire significant local properties. This was subsequently taken forward as the optimum solution for this junction.
- 3.1.16. To accommodate this change the scheme will alter Oak Road to a one-way street, allowing the provision of formal parking bays in lieu of existing on-street parking and moving the live traffic lane further from property frontages.
- 3.1.17. For completeness, following the recent consultation the proposed scheme has been tested with the right turn on to Bradley Road included in the design to understand the implications.
- 3.1.18. These tests have maintained a single right turn lane (rather than the two lanes currently available). Due to the constrained nature of the built environment at the junction there is limited physical width to accommodate increased capacity on all movements and active travel improvements.

3.1.19. The assessment undertaken using the Kirklees Transport Model highlighted higher delays than generated from the preferred option (removing right turn movement). The delays to traffic waiting to turn right also lead to some reassignment of trips onto Oak Road, as traffic attempts to find an alternative route with less delay. The level of reassignment onto Oak Road under this scenario was lower than in the preferred option.

3.1.20. Increased delay at the junction will have negative consequences for local air quality, in comparison to preferred scheme. However, further assessment would be needed to quantify the scale of the worsening.

3.1.21. In addition, the overall results illustrated a reduction in traffic using the A62 corridor, in comparison to the preferred option. This is mainly due to there being less overall compacity for other movements, which also has implication on the capacity of the scheme to accommodate future housing release in the surrounding area. The preferred option removes the right turn lanes, which allows more highway capacity to be allocated to ahead and left turn movement.

3.1.22. At present the right turning movement from Leeds Road onto Colne Bridge is banned, this increased the junction's ability to manage the traffic demand that existed then. Banning the right turn from Leeds Road onto Bradley Road will help to further increase capacity to cater for the predicted increase in general traffic demand and because of housing growth.

3.1.23. Whilst banning the right turn onto Bradley Road will result in increased traffic on Oak Road, traffic is also expected to reassign across the wider network, meaning not all existing traffic is forecast to divert on to Oak Road. Table 4 shows the 2026 changes to forecast traffic on Oak Road for each time period. The Do Minimum (DM) scenario is the traffic forecast without the scheme in place, Do Something (DS) is with the scheme in place (and the right turn banned). Table 5 shows the same information for 2041.

Table 4: Oak Road Traffic Forecasts in 2026 with and without scheme

2026	DM			DS			Difference		
	AM	IP	PM	AM	IP	PM	AM	IP	PM
Northbound	56	102	87	216	226	197	160	124	110
Southbound	51	98	71	0	0	0	-51	-98	-71
Two-way	107	200	158	216	226	197	109	26	39

Table 5: Oak Road Traffic Forecasts in 2041 with and without scheme

2041	DM			DS			Difference		
	AM	IP	PM	AM	IP	PM	AM	IP	PM

Northbound	50	92	55	188	223	244	138	131	189
Southbound	82	86	86	0	0	0	-82	-86	-86
Two-way	132	178	141	188	223	244	56	45	103

3.1.24. The design has been amended since the consultation to include:

- reduced the number of crossings for cyclists travelling through the scheme
- increased cycling priority at junctions

Furthermore, to resolve issues raised by the residents on Oak Road we are also proposing to include the following proposals for Oak Road, as part of the Cooper Bridge scheme.

- a 20mph speed limit on Oak Road
- traffic calming features on Oak Road
- a 7.5tonne weight limit on Oak Road

3.1.25. The CPO procedure published by the UK government includes a mechanism for compensating parties whose property is not acquired but is negatively affected by the use of certain public works. Claims are only payable if a case is proven and can only be submitted after the road is in use but will be assessed on a case-by-case basis.

3.1.26. Follow up meetings will be held with key stakeholders throughout the development of the design.

3.1.27. Subject to the outcome of Cabinet the team will agree with Ashbrow members how best to communicate any proposed changes to the local community and keep them informed throughout scheme development.

3.1.28. A further pre-application consultation will be held in 2023/24 following completion of the detailed design.

Scheme optioneering

3.1.29. The A62 to Cooper Bridge scheme has a long history with many options having been considered over the years.

3.1.30. These include:

- a large gyratory at Cooper Bridge - eliminated due to the need to supplement it with changing the A644 to a dual carriageway, rendering the option unaffordable.
- three potential link road options, which were presented publicly in 2018. Despite support for the proposals, concerns were

raised about the environmental impacts of the plans, most notably the significant loss of Ancient Woodland which led to their elimination.

- a link road between Bradley junction directly to junction 25 of the M62. The alignment of a road in this area would encroach onto the edge of the Bradley landfill site (which contains hazardous waste).

3.1.31. The feasibility study of the latter option found that whilst in engineering terms the option was feasible there would be significant challenges and risks in terms of deliverability. Specifically, the need to build over the oldest part of the landfill would introduce the need to secure permits from the Environment Agency which may prove difficult and/or costly to obtain and the future liability for maintenance and any environmental breaches of this part of the landfill would rest with the council. For these reasons this option was deemed to be undeliverable within the timeframes necessary for the A62 to Cooper Bridge scheme.

3.1.32. Ultimately, in 2020 the decision was taken to eliminate all link road options due to the environmental impacts and instead focus on improvements to the existing network, with a view to maximising the capacity of both Cooper Bridge and Bradley junctions to support the delivery of Bradley Park.

3.1.33. As presented to Executive Team on 2 March 2021, four online options were appraised as part of the work to identify a preferred option. Details of the appraisal results were presented in that paper and therefore are not repeated here.

3.2. Working with Partners

3.2.1. A £69.3m budget has been ringfenced for the project funded from the West Yorkshire Combined Authority's (WYCA) West Yorkshire plus Transport Fund (WY+TF). The scheme is therefore being delivered in accordance with the WYCA Assurance Framework.

3.2.2. Additionally, the scheme crosses the boundary between the Kirklees and Calderdale districts, therefore whilst led by Kirklees Council the project is being developed in partnership with Calderdale colleagues who are represented on the scheme's project board.

3.2.3. The scheme has a key interface with Network Rail on two fronts, one relating to the widening of a Network Rail asset and the second regarding potential conflicts during the delivery phase of the scheme with the Transpennine Route Upgrade project. Initial meetings have been held with both teams within Network Rail and will be maintained throughout the development and delivery of the scheme.

3.3. Place Based Working

- 3.3.1. The scheme forms one part of the Council's wider vision for the area and has been designed to integrate with surrounding interventions, including the masterplan for the J25 Garden Community Corridor Spatial Priority Areas, the A62 Smart Corridor scheme, and the Bradley to Brighouse Greenway.
- 3.3.2. New landscaping and tree planting will be incorporated into the scheme to enhance the public realm and create an attractive gateway into Huddersfield.
- 3.3.3. The scheme will enhance the pedestrian experience of using the area, specifically providing improved crossing arrangements at Bradley junction, making traffic islands more accessible and optimising signal timings to enable crossings to be made in one movement, rather than holding pedestrians on islands.
- 3.3.4. Additional pedestrian and cycle crossings are provided throughout the scheme allowing safe access around all junctions and improved access to local Public Rights of Way.
- 3.3.5. Going forward, engagement with residents, stakeholders and businesses will continue to help place shape the scheme with particular reference to walking and cycling.

3.4. Climate Change and Air Quality

- 3.4.1. A carbon impact assessment and off-setting strategy has been prepared for the scheme. The assessment is relatively high level given the early stage of the scheme and will be reviewed and updated as construction methods and materials become clearer.
- 3.4.2. The principle of avoiding and/or reducing direct carbon emissions will be adopted throughout the development and delivery of the scheme, through the implementation of sustainable construction methods and materials. However, proposals to offset carbon through a range of approaches are also being developed in discussion with internal stakeholders, these include carbon sequestration and potential investment in Low and Zero Carbon technologies.
- 3.4.3. The potential to enable projects to purchase carbon credits offset against the council's own woodland creation via the White Rose Forest programme is also being explored.
- 3.4.4. The project is not expected to trigger Environmental Impact Assessment (EIA) Regulations; however, an EIA Screening Opinion has been sought from the LPA and, at the time of writing, is awaited.

- 3.4.5. A mitigation strategy will be developed to identify potential environmental mitigations to offset the scheme impacts and where possible improve the local environment. This will be developed in the next stage alongside progression of the design. Green Streets principles and SuDS systems will be adopted as the design develops in accordance with Local Plan policies 24 and 28, improving the visual amenity.
- 3.4.6. The scheme aims to reduce congestion and improve journey times through this section of the network, this is supportive of the council's aspiration to improve air quality. This will be achieved not just through reducing congestion, but also by incorporating Intelligent Transport Systems which will enable optimum speed information to be communicated to drivers when travelling between junctions. Additionally, it facilitates vehicle prioritisation enabling HGV and Public Transport to be prioritised through junctions further supporting improved air quality.
- 3.4.7. The scheme will achieve improved journey times for all vehicles, including buses in comparison to the Do-Nothing scenario.
- 3.4.8. It also provides much improved infrastructure for safer active travel which will encourage the use of sustainable modes of transport helping to tackle the climate change emergency and improve local air quality.
- 3.4.9. Previous consultation feedback indicated that Bradley junction is a deterrent for cyclists given the volume of traffic and safety concerns. Dedicated cycle signals and segregated facilities have been incorporated into the scheme where feasible, and in compliance with LTN 1/20 guidelines.
- 3.4.10. Air quality is forecast to have improved in the area by the scheme's opening year (2026). Initial air quality assessments predict pollution levels in the vicinity of the scheme will be below the UK Air Quality Standards Regulations threshold of 40µg/m³ with or without the scheme.

3.5. Improving outcomes for children

- 3.5.1. Improvements to air quality will have positive benefits for children and young people. The schemes commitment to improving cycling, walking, public transport provision and place making is intended to assist the switch to more active travel which will help improve health and quality of life for all.
- 3.5.2. Targeted engagement will take place with local schools to try to limit the effect of the school run by the promotion of healthy travel choices.

3.6. Other (e.g., Legal/Financial or Human Resources) Consultees and their opinions

- 3.6.1. The latest commercial estimate for the scheme is £75.1m and is inclusive of risk and contingency.
- 3.6.2. There is a c.£5.8m funding shortfall between the WY+TF budget of £69.3m, which has been underwritten in the Capital Plan approved at Cabinet on 27 July.
- 3.6.3. However, it should be noted the scheme is in an early stage of development and there are opportunities to reduce these costs. The project team will consider potential value engineering opportunities as the design develops.
- 3.6.4. It should also be noted there is potential to secure developer funding contributions from Bradley Park and other A62 developments. Although, it is unlikely these will fulfil the whole shortfall required. Additionally, it is likely the developer contributions will not be received in advance of scheme construction and will therefore have to be underwritten by the council and reclaimed.
- 3.6.5. In addition to the previously mentioned public consultation other consultees have included Strategic Housing with reference to Bradley Park. Legal and Financial colleagues are consulted in relation to ongoing matters which includes input in the Cabinet Report. There are no Human Resource issues to report

4. Next steps and timelines

An outline of key milestones is presented below, it should be noted design development, land negotiations and the CPO preparation will be ongoing activities once a Delivery Partner is appointed.

The project will return to Cabinet to seek authority to make CPOs where necessary once the case for CPO has been established.

Activity	Timeframe
Submit OBC	November 2021
Combined Authority Decision	February 2022
Commence CPO preparation	February 2022
Appoint Delivery Partner	August 2022
Pre application consultation	December 2023
Planning application submission	February 2024
Cabinet – final scheme	February 2024
FBC submission	April 2024
Start of Works	2024
Completion	2026

5. Officer recommendations and reasons

It is recommended that Cabinet:

- agree in principle to the scheme
- authorise the Council to accept and enter into any agreement with the West Yorkshire Combined Authority for the funding to work up the A62 to Cooper Bridge Scheme to FBC.
- authorise the Council to incur expenditure in the working up of the scheme if the Council's application to the West Yorkshire Combined Authority for funding is successful.
- delegate to the Strategic Director Growth & Regeneration the authority to negotiate and agree the terms of any agreements that may be necessary to work up the A62 to Cooper Bridge Scheme including the funding agreement with the West Yorkshire Combined Authority.
- delegate authority to the Service Director – Legal, Governance & Commissioning to enter into the grant agreement with the West Yorkshire Combined Authority for the funding of the A62 to Cooper Bridge and any other relevant agreements and documents to which the Council is party.
- authorise the acquisition of land in principle as part of a land assembly
- note the design team's commitment to work with and place shape the scheme with residents and businesses
- note that land negotiations will commence subject to funding approval of the OBC
- note that the project will return to Cabinet to secure authority to make CPOs in relation to the scheme, where necessary.

6. Cabinet Portfolio Holder's recommendations

The report has been discussed with Portfolio Holders for Regeneration, Environment and Town Centres.

It is recommended that Cabinet approve the Officer recommendations as set out in section 5.

7. Contact officer

Sarah Kearns,
Major Projects Project Officer
Sarah.kearns@kirklees.gov.uk
01484 221000

8. Background Papers and History of Decisions

West Yorkshire Transport Fund – Scheme Principles (9th February 2016)
Land Acquisition Costs (22nd August 2017)
WY+TF Schemes Update (19 December 2018)

9. Service Director responsible

Edward Highfield
Service Director Skills & Regeneration

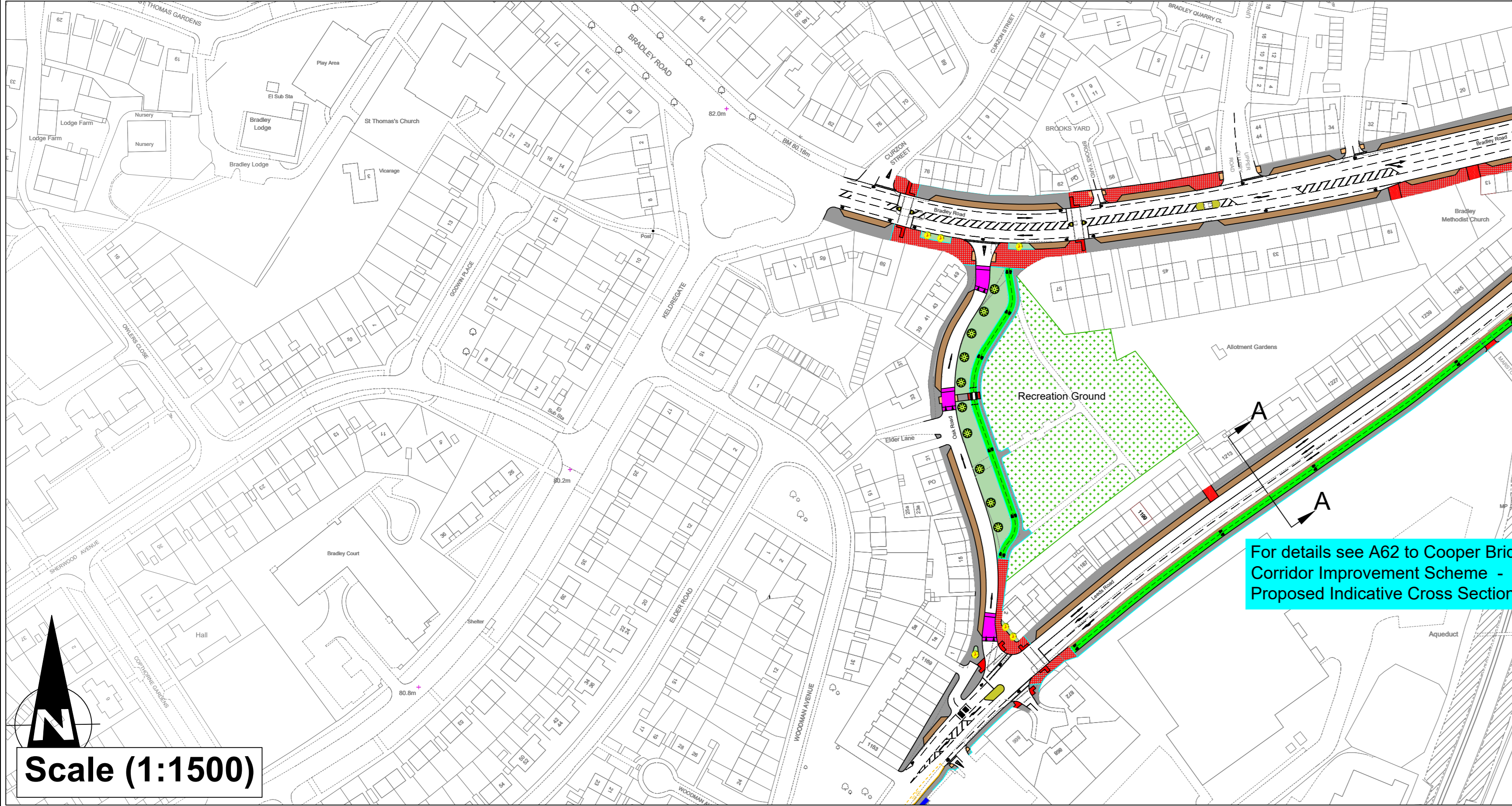
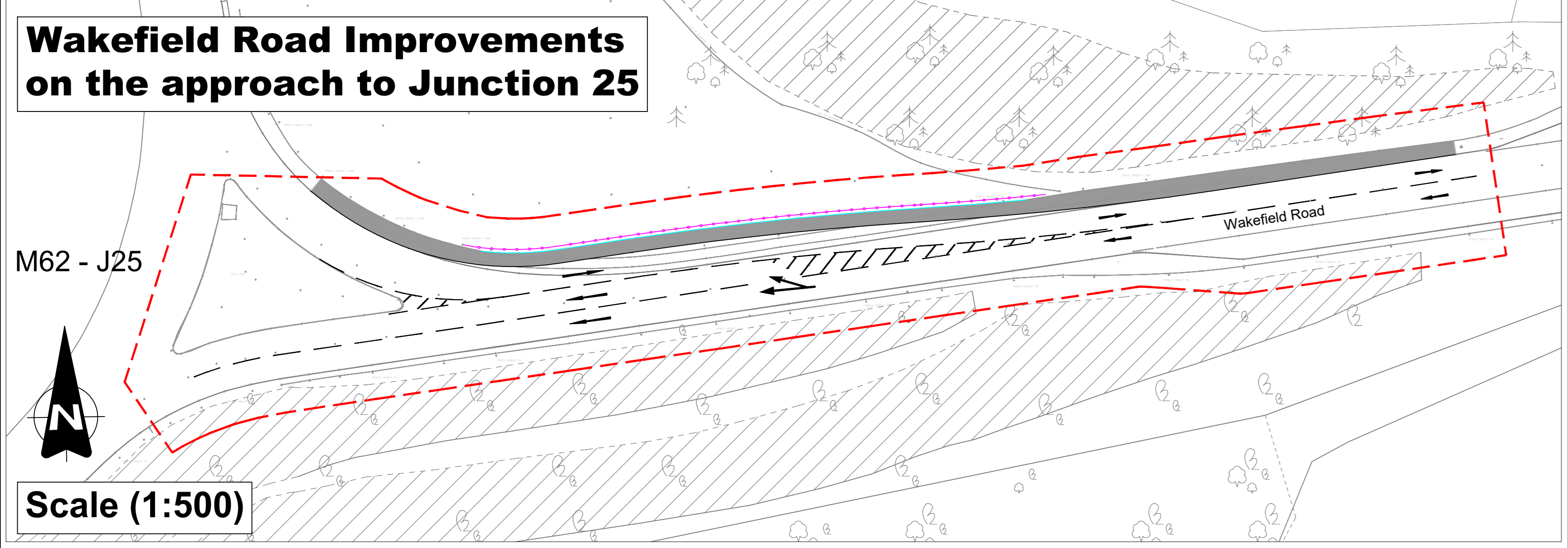
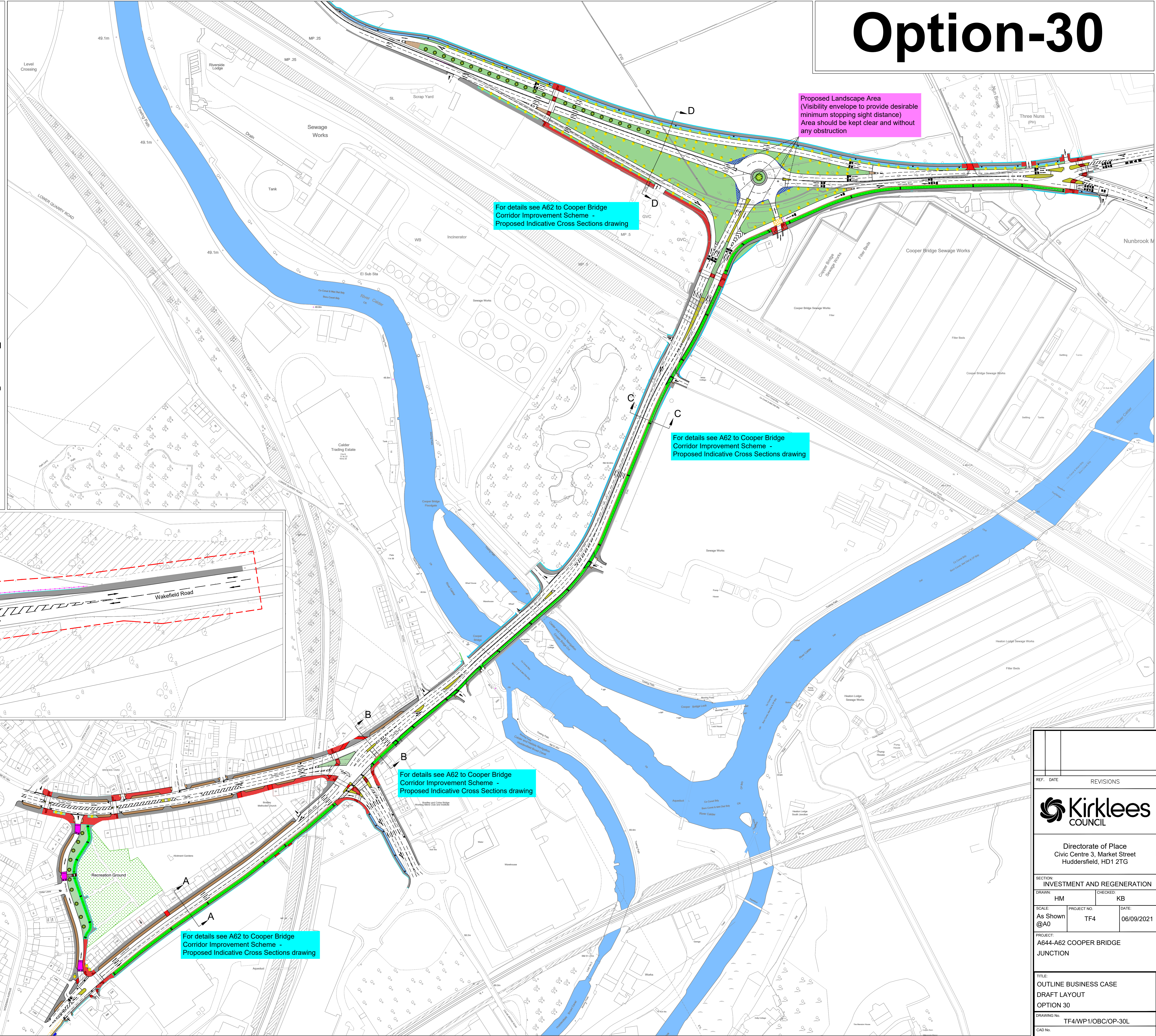
Appendix A General arrangement drawing showing the latest scheme design. See separate document.

Appendix B A copy of the Consultation Report. See separate document.

Option-30

KEY

- Existing highway boundary
- Proposed Kerb
- Proposed edging
- New / improved footways or Resurfaced footways
- Proposed block paving area
- Existing & Proposed Parking Bay
- New segregated two way cycle lane
- New segregated one way cycle lane
- New one way cycle crossing lane
- New / improved footways to provide shared space for pedestrians and cyclists
- New advisory cycle lane
- Proposed vehicular crossing
- Island/central reservation to keep traffic separated and allow pedestrians to cross the road safely
- New soft landscaping (indicative)
- New trees (indicative)
- New signal controlled pedestrian crossing - toucan (pedestrian and cycle) crossing with pedestrian island
- New signal controlled pedestrian crossing - toucan (pedestrian and cycle) crossing
- New uncontrolled pedestrian crossing with pedestrian island
- New uncontrolled pedestrian crossing
- New blacktop road plateau
- Proposed Stone Boundary/Retaining Wall



For details see A62 to Cooper Bridge Corridor Improvement Scheme - Proposed Indicative Cross Sections drawing

For details see A62 to Cooper Bridge Corridor Improvement Scheme - Proposed Indicative Cross Sections drawing

For details see A62 to Cooper Bridge Corridor Improvement Scheme - Proposed Indicative Cross Sections drawing

For details see A62 to Cooper Bridge Corridor Improvement Scheme - Proposed Indicative Cross Sections drawing

REF.	DATE	REVISIONS
Directorate of Place Civic Centre 3, Market Street Huddersfield, HD1 2TG		
SECTION: INVESTMENT AND REGENERATION		
DRAWN: HM	CHECKED: KB	
SCALE: As Shown @A0	PROJECT NO: TF4	DATE: 06/09/2021
PROJECT: A644-A62 COOPER BRIDGE JUNCTION		
TITLE: OUTLINE BUSINESS CASE DRAFT LAYOUT OPTION 30		
DRAWING No: TF4/WP1/OBC/OP-30L		
CAD No:		

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A62 to Cooper Bridge Corridor Improvement Scheme

Public consultation results report

Consultation and Engagement Team

September 2021

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1. Executive summary

Background

Congestion, long journey times and poor air quality are experienced along the A62 and A644 in the Cooper Bridge area. Through improvements, this area could support the creation of local jobs, relieve congestion, reduce journey times, and improve pedestrian and cycling accessibility.

Public consultation

Between 7th June and 18th July 2021, public consultation was undertaken to gather feedback on a preferred option and the perceived impact of this for car users, cyclists and walkers. Comments were also received as part of the consultation from bus users.

This consultation was planned and delivered by the West Yorkshire Combined Authority, in partnership with Kirklees Council and Calderdale Council.

People were asked to share their thoughts on the plans via a survey, which was hosted on a dedicated page on the [Your Voice digital engagement hub](#) and promoted via a range of channels, including social media, a press release, and emails to key stakeholders.

Overall, 367 surveys were completed, alongside a selection of email and Q&A correspondence.

Travel habits

- 82% (302 respondents) said they frequently travel through the area (once a week or more). 17% (62 respondents) use it less frequently.
- 4 out of 10 respondents felt their travel patterns have changed since the start of the pandemic, now travelling less than before.
- Most survey respondents stated they usually use a car (369 responses) compared to 111 responses for other modes of transport, including 71 responses for active travel options (multiple choice question).

Views on the proposals

The **existing conditions** for car users, cyclists and walkers were generally viewed poorly. Respondents' views were much more positive overall when considering the impact of the **proposed improvements** for car users, cyclists and walkers:



Comments

226 additional comments were provided. Many of these were detailed, thoughtful comments which help highlight the strength of feeling around the proposals and their impact on residential life and public travel in this area. This report contains a summary of the feedback received on the proposals.

2. Background information

2.1. Previous consultation in the area

Congestion, long journey times and poor air quality are experienced along the A62 and A644 in the Cooper Bridge area.

Kirklees Council, in partnership with the West Yorkshire Combined Authority and Calderdale Council, has previously explored a number of options to address these issues.

In December 2018 / January 2019, Kirklees Council asked the public for their views on plans to relieve congestion in the Cooper Bridge area by constructing a new link road between the A62 and A644 (Wakefield Road).

Whilst there was support for those proposals, there were also concerns raised about some elements of the designs and the wider environmental impacts of the plans. Additionally, since then Kirklees Council has declared a climate emergency putting an even greater focus on the environmental impact of any plans.

Designs have been reviewed to best balance these issues and address the transport problems in this location.

This has included considering new options which do not provide a link road, but instead include making improvements to the existing network to reduce congestion whilst minimising the environmental impacts.

2.2. Aims of the latest plans

The A62 and A644 have been identified as key routes which, through improvements, could support the creation of jobs and housing growth in the area, relieve congestion, reduce journey times for general traffic, and improve pedestrian and cycling accessibility.

Kirklees Council, in partnership with the West Yorkshire Combined Authority and Calderdale Council, has considered four options aimed at enhancing the existing network at Cooper Bridge and Bradley junctions to improve journey times and reliability along the A62 and A644 routes.

The plans aim to:

- relieve congestion and improve journey times and reliability
- support economic and housing growth
- improve road safety
- improve pedestrian and cyclist facilities to encourage more use
- support the improvement of air quality

2.3. Preferred Option

To help identify a preferred option, four potential options were assessed and the likely effects of these were considered. This assessment helped with understanding how the different options might improve journey times and impact the local environment, and led to the selection of a preferred option.

The four options considered were similar due to the physical constraints in the area. The preferred option includes a number of interventions that were included in all options, these include:

- widening of the A62 Leeds Road between Bradley junction and Oak Road
- widening of Colne Bridge Road on the approach to Bradley junction
- widening of the A644 Wakefield Road on the approach to M62 junction 25
- improving signal timings and changes to lane markings and permitted movements at Bradley junction
- changing Oak Road to one-way
- improving pedestrian and cycle facilities throughout, including new signal-controlled crossings and segregated cycle facilities on Leeds Road, Oak Road, Cooper Bridge Road and at Cooper Bridge junction

In addition to the above changes, the preferred option also includes:

- creating a new three-armed roundabout at Cooper Bridge junction with dedicated left turn links
- new landscaped areas and sustainable drainage systems
- widening of Cooper Bridge Road between Bradley and Cooper Bridge junctions to provide two lanes of traffic in each direction

3. Methodology

3.1. Public consultation

3.1.1. Key activities

From 7th June to 18th July 2021, members of the public were invited to provide their feedback via a survey. 367 surveys were completed in the consultation period.

An overview of the scheme, which included plans of the preferred option and discounted options, and the survey were made available to the public on the Your Voice digital engagement hub, www.yourvoice.westyorks-ca.gov.uk/.

Due to current restrictions imposed by the COVID-19 pandemic there was no face-to-face engagement opportunities, however a virtual event was hosted at 5.30pm on 23 June 2021 on YouTube, where viewers were able to hear a presentation from the project team and ask questions via the online chat function. For those unable to attend, the video was available to watch later on Kirklees Council's YouTube channel.

The Your Voice site also hosted a Question & Answer tool (Q&A) which allowed participants to submit any queries for the project team to respond to. To ensure

compliance with the GDPR, responses were either sent privately or made public depending on the nature of the query and the information provided within it.

Responses were also accepted via email to the dedicated address;
yourvoice@westyorks-ca.gov.uk

3.1.2. Promotion

The consultation was promoted widely on a range of channels, including social media, a press release, and emails to key stakeholders.

Leaflets containing the details of the consultation and maps were also created and distributed to residents and businesses along the route and shared on the [dedicated Your Voice page](#).

Real-time messages and posters were also displayed on bus shelters along the route, and Variable Messaging Sign (VMS) roadside displays were in position for the duration of the consultation period.

3.1.3. Inclusive approach

The term 'seldom-heard groups' refers to under-represented people who are typically harder to reach, or rarely have the same opportunities to express themselves as other stakeholders. Due to multiple barriers affecting access to and the use of public services, often the views of these groups are underrepresented.

Many factors can contribute to people who use services being seldom heard, including disability, geographical or digital isolation, ethnicity or cultural barriers, mental health, sexuality or other reasons.

It is key that efforts are made to connect and communicate with these groups, helping to facilitate better participation and ensuring that the consultation be as accessible and inclusive as possible.

Utilising local knowledge from district councils, seldom-heard groups along with other stakeholders were identified, and communications sent to key contacts signposting the consultation materials and offering the opportunity to engage directly. It was also requested that those contacts circulate the information supplied to their wider networks.

In order to support those who are digitally disengaged, a freepost address was supplied for letters, along with a dedicated telephone number, printed leaflets and posters, articles in local newspapers and paper versions of materials upon request.

3.2. Analysis methodology

3.2.1. Data cleansing

Before analysis commenced the raw dataset was cleaned to ensure that any test responses, blank responses, and duplicates were removed.

3.2.2. Quantitative Data Analysis

The quantitative responses from the survey were analysed using standard frequency counts and percentages.

3.2.3. Qualitative Data Analysis

The survey contained four open ended questions, two of those being 'other' options and one space for them to elaborate on a previous closed question if they chose to. The fourth open ended question allowed space for the respondent to make any further comments they wished.

Analysis of this type of free text qualitative data is commonly undertaken using thematic coding. This process involves the identification of themes that are present throughout the dataset and the assignment of responses, or elements of responses, to these themes. Comments relating to each theme are then grouped together and counted which allows the most common themes to emerge, thus aiding a deeper understanding of respondents' feelings and thoughts regarding the proposals.

4. Summary of results to the consultation

4.1. Respondents

A total of 424 responses or comments were received during the consultation period from three different sources:

- Survey responses: 367
- Emails: 21 sets of email correspondence
- Questions or comments on the Q&A sections on Your Voice page: 36 questions posed.

The consultation information and materials, including the survey and Q&A, were hosted on Your Voice webpage (www.yourvoice.westyorks-ca.gov.uk/cooperbridge) which was the main source of information for people interested in the consultation.

Your Voice website categorises its visitors into three categories:

- Aware participants, counting all visitors who viewed at least one page,
- Informed participants, referring to those who took an action on the page such as downloading a document,
- Engaged participants, those who participated in the survey or submitted a question via the Q&A tool.

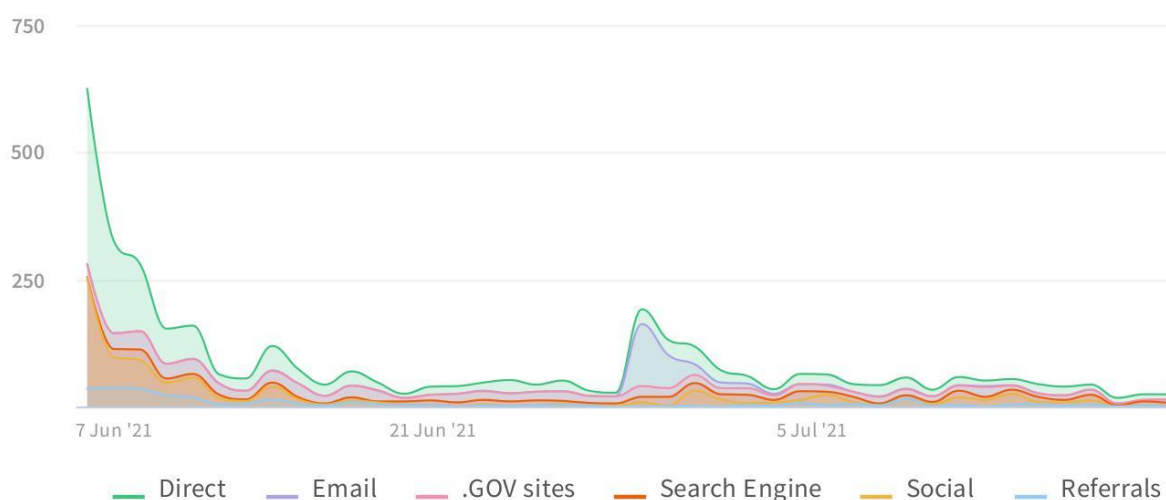
According to Your Voice data, during the consultation period there were 2740 unique visits to the Your Voice webpage, which represents the number of 'aware' participants who visited at least one page of the A62 to Cooper Bridge Corridor Improvement Scheme consultation page. Of these, two-thirds were 'informed' participants (1845 participants), with common actions including downloading a document (1494 participants), viewing an image (486 participants) and/or viewing multiple project pages (1469 participants).

403 visitors were classed as engaged, which means that they participated in the survey or asked a question.

Visitors came from a number of channels, with the majority being directed from a Kirklees Council webpage (656 visitors), followed by people using links from social media platforms (737 visitors). Other visitors were referred to the consultation page from a range of sources such as local press websites, mobile applications and other indirect sources or directed from search engines (such as Google, Bing, etc)

Visits by Channel

Your Voice from 07 Jun '21 to 18 Jul '21



Number of visits over time to www.yourvoice.westyorks-ca.gov.uk/cooperbridge split by channel.

4.2. Survey responses

A total of 367 surveys were completed during the consultation period.

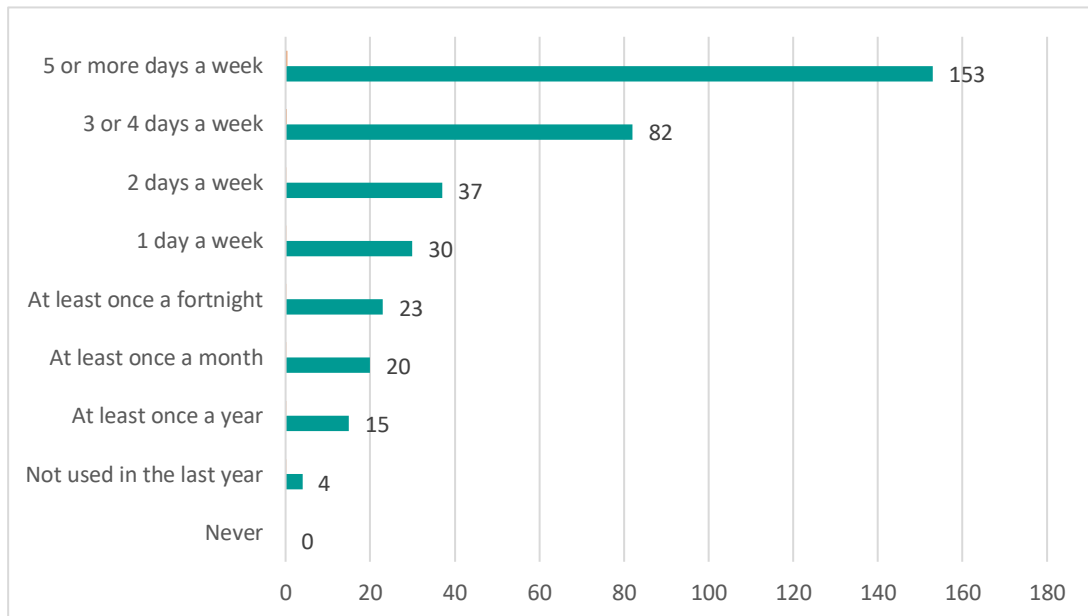
Any quotes or comments presented in this report have been copied verbatim from their source and have not been altered, updated or amended.

4.2.1. Travel habits

Respondents were asked questions to provide some background about how often, and why they travel in the area, along with the key modes of transport they use.

Responses below indicate that the majority of survey respondents live locally, use the corridor frequently, travelling by car. Unsurprisingly, many indicated that they are travelling less frequently due to the pandemic.

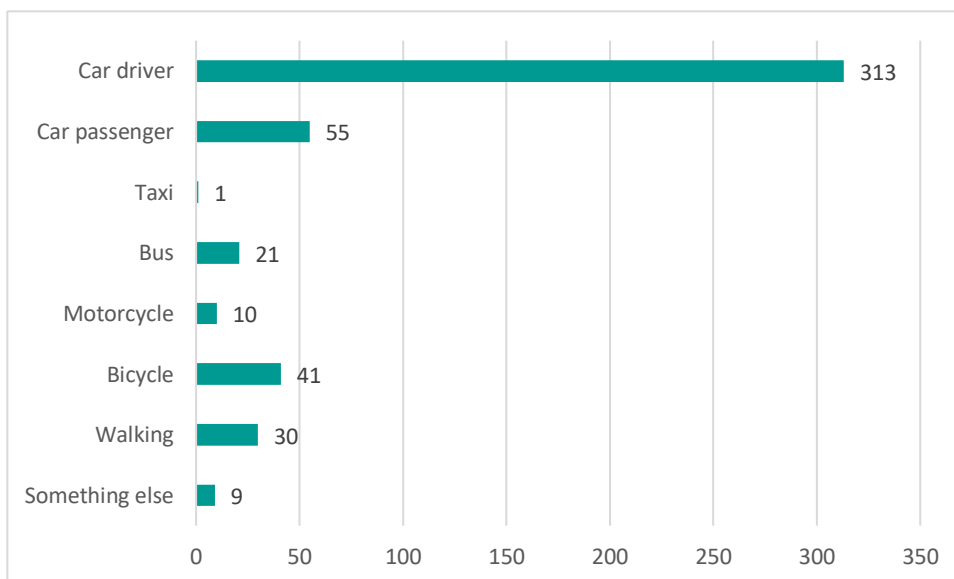
1. Before the COVID-19 pandemic how often did you travel through the Cooper Bridge area? (364 responses)



As demonstrated above, 82% (302 respondents) said they frequently travel through the Cooper Bridge area (once a week or more). 17% (n=62) use it less frequently.

2. When you travelled through the Cooper Bridge area, what was your usual mode of transport? (363 responses)

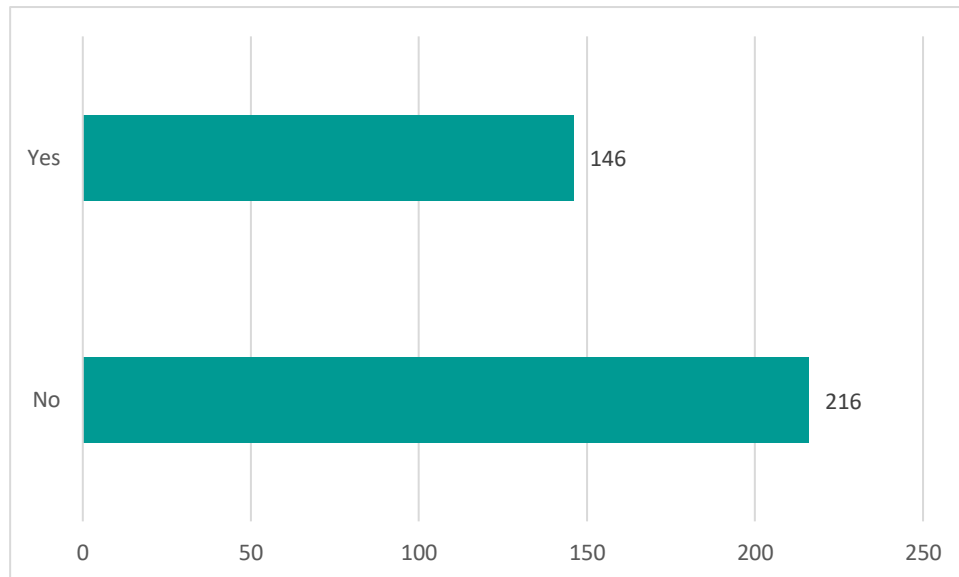
Respondents were able to choose up to three options.



Bearing in mind that respondents could select multiple options here, most survey respondents appear to usually use a car (369 responses) compared to 111 responses for other modes of transport.

Of these, 71 responses were received for active travel options.

3. Since the start of the COVID-19 pandemic have your travel patterns changed? (362 responses)



Mixed results were received here, with 4 out of 10 respondents feeling their travel patterns have changed.

Those respondents that chose Yes, their travel patterns have changed, were asked to explain their answer.

Comments received here generally noted that the respondent was travelling less now than pre-pandemic. Many explained this is because they now work from home either all or part of the time, and no longer need to commute, or commute less frequently.

Others noted various other reasons for reduced travel such as recent retirement, student courses moving online, self-employed respondents having less work on, leisure opportunities being reduced (e.g. sports matches cancelled), and being unable to visit friends and family due to restrictions.

Some mentioned that they were making fewer journeys more generally, including fewer trips to the shops as they now shop more locally or online.

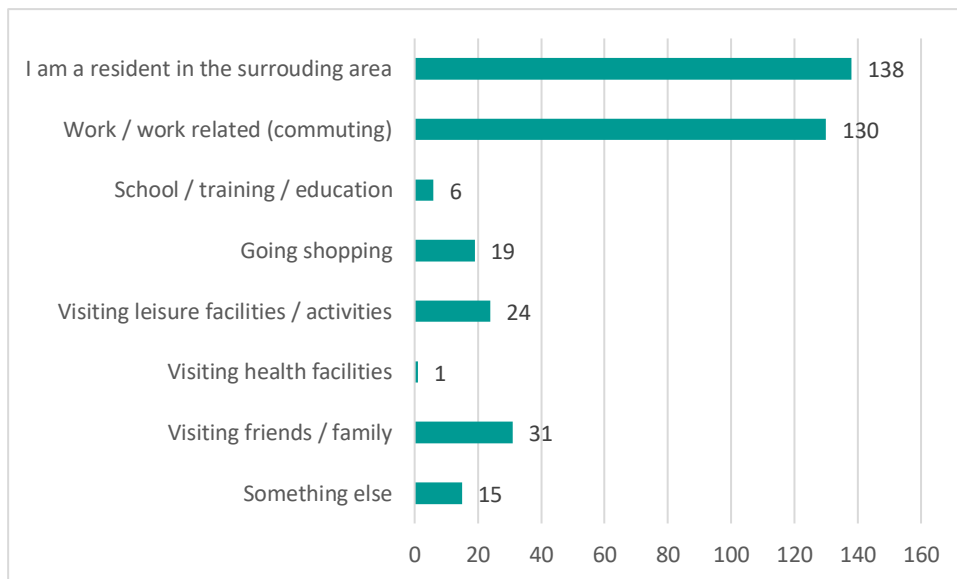
Some respondents commented they were giving greater consideration to journey planning by choosing to make one trip for multiple reasons rather than multiple trips.

Some noted changes specific to modes of transport, e.g. walking or cycling more, and spending less time on public transport.

While the majority talked of greatly reduced travel, some did note that they are now beginning to travel more, due to changes in their circumstances (such as returning to offices or starting a new job) and some expect to return to pre-pandemic travel habits.

A full list of comments is included in Appendix A.

4. What is your main reason for travelling through the Cooper Bridge area? (364 responses)



Living in the area, and travel for work related purposes, were by far the most prevalent responses here.

Those respondents that selected Something else as their main reason, were asked to explain their answer.

Answers here included travelling for work (e.g. delivering goods), travelling to specific destinations e.g. Brighouse, travelling for childcare or to fulfil caring duties, and generally passing through the area.

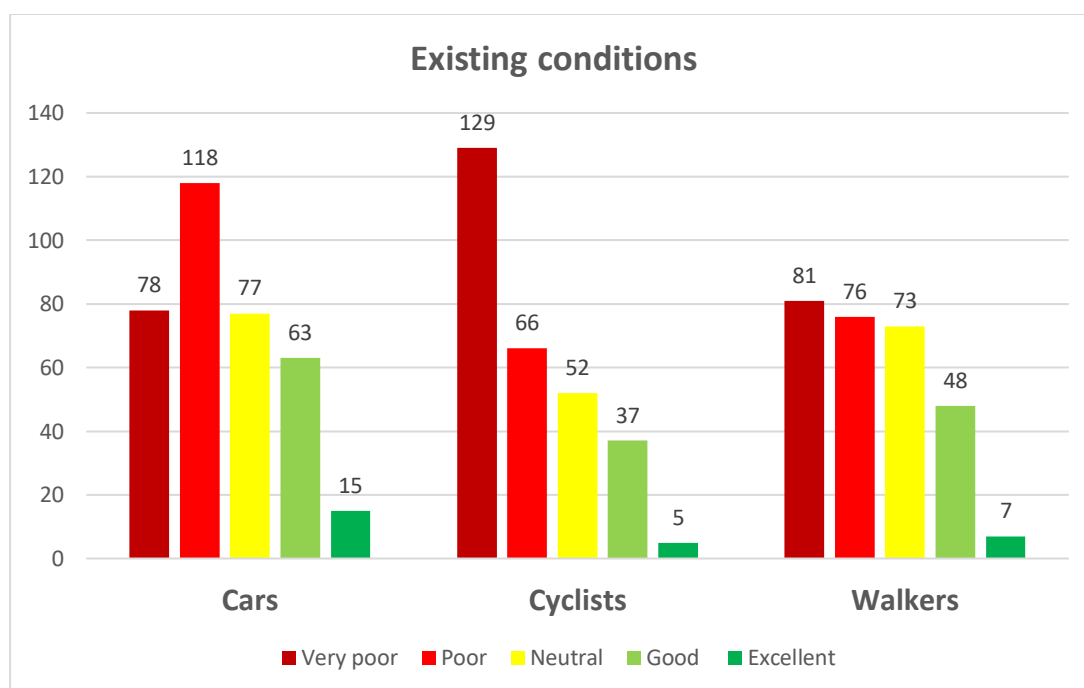
A full list of responses is included in Appendix A.

4.2.2. Views on the proposals

Respondents were then asked for their views on the proposals. This was achieved by asking them to rate the existing conditions, for both cars, cyclists and walkers, followed by asking them to rate the proposed improvements for the same modes of transport.

‘Don’t know’ responses have been excluded from the charts for ease of understanding and comparison.

Please rate the existing conditions for the following:



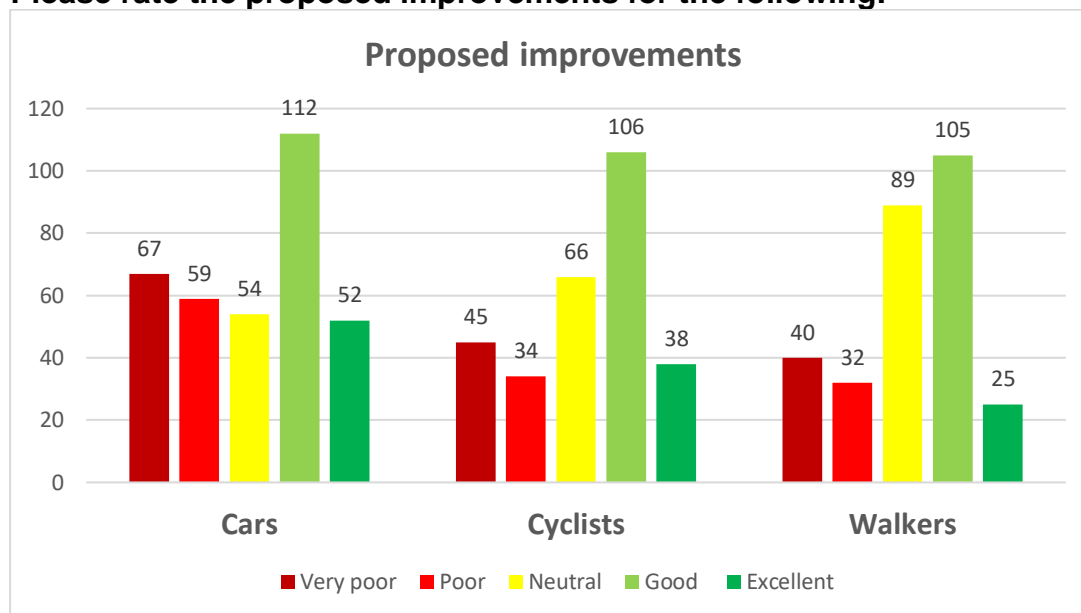
	Cars	Cyclists	Walkers
Net negative	54% n=196	56% n=195	45% n=157
Neutral	21% n=77	15% n=52	21% n=73
Net positive	21% n=78	12% n=42	16% n=55
Don't know	3% n=9	17% n=58	18% n=63
Total responses	n=360	n=347	n=348

Please note that due to rounding, total percentages may not always be 100%.

Of those that felt able to provide a positive or negative response (excluding neutral and don't know responses), a negative rating about the existing conditions was most common.

However, respondents felt slightly more positive in relation to cars and walkers, than for cyclists.

Please rate the proposed improvements for the following:



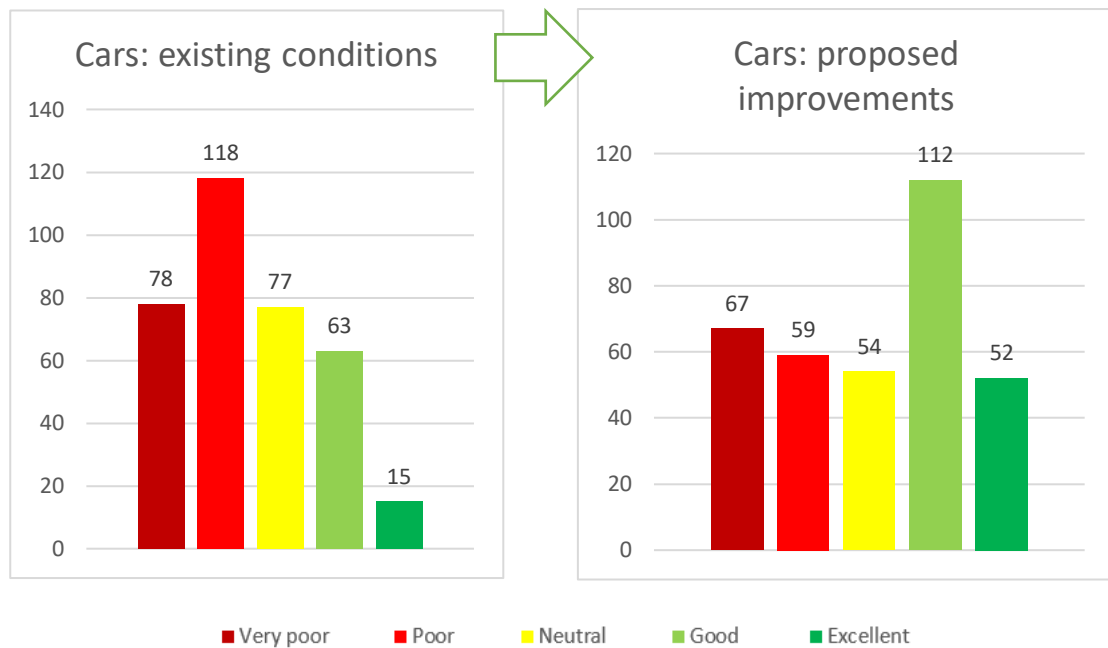
	Cars	Cyclists	Walkers
Net negative	35% n=126	23% n=79	21% n=72
Neutral	15% n=54	19% n=66	25% n=89
Net positive	45% n=164	41% n=144	37% n=130
Don't know	5% n=19	17% n=61	17% n=60
Total responses	n=363	n=350	n=351

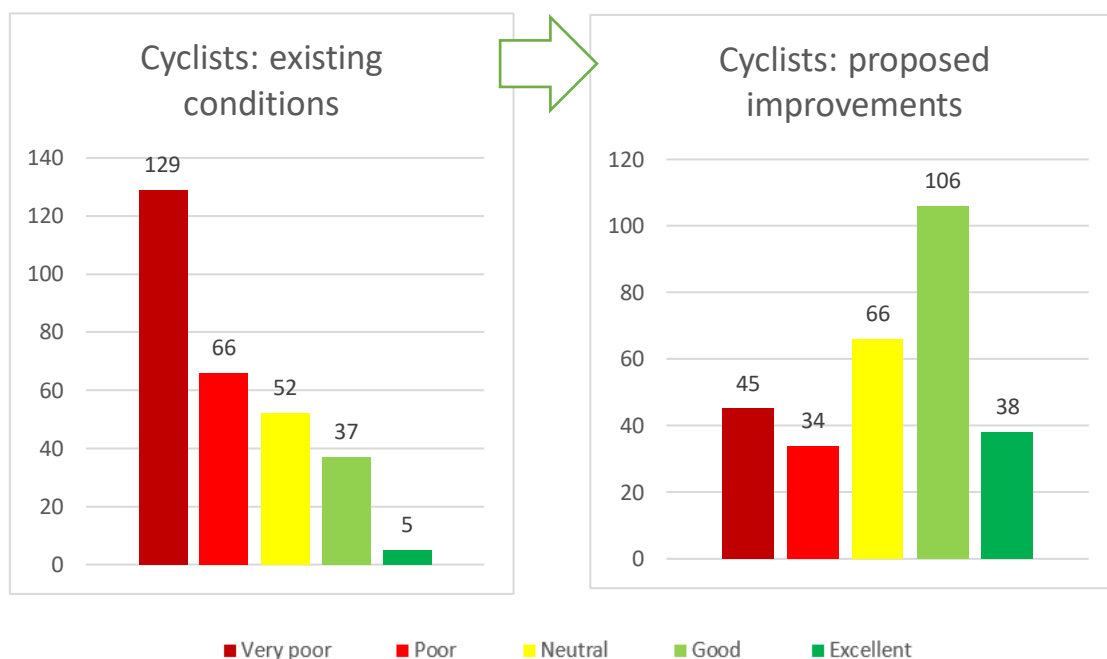
Please note that due to rounding, total percentages may not always be 100%.

Respondents' views were much more positive overall when answering about the impact of the proposed improvements for car users, cyclists and walkers.

Results demonstrate the balance has shifted towards the majority feeling positively, though for cars this is less marked.

When displayed as a 'before and after' type comparison, results demonstrate an overall increase in positive opinion and decreased negative perception:





Bus users

The proposed improvements did not include changes specific to bus users, with space constraints preventing the inclusion of a dedicated bus lane throughout the extent of the scheme.

The specific impact on bus users was not asked about as part of the consultation, though all respondents, including bus users, were able to feedback on the existing conditions and proposed improvements.

The scheme aims to improve journey times along the corridor, and it is expected that bus services will benefit from the journey time savings delivered by the scheme.

Of the 367 surveys completed, 21 respondents selected bus as one of their usual modes of transport through the Cooper Bridge area. (Respondents were able to choose up to three options).

As part of the additional comments received, a small number included bus specific comments, listed below:

- How does this plan support bus travel?
- One idea is the bus lane from around Brooklands could be used as an extra lane at certain times for turning on to that road like they use on motor ways but again your expecting people to park else where.
- Provide better bus links for Bradley.
- These proposals don't discourage car use at all. Where are the bus lanes?
- Why no bus lanes planned. This route would be brilliant for express bus services.

- Even though this is a major transport route there's no reason you can't create bus or taxi lanes.
- The proposed alterations look viable maybe a separate lane is needed for bus services to Dewsbury Huddersfield and a possible direct link road for trucks.
- Why is there no consideration of bus uses in these plans and this survey?
- Would be good to consider allowing electric cars in bus lanes.
- The area is very busy with traffic making walking and cycling pretty unappealing, noise pollution, roaring traffic resulting in safety issues, traffic fumes, it's just not good, even waiting at the bus stop is particularly unpleasant
- How are large vehicles, lorries and buses supposed to turn left into Oak Road, if they cannot turn left onto Bradley Road from the Road/Bradley Junction.
- As a resident on Oak Road I totally object to the proposed improvement scheme, it will bring much more traffic including buses and wagons on Oak road...
- Maybe actively encourage more people back on to railways and buses and away from cars now covid has dropped.
- Please restart the plan with completely new roads from Mirfield, Bradley and Leeds Road that create a free-flow system away from Cooper Bridge junction so it can be redeveloped for cyclists, walkers and buses ONLY.

4.2.3. Comments

Respondents were provided with an open text box for any additional comments they wished to make at this stage.

226 respondents provided a comment; 62% of all survey completions.

Below is a summary of some key themes emerging from the comments, with illustrative quotes, followed by a tally table of themes.

Many comments received feature views opposing particular aspects of the proposals. This demonstrates strength of feeling here, and can to some extent be expected as those that choose to leave an optional comment tend to be those respondents with a stronger opinion.

The proposed changes at Bradley Road were generally viewed poorly:

'The 2 lanes of road to go up Bradley Road from Bradley junction have never in my 10 years of living in Bradley impacted the amount of traffic trying to go towards Huddersfield and created additional congestion so I can't see what possible benefit this would have to alleviating traffic issues; it just moves it further up Leeds Road.'

The impact of the Oak Road and Bradley Road proposals, particularly for residents, was noted, with additional traffic here seen as particularly problematic:

‘Currently there are two lanes of queueing traffic to turn up Bradley road and, at busy periods, they are regularly both full. To funnel all that traffic along a small road sandwiched between a residential street (with no off street parking for residents) and a children's playground is madness’

‘My husband is a lorry driver and feels that manoeuvring an articulated lorry on oak road due to visibility and space will be dangerous for drivers and residents especially in peak traffic.’

‘Parking is already at a premium and sometimes we have to park streets away and walk back to our houses... I work shifts and sometimes this means late at night I'm walking home alone as I have no option’

Some commented that the proposals do not go far enough to support tackling climate change, with the inclusion of additional lanes potentially leading to an increase in the number of cars using the road.

‘Adding more capacity for cars will encourage driving and increase congestion, pollution, and climate change. We need fewer cars not more. Instead, you should remove road capacity and increase space for walking cycling and public transport’

‘Please fix the flooding under Cooper Bridge, two lanes each way, sort out the roundabout but please leave the Bradley Junction alone, it's the best and possibly most cost effective solution to a complex junction – plant more trees if you can’

‘The scheme should not go ahead in its current design as it does nothing to decarbonise transport by increasing public transport use...’

There was also some disparity in opinion between car users and those wanting to travel more sustainably, with both groups feeling the proposals benefit other types of road user:

‘Don't see many cyclists on this route on a regular basis. Feel the provision of the proposed cycling facilities are a waste of resources considering the amount of usage.’

‘I don't feel safe cycling on here as it is and I don't think your improvements would make me feel safer. Kinda feels cyclists are an after thought to your plans. The road works well for cars as it is.’

Some chose to mention wider issues such as the potential for this scheme to impact on surrounding areas, namely Flockton and Midgley:

‘I reside in Flockton village and the traffic problems are well documented ,in my opinion this scheme will only make the situation in Flockton worse’

Others commented that in their opinion the proposals don't go far enough and that more intervention is needed to make a real difference to congestion in the area.

A general sense of dissatisfaction was apparent for some respondents, e.g. that the proposals would not be achieved, delivered at pace, or were not cost-effective:

'I understand that this scheme will reduce journey times by 3 minutes only. Is it worth the expense and climate impact?'

Some respondents made positive comments about wanting the improvements to go ahead.

This includes both general comments and on specific aspects of the proposals:

'Finally a sensible, affordable and realistic proposal that recognises simply taking left turners out of the Cooper Bridge roundabout will make a massive difference to traffic flows.'

'So many junctions can be improved by allowing left turning traffic to continue. Good to see that here.'

'Great improvement on original schemes. Far less damage to the environment.'

'...the proposal of creating two lanes on Wakefield Road towards Dewsbury near the scrapyards is a very sensible idea, as traffic currently always backs up a long way from Cooper Bridge'

'The proposed plans look good and will aid congestion. It may cause disruption for a period of a few years whilst it is being completed so a well organised road work plan will be required'

'The changes look like exactly the sort of thing we need to make it safe - particularly in allowing crossing and getting over to the right hand turn to mirfield- and encourage less confident cyclists and pedestrians to make their journeys in a more sustainable way.'

'Don't talk a good job, just get on with it...'

Some comments took a more neutral or balanced standpoint. These can loosely be divided into further suggestions to enhance the scheme, and more general pragmatic commentary on the area, local development, and the impact of the proposed changes.

'Business parks have been developed along Bradley Road with the consequent increase in traffic from Cooper Bridge - few people working on this site live locally. The housing development just proposed at Villa Farm, and the hundreds of houses planned at Bradley golf course will add considerably to the traffic travelling up and down Bradley Road throughout the day.'

'The improvements should be linked to improving the current situation, and not be used to facilitate the building of even more houses at Bradley.'

Some detailed suggestions were made around improving the safety offer for cyclists:

‘Looking at the plans if I’m cycling from Huddersfield to Mirfield I have to turn right here where the steakhouse is. This means using your segregated cycle lane, repeatedly stopping or dismounting... and then how am I supposed to get across this carriageway to ravensthorpe direction’

‘... Cyclists need to be able to get to mirfield in the right hand lane at the roundabout...’

‘...the canal path, which I think could be a better way for cyclists into Huddersfield, but would need a bit of surface and lane improvement to make it safe for everyone.’

Other suggestions included both large scale and wide ranging additions such as building a new motorway junction, amending traffic light sequencing, through to smaller interventions like reducing on street parking at Marstons chicken shop:

‘...either add a road off M62 J25 roundabout going towards Bradley, possibly the roundabout next to Villa Farm Shop that leads down left passing the Asda to Huddersfield. Alternatively a new Junction off the M62 leading to Bradley and the Stadium’

‘...i've noticed when on the few occasions the traffic lights are not in operation the flow of traffic is a better and free flowing .No artic's stuck trying to go around the roundabout and getting stopped with the traffic lights at red’

‘My suggestion would by to stop vehicles parking along the road by Marstons chicken shop as this is the bottleneck for the entire junction.’

Please note that due to the variety and depth of comments received, the tally does not correspond with the total number of comments received; some comments were coded against multiple themes.

A full list of comments received is provided in Appendix A.

Comment theme	Tally
Positive:	
· General comment in overall favour	26
· Any change to current situation is welcomed / ‘better than nothing’	3
· Positive about increase in lanes	2
· Positive about roundabout plans	3
· General improvement is needed (dirty, smelly, polluted)	2
· Should reduce congestion/pollution	3
· Glad that the link road proposal has been removed	1
· Seems sensible, affordable, realistic	1
· Hope it starts soon / just do it	4
· Will be an inconvenience while work being done	2

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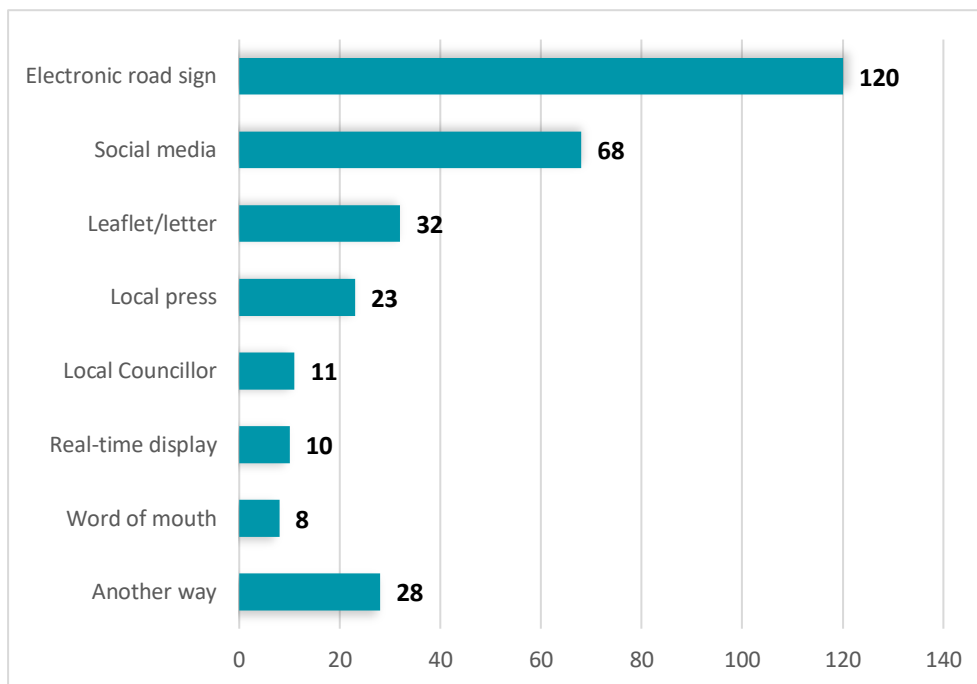
· Better for the safety of cyclists/walkers	1
· Proposals will help with future Leeds Road development	1
Neutral:	
· General comment:	
○ Benefits this area but by moving the congestion elsewhere	3
○ Benefits cyclists/walkers at detriment of car users	3
○ Need to respect local heritage – architecture, greenspace	1
○ Need to encourage people back onto public transport	1
○ I don't know / ask the experts	1
· Suggestions:	
○ Amend traffic light sequencing (at peak times, for flow, to reduce accidents)	6
○ Intervene at Marstons chicken shop – on street parking here is dangerous / causes congestion	6
○ Go further with cycle lane proposal – improve / extend traffic free routes by river/canal, not just junctions	4
○ Add a flyover - Cooper Bridge/Leeds Road	2
○ Add new motorway junction between J24 and J25 / westbound at J23	4
○ Add relief road parallel to M62 from J25 to Bradley Bar	1
○ Dual carriageway from M62 to Cooper Bridge	3
○ Add one way gyratory at Leeds Road/Oak Road/Bradley Lane	1
○ More speed control in place (cameras/congestion charge)	3
Negative:	
· General comment on negative impact to residents – more traffic where I live, no parking, lengthier journeys, impact on quality of life, house values	11
· Problem too large - will never be enough capacity on these roads	4
· Against the Oak Road /Bradley Road proposal:	
○ Negative impact on residents' quality of life, parking, children's safety, property values	38
○ Unsuitability for HGVs/increased traffic	28
○ Won't reduce Leeds Road congestion	14
· Incompatibility with climate emergency:	4
○ More capacity will increase car use, noise and air pollution	15
○ Need to tackle flooding	3
○ Plant more trees/don't remove them	5
· Proposals biased towards car users/ won't increase walkers/public transport users	13
· Proposals biased towards cyclists	2

· Shared space is not safe for cyclists/walkers, lack of consideration for cyclists/walkers	10
· Changes/increased lanes will lead to confusion/erratic driving	3
· Proposals don't go far enough:	
○ for cyclists/walkers	4
○ For bus users	4
○ Won't make a difference	8
○ Missed opportunity to make a difference / original proposals were better	11
○ Need greater reduction in congestion to improve air quality	1
· Comments beyond the scope of proposals:	
○ Don't go ahead with further housing/business development	7
○ Impact on Flockton/Midgley – consider knock on effects, needs to work with Flockton bypass/ will lead to more traffic in this area	13
· Dissatisfaction with performance of authorities:	
○ Won't be achieved/on time	5
○ Short term fix	4
○ Not cost effective/waste of money	10
○ You don't listen/care	3

4.2.4. Optional questions

1. How did you find out about this consultation? (318 responses)

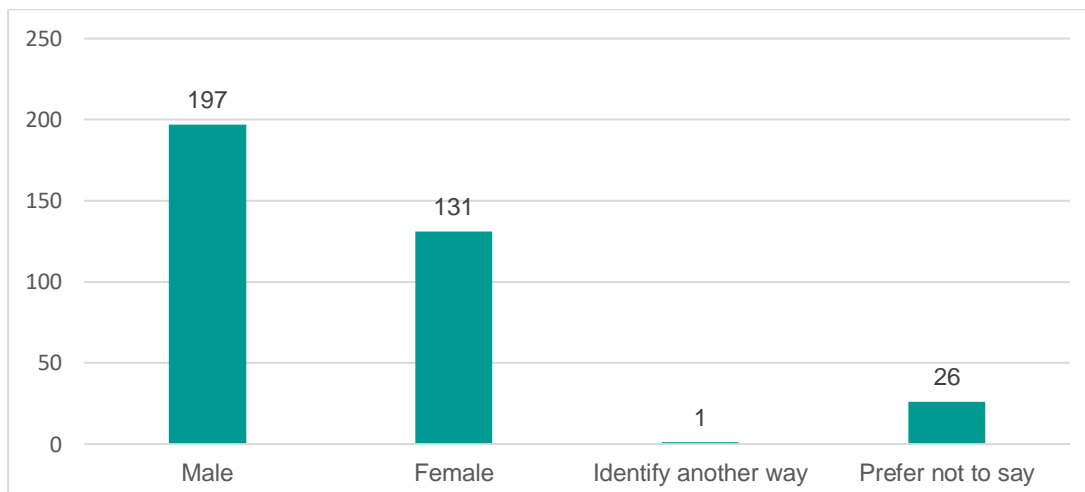
This was an open text question for respondents to answer in their own words. Responses have been coded below, to give an indication of key sources:



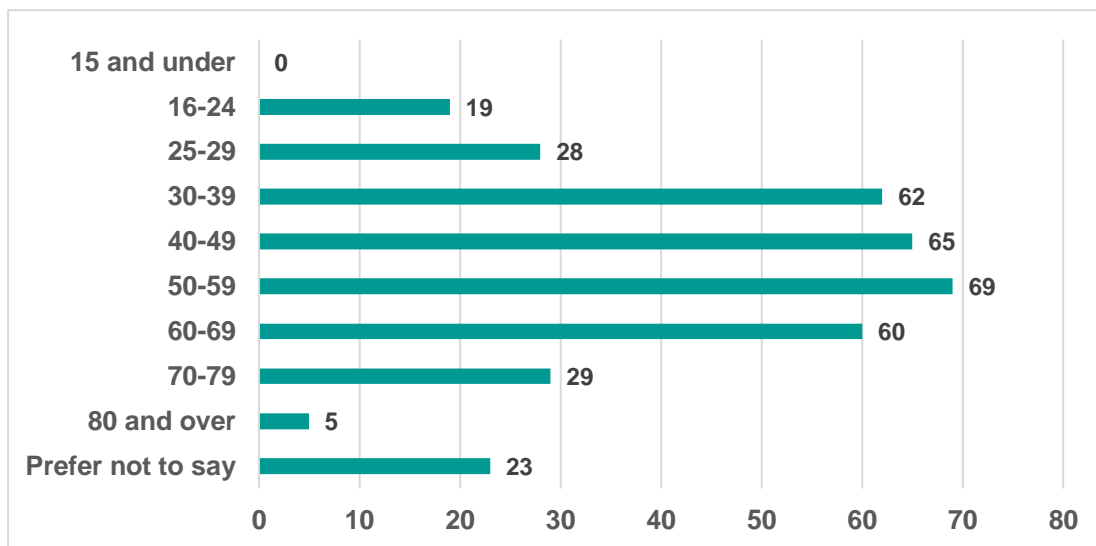
Other ways people found out about this consultation: via poster, email from various sources, LinkedIn, via Google search etc.

Equality monitoring data

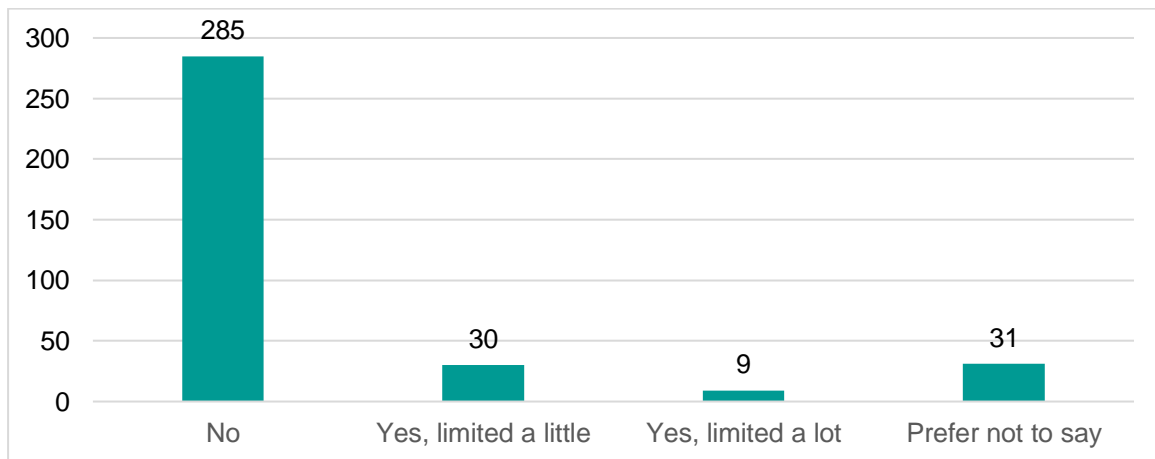
1. Do you identify as (355 responses)

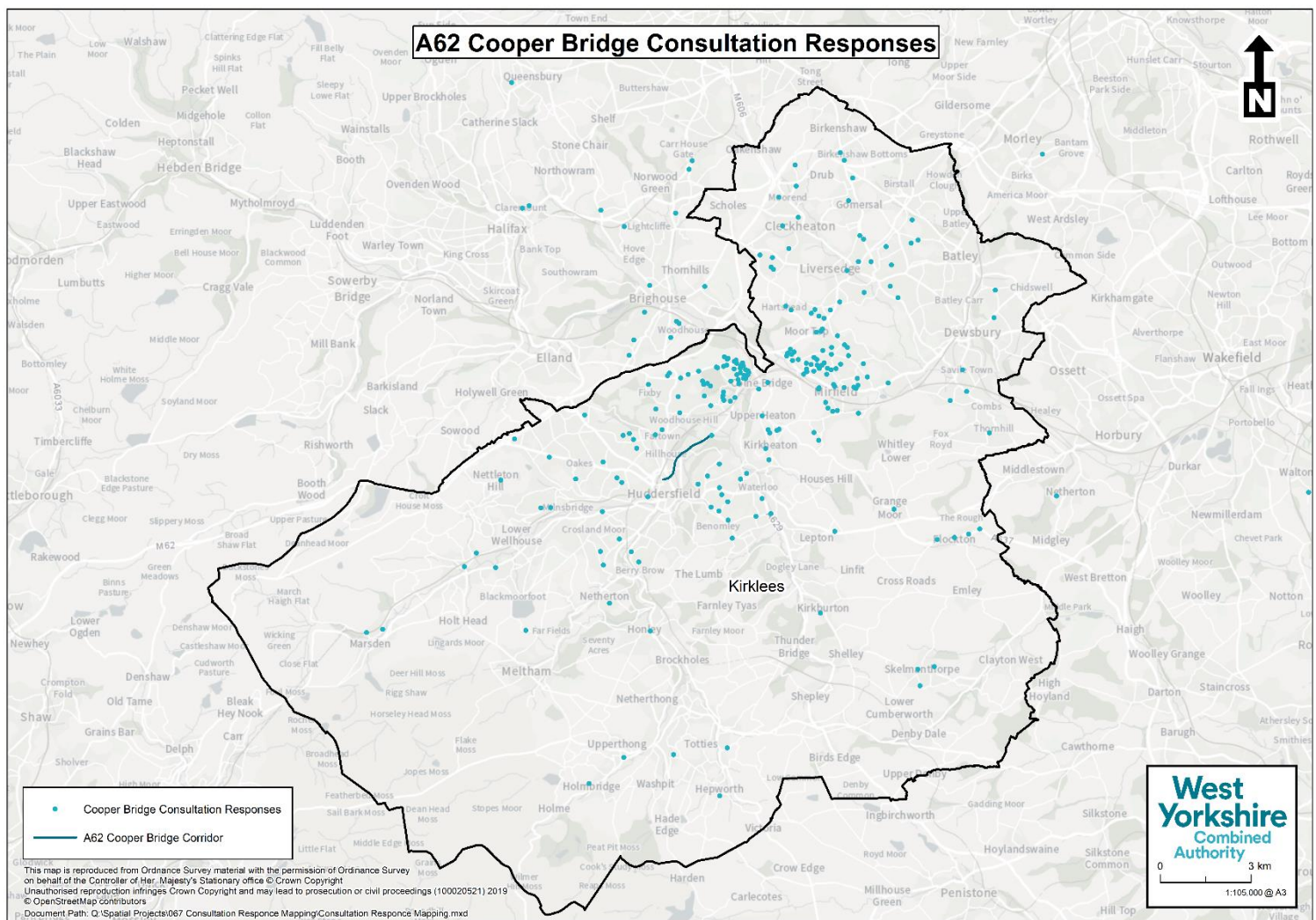


2. Which age category do you fall within? (360 responses)



3. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?
(355 responses)





4.3. Email responses

An email address was publicised during the consultation period as an additional mechanism by which members of the public, groups or businesses, could feedback or contact the project team. Two email address were included: major.transport@kirklees.gov.uk and yourvoice@westyorks-ca.gov.uk.

Comments were collected, with questions receiving a response from the project team. 21 sets of email correspondence were received during the consultation. These were from individuals, stakeholders and representatives of residents and community groups.

Emails received covered a variety of concerns and questions. Many from local residents sought to explain their personal concerns regarding the impact of the proposals on their parking, neighbourhood, or driving experience. Emails from residents of the Oak Road area shared their experience and concerns, and some asked for reassurance that residential parking would be given more thought.

Some wished to make specific suggestions such as to cycle path routes, additional lanes etc. Some requested clarification on the plans to help them better understand the preferred option, or on the data used to inform the proposals.

Emails from stakeholders included local businesses, groups with an environmental interest, specific interest in cycling and active travel, and utilities. Some provided very specific in depth feedback, while others noted the need for ongoing dialogue and clarification as the scheme develops.

The full list of emails can be found in Appendix B.

4.4. Questions and answers

Q&A is a tool function on the Your Voice website to enable respondents to engage on a project by asking questions within the website to receive an answer. Each question was provided to a member of the project team to provide an answer. The Q&A section was supplemented by a frequently asked question (FAQ) section on the Your Voice site, which presented information around technical aspects of the scheme for public reference.

36 questions were received throughout the consultation period. Questions received a public response from the project team. In some instances information posted was not a question, therefore no answer could be provided, and instead the information was collated to be included in the wider consultation analysis. The full list of questions and answers can be found in Appendix C.

Appendix A: Survey comments

Redacted: Any information that could potentially identify an individual has been redacted from the content of this report to retain anonymity, and best practice data handling in line with our privacy statement.

Redacted information includes names, addresses and contact information. Where this information is relevant or necessary for a timely response to have been provided (emails), this information has been given freely, however redacted for the purposes of this report only.

Please also note that these comments have been copied verbatim from their source and have not been altered, updated, or amended.

Any further comments:
<ul style="list-style-type: none"> There are very few walkers down there as can only walk to the motorway, so lets not kid ourselves that more people will walk if better pavements.
<ul style="list-style-type: none"> The new proposed plan looks lovely. I like the ideas of the slip roads for the motorway and for traffic coming out of mirfield: I believe the motorway slip road would help ease congestion coming from Leeds road.
<ul style="list-style-type: none"> Cannot see anything to relieve congestion on the A62 from Liversedge at the junction of A644.
<ul style="list-style-type: none"> You need to tackle the regular flooding at this location. It would also benefit from a dedicated Mway junction taking traffic off priory to J24 to access Elland - tailbacks to Junction 24 a major hazard when on M62 - this is a short term fix which is not cost effective as a result and would cope with local traffic only Ravens Thorpe to Mirfield another more pressing problem as so stop start everyone avoids the area which will effect the local economy. How does this plan support bus travel?
<ul style="list-style-type: none"> Really like the proposals! A junction that has been crying out for improvement for years - especially now with the new commercial and residential developments up Leeds Road in Mirfield
<ul style="list-style-type: none"> It looks good. It'll be a nightmare while it's being done but short term pain for long term gain. I say crack on.
<ul style="list-style-type: none"> The main reason for the 'poor' rating for cycling is the lack of consideration for cyclists at junctions and roundabouts in the existing layout. When I have cycled here I have usually stopped at the bridge, as the roundabout and roads off it are unfriendly. The proposal appears to improve this.
<ul style="list-style-type: none"> Something needs doing so this is better than nothing
<ul style="list-style-type: none"> Leeds Road traffic turning right up Bradley Road - Note: At present Bradley Road is designed, and built for heavy traffic, with a good distance between Bradley Road and the houses, your proposal will bring heavy traffic closer to the houses, children's gardens (at one side of the road) & children's play areas (at the other side of the road) - Please, Please, Please - reconsider diverting heavy traffic from (the main) Bradley Road, along a residential side street BEFORE my friends, family, and /or neighbours children are killed or seriously injured - Who will be responsible for the house foundations collapsing?

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<ul style="list-style-type: none"> • Still dangerous for pedestrians and cyclists, doesn't solve issues on Bradley road, especially with the planned housing development on golf course. Doesn't address climate change.
<ul style="list-style-type: none"> • The area is not fit for purpose and doesn't have the capacity for the traffic passing through. And I doubt it ever will. A new junction off the m62 between junct 24 and 25 combined with a new bypass to decrease travel from the M1 to m62 through a644 is the only way forward.
<ul style="list-style-type: none"> • Based on your previous performance on WYCA projects there is no chance of you achieving the 2024 start date. Network Rail will stuff you all the way they won't allow their railway to be closed while you widen the road, better get those Christmas possessions booked now.
<ul style="list-style-type: none"> • The planned improvement will cause more traffic through my village
<ul style="list-style-type: none"> • While the two way segregated cycle lanes are welcomed they don't actually lead anywhere other than to junctions. They should be viewed as a start and extended.
<ul style="list-style-type: none"> • Where is traffic being diverted through??? What about Flockton WF4 we need a bypass, lack of pavements, speeding traffic, always congestion. Nowhere for emergency blue light service to get through, dangerous speeding traffic, not a thought for residents, let alone cycling, parents walking children to and from schools. Traffic does not stop at the zebra crossing either, you take your life into your hands just trying to cross the road, children, elderly, impaired vision, disability impaired, DANGEROUS BARNSELY ROAD FLOCKTON WF4. MANY ACCIDENTS WE DON'T NEED ANYMORE, ONE YOUNG GIRL LOST HER LIFE ON BARNSELY ROAD FLOCKTON, LEAVING 2 CHILDREN WITHOUT A MUMMY! KIRKLEES, KIRKLEES, KIRKLEES, KIRKLEES LISTEN TO THE RESIDENTS AND STOP YOUR BOYS SCRATCHING BACK uncaring about Flockton residents, air pollution due to amount of traffic. Stop you're back handers by which ever means you can.
<ul style="list-style-type: none"> • What effect are these improvements expected to have on the B6118, and subsequent impact on traffic using the A637 through Flockton? Kirklees Council have previously indicated that any major road improvements at the eastern end of the village would result in more traffic using the B6118, and therefore would not be advisable. "Better roads attract more traffic" was said. My question is why improvements at one end yet not the other as appears to be the case here.
<ul style="list-style-type: none"> • I think changes to the Calder greenaway would be welcomed. However, the changes would help ease congestion and reduce pollution
<ul style="list-style-type: none"> • The proposed plan needs to be in conjunction with the bypass of Flockton and Midgeley. There is no current safety issues around the Colne Bridge area, only traffic hold ups. The Barnsley Road through Flockton is dangerous to traffic as the road is no longer suitable for the volume / amount of traffic. A good start would be to have regular police speed checks through the 20mph zone. This would quickly boost the council coffers in speeding tickets and go towards funding the bypass !
<ul style="list-style-type: none"> • Building an industrial park at Mirfield and adding more hgv,s to a congested road hasn't helped having an m62 turn off at brighthouse would reduce the traffic more
<ul style="list-style-type: none"> • There will be too much traffic using oak road to access bradley road. Current traffic turning up bradley road off Leeds Road is massive at all periods of the day and adding two lanes on Leeds Road to turn up oak road will cause massive congestion.
<ul style="list-style-type: none"> • doesn't look like it will make much difference at all to traffic. If anything, it will encourage more erratic behaviour.
<ul style="list-style-type: none"> • Changes will not address volume issues on a644 between m62 and cooper bridge

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<ul style="list-style-type: none">• This scheme is grossly inappropriate in incompatible with Kirklees and Calderdale declaring a climate emergency. Adding more capacity for cars will encourage driving and increase congestion, pollution, and climate change. We need fewer cars not more. Instead, you should remove road capacity and increase space for walking cycling and public transport. Removing road capacity would avoid expensive projects such as the proposed bridge widening and that money could be reallocated to low carbon transport elsewhere.
<ul style="list-style-type: none">• The worst congestion is when approaching the Cooper Bridge junction from the Brighthouse/M62 side and joining single lane queuing traffic up to the last few metres preventing right-turners from reaching the junction, due to left turners waiting. <p>There is also concern about the knock-on effects creating additional heavy traffic through Flockton via the B6118 without a bypass or link road in place.</p>
<ul style="list-style-type: none">• You are not taking into consideration the impact on surrounding villages and what the impact of this scheme would make on the residents of these villages. I reside in Flockton village and the traffic problems are well documented ,in my opinion this scheme will only make the situation in Flockton worse . kirklees council would appear to have no answer to traffic problems in Flockton any talk of a bypass for Flockton falls on deaf ears or is treated with contempt with the proposed scheme this will increase traffic through Flockton and on the inadequate road system leading to Cooper bridge. More thought should be taken about the scheme and should include spending to include elevation of traffic problems which the scheme would create.
<ul style="list-style-type: none">• The cycle path running past the mardens chicken shop mite be a accident waiting to happen. It's a very busy shop in the afternoon and tea time
<ul style="list-style-type: none">• This scheme is heavily biased towards cyclists. As local resident, living on the section of Leeds Road between Oak Road and Bradley Junction, these changes will significantly impact on my day to day activities. I will no longer be able to easily get to my property - I will not be able to access from Oak Road, the plans also mean that I will also be unable to turn onto Bradley Road at Bradley Junction. As we cannot do a U-Turn, are you expecting residents to drive all the way down to Cooper Bridge to turn around - so we can access Bradley Road?? This will add to the congestion at Cooper Bridge. There are already significant shortages for resident parking, which I have reported previously, these changes do not seem to have considered how/where residents will park or how they will get around. I would like to see the plans for changes directly outside these properties and the proposals for traffic movement FOR THESE RESIDENTS.
<ul style="list-style-type: none">• The traffic lights also need looking at. Too many accidents because they change at the same time.
<ul style="list-style-type: none">• As with all these things it does move the problem to another area but it's good that this is being looked at and it should make an improvement to this location.
<ul style="list-style-type: none">• Why are you stopping people turning off the a62 onto Bradley road & other roads at that junction?
<ul style="list-style-type: none">• Putting slip roads in every direction will not help. People will simply seer that they are full and divert back to the roundabout. The one going from Leeds Road - Wakefield Road is a good idea, but it should be a single lane that will merge with traffic from the roundabout going to 2 lanes all the way to the motorway junction 25. The proposal to stop turning right from from Leeds Road to Bradley Road is a bad idea as this will force more traffic towards the Oak Road junction. Many people use this turning as it leads to a major supermarket at the top of Bradley Road. If the idea

<p>is to ease congestion, it has been proven that widening roads doesn't help as much as encouraging walking, cycling and public transport, none of which seems to have really been changed or improved by these plans.</p>
<ul style="list-style-type: none"> As a homeowner on oak road which is really bad for parking as it is looking at the proposed parking bays this is only going to make a bad situation much worse not to mention the increase in traffic on our road parking needs increasing on oak road not decreased with the added planning gone in to develop the 4 derelict houses located on oak road this will also increase parking problems
<ul style="list-style-type: none"> Don't understand what you're actually proposing here? Let's be honest, you were never going to build a new road. This area has been terrible for 30 years and you've done nothing. All you'll do is build new cycle lanes and expect everyone to travel by bicycle. Meanwhile the potholes get bigger.
<ul style="list-style-type: none"> I currently don't believe the existing traffic light sequence is being used to its full potential, especially peak times with the impact and delay the sequence effects the next set of traffic lights you arrive at... increasing flow through cooper Bridge I don't believe the next set of traffic lights will be able to cope and so for the financial investment for just one roundabout is not justified. I would be more inclined to research into the slip road from the M62 at ainley top, I avoid this due to the time spent queueing on the M62, and the danger of high speed traffic passing you while sat, and the cars coming to a stop up ahead trying to force themselves in early avoiding the need to queue scary and highly dangerous risk takers.... Secondly how many people use the junctions Into huddersfield that could potential use an opening west bound at junction 23 of the M62, this would elevate pressures at brighthouse and ainley top. Surley a wiser and more beneficial investment..
<ul style="list-style-type: none"> It would be great to know which one way system you have proposed for Oak Road as i am a resident on the road and there's not much info in the leaflet that we recieved.
<ul style="list-style-type: none"> I have started using birkby-bradley Greenway for cycling, I would like to see more such excellent facilities connecting Huddersfield to brighthouse/surrounding areas to encourage cycling and walking.
<ul style="list-style-type: none"> won't solve the problems. mass missed opportunity. dual carriageway needed all the way from M62 to Cooper Bridge given Kirklees's plans for mass development around the area. my business will be relocating from kirklees as soon as possible due to lack of investment, delays and wasted time it costs my business
<ul style="list-style-type: none"> I would object to the re-siting of the Dumb Steeple. Its existing location would be in the middle of a large triangular island in the new layout. As the road to the south of that would be one-way, there should be no difficulty in providing safe access for pedestrians to view the listed monument in situ, at no more cost than that of re-siting it.
<ul style="list-style-type: none"> My understanding was part of the reason for the new link Road was to provide access to the huge new housing development planned at Bradley golf course and the surrounding land. These changes around Cooper Bridge may alleviate some issues but without further changes further up Bradley Road around the existing traffic lights to the industrial park and Bradley Bar roundabout you will just be creating huge issues to the already overstretched road network in this area. Plans need to be made to detail how the huge amount of additional traffic around Bradley Bar created by these new developments will be accommodated.
<ul style="list-style-type: none"> As I said at the original consultation, if experts need to consider more than one option, how can amateurs like me know?

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<ul style="list-style-type: none">• Don't talk a good job, just get on with it, we are all fed up with the length of time this is taking.
<ul style="list-style-type: none">• Agree with the improvements and the requirement to relieve congestion, however, unless this goes hand in hand with improved public transport links and services and other transport initiatives to encourage less car use then capacity will peak in a few years time again requiring further work.
<ul style="list-style-type: none">• Please ensure traffic flow is high and has two lanes (inc. crawler lane) to M62
<ul style="list-style-type: none">• We would not want any changes to happen to parking on Bradley Road for residents.
<ul style="list-style-type: none">• Turning in to oak Road now cause a back log of traffic, you've also not considered the housing and their parking so not sure how you think your getting an extra lane on Leeds Road. Also the chicken place causes road issues on a daily bases. I live in this area so know the issues on a tea time, and the road towards Bradlet Road is not an issue as that moves freely, the issues lie around the old 3 nuns where that road often gets blocked by cars coming down or from the direction of mirfield, coming up from Colne Bridge but I find that your in that queue for about 10 to 15 mins and going towards Colne Bridge. Oak Road should be banned for lorries as its a tiny road where they is a park and home parking which makes it more difficult to move on there. One idea is the bus lane from around Brooklands could be used as an extra lane at certain times for turning on to that road like they use on motor ways but again your expecting people to park else where.
<ul style="list-style-type: none">• In your proposals you propose to remove the right turn to Bradley road from cooper bridge and reroute the traffic through oak Road, this will cause a number of problems. The quality of life for the residents on Oak Road will be worse as this will become the main route to Bradley road for all cars and lorries coming from the a62. Secondly there will be increased pollution around the recreation ground, one of your goals was to reduce pollution. The traffic will be held up by Oak Road, and this potentially will cause a backlog of cars building up back towards cooper bridge, again contradicting one of your main stated goals of smoothing traffic flow . My suggestion would be to allow a right turn for cars coming from cooper bridge on to Bradley road as now. My second problem is the proposal to add a bike lane. Unless you intend to extend the cycle lanes into brighthouse with a safe route through or around the motorway roundabout I am not convinced it has much benefits to cyclists and seems a bit of tokenism and basically a waste of council money.
<ul style="list-style-type: none">• I currently live on Bradley Road just after the oak road turning, my parent have lived and still do live on oak road and this is the house I was born in, oak road is busy enough as it is especially with a park in there with kids crossing from the local area, oak road is basically enough room for 1 car width due to residents parking outside there houses, it will make the route to Tesco's etc a lot more difficult and longer for people, nor to mention the implications it will have on the residents of oak road only been able to travel one way on a road they live on and will have to take a much longer route to get home and be stuck in traffic just to get home through no fault of there own. Not to mention the additional traffic there will be when the proposed 1500 new homes are built off Bradley road where the golf course currently is. I really think this is a terrible idea and it should stay as is.
<ul style="list-style-type: none">• The original proposal was better. "Climate crisis" bullshit. Excuse to not fulfill what was an excellent proposal. I see the improvement to stocks bank road/A62 junction has disappeared. Thanks very much. This junction is a bottleneck, it's too narrow to cope. And it seems it will continue so. Brilliant!

<ul style="list-style-type: none"> • sending traffic turning right up Bradley Road via Oak Road is an absolutely ridiculous idea.
<ul style="list-style-type: none"> • Need urgent attention on this cooper bridge as on daily my journey it add additional 10-15min which is effective nature and driver .
<ul style="list-style-type: none"> • •Left turn only lane on Leeds Road to Colne Bridge Road •2 lanes into 1 from Leeds Road to continue onto Leeds Road and so people can make a right at Oak Road •Keep the 2 lanes from Leeds Road to Bradley road. Make sure the traffic lights stay on for a bit longer. Where can lorries go if they wanted to continue onto Bradley road? They can't make a left turn onto Oak Road. •2 lanes turning right from Colne Bridge Road onto Leeds Road
<ul style="list-style-type: none"> • I disagree with the changes to Oak Road. By forcing all traffic from Bradley Road wanting to turn onto Leeds road in the direction of Huddersfield to Bradley junction and the traffic from Cooper Bridge forced onto Oak Road will increase traffic congestion between and at both junctions. Bradley junction is working well for right turn traffic from Cooper Bridge but there is nothing in the plan to improve Colne Bridge Road which suffers major congestion at busy times. I believe Oak Road should be improved to allow 2 way traffic but leave Bradley junction as it is, as it works well. If lorries have to turn right from Leeds Road into Oak Road buildings should be demolished to improve the turning circle or all parked cars be banned. It is too narrow and is a tight turn for longer vehicles; the plan does not show how it will improve traffic flow. Better consideration of green options and removing cars from the roads would be far more future proof. Provide better bus links for Bradley.
<ul style="list-style-type: none"> • Making oak road the main road would be a disaster. It is a small residential street not made for all the traffic that comes on the road now it is disgraceful
<ul style="list-style-type: none"> • making oak road needs rethinking as all the new houses on tith house and the farm will have a very heavy traffic on the small road
<ul style="list-style-type: none"> • Don't put cyclists and pedestrians in shared paths.these never work, and the Highway Code states cyclists can just use the road anyway.
<ul style="list-style-type: none"> • As well as being a driver, I am also a cyclist. The Cooper Bridge to Brighouse route is the ONLY flatish route between Huddersfield and Calderdale. Currently it is an appallingly dangerous one for cyclists. Kirklees Council/Calderdale Council MUST provide a traffic-free alternative for cyclists - perhaps along the banks of the River Calder or the Calder Canal. It is outrageous that cyclists are obliged to subject themselves to such risks. And their inevitably slow progress is of course a further source of delay to the motorists who must remain behind them. Also, while you are engaged in your deliberations as to how deal with the Cooper Bridge area congestion, might I urge you in the meantime to adjust the sequencing of the traffic lights at Cooper Bridge roundabout. While the queue along Wakefield Road to get to the roundabout regularly extends up the slip road of the westbound M62, the queues to it in both directions of the A62 are invariably minimal - usually no more than several cars long.
<ul style="list-style-type: none"> • The plan to re-route all right turning traffic along Oak road is a terrible idea. Currently there are two lanes of queueing traffic to turn up Bradley road and, at busy periods, they are regularly both full. To funnel all that traffic along a small road sandwiched between a residential street (with no off street parking for residents) and a children's playground is madness and will transpire to be utterly unworkable. The build up of (single file) queueing traffic to turn right on Oak road will lead all the way back to the junction and will gridlock the flow of traffic through it. And lets not forget that there are plans to build another 2000 houses off Bradley road which will

<p>only serve to increase this already huge traffic load. Please come to your senses now before it's too late! If this goes ahead in it's current form, I guarantee remedial work will need to be undertaken within a year of it's implementation. Don't say we didn't tell you so!</p>
<ul style="list-style-type: none"> The proposed change is likely to greatly improve pedestrian and cyclist experience but negatively impact drivers. The addition of extra lights on Leeds road will likely cause greater congestion. The measures to address the heavy congestion regularly at the bridge are decent but not sufficient to greatly offset the issue and be less environmentally impactful than a bypass. The biggest problem is the 1700 new houses being built further east. The majority of those commuting from these new homes will travel through cooper bridge, drastically increasing the stress on infrastructure.
<ul style="list-style-type: none"> I can't tell from the plans what the actual improvements are. I cycle between Brighouse, Mirfield and Huddersfield. Some cycling facilities disappear when most needed. Some junctions look great but then later on the cyclist is out back into traffic at a pinch point. Will this actually make cycling between Brighouse, Mirfield and Huddersfield safer than currently?
<ul style="list-style-type: none"> I am concerned about the provisions for traffic turning right from Leeds road to go up Bradley Road. In my view the proposal will simply move congestion down the road to the new junction with Oak Road and make matters worse. There is already 2 lane provision for traffic turning right onto Bradley Road and is not currently a problem. The new proposal seems to reduce capacity to turn right from 2 lanes down to one lane - how can this be an improvement? I am concerned that large vehicles will struggle to make the tight right turn onto Oak Road. The junction of Oak Road and Bradley Road will become more congested whilst the short 2 lane section of Bradley Road from Leeds Road to Oak road will become virtually redundant. I would be keen to see the modelling to support this proposal as on the face of it the proposals for Bradley junction look like a step backwards.
<ul style="list-style-type: none"> The main bottlenecks are between the miller n carter and cooper bridge and again outside mars tons in my opinion both where two lanes fight to merge back into one some just don't want to give way - also I don't feel that the blocking off of traffic going up Bradley Road is a good idea - sending all the traffic onto oak road which is a small residential road with a recreation area used by children and dog walkers sounds quite dangerous to me - somebody suggested that there'd be 110 cars approx an hr I feel that to be grossly underestimated as obvs there's asda, the crem, two schools and lots of residents and other drivers all heading up there currently.
<ul style="list-style-type: none"> When heading towards Cooper Bridge via Cooper Bridge Road, many car drivers cut through traffic on the inside lane then immediately after the roundabout merge onto Leeds road which causes further congestion and risk to drivers / cyclists. Only drivers heading towards Mirfield should be in that lane.
<ul style="list-style-type: none"> These would definitely be an improvement for people travelling by bike or walking, but this is mostly because what currently exists is so bad. I think the new road layout around Bradley road would be welcome because it currently feels like trying to cross a motorway, it's very unsafe and the air quality is dire. Must be awful to live next to this road. It would make it easier to pass through this area by sustainable modes, which I support. I am concerned about the red section then route towards Brighouse, presumably the Bradley to Brighouse greenway is being relied on to provide that provision but that needs to progress. It is good to see segregation on cycle routes, especially considering the traffic levels and speeds on this road. I hope they are LTN1/20 compliant- wide enough and provide enough of a buffer to traffic. Also that the timings on signals and way finding

<p>is clear enough for what is a hostile and complicated road environment, particularly around the junction and roundabout.</p>
<ul style="list-style-type: none"> The proposed works coming away from Huddersfield seem ok. The works proposed coming into Huddersfield and Bradley road are a big concern. There is to be no right turn from Leeds road up Bradley road instead you have to go further on Leeds road, before you will need to do a sharp right turn into a narrow residential street. This might be ok for cars but certainly not for big HGV's. You are also proposing yet another set of traffic lights at this junction to enable the right hand turn. One has to ask why you can't stick with the right turn as it is now. Before you do all these work you sort out parking and access to Marstens chicken shop as the parking for this business causes no end of traffic worries. No doubt even after this public consultation you will do what ever you feel like and not listen to the people who use these roads everyday.
<ul style="list-style-type: none"> Not a supporter of banning right turn up Bradley Lane travelling from Cooper Bridge. Could see this as sensible if Leeds Road - Oak Road - Bradley Lane became a one way gyratory
<ul style="list-style-type: none"> You are taking the easy option. It is a sticking plaster and not a solution for cars in the long term.
<ul style="list-style-type: none"> 1. Please minimise any tree removal and ensure they are replaced. 2. Please take into account the architectural value of the existing bridges in the design of the replacements. 3. Has any consideration been given for providing signaling on the Bradley Road/Oak Road junction to provide for traffic turning right towards Colne Bridge?
<ul style="list-style-type: none"> The proposed plans will not make traffic any better this will actually make things worse due to the amount of traffic that goes down from 2 lanes to one lane on a stretch with cars parked on either side. Where the issue comes in is the residence parking by the traffic lights by BP your splitting the traffic from one lane to 2 but cars prevent this from happening due to no yellow lines. The proposed plans to make the one way system to gain access to bradley Road will be a mistake simply because I travel during commuting times and that junction is the smoothest on the junction and flows naturally onto bradly Road. HGV drivers will consistently block traffic if the one way route that is proposed goes ahead and will make things worse for the resident and the children who use the park behind the post office. My suggestion would by to stop vehicles parking along the road by Marsden chicken shop as this is the bottleneck for the entire junction.
<ul style="list-style-type: none"> ITS ABOUT TIME SUM ACTION WAS TAKEN
<ul style="list-style-type: none"> Can people who live on Leeds Road who live between Oak Road and the Leeds Road/Bradley Junction turn left onto Bradley Road so they can get into Huddersfield. How are large vehicles, lorries and buses supposed to turn left into Oak Road, if they cannot turn left onto Bradley Road from the Road/Bradley Junction. This is a very tight junction for vehicles coming into Huddersfield. It is also opposite a very busy shopping area. The plan is putting more pressure on Oak Road which is already a busy road and in a highly populated residential area.
<ul style="list-style-type: none"> I live on Oak Road and I think this plan is going to cause a horrible situation for us as residents and our neighbours. The road itself is already busy and this plan does not make us happy.

<ul style="list-style-type: none"> • Oak Road is a residential road that is already too busy due to the change of the traffic light system and in poor repair. Many pets have been injured. It is used by children and families to access the park and will cause a hazard to them. Also emergency vehicles will struggle to attend the residents. There are also listed buildings on this road and the extra vibration from even more heavy traffic will cause horrendous damage. This is not an acceptable route at all.
<ul style="list-style-type: none"> • it appears you are just pushing congestion problems up to Oak road
<ul style="list-style-type: none"> • 'Cyclists being prioritised yet again. These changes will have a negative impact on those residents living locally - particularly in the Oak Road/Bradley Rd/Leeds Rd triangle. Proposals will make getting to and from home very difficult. How will a HGV make the turn, from Leeds Rd onto Oak Road?? Even with slight widening, this is a very tight turn Local parking is already extremely difficult. Tree planting in existing parking spaces, and increased traffic flow on Oak Road will make this even worse (cars often park on both sides of Oak Rd, due to lack of spaces) - No evidence shown, to support the changes. Specifically, how will stopping traffic going up Bradley Road (from Leeds Road and Bradley Junction) improve capacity at Cooper Bridge????
<ul style="list-style-type: none"> • I think this will cause more traffic troubles, you can have way too many lanes, it will just anger drivers more and cause more confusion than its worth.
<ul style="list-style-type: none"> • i've noticed when on the few occasions the traffic lights are not in operation the flow of traffic is a better and free flowing .No artic's stuck trying to go around the roundabout and getting stopped with the traffic lights at red
<ul style="list-style-type: none"> • Finally a sensible, affordable and realistic proposal that recognises simply taking left turners out of the Cooper Bridge roundabout will make a massive difference to traffic flows.
<ul style="list-style-type: none"> • The plans look good. I travel down the a62 towards j25 and it takes a long time, sometimes easier to drive to brighthouse and go the other way round. Much better for our area to get to the motorway and back
<ul style="list-style-type: none"> • The option of Oak Road is too dangerous but a better option would be to introduce traffic lights at Lower Quarry Road to access a contra-flow lane on the other side of the road next to the cause-way to Bradley Road with traffic lights at Upper Quarry Road to allow access back to the normal side of Bradley Road. Traffic coming down Bradley Road to then have a direct lane on to Leeds Road there then would be three lanes past Lower Quarry Road towards Leeds. Traffic then from Leeds or from Bradley Road would not be involved in the main lights at Colne Bridge Road. There is room to achieve this.
<ul style="list-style-type: none"> • I really hope your new option for Cooper Bridge works and if it does, then my rating will be well done!
<ul style="list-style-type: none"> • Issue is at cooper bridge .. too much change on bradley road where there are no issues!!
<ul style="list-style-type: none"> • Apart from making Oak Road one-way the other changes are positive. Those of us who live in the area use Oak Road a considerable amount already and to make it one way is ridiculous, to have so much traffic on that road will be of detriment to those who live on Oak Road and what will you be doing to prevent accidents from children in the park crossing the road not to mention the fumes that these children will be exposed to !!! How do you propose that the traffic will be able to turn onto Oak Road without causing even more congestion, the corner is tight enough as it is. I can only see that this will not relieve the congestion but will add to it as well as

<p>causing other issues that will be detrimental to those living on Oak Road, the families that use the park and those of us who live within the vicinity.</p>
<ul style="list-style-type: none"> • The proposals at the Oak Road junction with Leeds Road result in the loss of 5/6 parking spaces outside properties 1161-1169. Although access has been provided for the driveway at the side of 1169. Residents at 1161-1167 will no longer be able to park anywhere near their properties. In addition 1159 has a driveway that you appear to be blocking off. In short, parking is already a major issue at this point since most families these days have two cars and as a result many vehicles are parking half on the walkway and you appear to be reducing parking to the extreme, which is likely to encourage further parking congestion. Cyclists currently ignore the directions to use the cycle lane at this point, preferring to continue on the footway, and since they will be held up by the traffic lights here due to the proposed significant right turn movements into Oak Road, they are likely to also attempt to circumvent the signal controls, creating a major safety issue. The combination of focused turning movements, parking issues, cyclist delays, not to mention pedestrians, that will all be focused at this point as a result of the improved crossing facilities raises serious concerns in my mind. One last note - your base plan is not up-to-date, as it does not show the large garages at the sides of 1153 and 1169 and the divisions of the rear gardens along the row which preclude vehicles parking to the rear of these properties.
<ul style="list-style-type: none"> • As a resident of Oak Road I think this proposal is ludicrous. Why divert heavy traffic, Inc heavy goods vehicles, along a narrow street beside a well used park? Air and noise pollution is inevitable and there will be no safe place to cross for children wanting access to the playground area. A beautiful stand of mature trees had better be protected. I dread the whole operation esp considering the huge building project traffic heading past my house to Bradley golf course.
<ul style="list-style-type: none"> • I've never seen a more ridiculous plan. The idea to stop vehicles turning right up Bradley Road, but instead to divert them around the hair pin junction along the residential Oak Road is beyond a joke. I cannot see how this is possibly going to improve the flow of traffic, but will instead increase impede vehicles and slow them down. Shifting more traffic onto Oak Road will increase the risk to local residents, especially children crossing to use the play area. I strongly oppose this scheme.
<ul style="list-style-type: none"> • The scheme doesn't consider the knock on effects to surrounding areas. Villages such as Flockton which are far more difficult to get through, not just in rush hour, will be adversely affected, please assess how the scheme will affect that village. Surely there is something you can do to ease the traffic in Flockton too.
<ul style="list-style-type: none"> • I am fully supportive of changes to A644, the new roundabout at Cooper Bridge and widening of roads. However, the idea to divert all traffic going up Bradley Road down Oak road seems absolutely insane. I drive down Oak road multiple times a day and it is already essentially a one way piece of road with all the cars parked there and the ridiculous amount of pot holes that Kirklees seemingly ignores. What use is the 2 lane stretch from Bradley Junction to Oak Road going to be? That's the clearest part of that whole area! The 2 lanes of road to go up Bradley Road from Bradley junction have never in my 10 years of living in Bradley impacted the amount of traffic trying to go towards Huddersfield and created additional congestion so I can't see what possible benefit this would have to alleviating traffic issues; it just moves it further up Leeds Road. By all means stop traffic turning left from Leeds Road up Bradley Road, this will stop what 1 car an hour?
<ul style="list-style-type: none"> • Make no right turn from Bradley Road onto Leeds Road (towards Huddersfield) - use roundabout by Mamas & Papas followed by left turn onto Leeds Road. Current

<p>situation means that if wagon, school bus or incorrectly positioned car is turning right at front of queue, a whole traffic light cycle is missed and traffic queuing down Bradley Road doubles</p>
<ul style="list-style-type: none">• It is so bad this road. From coming of the m62 its shocking. Traffic, the dirt and no cycle lane, then the poor road surface. Its a poor welcome to huddersfield and its in need of a super serious change as the amount of traffic used is massive and really needs 2 lanes i would say and or a split road thats more direct. Drastic changes should be done. And please focus on more of a cycle lane joint with a pedestrian lane. I so hope for a positive change and road resurfacing on leeds road. Huge changes is the answer.
<ul style="list-style-type: none">• bringing main road traffic along oak road is totally stupid. there is a children's play area on that road. the amount of traffic on oak road now is bad but will get worse. whoever thought it was a good idea should have a serious rethink
<ul style="list-style-type: none">• This proposal to funnel traffic on oak road will cause increased traffic immediately next to a park which will take away children's freedom to visit the park alongside been a risk for dog walkers in the area. The right turn from Leeds road is tight for commercial vehicles leading to potential accidents and due to volume of traffic will cause tail back and congestion at white cross lights. Alongside this residents on oak road will have noise levels increased and value of their property reduced. Cars and commercial vehicles are highly likely to take short cuts through the Bradley estate where there is a school present increasing risk of accidents to children and residents and increased noise and pollution and a poor impact to the air quality in the area. Leeds Road and Keldregate have been accident areas in the past and this would increase risk in the area. It is my feeling that Kirklees are taking any action possible to push through the housing development in the golf course on green belt land without any care for environmental, pollution or air quality in the Bradley area. Putting money and development before the welfare of children and residents in the surrounding areas. This road work should not be passed in its current plan as this is a highly unsuitable impact on the Bradley area and it's residents. My husband is a lorry driver and feels that manoeuvring an articulated lorry on oak road due to visibility and space will be dangerous for drivers and residents especially in peak traffic.
<ul style="list-style-type: none">• from looking at the plans, traffic travelling from the M62 to Huddersfield, will have to navigate around the new roundabout. However, from my experience of using this junctions, delays are caused by the tight right hand turn around the roundabout, which drivers have to slow down for. My view is if this was a junction, or the roundabout was realigned, more cars could turn right in the same amount of time, as the junction could be navigated faster. furthermore, there is no proposed increase in traffic lanes toward huddersfield. <p>Additionally, the removal of vehicles travelling up Bradley road at Bradley junction, would create a significant increase in vehicles using oak road which is only a narrow residential street, especially with the increase of HGVs using the road. this has the potential to increase the noise and AQ impacts at receptors on Oak Road</p>
<ul style="list-style-type: none">• Diverting traffic from going up Bradley Road from Leeds Road is absolutely crazy. I use that junction on a daily basis and there are almost always 8-10 cars queuing at the lights to go up Bradly Road. <p>How will diverting them along Leeds Road and Oak Road not cause further congestion? Turning right from Leeds Road to Oak Road and then turning left from</p>

Oak Road to Bradley Road will be at gridlock.

Things will only get worse with the houses being built at the rear of Villa Farm and on the golf course.

The best way to tackle the traffic levels would be to provide an alternate route that takes traffic off Leeds Road and Bradley Road. If you're adamant about digging up the golf course, then why not build a relief road that runs parallel to the M62 from Bradley Bar down to junction 25?

- As with the previous proposal, the scheme fails to address the potential congestion at the right turn into Oak Road that will result from the increase in heavy commercial and private vehicles on Bradley Road, predicted by the Kirklees Development Plan increasing housing and commercial development off Bradley Road. The current layout at the Bradley Junction / Leeds Road provides for two lanes of traffic onto Bradley Road, this improvement scheme proposing a single right turn onto Oak Road is only one lane and not suitable for the heavy commercial traffic that needs access to the industrial estate on Bradley Road.

The confluence of roads, rail, river and canal at Cooper Bridge can only be properly resolved by a significant, radical and expensive development. The proposed improvement scheme might increase the flow of traffic in some directions but will only move the pinch points and extend the length of congestion on the approach roads.

Please fix the flooding under Cooper Bridge, two lanes each way, sort out the roundabout but please leave the Bradley Junction alone, it's the best and possibly most cost effective solution to a complex junction – plant more trees if you can but developing Oak Road is not an improvement.

- Just glad you have dropped the link road idea, at least leave that beautiful area alone undeveloped and hope that silly idea of building on golf course at Bradley will be dropped soon too

- The proposed provision of two lanes travelling towards Huddersfield on Leeds Road at Bradley is sensible, as this is currently often a location for congestion as the road goes from two lanes into one at the Bradley junction.

However, I cannot understand logic of preventing traffic turning right off Leeds Road onto Bradley Road and making it turn left at Oak Road only - all this will do is MOVE the congestion further up than it currently is, rendering the positives from the two lanes I've just mentioned obsolete, and causing more congestion closer to the houses and businesses close to the Oak Road junction. There are currently no problems with traffic turning up Bradley Road from Leeds Road (I use this junction every weekday), so I am unsure at the logic behind this decision - if the proposals were altered, to RETAIN the ability to turn up Bradley Road from Oak Road (i.e. from Dewsbury to Fixby), AND to introduce two lanes towards Huddersfield on Leeds Road, that is what will improve congestion.

Also, the proposal of creating two lanes on Wakefield Road towards Dewsbury near the scrapyards is a very sensible idea, as traffic currently always backs up a long way from Cooper Bridge, which should be (at least partially) alleviated by creating two lanes.

- The motorway to Cooper bridge was round about is the issue. Getting into Mirfield is awful!

<ul style="list-style-type: none"> • This area need some improvement As an entry to Mirfield it is dreadful, dirty, sewerage works and definitely puts people off
<ul style="list-style-type: none"> • Hoping the scheme is started soon
<ul style="list-style-type: none"> • The proposed housing developments in the Bradley area will substantially increase traffic and by the time the work has been completed, any so called benefit will have been negated and you will need to rethink the whole situation again. It is not just the immediate area but all the new builds up Leeds Road, Raistrick, Outlane are already causing congestion. Bradley Road is congested most of the time and can be dangerous at school day times and peak times (just about all day every day) Too many housing projects will only make matters worse and we will have our community walking round with pollution monitors. Not to mention the building on green sites. We cannot win whichever way you go but the money could be used in other more needy ways. We cannot keep our population growing while you spend money trying to keep up with demand - not going to happen!
<ul style="list-style-type: none"> • Concerned with regards to traffic no longer being able to turn right onto Bradley Road from Cooper Bridge, as it is commonly used, and I imagine there will be heavy traffic jams waiting to turn right onto oak road with the amended changes.
<ul style="list-style-type: none"> • You have spent a lot of tax payers money to draw up plans and disrupt residents lives about the uncertainty of what was going to happen. You still do not listen to residents views. The major problem is too many vehicles on the road. Need to look at trains for goods transportation. Do not need more housing, because this will cause more chaos on the roads. Bottom line too many people in country. Can not say that I approve of filling in a survey on my views. You probably will not take any notice of what residents say any way.!
<ul style="list-style-type: none"> • The proposals favour motorists disproportionately. The cycling facilities planned aren't good enough.
<ul style="list-style-type: none"> • Don't put cyclists and walkers together. Create segregated cycle lanes through armadillos. Reduce speed of road to 30mph through a TRO. Cyclists need to be able to get to mirfield in the right hand lane at the roundabout. Can't see how you're going to solve that. Plus more toucan crossings are needed on leeds road to get to the greenway. This is hardly mentioned. Very poor cycling and walking ideas here, comes across as lip service.
<ul style="list-style-type: none"> • First thing that springs to mind is the Miller carter steakhouse. Looking at the plans if I'm cycling from Huddersfield to Mirfield I have to turn right here where the steakhouse is. This means using your segregated cycle lane, repeatedly stopping or dismounting which slows my journey tremendously and then how am I supposed to get across this carriageway to ravens Thorpe direction. Granted there may be a crossing (not toucan though) but this is completely undermined by the Highway Code stating cyclists can use the road anyway. All of this is a massive waste of the taxpayers hard earned cash. These proposals don't discourage car use at all. Where are the bus lanes? Why should cyclists share such a tight space and cycle towards each other? Why in this day and age are we still putting motorist before other road users? This really is a poor attempt.
<ul style="list-style-type: none"> • The proposed plans look good and will aid congestion. It may cause disruption for a period of a few years whilst it is being completed so a well organised road work plan will be required
<ul style="list-style-type: none"> • Not enough space or priority given for cyclists in these plans. If your going to encourage use of bicycles then this should have far greater priority in these plans. Two way segregated cycle lanes are dangerous and j wouldn't use them. Why not use armadillos? Advanced stoplines?? Plus the speed limit of 40 is way too quick for

<p>this road?? Why no bus lanes planned. This route would be brilliant for express bus services.</p>
<ul style="list-style-type: none"> • Aside from congestion, these plans will contribute extremely little to increasing air quality of the area. These plans are clearly designed to make motorists journeys quicker and do little to protect more vulnerable road users or to get more people walking. You've turned what was a fairly simple road into a complex maze. This past year I have taken up cycling and would gladly do so more were this road quieter. Looking at these plans and designs you've got there's nothing here in all this esoteric infrastructure that would encourage me to cycle. I do support the creation of a cycle route from Bradley to brighthouse but that's not relevant here. These plans and the funding here give us a real opportunity to discourage car use and to spend a lot of money making sustainable forms of transport more attractive, it's shameful you haven't done that. Why not dedicate a whole lane to cycling. Yes that's right, a whole lane. And force cars down to one lane. This road needs calming devices, not fancy designs. We need to slow cars down, that helps air quality, and make it blatantly obvious that we are encouraging cycling and walking. Not giving the most eco friendly and yet most vulnerable among us a tiny bit of space where they have to cycle towards each other
<ul style="list-style-type: none"> • I just don't understand why you're spending so much money potentially on benefiting cars and HGVs that are choking the atmosphere of this area. You won't reduce pollution or congestion, because you aren't making cycling or walking safer, just more inconvenient. I am concerned about the cycling route down Bradley road and again on Leeds road. If I were doing this I would completely rethink how I can make this area more encouraging for sustainable transport and discourage motorists. Even though this is a major transport route there's no reason you can't create bus or taxi lanes.
<ul style="list-style-type: none"> • What are the plans for the existing "allocated" parking for the row of (9) houses on Leeds Road immediatbefore Oak Road? This appears to have disappeared from the draft plan.
<ul style="list-style-type: none"> • I don't few safe cycling on here as it is and I don't think your improvements would make me feel safer. Kinda feels cyclists are an after thought to your plans. The road works well for cars as it is.
<ul style="list-style-type: none"> • I have noticed that you have changed the sequence of the traffic lights at the junction further up to coincide with the consultation, which has eased the traffic at Cooper Bridge roundabout heading out of Huddersfield. What this has resulted in is that Colne Bridge is completely snarled up, especially when there are lorries from the quarry on the two narrow bridges. A 35 minute return journey has just taken an hour because of this, which impacts on my ability to work and contribute to the economy. Traffic is queing along Dalton Bank almost back to the point where the road goes from 50 to 40. There will be an accident there at some point, as one does not expect to find a line of queuing traffic on such a road when emerging from a bend. That accident will be caused by your decision to shorten the decision to change the traffic light sequence and give cars turning right onto Leeds road less time. Well done!!!!
<ul style="list-style-type: none"> • Plans don't look to make walking or cycling easier or safer
<ul style="list-style-type: none"> • I tried cycling from Mirfield where I live to Huddersfield where I work. The cycling on the greenway was easy but the roads felt very unsafe. I also cycled on the canal path, which I think could be a better way for cyclists into Huddersfield, but would need a bit of surface and lane improvement to make it safe for everyone. I think this off road route could be an encouragement to walkers and cyclists.

- The proposed alterations look viable maybe a separate lane is needed for bus services to Dewsbury and a possible direct link road for trucks.
- Don't see many cyclists on this route on a regular basis. Feel the provision of the proposed cycling facilities are a waste of resources considering the amount of usage.
- How will the proposed scheme of adding a further lane (that will STILL get backed up then remain stationary as they turn right from Tesco's) improve air quality for the residents of Leeds Road?

How will the air quality improve for residents with stationary traffic heading to and from Huddersfield?

How will congestion be relieved when it is clearly evident there will be a bottle neck on the Huddersfield approach to turn right into Oak Road. Traffic now going into town is free flowing. (Believe me, I live here....I've not relied on a dip test of surveys) By putting traffic lights and a filter, how on EARTH will this improve congestion and queuing??? This is literally the worst idea in the history of ideas!

The plans propose removal of some mature trees along Leeds Road - what will replace them? How is this an improvement on air quality?

How will residents living along Leeds Road return to the carriageway into Huddersfield? Will there now be a huge diversion to Cooper bridge roundabout and back in? How does this relieve congestion and reduce travelling time?

The current reckless double parking of customers for Marstons is a danger to pedestrians, cyclists and most road users. This scheme will exacerbate the current situation. I have raised this with our local councillors prior to this consultation. How will this be rectified? Their current parking situation clearly isn't fit for purpose as it is....

How will this scheme support housing growth for the residents of Leeds road? What benefits will they see? Will there be any adverse affect on values of our properties?

I suffer from asthma. How will this scheme support air quality for me living on Leeds Road? What do the current read outs say (on the air quality box outside the post office) and what does your model forecast these will be? Will there be any recourse should these projections prove inaccurate?

- As one of the objectives of the scheme is to improve the environment in the area and therefore improve the air quality how does widening roads which allow vehicles to travel even faster achieve this?

Instead of wasting millions on a scheme that merely moves congestion from one area to another try introducing and enforcing speed control measures in the form of speed cameras and a congestion charge.

Either or both measures would go a long way to improving the air quality in the area and also pay something towards to the upkeep of roads.

- This COULD work to alleviate traffic, however does not mean more houses can now be built! I reside stocks Bank Road and traffic is horrendous. I'd like to know what will be done to stop cars cutting up Coppin Hall when Huddersfield Road is busy.

<p>Also walkers- I cross Leeds Road to get to the footpaths behind the 3 nuns. Its awful to cross</p>
<ul style="list-style-type: none">• Why is there no consideration of bus uses in these plans and this survey?
<ul style="list-style-type: none">• The proposal to prevent traffic coming from Cooper Bridge turning right into Bradley Road is ludicrous. Oak Road is far too narrow to accommodate the current volume of traffic which turns up Bradley Road, even if the proposal to make Oak Road one way is carried out. Additionally, large vehicles attempting to turn right from Leeds Road into Oak Road will have severe difficulty negotiating the tight corner. How many vehicles per hour currently turn right into Bradley Road from Cooper Bridge at off peak and peak times? Has a comprehensive traffic survey for each hour of the day of this manoeuvre as it takes place now been carried out? I fear that the whole scheme will sink under the weight of traffic attempting to turn right into Oak Road and will result in lengthy queues back along Leeds Road towards Cooper Bridge past the present junction. Business parks have been developed along Bradley Road with the consequent increase in traffic from Cooper Bridge - few people working on this site live locally. The housing development just proposed at Villa Farm, and the hundreds of houses planned at Bradley golf course will add considerably to the traffic travelling up and down Bradley Road throughout the day. I have lived in this area since 1986 and remember the congestion on the A62 before the current road layout was adopted to allow two lanes of traffic to turn right from the Cooper Bridge direction up Bradley Road - the queues were horrendous. Given the increase in housing, the business park traffic, and general traffic levels I urge you to reconsider this part of the scheme before a serious and very expensive mistake is made which will reflect badly on planners and designers and cost a fortune to rectify.
<ul style="list-style-type: none">• I believe you are moving the congestion further up the Leeds road to the junction with Oak Road. I do not believe this solution is well thought through. It does nothing to elevate the number of cars along the section of the Leeds Road nor will it have a significant downwards impact upon air pollution in the area. When there are issues on the M62 and the Bradley Road is used to bypass the issues the congestion will become even worse.
<ul style="list-style-type: none">• Is there anything been planned to aid the congestion down Leeds Road from Roberttown? This has a knock on effect on traffic right back to Heckmondwike at certain times and is my personal main area of concern.
<ul style="list-style-type: none">• The plans regarding the roundabout at Cooper Bridge are good and the new slip roads taking traffic from the roundabout have been needed for many years. Glad to see finally happening. However, the plan to prevent traffic heading toward Huddersfield from Cooper Bridge then turning right up Bradley Road is less good and will worsen the situation for traffic normally turning up Bradley Road. I can fully understand the need to give extra time for other routes at the Bradley traffic lights, but expecting traffic to then turn right along Oak Road will create a bottleneck there. I have regularly queued at the present right turn for Bradley Road and can assure you that "the expected increase of c.110 vehicles in the peak hour which equates to less than two vehicles per minute" is a huge underestimate. In peak times pre-Covid it was not always possible to enter either of the 2 lanes for this right turn so all these vehicles will now be queuing to turn right onto Oak Road. This will require traffic lights with a reasonable green operation time thereby creating a further delay for traffic coming from Huddersfield. I know this will be expensive, and possibly be regarded as an eyesore, but has a

<p>flyover from Cooper Bridge/Leeds Road been considered? This would then remove any need for a right turn onto Oak Road and traffic flows would be unimpeded.</p>
<ul style="list-style-type: none">• Having traffic unable to turn right coming from Cooper Bridge is ridiculous and will cause havoc when they turn onto Oak Road. It will be noisy for the residents living on Oak Road and cause build ups of traffic when vehicles cannot turn right onto Oak Road due to opposing traffic. Also stopping left turns from Leeds Road to Bradley Road will make it difficult for people who do not know to turn up Oak Road and miss it as there will be nowhere for them to turn around for a while, causing more issues further down the road. Additionally, Oak Road is not wide enough for the vehicles such as large lorries etc that use Leeds Road and Bradley Road.
<ul style="list-style-type: none">• Looking at the plan I believe you're going to cause more problems around the Bradley junction
<ul style="list-style-type: none">• as a resident of Leeds Road [redacted] your so called improvements do not take into account our safety.<ol style="list-style-type: none">1. You plan to move the cycle lane over the road where currently it acts as a buffer zone between residents parking and the outbound traffic. Removing this would increase the accident rate.<p>2a. for residents on Leeds Road between Oak Road and Bradley Road you are to terminate the left turn at the lights. This puts an extra mile on our journey to the closest supermarket. oh no wait we then can't turn right on the approach to the White Cross Pub? so are we to all including everyone else wanting to turn right up Bradley Road have to devalue the houses on Oak Road and make this road even more dangerous than it already is?</p><p>2b. when returning home from picking up my children I would then either park outside my house (now with no cycle lane that offers minimal protection anyway) against the flow of traffic then having to pull out into now 3 lanes of traffic on an already busy road because you want to make Oak Road one way? and therefore increasing my distance to my home as I'll have to drive on toward Brooklands to turn my car around so that I can park it correctly and not against the flow of traffic.</p><p>3 Martons Chicken shop.</p><p>This place at the best of times is a nightmare for the residents of Leeds Road with them (Marstons) not allowing their own staff to park in their carpark so they inevitably park outside everyone else's home for 8 hours at a time making it highly inconvenient for us all, creating a knock on effect for people having to walk considerably further to their home sometimes with heavy shopping. If you are going to make any improvements to the traffic in this area then may I suggest relocating Marstons to somewhere else.</p><p>With your new plans, customers of Marstons will inevitably park in the cycle lanes and again outside residents homes making it even more impossible for us down here on Leeds Road.</p>
<ul style="list-style-type: none">• The scheme looks good, hope it helps
<ul style="list-style-type: none">• Why is there no mention of HGV in the area? There are very high movements of HGV vehicles each day. The proposal to make Oak Road one way from Leeds Road to Bradley Road is impractical and could be dangerous. Impractical because of long vehicles turning into Oak Road and Oak Road into Bradley Road and also because there is no facility for pedestrians crossing Oak Road. Reducing the size of

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<p>the playing field/recreation ground is unnecessary and pollution will increase in the area because of the volume of slow moving traffic and large diesel engine HGV vehicles exhaust emissions.</p>
<ul style="list-style-type: none"> • It will be enormous cost with very little gain
<ul style="list-style-type: none"> • Roads too fast
<ul style="list-style-type: none"> • A dedicated left turn into Wakefield Road. Also dedicated left filter into A62 from much further east along Wakefield road to avoid the roundabout. Would allow better filtering of traffic.
<ul style="list-style-type: none"> • As a resident on Oak Road I totally object to the proposed improvement scheme, it will bring much more traffic including buses and wagons on Oak road, worried for children using play area, worried about noise, air quality, we already have double glazing which will not be sufficient in keeping the noise out of our home, I would expect the council to install at least triple glazing for all residents in oak road with no cost to us to eliminate the noise.
<ul style="list-style-type: none"> • I don't think this would make the improvements better, this should stay how it is • Oak road is already busy and dangerous. You often can't see cars coming up from Leeds road and they travel fast This puts more dangers on the children in the park. More accidents will happen If Oak road isn't used, other roads will be used as a rat run and put more pressure on roads already used at speed despite children living in those areas I get the need for change but using Oak road is not the answer
<ul style="list-style-type: none"> • Amazed that on a busy day my travel from the m62 slip road to cooper bridge roundabout can take 12 minutes.
<ul style="list-style-type: none"> • It makes the congestion a lot worse on Leeds road if we cannot go straight up Bradley road and the road leading to Bradley road in the new proposed scheme is very narrow and not good for traffic
<ul style="list-style-type: none"> • Oak Road would be far too busy, the road is already very congested as it is.
<ul style="list-style-type: none"> • I live on Oak Road and it's a very busy road. I have young children and the park is opposite our house. I do not want traffic from Leeds road cutting across Oak RoD. This is a terrible dangerous idea affecting green space and local residents both old and young. Oak road should be a safe quiet residential road not a highway. This will also devalue my property. Cause air and noise pollution. Please rebook at alternatives plans.
<ul style="list-style-type: none"> • Please ensure lines are painted and kept up to regularly for the people who often fail to be able to go round a roundabout in the correct manner. 😞 Can you add a huge sign in capital letters saying "You have an indicator so use it!!!"
<ul style="list-style-type: none"> • So far as I can see there is still a pinch point by the recycled car parts place and along past the Old Corn Mill with multiple lanes coming down to one lane each way so it will just move the bottleneck along and the resulting block back will lead to the same congestion. From a cyclist's point of view until the Greenway is created the road from Cooper Bridge to the Brighouse roundabout will continue to be a death trap
<ul style="list-style-type: none"> • I am registered blind. Do not want more traffic in front of my house which is on oak road. Dangerous for children getting to recreation ground from oak road.

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<ul style="list-style-type: none">Plans to restrict access to Bradley road at the white cross junction are ludicrous. Oak road isn't an ideal road to deal with all the traffic. I drive an emergency vehicle and to go on oak road in blue lights at peak time would slow us down no end.
<ul style="list-style-type: none">waist of money!
<ul style="list-style-type: none">The wider the road the more cars it will attract.
<ul style="list-style-type: none">This will force cyclists to use the cycle only lane. In addition, the 'straight on' at Cooper Bridge when coming from J25 on Wakefield Road appears to then feed into a 'Give Way' junction. Will this work?
<ul style="list-style-type: none">I'm still waiting for a reply to the issues I raised in 2018
<ul style="list-style-type: none">So many junctions can be improved by allowing left turning traffic to continue. Good to see that here. Would be good to consider allowing electric cars in bus lanes.
<ul style="list-style-type: none">The junction is a secondary issue to the feeder road to the Brighouse M62 junction. It would be better to focus on improving the road and access from Cooper Bridge to the M62 and then review the Cooper Bridge to Bradley Barr section
<ul style="list-style-type: none">The area is very busy with traffic making walking and cycling pretty unappealing, noise pollution, roaring traffic resulting in safety issues, traffic fumes, its just not good, even waiting at the bus stop is particularly unpleasant. Any improvement is welcomed on these matters, although road widening only encourages more roaring traffic, more noise pollution, more air pollution. Maybe actively encourage more people back on to railways and buses and away from cars now covid has dropped. There has been no visible messages of encouragement of people back to public transport from government, nor public transport in general.
<ul style="list-style-type: none">How much journey time will this £75mill project save?
<ul style="list-style-type: none">As with all road improvements a reduction in waiting times leads to an increase in traffic volume. While the current proposal has multiple lanes close to the junction which will give a perceived increase in speed through the junction in the context of the wider area where it reverts to the single or dual carriageways there will be a slight increase in traffic density leading to slightly longer delays for those joining these roads further out. Net result not much change, only real option reduce the need for individual journeys, not more road changes
<ul style="list-style-type: none">Be out of date by time it's done
<ul style="list-style-type: none">As part of any improvement please can you include a review of the A637 at flockton to assess the impact of m62 m1 through traffic
<ul style="list-style-type: none">I don't travel through Cooper Bridge very often but when i do it always seems to be congested, so any improvements would be good
<ul style="list-style-type: none">This just smacks of tinkering at the edges, putting down a bit of fresh paint and changing a few priorities instead of grasping the nettle and putting in a solution that would be good for the next 20 - 30 years. I can't believe that the original "preferred option" from only 18 -24 months ago has been ditched due to few eco warriors and the need to save a few old trees. Congestion will not be significantly improved and the queues will only get moved from the current Bradley junction up the road to the junction with Oak road. Traffic coming from the motorway will still have to queue and use the roundabout the same as current so no improvements there. When cycling from Huddersfield to Heckmondwyke we will now have to travel towards Brighouse before crossing 7 lanes of traffic to finally head back in the right direction - this will not get used by most cyclists - myself included - and will just cause more hostilities between car/van users and cyclists.

<p>Go back to the "preferred option" from 2/3 years ago, build the bypass and sort this out once and for all.</p>
<ul style="list-style-type: none"> I would strongly object to any changes that could result in increased traffic along the B6118 as this road is not suitable for the current volume of traffic & the size of vehicles that currently travel this route. It is totally unsuitable for pedestrians on certain sections i.e. the pavements are too narrow to safely walk when large vehicles are passing and cyclists are in constant danger.
<ul style="list-style-type: none"> Use a 'blue circle' lane at roundabouts to avoid the ridiculous situation where cyclists proceeding around a roundabout have to give way to traffic joining it - impeding progress. Crossings can be useful for pedestrians and less confident cyclists. When a cycle lane or shared-use pavement rejoins the main carriageway have a protected on-ramp. Never have a right angle turn to a give way. Use these guidelines for all your road improvements for a better experience. Use 'filter ahead' for cyclists at traffic lights wherever possible - eg opposite the 'Three Nuns/Miller Carter steak house'.
<ul style="list-style-type: none"> Building a much larger traffic light controlled roundabout extending into the field behind the current roundabout at cooper bridge, and allowing the 3 roads, 1 from the motorway, 1 from Liversedge and 1 from Mirfield to join onto it further round, plus making the road from the motorway 2 lanes for longer, say back to tree line by the old car breakers yard would allow better segregation for destination would vastly improve the journey times at peak times.
<ul style="list-style-type: none"> would re-bridging the Brighthouse line to 8 lane help to alleviate congestion on match days? plus allowing capacity for dual-carriagewaying? in readiness for the Huddersfield Line to be electrified! relocate car dealership white cottage? reroute gas services to facilitate left turning to J25 M62?
<ul style="list-style-type: none"> Removing the right turn onto Bradley Road especially for bigger vehicles seems ludicrous. Lights at the junction of Oak Road will only move the problem and dump it outside the shops (Tesco). Oak Road will be dangerous and with a playground/residents it will take a serious incident until it's realised.
<ul style="list-style-type: none"> I think that the proposals should not go ahead as there is just too many cars on the roads around here and allowing more on the roads will just cause a hold up of traffic along other roads in the area - there are loads of traffic lights around the area to slow cars down. It's such a lot of money to be spent - it would be better to feed the starving in the UK.
<ul style="list-style-type: none"> As a resident of oak road my concerns are reduced air quality, safety of the children as play area opposite, excessive noise, due to extra traffic using oak road, the noise as it is, is very loud but with more traffic would be excessive, interfering with our quality of living, reducing the value of my property, would expect council to install triple glazing for all residents on Oak road.
<ul style="list-style-type: none"> Looking at the arrangement of the lanes, they appear to be designed based on model outputs rather than observed lane usage. I would suggest fewer merges and more effective lane use, the radii are quite tight reducing actual capacity, then where the merge occurs there will be a delay not represented in the model but is very likely to occur on the ground.
<ul style="list-style-type: none"> Before wasting tax payers money on an unnecessary project what will not be worth it, spend the cash on getting the roads put in order like Leeds Road and Bradford Road and dozens of other roads in the Huddersfield area, that would be money worth spending.

<ul style="list-style-type: none">• Just get it done, it's desperate
<ul style="list-style-type: none">• If traffic from Colne Bridge Road to Bradley Road went via Oak Road instead then Bradley Road could be made one-way from Oak Road enabling left-turning traffic to proceed out of there without the need to be traffic light controlled.
<ul style="list-style-type: none">• Prefer the discounted option instead of the roundabout.
<ul style="list-style-type: none">• At 63 I'm a lifelong hgv driver. I wished I'd become a civil engineer. A simple and cheap way to relieve congestion is to extend the two lanes approaching the junction from the M62. This would maximise trafficflow on the green light as the present lanes are never full. The green light time could be reduced by 2 seconds and added to the time for traffic on the A62 heading west to help reduce congestion there. The A62 east is just fine, never see holdups there. Cmon guys its not rocket science!
<ul style="list-style-type: none">• Looking at the proposed plan I don't think it will ease congestion much.
<ul style="list-style-type: none">•• 1. Preferred option shows 2 lanes in both directions from Cooper Bridge to A644 + cycle lanes either side (& impossible to see re. pavements). However no mention is made of widening the road. It is currently single lane initially after A644 junction towards CB & not wide just to put a line down the middle & call it 2 lanes. This already causes major traffic congestion back up A62 and A644. If this scheme goes ahead it is essential it includes 2 (full-width) lanes all the way from CB to A644 and that traffic light phasing at CB does not penalise local traffic from Leeds & Dewsbury to J25 in favour of Hudds to J25 traffic. Scheme also needs to prevent traffic from A62 Leeds blocking the junction from A644 Dewsbury such that when traffic lights are in A644 favour no-one can move. I am very concerned that in improving traffic flow between Hudds and J25 this scheme will make things worse for traffic from Leeds & Dewsbury, especially those travelling to J25. 2. The volume of traffic from A62 to Bradley Road already backs up and needs all the flow that 2 lanes into 2 lanes at a shallow angle can provide. This scheme will require all of that traffic to turn right from a single lane at a 135 degree angle into the new one-way Oak Road. Have you really modelled the volume of traffic (in non-COVID times) and the impact this will have - especially at school times (All Saints, further up Bradley Road) and taking into account industrial estate and proposed extensive new housing? This scheme will create a massive problem for traffic in that direction (From CB, currently turning right at Bradley junction on Bradley Road. 3. There are regularly quarry lorries parked up on Bradley Road before 8am waiting to turn right onto Lower Quarry Road. Presumably they aren't allowed on site until 8am. This currently causes tail-backs to Cooper Bridge and beyond on the A62 towards Leeds and A644 towards Dewsbury. On the proposed scheme the A62 would still be 2 lanes at the position where they loiter & therefore if they are allowed to continue to do this the A62 on approach to Bradley Junction is effectively turned into single lane and will undo any advantages you can achieve through the wider scheme.
<ul style="list-style-type: none">• I have recently moved to huddersfield and started commuting through this area - I immediately identified this as one of the worst roads I have driven on, so the changes are really welcome. Even more importantly, I always see poor cyclists and pedestrians in a fair amount of danger and looking very uncomfortable trying to use this area. I am an experienced cyclist and felt very unsafe when riding through this junction (hudds to dewsbury) to work. The changes look like exactly the sort of thing we need to make it safe - particularly in allowing crossing and getting over to the right hand turn to mirfield- and encourage less confident cyclists and pedestrians to make their journeys in a more sustainable way. I hope you can complete them as described without any corner cutting!

- As a resident of Leeds Road where the new road is going to be this will affect me majorly
We already have to put it with large amounts of traffic and pollution and cannot open our windows at the front of the house this is likely to increase .
We put up with constant traffic till late at night and from very early in the morning and have disrupted sleep already
I parked outside my house [redacted] .
With the new changes to the road layout I'm unlikely to be able to do this due to the street planting
Parking is already at a premium and sometimes we have to park streets away and walk back to our houses
I work shifts and sometimes this means late at night I'm walking home alone as I have no option
Also if I wish to travel into Huddersfield town centre direction I will now need to drive all the way down to Cooper bridge to turn around and travel back up meaning I'm adding extra time on my journey
I know this will be of no interest to you and does not affect you but one thing on top of another will affect our lives greatly
If anything the traffic needs reducing on Leeds Road on that section not increasing
There have been no reassurances for residents around parking or noise or pollution
I do not agree with the changes and the major disruption to our lives permanently.

- Please let's just get this done ASAP. It's been far too long overdue.

- The improvements should be linked to improving the current situation, and not be used to facilitate the building of even more houses at Bradley. If these houses are built, even with the proposed improvements, congestion for people who live nearby and use these routes will be even worse and totally unacceptable.

- There do not need to be any changes to the cooper bridge roads. Given the climate emergency we should not be enabling more cars etc - I say that as someone who has to use a car to get to work because there is not good enough public transport. Please do not make these changes, stop building roads at all. Thankyou.

- I do not like the proposed use of Oak Road. My husband finds driving back and forth (Birkby to Batley) via Bradley Road and Cooper Bridge for work is usually fine at the moment. Due to the declared Climate Emergency I cannot see that increasing the traffic flow will be beneficial. Before the pandemic increasing flow generally meant that a route just became more popular and so the traffic increased to match the capacity. Since the pandemic and the proposed introduction of more electric vehicles I am not convinced that individual car transport will increase as much as predicted. So either the road changes will not reduce the total amount of traffic or else if traffic reduces anyway due to other societal and financial changes the expense, disruption and loss of wildlife habitat might no longer seem necessary.

- Neither the preferred scheme nor the discounted scheme tackle the problem with the access towards Huddersfield from Leeds. A bottle neck will still occur at the Three Nuns/Shell garage junction. I also don't believe that either scheme will alleviate queuing traffic from the M62 either.

I personally travel via Brighouse from Cleckheaton to avoid this junction in the morning. It is a lot quicker as it tends to be a car park around 850-910am when I would potentially access this junction. The proposed changes do not appear to be about to improve my journey to work. Instead they look to make my journey longer as people avoid the junction especially during the unspecified works period – of which there is no indication – and the inevitable delays to the project.

From this junction, I would then need to turn right up Bradley Road, except this proposal says that this will be barred and I will have to queue in single file traffic to turn up the single lane that is Oak Road. I can imagine that drivers in the direction of Huddersfield will be over and undertaking each other on the proposed two lanes whilst jostling for an improved position in the traffic. I'm at a loss how it was considered a good idea to have articulated lorries turning right up this tight right hand bend past residential houses. If a HGV doesn't make it on the first attempt there will be further delays to all lanes in both directions whilst the driver negotiates the turn. The planners seem to have disregarded the health and property values of those who live on Oak Road. These properties will potentially become unsellable with the dramatically increased vehicle access past them.

The scheme may improve my journey home slightly as I do travel via Cooper Bridge to get home. The addition of a filter lane for M62 will make the journey towards Leeds less congested but again the junction between Cooper Bridge and the Three Nuns/Shell garage will still be a jostle for position especially if following a HGV or tractor.

Overall, I feel that this scheme falls short of its intention. I cannot see who will benefit apart from those supplying the materials to complete the project.

- dont come out with rubbish eg Oak road you ask for feed back where is the box
- The Oak road change is not going to work. The number of cars which will have to go round the other roads, because of the one way system will increase traffic flow. Too near a play area. Too near housing.
I will reply further when I have fully understood the other plans.
- Sorry but these plans don't go far enough to support cyclists safety.
- Making oak rd. one way to take traffic for Bradley Rd. is not a good idea. Putting traffic lights to enable a right turn from Leeds Road to Oak Rd. is just moving the problem from Bradley junction further along Leeds Rd. If this happens I anticipate long queues from the new lights. The right turn onto Oak Rd. from the Leeds direction is also very difficult and neither the turn or Oak Rd. are suitable for large vehicles. It will also increase journey times (and pollution) for traffic heading towards Bradley Rd. from Leeds. Blocking the bottom of Bradley Rd. will adversely affect Colne Bridge Rd where the main problem is motorway traffic. Sending more traffic on Oak Rd. will create more pollution right next to a children's play area and if the road has to be widened would this mean the loss of mature trees and green space - not helpful for a climate emergency.
- Shouldn't we concentrate on repairing what we have rather than spending money on alterations? The pollutants will go down as we change to electric cars etc. I can't see that the proposed changes will make any difference. If you want to speed up traffic, the only way I can see it happening is with flyovers.
- Congestion at Cooper Bridge is consistent; especially prior to lockdown. Work should be carried out, where possible, outside of busy periods (i.e. rush hour). It already takes me an hour to get from Leeds to Huddersfield, roadworks should not increase this further.
- it is ridiculous that you are proposing to send all traffic onto Oak Road instead of using the existing route via the bottom of Bradley Road
It doesn't make any sense at all and will cause horrendous pollution for the residents of this small street as well as safety concerns for children access the play ground

- Please don't get rid of the turn for Bradley Road it's not broken so it doesn't need fixing change the traffic light flow time the lights better
- to try and use a minor road, oak road into a shortcut is ridiculous this is a narrow road which goes by the play area. Will not save a lot of time on journey times.
- Oak Road is not a main road and trying to expect all traffic to use this route will only create even worse issues. Have you ever tried to turn right at the end of Oak Road onto Bradley Road at 5pm? Oak Road is directly across from Tesco and is already quite dangerous trying to exit from Tesco and now exiting traffic will need to be able to see traffic turning right into Oak Road and traffic continuing on Leeds Road. How will HGV traffic negotiate the right turning into Oak Road? There's also a children's play area to consider, now being next to a re-classified 'main road' how is this deemed to be safe for children? The residents of this road have had to endure the rat run for years and now the extra traffic, this really is not fair on these residents and homeowners. I can guarantee their thoughts and concerns are not being considered and this ridiculous scheme has already been signed off and agreed. The extra traffic will end up going through Bradley/Deighton as the tailbacks to get onto Oak Road will be horrendous so people will use an alternative route, which hasn't been impacted and will cause other issues for the residents of the area.....all this for extra seconds on a journey.....this is all irrelevant when there's an accident and it will then be utter gridlock. But I feel everyone who completes the survey and objects to scheme or raises concerns will be useless as the work will go ahead, so no point having a consultation or feedback survey, the deal is done. Sorry that's how I feel, you may as well remove the play area also as it will be empty and certainly not healthy for kids to be breathing fumes and playing dodge the commuter trying to get there. I see nothing positive about this scheme.
- This work does not justify the cost and only shows limited improvement for people and bikes. No improvement at all for cars.
- You are planning to move a right turn which, at present, is at a reasonable angle, causing little real disruption along Leeds Road towards Huddersfield, forcing all traffic, no matter what size, to complete a turn at an acute angle into Oak Road. Introducing this turn will entail stopping traffic leaving town travelling towards Cooper Bridge to allow these manoeuvres to be completed. Oak Road is barely suitable for traffic from Huddersfield currently wanting to turn right towards Colne Road at the Bradley Road / Leeds Road junction. There is also a children's playground on this road.

So you are still going to interrupt traffic flow, for no benefit which will be discernable to a motorist, just a bit further up the road than at present.

You are, apparently, going to increase / smooth (?) traffic flow towards Huddersfield, making it more awkward for traffic wanting to join Leeds Road as there will be fewer breaks in the traffic on Leeds Road.

You are going to increase the risk to children accessing the playground, exposing them to heavier traffic.

All this so that "Kirklees" doesn't "lose money" which, when it comes down to it, might be used for some real benefit elsewhere in the County.

If you want to improve pedestrian safety put a pedestrian crossing at either end of Oak Road.

A62 to Cooper Bridge Corridor Improvement Scheme public engagement report

<p>I have yet to see the hoards of cyclists who are to benefit from this change, the most I have ever seen, at one time on Leeds Road, between Cooper Bridge and Neptune Way is four, two of whom were riding on the pavement rather than in the cycle lane.</p>
<ul style="list-style-type: none">• Absolute waste of public money. Months of disruption will at best "save" 3 minutes of journey time. Worth neither the time nor the money.
<ul style="list-style-type: none">• With no right turn on to Bradley rd there will be too much pressure on Leeds rd with the extra traffic, and even more congestion turning right on to oak rd, and what about HGV's I drive one for a living and from what I can see it will cause chaos turning right on to oak rd, Leeds rd can't cope now travelling away from Huddersfield, so how's it expected to cope continually stopping for the extra traffic turning right on oak rd, and what about traffic turning right out of Tesco express when it's gridlocked, the problem is the cooperbridge roundabout not traffic turning right on Bradley rd
<ul style="list-style-type: none">• Take notice please of the villages affected especially Flockton and Grange Moor
<ul style="list-style-type: none">• I feel your proposals will be more disruptive and create more pollution than already exists, particularly for heavier vehicles. There would be much less disruption if a new motorway junction was created where the M62 passes under the A641.
<ul style="list-style-type: none">• Not solving the problem of roundabout after the railway or merging traffic on A62 and road from Mirfield. Road to motorway needs to be dual carriageway. Need a plan of the area to fully understand the layout not just cross-sections.. Very poor information about your proposals.
<ul style="list-style-type: none">• The link road should have been built - ie s proper job The road system and quality of road is third world. Don't compromise or listen to luddites
<ul style="list-style-type: none">• The main problem lies with the volume of motorized traffic whether cars, buses, lorries etc, especially at peak times. Walkers, of which I am one, and cyclists are already fairly well served with the current arrangement. I support the preferred option as shown.
<ul style="list-style-type: none">• Roundabout plan is good, waste of money to do the bridge widening and messing up the Bradley Road junction. If the m62 j25 to 24 oak Road will become the EDR for motorway traffic that can fit under the railway bridge. There is nothing that can be done to bring this up to the required standard/capacity
<ul style="list-style-type: none">• Reduction of some turns at crossroads looks good. Main problem is build up of traffic both ways between motorway and memorial roundabout.
<ul style="list-style-type: none">• The proposed changes to Cooper Bridge are good. However the proposed changes to the lights at Bradley junction are a farce. Under the new proposals you expect HGVs and cars to turn right off Leeds road on to Oak Road to access Bradley road. Bearing in mind that there is a new industrial estate being constantly developed at the top of Bradley Road. You may end up diverting HGV traffic through Brighouse as access will be easier. This isn't addressing a problem rather deflecting it to a different area.
<ul style="list-style-type: none">• Cannot see how the proposed scheme changes enough of the affected roads to help. Traffic volumes will continue to increase as there are future developments in the area and the proposals only add a few extra meters of new road. Nothing is being planned to remove huge queues to and from M62 and reduce the flooding whenever there is heavy rain. Please restart the plan with completely new roads from Mirfield, Bradley and Leeds Road that create a free-flow system away from Cooper Bridge junction so it can be redeveloped for cyclists, walker's and buses ONLY.

<ul style="list-style-type: none"> • It is encouraging to see that Oak Road will become one way as it is a difficult junction to exit onto Leeds Road and will be much safer. Also great to see some investment in the recreation area which will be utilised by children and families from the estate nearby.
<ul style="list-style-type: none"> • I am against the proposals, measures should be taken to reduce or end 'growth' rather than enable it. There is a climate emergency
<ul style="list-style-type: none"> • Widening the A644 would be helpful to reduce traffic
<ul style="list-style-type: none"> • I can't see how no right turn from Leeds Rd on to Bradley Road is an improvement. Traffic wanting Bradley Rd. using Oak Rd. will cause long queues on Leeds Rd when wanting to turn right. I have used this junction for over twenty years and I am not sure you appreciate the volume of traffic that turns right at this junction.
<ul style="list-style-type: none"> • The proposals attempt to improve 3 issues but do not measure what the development will do. Please provide an index to measure the improvements which benefit 1.Environment 2.Community 3.Economy. It will then be possible to judge and compare the second proposal with previous and subsequent proposals.
<ul style="list-style-type: none"> • Any improvement plan is welcome and long overdue. A scheme that keeps traffic moving smoothly between Leeds Road and the M62 is welcome.
<ul style="list-style-type: none"> • I have travelled from Mirfield to Bradley, and back, every day for the past 3 years - why you are proposing to stop traffic turning right up bradley road coming from cooper bridge is very bermusing. i travel at rush hour, and can't recall any problems getting from the roundabout to the lights and then up bradley road or back again. The main bottle neck seems to be coming from mirfield, towards the roundabout. I feel sorry for the residents of Oak Road, having all that extra traffic going past their homes. perhaps the focus should be on improving traffic flow through the actual round about, and not at the bradley junction.
<ul style="list-style-type: none"> • I use the Cooper Bridge junction about 80 times a week, 4000 times a year, at varying times of day and night due to my job. Having looked at the plans I cannot see it helping much at all. Also spending millions to save two minutes at best, is not feasible. Unless you can reduce or eliminate traffic using Cooper Bridge to travel towards Bradley/ Huddersfield, all the extra lanes will do is provide parking for cars waiting to use the junction. At least 50% of the traffic turns right at that roundabout. At peak times traffic can queue all the way back to Hartshead Moor services. Added to this the new warehouses that have been built on the A62, despite objections, will vastly increase traffic. The raising of the Bridge at the bottom of Scout Hill in Ravensthorpe has also increased traffic as it is now a rat run for traffic travelling between M1 J40 and the M62 J25. In particular HGV traffic has massively increased. Traffic queues from Bradley lights all the way back to Cooper Bridge as well. If there is heavy rain the area under the bridge floods, causing more queues. The only two options I can see are to either add a road off M62 J25 roundabout going towards Bradley, possibly the roundabout next to Villa Farm Shop that leads down left passing the Asda to Huddersfield. Alternatively a new Junction off the M62 leading to Bradley and the Stadium. I believe a J24A has been previously suggested and would seem the best option. Obviously these are probably a lot more expensive options, however they would remove the need for traffic heading towards the Bradley/ Huddersfield areas to use Cooper Bridge. Also there would be little to no delays to existing traffic whilst being built.

<ul style="list-style-type: none"> At a time when the council says it is short of money, air pollution is noticeably bad and general maintenance of existing roads is poor, I don't think this scheme is the best use of time and money.
<ul style="list-style-type: none"> computer picture a bit confusing
<ul style="list-style-type: none"> When are council going to realise there is just too much traffic. Making these changes and increasing the local population is only going to make things worse. Stop developing and expanding and start regenerating and getting cars off the road with better public transport links, off road cycle and walking lanes.
<ul style="list-style-type: none"> what are the proposed improvements, would it not help to have a map here? The plans have changed so much it is hard to keep track.
<ul style="list-style-type: none"> The congestion at Cooper Bridge is awful, these changes need to happen
<ul style="list-style-type: none"> Your aims will not be achieved in the following points; <p>Congestion - At the present there are 2 areas of congestion your proposal will create 3.</p> <p>Road safety - risks will be increased by increase traffic flow through a housing estate alongside a children's play area.</p> <p>Air quality - will be lowered by removing mature trees and reducing green space while increasing traffic pollution.</p>
<ul style="list-style-type: none"> The proposed changes to Bradley junction and Oak Road need revisiting they will make access and travel worse for residents in the area.
<ul style="list-style-type: none"> As with other schemes in the area in the past, you will spend millions and improve nothing (like Ravensthorpe gyratory as one example of failure), with the amount of traffic the ONLY way, is to send traffic another route, but its a victorian travel network that is never changed, "experts" will convince you that their way is best, but you will waste millions on another failure. mark my words. 45yrs of driving experience in Kirklees indicates that to me. If your ok with wasting public money as you are. then I hope you feel ok with that.
<ul style="list-style-type: none"> In the face of the climate emergency, and with no local carbon 'baseline' assessment, no proper and suitably enforced and monitored programme of reducing highway carbon emissions locally in place, then no schemes such as this which are likely to increase levels of motor vehicle movements (the 'induced traffic effect') should be carried out whatsoever.
<ul style="list-style-type: none"> email submitted, absolutely minimal rearrangement, basically dedicated link lanes, extra junction lanes by adopting narrow lanes, no loss of tree cover, minimal land take, minimal cost, improve flow within current footprint, where's the Carbon Assessment ?
<ul style="list-style-type: none"> Widening roads to reduce congestion makes no sense due to the well-documented induced traffic effect.https://bettertransport.org.uk/roads-nowhere/induced-traffic Has the climate impact of this road been fully-assessed in the light of Kirklees and WyCA's climate emergency declarations? If so, can the public view these assessments? <p>Since COVID our patterns of travel have changed and so I would question the modelling undertaken for this road expansion scheme. I understand that this scheme will reduce journey times by 3 minutes only. Is it worth the expense and climate impact? Kirklees have no traffic management schemes in place so have not tried to tackle congestion at source.</p>

- I am opposed to this road widening scheme because of the climate emergency. In North America we are seeing extreme heat and forest fires and in London and Europe we have had extreme flooding in the last few weeks. Climate breakdown is happening and my generation and those in the global south who have done least to cause it will suffer the most. I find it hard to believe that local councils are still putting forward such climate-damaging schemes and I am completely opposed to road expansion schemes in a climate emergency.

- This 2021 revised proposal is garbage and a waste of public money. Very poor value for money. How on earth can this crazy scheme be built without causing horrendous traffic delays? It does next to nothing to improve the connectivity between Huddersfield and Mirfield to M62 J25. The A644 from J25 to Cooper Bridge is woeful and totally unsafe for all but motor vehicles. We need a completely new road from J25 crossing over the river Aire, canal and railway line linking on to Bradley Road.
To call this scheme an improvement is just KMC hot air.
[redacted] MICE

- The scheme should not go ahead in its current design as it does nothing to decarbonise transport by increasing public transport use and the cycle infrastructure isn't a high enough quality to encourage significant modal shift to cycling. Private car use should be discouraged and creating more capacity will do the opposite of that.

Cycle routes should feel safe with on-road sections only appearing on quiet 20mph roads. Road crossings should be kept to a minimum and there are a high number of crossings in this design whilst heading eastward through the scheme area.

- Great improvement on original schemes. Far less damage to the environment.
- Makes little sense and hinders residents and those travelling locally

- As a local resident, these proposals are going to create a huge inconvenience - I will no longer be able to easily get to my home or to travel locally, without significant detour. I live on the stretch of Leeds Rd, below Oak Road. These proposals will mean as well as the issues above, we are also going to get a lot more traffic in front of the houses, waiting to turn onto Oak Rd. This will double the amount of stationary traffic (previously it was only towards Cooper Bridge). These proposals will create idling engines both ways and surely will make the air quality even worse than it is!

As a local resident, I do think you should have spoken to us and discussed concerns? These proposals are awful, in terms of impact on those of us already living in a congested area. These plans will create MORE congestion!

**Since the start of the COVID-19 pandemic have your travel patterns changed?
Yes - please explain your answer:**

- Dont travel in as much now
- Always been a driver but cycle and walk more now
- annual mileage approx. 11000/yr. last year 4000
- as covid restrictions - no shopping, social or other none essential travel
- As You're getting past the mini round a bout on Wakefield there is always traffic congestion and to get home from work (Leeds) to come back to Huddersfield to

<p>give my wife a lift to work has totally changed and I think Cooper Bridge needs improvement.</p>
<ul style="list-style-type: none"> • At first I did not travel at all, as my son's nursery was closed. Now I am travelling more as my son's nursery is open and the number of days he attends has increased.
<ul style="list-style-type: none"> • change of workplace
<ul style="list-style-type: none"> • Changed Job so my need to travel through cooper bridge has increased
<ul style="list-style-type: none"> • Completely changed business and shopping travel to more local, online, Zoom meetings instead of business travel and will continue
<ul style="list-style-type: none"> • Complying with gov UK guidelines
<ul style="list-style-type: none"> • Covid 19 lockdown
<ul style="list-style-type: none"> • Covid restrictions
<ul style="list-style-type: none"> • covid restrictions
<ul style="list-style-type: none"> • Currently working from home so not travelling much
<ul style="list-style-type: none"> • Currently working from home. Will be going back into the office soon.
<ul style="list-style-type: none"> • dont leave home very often now
<ul style="list-style-type: none"> • Don't travel as much, and make more use of my bicycle.
<ul style="list-style-type: none"> • Don't travel as often as wfh
<ul style="list-style-type: none"> • Driving less
<ul style="list-style-type: none"> • Fewer journeys
<ul style="list-style-type: none"> • Fewer journeys
<ul style="list-style-type: none"> • fewer work journeys in rush hour
<ul style="list-style-type: none"> • Going out less and planning journeys to fit together, reducing overall travel.
<ul style="list-style-type: none"> • Have not used public transport is buses
<ul style="list-style-type: none"> • Hybrid working arrangement
<ul style="list-style-type: none"> • I am a student and so have been based at home some of the time.
<ul style="list-style-type: none"> • I am self employed and have had less work.
<ul style="list-style-type: none"> • I cycle more now.
<ul style="list-style-type: none"> • I don't travel as much
<ul style="list-style-type: none"> • I don't travel outside my home area
<ul style="list-style-type: none"> • I have been working from home more days than i have been travelling
<ul style="list-style-type: none"> • I have now moved onto Bradley road
<ul style="list-style-type: none"> • I have retired and no longer travel this route to work
<ul style="list-style-type: none"> • I have travelled far less than before
<ul style="list-style-type: none"> • I have worked more from home so have travelled less
<ul style="list-style-type: none"> • I only commute in to work three days a week.
<ul style="list-style-type: none"> • I travel less for work
<ul style="list-style-type: none"> • I work from home, but still continue to travel through Cooper Bridge regularly
<ul style="list-style-type: none"> • I work from home, so do not travel to work anymore
<ul style="list-style-type: none"> • I work from home.
<ul style="list-style-type: none"> • I work from home. However, i live on Oak Road. I travel to mirfield for work.
<ul style="list-style-type: none"> • Less car journeys, more by bicycle
<ul style="list-style-type: none"> • Less frequent journeys
<ul style="list-style-type: none"> • less journeys and staying local.
<ul style="list-style-type: none"> • less need to travel
<ul style="list-style-type: none"> • Less travel
<ul style="list-style-type: none"> • Less travel

• Less travel
• less travel
• Less travel due to covid restrictions
• Less travel for business
• Less travel in general
• Less travel into Leeds for work
• Less travel overall during most severe Covid restrictions
• Less travel to my mum in Leeds
• Less use
• Lockdown
• Lower employer demands
• Made fewer journeys. Expect to get back to daily use.
• Making fewer journeys. Essential journeys usually on foot. Occasionally by bus or train. Fewer journeys outside Huddersfield in this direction.
• More work from home
• My work pattern changed
• New job so travel through Cooper bridge twice a day Monday to Friday
• No longer commuting regularly to work - working from home
• No longer commuting to work
• No longer go shopping or to football training and matches.
• No longer going on day trips or shopping trips, mostly starting through cooper bridge
• No longer travel to work now working from home
• No longer using the bus.
• No longer work from the office in Leeds
• No longer working in this area
• Not as much travel through
• Not driving as much. But it is increasing now
• Not going out much
• Not travelling
• Not travelling as much
• Not travelling quite as much, noticed how much easier it is when there are not as many cars on the road.
• Not travelling to workplace
• not using the car as much, cycling on e bike more.
• Not visiting relatives and friends as frequently, but will hopefully soon return.
• Not working as much
• Now 3 days a week
• Now work at home so don't need to go in to Huddersfield as often
• only travel when i need to
• Only travel when necessary.
• Part furloughed so varies per week. Plan to return to as before.
• Reduce travel due to lockdowns
• Reduced but increased recently
• Reduced days going to work and back and working from home instead.
• Reduced journeys because of travel and Covid 19 restrictions.
• Reduced travel considerably.
• Reduced usage by half.

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<ul style="list-style-type: none">• Restrictions affected regular trips.
<ul style="list-style-type: none">• Restrictions placed by the government to stop the spread of covid
<ul style="list-style-type: none">• Restrictions to cricket facilities.
<ul style="list-style-type: none">• Retired so being shielding
<ul style="list-style-type: none">• Since the start of the pandemic i have worked from home and have not visited friends and family so have traveled a lot less
<ul style="list-style-type: none">• Some days I work from home
<ul style="list-style-type: none">• Stayed at home, video call
<ul style="list-style-type: none">• Staying at home and only going out when necessary
<ul style="list-style-type: none">• Staying at home less driving
<ul style="list-style-type: none">• Stopped travelling to and from other towns cities , stopped travelling to meet up with friends.
<ul style="list-style-type: none">• Stupid question, everyone's travel pattern has changed
<ul style="list-style-type: none">• The lockdown has kept me at home.
<ul style="list-style-type: none">• Town haven't played
<ul style="list-style-type: none">• travel less
<ul style="list-style-type: none">• Travel less for work
<ul style="list-style-type: none">• Travel to work only
<ul style="list-style-type: none">• Travelled from Mirfield to Halifax and back every day for work, now home based so only travel once a week
<ul style="list-style-type: none">• Travelled less through lockdown
<ul style="list-style-type: none">• Travelled less, used only one car, cycled more.
<ul style="list-style-type: none">• Travelling less as per government guidelines
<ul style="list-style-type: none">• Try not to travel unless necessary
<ul style="list-style-type: none">• Try to minimise journeys because of traffic congestion and covid responsibilities
<ul style="list-style-type: none">• Used it less as I was working from home 1 - 2 days out of the week.
<ul style="list-style-type: none">• Using the car and therefore this road less
<ul style="list-style-type: none">• Walk more
<ul style="list-style-type: none">• Was not able to visit family
<ul style="list-style-type: none">• WFH
<ul style="list-style-type: none">• WFH since first lockdown
<ul style="list-style-type: none">• Work and visit AA Meetings
<ul style="list-style-type: none">• Work from home
<ul style="list-style-type: none">• Work from home 2 days per week
<ul style="list-style-type: none">• Work from home, travel less
<ul style="list-style-type: none">• Work more at home
<ul style="list-style-type: none">• Work more from home
<ul style="list-style-type: none">• Worked from home up to December 2020, now retired
<ul style="list-style-type: none">• Working from home
<ul style="list-style-type: none">• Working from home
<ul style="list-style-type: none">• Working from home and using online shopping more has reduced the need to use the car.
<ul style="list-style-type: none">• Working from home dor some of the time
<ul style="list-style-type: none">• Working from home mainly
<ul style="list-style-type: none">• Working from home more
<ul style="list-style-type: none">• Working from home so less travelling
<ul style="list-style-type: none">• working from home, no need to drive to Huddersfield

<ul style="list-style-type: none"> • Working from home, no need to travel
<ul style="list-style-type: none"> • Working from home.
<ul style="list-style-type: none"> • Working from the office only on one day per week but this may increase as restrictions ease

**What is your main reason for travelling through the Cooper Bridge area?
(Other - please specify)**

<ul style="list-style-type: none"> • Access to junction 25 of M62 or travelling along A62 to get to huddersfield
<ul style="list-style-type: none"> • All of the above
<ul style="list-style-type: none"> • Caring duties
<ul style="list-style-type: none"> • Childcare
<ul style="list-style-type: none"> • Deliver to area
<ul style="list-style-type: none"> • going to Brighouse
<ul style="list-style-type: none"> • I live near Cooper Bridge and also I commute to go to work
<ul style="list-style-type: none"> • Just passing through.
<ul style="list-style-type: none"> • Mix of shopping,visiting family and visiting leisure facilities
<ul style="list-style-type: none"> • Travel through the area.
<ul style="list-style-type: none"> • travelling thru en-route to Brighouse
<ul style="list-style-type: none"> • Visiting friends, work, leisure. All of them can't choose
<ul style="list-style-type: none"> • Visiting listed buidings
<ul style="list-style-type: none"> • Walking and cycling for leisure and recreation
<ul style="list-style-type: none"> • Work related (HGV driver)

Appendix B: Emails

Redacted: Any information that could potentially identify an individual has been redacted from the content of this report to retain anonymity, and best practice data handling in line with our privacy statement. Redacted information includes: names, address and contact information. Where this information is relevant or necessary for a timely response to have been provided (emails), this information has been given freely, however redacted for the purposes of this report only.

Please also note that these comments have been copied verbatim from their source and have not been altered, updated or amended.

21 sets of email correspondence were received during the consultation period.

No.	Email Content	Response
1	Good evening, Please could you let me know if in the proposed plans there will still remain road side parking for the residents who live on leeds road. Kind regards	Thank you for your email. Yes, there are no plans to change the current on street parking arrangements along Leeds Road.

<p>2a</p>	<p>Hello Just looking at the cooper Bridge proposal and I have a question about the cycle path. Will this be like the greenway/route 66 ie off road? If so has any consideration been made for horse riders? Many thanks</p>	<p>As part of the A62 to Cooper Bridge project we have included segregated cycling lanes throughout the majority of the design, this means the cyclists will be separated from both traffic and pedestrians in most areas by a kerb. However, there some short areas where there isn't enough space to accommodate this and the pedestrians and cyclists will share the same space. Whist the lanes are mainly separated from traffic this will not be a greenway route and the cycle lanes mainly follow the edge of the road and will not permit horses.</p> <p>We are separately developing plans for a Bradley to Brighthouse greenway cycle route which is designed to integrate with this highway scheme, this was consulted on separately and we are now refining our designs.</p>
<p>2b</p>	<p>Thank you When you say you are separately developing a Bradley to brighthouse greenway cycle way, will this be horse friendly? Thanks very much</p>	<p>In developing the Bradley to Brighthouse Greenway, our partners, the Canal and River Trust took the position of specifically precluding horses from the canal towpath as they considered the route would not provide adequate space for them to use it safely. We are therefore not proposing to negotiate with the private land owners over which adjacent elements of the route cross to allow and encourage use by horses.</p>
<p>2c</p>	<p>Very disappointing</p>	<p>N/a</p>
<p>3</p>	<p>Dear [redacted], I have received information from my Engineers of your proposed scheme at the Cooper Bridge. As far as Northern Powergrid are concerned as a Statutory Utility we have to protect our assets and ensure that the electrical network in and around the area is not compromised and ordinarily with developments of this nature as a standard procedure if this is a DCO or CPO we list a formal objection. This is purely as a means of protection and to ensure that the developer engages with our Engineers to assess the</p>	<p>Thank you for your email, yes that is correct. We have also separately engaged with all Statutory Undertakers to make C3 enquiries.</p> <p>Kind regards, [redacted]</p>

	<p>implications and affect, is any on our apparatus. In this respect this appears from reading through the web and the information received from our Engineers that you are seeking opinions on the scheme and that your scheme may be in its infancy. Would this be right so we can consider what our next steps should be? I look forward to your reply, Kind regards,</p>	
<p>4a</p>	<p>Hello The option of Oak Road is too dangerous but a better option would be to introduce traffic lights at Lower Quarry Road to access a contra-flow lane on the other side of the road next to the cause-way to Bradley Road with traffic lights at Upper Quarry Road to allow access back to the normal side of Bradley Road. Traffic coming down Bradley Road to then have a direct lane on to Leeds Road there then would be three lanes past Lower Quarry Road towards Leeds. Traffic then from Leeds or from Bradley Road would not be involved in the main lights at Colne Bridge Road. There is room to achive this. Regards</p>	<p>Thank you for your email. Unfortunately we're unable to understand the design you are trying to describe, please feel free to submit a sketch to us either by email to yourvoice@westyorks-ca.gov.uk or by post to FREEPOST Consultation Team (WYCA) (no stamp required).</p>
<p>4b</p>	<p>I have attached a drawing of my suggestion for Bradley Regards</p>	<p>Thank you for your suggestion. A contraflow is certainly a novel solution for which to accommodate the displaced right turn from Leeds Road onto Bradley Road. Whilst technically a contraflow is feasible it does have the disbenefit of the introduction of another two sets of traffic signals at both Upper and Lower Quarry Roads. These two additional traffic conflicts are undesirable within a coordinated traffic signalled network making the smooth journey from one set of traffic signals difficult to achieve. Furthermore contraflow lanes are unconventional so much so that they do raise road safety concerns for all road users but in particular pedestrians. The introduction of a further traffic movement on Bradley Road will be confusing for all.</p>

		<p>The need to displace the Leeds Road right turn to Bradley Road onto Oak Road is to create more vehicular capacity at the main junction. The use of Oak Road achieves this aim.</p>
<p>5</p>	<p>Hi</p> <p>I've got a few questions after looking at the proposed plans for the Cooper Bridge and Bradley Junction scheme.</p> <ul style="list-style-type: none"> - Will this scheme be redesigned again to meet LTN 1/20 as it currently fails on comfort, directness, and using advisory cycle lanes on a 40mph road? - Have the cycle routes from Huddersfield towards Roberttown been considered in this design as it requires a bicycle rider to take 11 separate road crossings? - Will the cycle routes have sensor loops for the crossings or will bicycle users be required to press beg buttons? How long will the wait time be and will they be given priority? - Why are drivers expected to cross a cycle lane to use parking bays instead of putting the cycle tracks on the other side and thus giving the safety of segregation? - Why aren't continuous footways/cycle routes utilised? - Are the cycle stop lines put ahead of vehicular stop lines to allow them to be seen by drivers or to clear a junction before turning traffic? - Is there access to the bi-directional cycle route between Mirfield and Cooper Bridge roundabout if joining directly from the bus lane on the A62? - Would you be comfortable with your 8 year old child cycling this route? - Why aren't bus lanes continues through this route where the space allows for multiple lanes when they move far more people than lanes for single occupancy vehicles? <p>Thanks</p>	<p>The scheme design is currently at an outline stage, subject to securing funding to proceed with the scheme the detailed junction designs, signals design and timings will be developed in the next stage and presented at a future consultation.</p> <p>The scheme aims to improve facilities for both pedestrians and cyclists where feasible, where possible we have kept cycling facilities away from parking bays, this is reflective on feedback received during earlier engagement with the public. However in some locations there is insufficient space to provide fully segregated facilities and this is reflected in the design, again we will keep these elements under review as the design progresses and we undertake more detailed surveys.</p> <p>Unfortunately, space constraints have prevented the inclusion of a dedicated bus lane throughout the extent of the scheme. However the scheme aims to improve journey times along this section of the A62 corridor, bus services will benefit from the journey time savings delivered by the scheme, additionally we will be incorporating Intelligent Transport Systems (traffic signals) which will allow buses to be prioritised at junctions.</p>

<p>6</p>	<p>Following the Live Stream session re. Cooper Bridge</p> <p>Question/clarification for [redacted] please.</p> <p>I logged on to the live event and did ask a question, [redacted] advised that existing parking outside the Leeds Road houses immediately prior to Oak Road would now be retained. (These are the 9 houses coming from Huddersfield, houses with front gardens same side as and just before Oak Road), however, I have just revisited the scheme drawing on the Your Voice pages, and the existing parking is not shown.</p> <p>As the houses are a row on their own, I would appreciate further reassurance (on behalf of my neighbours), that our parking has not been overlooked. Is there in fact a more up to date drawing that needs to be uploaded to the Your Voice website?</p> <p>Many thanks.</p>	<p>Apologies for confusion on the live event, we understand the area you are referring to now (on the live event we thought the reference was to the parking along Leeds Road between Oak Road and Bradley junction). You are correct that the current plans do not show on-street parking in this location. We will review our designs in this location to establish if we can accommodate additional parking there.</p>
<p>7</p>	<p>As a resident of oak road my concerns are reduced road safety as children's play area opposite, reduced air quality, increased noise from excessive traffic including buses and wagons using oak road, reducing the value of my property, and I would expect the council to install triple glazing for the noise, at no cost to the home owners.</p>	<p>Thank you for your email. Our designs are currently at an early stage of development, as we progress the scheme we will explore the possibility of introducing traffic calming and/or a reduced speed limit to Oak Road. We will also undertake further environmental assessments, which we will publish during our next consultation.</p>
<p>8</p>	<p>We are opposed to any increase in road space given the ambition of the Combined Authority to reduce the use of cars by 27% by 2038 and therefore consider this scheme to be a waste of public money. We appreciate the air pollution generated by queuing cars, but foresee this reducing as more electric cars are bought. Although electric cars still emit particulates, we assume this will not be a problem for cars queuing. Most additional road space generates new traffic and in the long term this will make the traffic volumes across the wider area worse and lead to new congestion</p>	<p>Many thanks for your comprehensive response, we will include this in our analysis of the feedback received and where possible use it to inform our design as we progress the scheme.</p>

<p>points elsewhere.</p> <p>Any new road built generates additional traffic, which in turn will lead to more carbon emissions. The SACTRA report 'Trunk Roads and the Generation of Traffic' (SACTRA, Department for Transport, 1994) said in its Executive Summary in para 10 "Considering all these sources of evidence, we conclude that induced traffic can and does occur, probably quite extensively, though its size and significance is likely to vary widely in different circumstances". They estimated an additional 10% of traffic is generated in the short-term and 20% in the long-term.</p> <p>More recently, the Department for Transport published "Latest Evidence on Induced Travel Demand: An Evidence Review" (WSP and Rand Europe, Department for Transport, May 2018) which endorsed the conclusions of the SACTRA report and pointed out that induced or generated traffic was more likely in situations where congestion was currently prevailing.</p> <p>We are concerned about the road widening beneath the trans Pennine railway bridge and the impact this may have on the trans Pennine railway line. We would like to think that any disruption caused to the railway will be integrated within the plans to upgrade this railway line led by Network Rail.</p> <p>We welcome the additional provision for both pedestrians and cyclists.</p> <p>We note the alternative plan involved removing the roundabout. We prefer this option as roundabouts are not easy places for pedestrians to cross and take up more land space.</p> <p>The scheme is on balance perhaps better than the earlier proposal to build a new link road from Bradley towards the A644 and M62 Junction 25, but it does involve expansion of the Cooper Bridge Junction's footprint and significant encroachment onto existing wooded green space. There are issues of concern around both Bradley and Cooper Bridge junctions.</p>	
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	<p>Bradley Junction: Residents of Oak Road will see an increase in traffic due to the rerouting of right turning traffic away from Bradley Junction and, due to the introduction of a one way system to cope with the resulting extra traffic on this narrow road, will suffer the inconvenience of detours in order to access their road. It would seem that residents of Bradley Road, between Oak Road and Bradley Junction, no longer permitted to turn right at Bradley Junction, would also be required to make significant detours for some journeys, adding to traffic on other roads, for instance, having to turn down Colne Bridge Road if coming from Cooper Bridge, then double back and cross the junction to access houses on the left of Bradley Road in the Rastrick direction near to the junction. It has been stated that residents of Leeds Road between Oak Road and Bradley Junction will need, if travelling from Cooper Bridge or Bradley Road, to continue past their houses to Brooklands, further along Leeds Road towards Huddersfield, then turn round and return to their houses back along Leeds Road. There are doubtless other examples of detours being required of local residents as a result of these changes.</p> <p>The addition of better pedestrian and cycle facilities around this junction however is to be welcomed. The separate proposed Bradley to Brighouse Greenway is a much needed addition to active travel opportunities and connected with improved cycling facilities around Bradley and Cooper Bridge junctions will make safer, and hopefully encourage, cycling between Brighouse and areas such as Mirfield and Dewsbury.</p> <p>Cooper Bridge Junction: Widening of the railway bridge (or more correctly, widening of the road under the existing two bridges) will presumably require a fairly lengthy closure of the</p>	
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<p>Calder Valley Main Line railway, while new abutments and a longer bridge are constructed. This may not be an issue if the work were to coincide with the Trans-Pennine Route Upgrade, which may require a closure of the section of line over the bridge during the works, even though this section is not directly a part of the upgrade.</p> <p>Addition of segregated cycle lanes is welcome and should improve safety (there are currently shared pedestrian and cycle facilities at the junction) and the increased capacity at the junction will hopefully improve bus reliability by reducing congestion. However, the increased capacity in itself may well increase the amount of traffic opting to route via the junction as mentioned above. This effect of increased road capacity is borne out by experience elsewhere and such extra capacity is being created both through the junction and along the A62 towards Huddersfield and through Bradley Junction.</p> <p>The stated aim to support housing growth may result in even more traffic using the junction, the A62 and the A644 in future and we would stress that dramatic improvements to public transport provision in the area is needed as a matter of urgency. There is practically no public transport provision on the A644 corridor west of Cooper Bridge, either by bus or rail. Such rail services that exist are sparse and do not connect Dewsbury with Halifax for example. There is no bus service between Dewsbury and Halifax. Some of these issues may be addressed by the introduction of mass transit in West Yorkshire, but this is some way down the line.</p> <p>Dumb Steeple: Not a transport issue, but the Grade 2 listed, thought to be 18th century, obelisk known as the Dumb Steeple, rendezvous for Luddites in 1812 on the night of their attack on Cartwright's Mill at Rawfolds,</p>	
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	<p>and slightly repositioned some years ago during an earlier remodelling of the Cooper Bridge junction is, according to the scheme presentation video to be relocated yet again, apparently to the north side of the new junction, even further away from its original site. Hopefully it will not be silent witness to ever increasing traffic for the next 200 years!</p>	
9	<p>What has happened to the Brighthouse - Bradley greenway? Should finished by now but not even started yet</p>	<p>Emerging schemes in development for Brighthouse and Bradley have necessitated a redesign of a elements of the scheme, and it is now intended to be on-site winter this year.</p>
9a	<p>Thanks for the update.</p>	<p>N/a</p>
10	<p>Dear Sir/Madam</p> <p>Thank you for your consultation with regards to the A62 to Cooper Bridge scheme.</p> <p>Please find comments from the Canal & River Trust attached. We hope you find these of use.</p> <p>Please note that Cooper Bridge crosses our Navigation, and the Trust would therefore welcome the opportunity to discuss further at the most appropriate moment, as the works could significantly impact the environment and visual quality of our waterway below the bridge.</p> <p>Kind Regards [redacted] Area Planner North East, Canal and River Trust</p>	<p>Thank you for your feedback, which we will consider as we develop the design for our scheme. We will be in touch separately to arrange a meeting to discuss further in due course.</p>
11a	<p>Hi</p> <p>I have a few questions.</p> <p>How do we know how this will impact? As an example, yesterday I drove home to Mirfield and the queue started on the m62. It takes typically 10/15 minutes to get the 2 miles from the junction to stocks Bank Road. What analysis has been done to understand current traffic vs the</p>	<p>We have assessed the impacts of our proposals in accordance with Department for Transport guidance, we will continue to update our assessments as we progress the design of the scheme. We will publish the results of our final assessments at a future consultation. We have used the Kirklees Transport Model to forecasts the impacts of the scheme.</p>

	<p>expectation and also pollution levels for residents? Also any traffic monitoring - when was this done?</p> <p>We often see Stocks Bank Road being used as a cut through - drivers come down Huddersfield Road, see a queue and drive up Coppin Hall onto Stocks Bank. Will anything be done to deter this?</p> <p>Has consideration been made to the footpaths across Leeds road - at the end of Stocks Bank Road, and also behind the 3 nuns - lots of local people cross this busy road to get to the footpaths.</p> <p>Finally my main concern about this - traffic has been bad for some years. Its amongst the most polluted roads in England! Yet more and more development has been allowed including the massive warehouses up the road. How will we be guaranteed that this won't come back to bite us - that more planning is accepted as infrastructure is better? These changes are to improve the situation not more make it temporarily better until more building is done!</p> <p>Thanks</p>	<p>This is a model, developed initially in 2015 and updated in 2019. It is based on observations of traffic flows and travel patterns across the Kirklees district. The majority of the data for the model (Traffic Counts and Roadside Interview Surveys) were collected in 2015 with some additional traffic counts around the Cooper Bridge area in 2019 so that the model could be updated in this area and made ready for assessing this scheme. The model takes account of the volume of car and freight trips and the routes used by these trips. The model represents the existing situation and then forecasts into the future, taking account of changes in land use, car ownership etc as well as changes to the highway network. This data is then used to also predict the changes in air pollution.</p> <p>The Councils adopted Local Plan sets out the requirements to provide the jobs and homes we need over the plan period, the location of these homes and jobs has been considered through the process of the local plan. The plan contains lots of policies designed to help tackle air quality and climate change matters to promote sustainable development. The provision of new infrastructure to accommodate this growth will help both relieve congestion and improve air quality. Alongside the planning approach is the government and Councils commitment to move to decarbonise the economy and the transport we all use.</p>
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<p>11b</p>	<p>Hi</p> <p>Thanks for your response. I understand what 'as is' traffic data is being used, but still don't understand what the 'to be' will look like - are you saying this is what will be published at a final consultation? Do we know when this will be?</p> <p>I understand you points about the local plan, but am still not sure how we ensure these changes are done to improve current situations, not to accept more housing. What does the local plan run to and how does this feed into any future local plans?</p> <p>I can't see any response to my other points:</p> <ul style="list-style-type: none"> • We often see Stocks Bank Road being used as a cut through - drivers come down Huddersfield Road, see a queue and drive up Coppin Hall onto Stocks Bank. Will anything be done to deter this? • Has consideration been made to the footpaths across Leeds road - at the end of Stocks Bank Road, and also behind the 3 nuns - lots of local people cross this busy road to get to the footpaths. <p>Thanks and regards</p>	<p>Yes we will be updating our traffic assessments as we develop our designs to ensure they reflect the final proposed scheme, once these are completed we will hold further a public consultation and present the results of our assessments. This is expected to be in the second half on 2023, but we will publish details of exact dates and how to take part closer to the time.</p> <p>The scheme does aim to both improve existing congestion, but also support the economic and housing growth in the area, the current Local Plan covers the period to 2031. As previously explained our modelling forecasts in to the future taking account of, amongst other factors, expected changes to land use, this is informed by the allocations included in the current Local Plan.</p> <p>The scheme in its current layout provides an additional lane towards Cooper Bridge between the Three nuns junction and Cooper Bridge, when coupled with the left flow link towards Huddersfield at the new Cooper Bridge roundabout this will help traffic travelling from Mirfield/Leeds to flow more smoothly through Cooper Bridge helping to reduce congestion. This should also help to reduce the need for people to rat-run through Stocks Bank, although no improvements are currently proposed on Stocks Bank Road itself. This is something we can consider further as we progress the scheme.</p> <p>The scheme also includes the provision of new pedestrian and cycle crossings both Huddersfield Road and Leeds Road at the Three Nuns junction, to enable both roads to be crossed.</p>
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<p>11c</p>	<p>Hi</p> <p>I've not had a response to the below. Also to add a further question.</p> <p>How will any proposed changes be reviewed holistically vs the proposed railway upgrades in terms of delivery planning? I'm concerned that alternate routes will be impacted at the same time.</p> <p>Thanks very much</p>	<p>We have already met with Network Rail regarding their plans to upgrade the Transpennine Route and we will continue to work with them throughout the development of both projects to enable us to coordinate our respective construction activities with a view to minimising disruption to the local road network as much as possible.</p>
<p>12</p>	<p>I am under the impression that Kirklees MC, have shelved this scheme, as too complex and expensive.</p>	<p>As detailed on the scheme webpage earlier proposals to deliver a link road in the Cooper Bridge area have now been eliminated due to the scale of the environmental impacts, however we have now developed a new design to improve Cooper Bridge and Bradley junctions. The details of our latest design can be found in the Documents section of the scheme webpage.</p>
<p>13</p>	<p>I can not understand in times when climate change and pollution through carbon emissions are supposedly on world agendas. Kirklees wish to widen roads and get even more traffic in one place. Widening very rarely works creating just bigger car jams . Getting less traffic on the roads would be a more sensible goal. And guess what more mature trees to be felled. Every single mature tree is worth more than the planting of a large amount of saplings. And just to save a few minutes. I am disgusted by the way our wildlife trees and fauna and greenbelt areas are treated. And yes I do sometimes use the cooper bridge route to get to Leeds and would rather sit in traffic than see more and more of precious wildlife eaten up.</p>	<p>NA - this is a statement not a question, no response to be provided</p>

<p>14</p>	<p>Please find attached and below, input to the A62 to Cooper Bridge Corridor Improvement Scheme consultation.</p> <p>I commend WYCA and KC for acknowledging the need to conserve established woodland, mature trees and habitat, as No1 priority in redesigning the proposed A62 Cooper Bridge Scheme.</p> <p>I broadly support the case made by Action for Yorkshire Transport and Huddersfield Friends of the Earth. Any scheme that encourages traffic growth is contrary to CERP.</p> <ol style="list-style-type: none"> 1. I note that the proposal has not published a Carbon Impact Review and thus Officers, Councillors and Public cannot make an informed opinion. 2. I note that no supporting evidence is provided for the traffic case. In the absence, I note traffic statistics for another route into Huddersfield, that Department for Transport traffic flows (A629, M62 to Huddersfield), (1) show that Annual Average Daily Traffic (AADT) peaked in 2005. The latest official count pre Covid, showed, about 74% of the highest figures, i.e 26% reduction since 2005.(5). While the figures wont be exactly the same for this scheme, in the absence of evidence, the trend could be reasonably expected to be in the same order of magnitude. 3. Covid has changed the whole pattern of work and commuting. Many businesses and employees see this as an opportunity to enhance the sustainability of business arrangements, a positive outcome. The likely long term 26%+ reduction in commuting (2) and the effect on pollution reduction of the expected widespread switch to electric vehicles was seemingly not considered in justifying the scheme, now outdated by a changing world. 4. Construction will have a very significant carbon footprint, not disclosed or seemingly considered at all. A detailed breakdown of the carbon footprint is 	<p>Thank you for taking the time to share your views. We will include your response in our analysis of the feedback received and where possible take account of comments made. We will publish further detail at future consultations.</p>
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	<p>needed. There is no commitment to waste reduction and re-use in the construction. Construction represents about 40% of UK waste. The scale of unnecessary junction alteration is a poor reflection of delivery of CERP, an unsustainable extravagance.</p> <p>5. While the scheme now proposed is an improvement over the former proposed scheme, given the likely traffic statistics and construction carbon footprint, only a minimal scheme optimising smooth traffic flow, is justified, such as a simple dedicated link bypassing the junction, to the A664 Wakefield Road and minor changes to junction management to smooth flow. Optimised lanes under the bridge, without bridge widening, with narrow lanes, appropriate as traffic calming and anyway slow due to the junction proximity. A modest pedestrian and cycle tunnel through the embankment would separate these from traffic and free up lane space at minimal cost and disruption. The land take of the scheme is unnecessary.</p> <p>6. The lowest intervention, lowest carbon design, ideally very simple, to the Colne Road junction in order to smooth flow, is all that is justified.</p> <p>7. I am PhD Environmental Scientist and Engineer, former diagnostics engineering design technician, with Ford of Europe.</p> <p>(1)https://roadtraffic.dft.gov.uk/manualcountpoints/47404</p> <p>(2) https://www.financialreporter.co.uk/finance-news/working-from-home-to-remain-permanent-for-a-quarter-of-financial-services-employees.html</p> <p>[redacted] Environmental Scientist and Engineer</p>	
<p>15</p>	<p>The proposed road plans are based on the brief to improve the flow of vehicular traffic through this part of Kirklees. In line with government requirements new infrastructure has also been included to improve conditions for cycling and walking. These latter measures are,</p>	<p>Thank you for taking the time to share your views. We will include your response in our analysis of the feedback received and where possible take account of comments made. We will publish further detail at future consultations.</p>

<p>however, secondary to the priority of improving the flow of motor vehicles, and, as a result of this, the plans for cycling and walking are often compromised.</p> <p>The net effect of this brief is that drivers of vehicles will be encouraged to use their vehicles through Cooper Bridge because there will be less hold-ups. However, the probable result of this is that the numbers of vehicles using these roads will begin to increase. More drivers will use their cars on these roads because the road improvements and negate the initial benefits.</p> <p>This is to contradict the public statements policies of West Yorkshire and Kirklees which seeks to reduce car use.</p> <p>Reduction of private car use would be a more sustainable way of improving traffic flow but to do this there needs to be attractive alternatives for individuals who would otherwise use their car. Making attractive alternatives requires transferring the large amounts of finance designated for road building projects over to projects for Active Travel and Public Transport. By doing this the council would be proceeding in line with its WY 2040 Transport Plan.</p> <p>Countries, such as The Netherlands and Denmark, that spend large amounts of money on infrastructure that encourages Active Travel do so with the knowledge that the large numbers of people using bikes instead of their cars and are helping to keep car traffic flowing more freely.</p>	
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<p>16</p>	<p>A62 to Cooper bridge scheme</p> <p>As ward Cllrs representing the Ashbrow ward we are very much aware of the need for road improvements in the area. The current road network is overstretched and leads to queues on Bradley Road and Leeds Road which has led to air quality issues in the past. We are also aware of the wider impacts of congestion on Cooper Bridge leading to the M62 junction. For these reasons we are supportive of finding ways to improve the road network to make it fit for purpose, particularly in the light of planned housing development.</p> <p>However we do want to raise some concerns with the scheme as put forward;</p> <p><u>Oak road</u></p> <ul style="list-style-type: none"> • There will be a negative impact on residents of Oak Road due to the increase of traffic caused by the redirecting traffic from Cooper Bridge to Bradley Rd via Oak Rd. whilst making this a one way system will stop two-way movements the overall impact will be a net increase of traffic for residents. • Improvements to pavements, parking, cycle path and park upgrades are welcome but we still believe the overall benefit is a net negative. Creating a busier road from where the park is accessed is not desirable. • It's not clear from the plans what the benefit of directing cars from via oak road is. There is no assessed option for direct access from Leeds Rd to Bradley Rd (as now). We would expect to see an alternate option without the redirection via Oak Road to see what this could achieve. • Our preference would be a scheme that does not divert traffic via Oak Road. • We need to consider the volume of traffic that will need to queue in lights on Leeds road to turn in Oak road, as this could cause congestion. <p><u>Leeds Road</u></p> <ul style="list-style-type: none"> • Has consideration been given to whether a right turn from Leeds Rd into Colne Bridge Road could be accommodated? This would reduce traffic 	<p>Thank you for your email. Officer from Kirklees Council will be in touch with you to discuss the points raised in the email.</p>
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down oak road or having to U-turn at Cooper Bridge.

- The negative impact on residents living on Leeds Road (between Oak Road and the junction of Bradley Road) should be noted. They will no longer be able to access their property from the Cooper bridge direction and will have to turn in Brooklands.

Cooper Bridge roundabout

- Do we have specific analysis of the direction of travel for vehicles using Cooper Bridge? If so has a relief road been considered for traffic from the M62 heading in the direction of Dewsbury been considered as an alternative to reduce the demand at Cooper Bridge.

Future Housing development

- The original scheme put forward for a link road across to the M62 junction was predicated on the basis that a scheme of that scale was required to meet the future housing demand outlined in the Kirklees Local Plan. Since then we have seen a new development at the Bradley Business Park and additional housing planned in the surrounding area due to the Calderdale local plan. Whilst these improvements may increase capacity in the road network it's not clear that they are of the scale required to deliver the Bradley housing allocation in the local plan. Whilst this not be directly linked to this scheme I think we need to understand whether this is the only plan that is expected to be delivered to support the housing plan. We do not consider that the benefits to the road infrastructure would be the same as the previous plan so would be concerned if it was viewed that these improvements could support the same level of house building.

Public transport & active travel

- We welcome the inclusion of walking and cycling infrastructure into the scheme. However, it needs to be ensured that these provisions are joined up and holistic, taking into account existing infrastructure and planned improvements (i.e. the Bradley to Brighouse Greenway).
- Whilst not directly linked to the scheme,

	<p>the need for public transport improvements to reduce the reliance on personal vehicles needs to be considered. Improvements in public transport would support the reduction in congestion (and pollution). Bradley Road in particular is poorly served by public transport with no regular bus services in place.</p>	
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<p>17</p>	<p>Kirklees Cycling Campaign Submission (17 July 2021)</p> <p>1. Kirklees Cycling Campaign welcomes many of the proposed improvements for cycling and walking in these plans. We do, however, wish to propose improvements to be made in this scheme as listed in our detailed comments below.</p> <p>Overview</p> <p>2. This is a significant scheme at a critical road junction and major gateway to Huddersfield. It is vital to ensure that the scheme is developed through a rigorous consultation process.</p> <p>3. In our response we have taken into account that there are three large-scale development proposals, on allocated local plan sites that are well advanced in the planning. These will generate very large numbers of trips and will have a significant traffic impact on the roads and junctions within this scheme:</p> <ul style="list-style-type: none"> • Bradley Park, 4,000+ houses with all vehicle access to Bradford Road and Bradley Road; • South Dewsbury Riverside, 4,000+ houses south of Ravensthorpe • Clifton Park, a business park with access to A644, between M62 junction 25 and Brighouse town centre. <p>4. Master planning of these proposals is essential to ensure that as much active travel infrastructure as possible is put in place before significant development has taken place.</p> <p>5. It is one of several schemes known to be under development, yet there is no indication of any linkages or inter-connectivity between these schemes, notably A62 Huddersfield ring road to Fieldhouse Lane, A644/A653 Mirfield to Dewsbury to Leeds, and most critically the Brighouse to Bradley Greenway.</p> <p>6. The focus of the Cooper Bridge scheme appears to be to increase</p>	<p>Thank you for taking the time to share your views. We will include your response in our analysis of the feedback received and where possible take account of comments made.</p> <p>We will be in touch in due course to discuss your feedback further.</p>
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<p>highway capacity to enable vehicular traffic to move more quickly through the principal junctions of Cooper Bridge and Bradley Road, thereby reducing journey times.</p> <p>7. We question this time-honoured approach, which is also challenged in the draft decarbonisation strategy of Transport for the North. Our contention is that given what we now know about climate change and the urgent need for large and meaningful steps, rather than gestures to be taken, a different set of priorities are needed.</p> <p>8. Put simply, investment in and improvement to the highway network should aim to reduce car usage in favour of greater use of public transport (which is severely affected by congestion) and Active Travel. This would contribute to reduced congestion, less delays and less air pollution, contributing to achieving the reduction in greenhouse gas emissions.</p> <p>9. The current consultation document implies an order of priority, with Active Travel and improved air quality having the least priority. We content that every highway scheme should do two things well:</p> <ul style="list-style-type: none">• support public transport by prioritising buses over other vehicles, provision of bus stops with well designed shelters and real time information, and where relevant, improved access to bus and rail stations.• prioritise Active Travel by the provision of continuous, segregated cycle lanes which meet national standards in accordance with LTN 1/20, priority for cyclists at signal controlled junctions, and controlled crossings to link cycle routes across main roads. Where opportunities exist, off road routes should be developed to provide alternative, safe routes. <p>Cooper Bridge consultation detailed comments response</p>	
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10. Kirklees Cycling Campaign is particularly pleased to see the segregated cycle tracks replacing the currently shared footway route. The following are improvements we propose:

Re: LTN 1/20

11. We do not think that the plans always manage to meet the design standards set out in LTN 1/20 particularly with regard to the principles of “Direct, Safe, and Comfortable”.

Direct Routes for Cycling (LTN 1/20 4.2.7): the cycling route through the length of the scheme heading from Huddersfield to Leeds makes 12 stages of road crossings:

- Crossing Oak Road
- A62 to 2-way cycle track
- Right turn lane off Colne Bridge Road
- Back over the A62
- Bradley Road to refuge
- Bradley Road to White Cross Inn
- Cooper Bridge Road northbound
- Cooper Bridge Road southbound to two-way cycle track
- Huddersfield Road westbound
- Huddersfield Road eastbound
- Leeds Road westbound
- Leeds Road eastbound

12. By contrast a bicycle taking priority on the road as part of normal traffic would only have to go through four junctions, and it illustrates that the plans to encourage cycling do not measure up to some of the claims associated with the scheme. We are of the opinion that more can be done to address this issue of Direct Routes for Cycling.

Comfortable (LTN 1/20 4.2.14):

13. Bicycles should also be treated as vehicles, not pedestrians. There are road crossings required for bicycles that could be picked up by sensor loops, prioritising the movement of bicycles over other motor vehicles. A good example of this can be found on Stretford Road in Manchester. Here lights are timed to

<p>allow bicycles to cross without the need to stop.</p> <p>14. Despite the encouraging council statements to the public, only one, out of a potential 12 side roads, is indicated in the plans to be continuous footways and cycle tracks.</p> <p>Safe (LTN 1/20 4.2.11):</p> <p>15. There is a significant lack of protection through some busy road stretches on this scheme. For example, there are no improvements in Bradley Road for people travelling by bicycle in either direction. The inadequate advisory cycle lanes remain and there appear to be no plans to improve the situation.</p> <p>Cooper Bridge Plans and their integration with the wider Active Travel Network</p> <p>16. It is important to see the plans for Cooper Bridge within the wider context of a West Yorkshire Active Travel network. It allows one to see whether these plans help to create good links for cycling and walking.</p> <p>Local Canal Towpaths</p> <p>17. We are disappointed that there is no recognition of the potential of the Calder Hebble navigation toward Mirfield and of the Huddersfield Broad Canal towards Deighton and Huddersfield. The Cooper Bridge plans have the potential to be a hub linking these active travel routes and we look forward to future council plans for the surfacing of these canal routes and integrating them into the local active travel network.</p> <p>Bradley to Brighouse Greenway link to Calder Valley Greenway at Leeds Road</p> <p>18. We are of the opinion that the plans for the link between Upper Quarry Road and Brooklands on Leeds Road (CVG) need to be improved. This is particularly important in the area of Bradley Road and Oak Road. Good infrastructure needs to be designed for safe crossings and for the right turns.</p>	
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19. We do not think that shared-space and advisory cycle lanes are appropriate for Bradley Road.

Housing Development at Bradley Park
20. As we observed in the introduction, the proposed large housing development at Bradley Park will increase car use in the area, even if there are measures introduced to make active travel an attractive alternative.

21. We look forward to discussing the finer details of this scheme with you at a later date and collectively invite all involved in the planning of this scheme to ride through the site with us and discuss the planned changes.

Cooper Bridge Cycling Provision:
Detailed Design Notes

22. Though there is clearly much to yet be developed with this design, we would be happy to contribute on the finer details at a later stage.

23. The number of crossings could be limited by keeping the cycle tracks on the correct side of the road. For example, on Leeds Road between Oak Road and Bradley Road where access to parking is required, a cycle track can be placed on the footway side of the parking with a small buffer allowing bicycles to be safely separated from motor traffic whilst still limited the possibility of 'dooring'.

24. Alternatively a 2-way cycle track could be maintained all the way from Oak Road to the A644 junction at Miller and Carter with additional improvements to the crossing facilities at Colne Bridge Road.

25. Advisory cycle lanes outside 1265 to 1285 Leeds Road and on the opposite side between 1000 and 980 are of doubtful value. Cycle routes should be designed to provide safe space for people between 8 and 80 years old. In areas where cycle usage is generally high, it is

	<p>the age groups of 8-18 and 65+ that cycle the most. As a result, the question should be asked whether the design provides a space safe enough for a competent eight year old to ride. In our opinion an advisory cycle lanes on a road this busy and fast does not.</p> <p>26. The A62 between Oak Road and the Stocks Bank Road is in poor physical condition. The deterioration of the running surfaces and the hazardous street furniture on the shared footway does not encourage active travel.</p> <p>27. Finally, we have observation we would like to make about the way that this scheme feeds into the Bradley to Brighthouse Greenway.</p>	
<p>18</p>	<p>Good morning</p> <p>The damage to the environment and infrastructure to Cooper Bridge and Colne Bridge is going to be enormous.</p> <p>To divert traffic along Leeds Rd to turn right somewhere to Bradley Bar is ridiculous. There are far too many children to consider; parking will be an issue and the roads are not of a good quality to take such an influx of major traffic such as artics and other large vehicles; speeding will be an issue yet again introducing another potential hazard for residents in the area. Some roads are far too narrow for artics or long vehicles for such a potential diversion.</p> <p>It could be said that the council is trying to find the easiest way out of traffic</p>	<p>Thank you for taking the time to share your views. We will include your response in our analysis of the feedback received and where possible take account of comments made. We will publish further detail at future consultations.</p>

congestion in this area rather than spend a decent amount of money on reclaiming some land and widening the current situation - even widening the bridge would be an option. Leave Bradley Bar alone - a few hundred yards closure is not the way to keep traffic moving.

Apart from all this - that is the safety of residents and children in this area - this proposal will ultimately reduce the value of properties in this area. Good people have worked hard to own their homes in this area (even if the council does not agree) they do not deserve to be deprived of their investment.

There is a school within the diversion area, playing fields, play areas - all will have pollution issues with the amount of emissions being spread over a wider area through increased traffic flow. Noise pollution for residents. To divert to side roads to go back and join Bradley Bar at another junction will cause a major increase in both pollutants - emissions and noise - stop start is the quickest to increase these pollutants. This will cause illnesses and put the NHS under even more pressure. It is Kirklees's duty of care to protect its residents not expose them to danger!

Please consider everyone, especially the young people of this area and beyond - they are the future and we need them well.

Kirklees planners should consider the taxpayer. Our council tax is very high at present - no doubt it will go up - someone has to pay always. People are struggling to pay the current rate of council tax. Council tax debt is Kirklees's largest debt because people are struggling to cope.

I realise I am just one of many but I still live with the notion that my opinion is worth listening to.

[redacted]

<p>19</p>	<p>Morning I think one way of reducing congestion would to take a branch road off for Leeds Traffic prior to the roundabout, which would cut down on queuing time.</p> <p>[redacted] Project Coordinator (Compliance) Together Housing Group Dear [redacted]</p> <p>Kirklees Council - A62 Cooper Bridge Highways Scheme: Early Consultation</p> <p>Thank you for your notification received on the 7 June 2021 in respect of the above consultation.</p>	<p>Our proposed scheme does include additional capacity on the approach to the roundabout to enable any left-turning traffic (on all arms) to flow through the junction without having to use the roundabout itself. This will help to reduce congestion on the approach to the roundabout.</p>
<p>20</p>	<p>The Coal Authority records indicate that the line of the route is in an area of recorded and likely unrecorded coal mine workings at shallow depth. There is also a mine entry and its resultant zone of influence within the area identified. For clarity this mine entry is recorded as being adjacent to Leeds Road close to its junction with Bradley Road. We hold no treatment details for this feature and therefore its recorded position may be subject to significant departure.</p> <p>Due to the coal mining legacy which is identified as being present in the areas of some parts of the route indicated it would be advisable to obtain some form of Coal Mining Report, which should provide you with the basic coal mining information held for the site.</p> <p>Based on the content of this report it may then be necessary to obtain a Coal Mining Risk Assessment, or equivalent report, which should consider the coal mining information and legacy recorded as being present and make an assessment of the risks posed and identify what, if any, remedial measures are required.</p> <p>I hope this is helpful but please do not hesitate to contact me should you wish to</p>	<p>No response provided - will follow up with stakeholder once design progressed.</p>

	<p>discuss this issue further.</p> <p>Yours sincerely</p> <p>[redacted] BA (Hons), DipEH, DipURP, MA, PGCertUD, PGCertSP, MRTPI Development Team Leader (Planning)</p>	
<p>21</p>	<p>Good afternoon</p> <p>There are signs around saying have your say on major roadworks for Cooper Bridge.</p> <p>Well I cannot see where I can make a comment, can you send me the comment link so I can have my say - many thanks</p> <p>regards, [redacted]</p>	<p>Good Afternoon,</p> <p>Apologies, for the slight delay in responding to your email. Details about the proposed scheme can be found on the below link. Unfortunately the consultation has now closed (yesterday), so the online survey isn't available. I have attached a copy of the survey with the questions asked during the consultation.</p> <p>If you are able to respond with your comments by email to YourVoice@westyorks-ca.gov.uk before close on Wednesday 21st July we will still be able to take account of your feedback in our analysis.</p> <p>YourVoice@westyorks-ca.gov.uk</p> <p>Kind regards [redacted]</p>

Appendix C: Questions and answers

No.	Question	Response
1	<p>Your sub drawing shows not right turn at Bradley jn when approaching from CB to go up Bradley Road. How will this be achieved? where will traffic go to be able to head up Bradley Road</p>	<p>To achieve journey time savings along the A62 corridor we need to increase the capacity of Bradley junction. Due to the built up nature of the area we are unable to physically change the type of junction, but by removing one of the existing movements (the right turn from Cooper Bridge on to Bradley Road), we are able to increase the amount of traffic able to travel straight through the junction on each cycle of the traffic lights.</p> <p>To enable this change an additional lane along Leeds Road between Bradley junction and Oak Road is provided along with new traffic signals to facilitate the right turn in to Oak Road. The impacts on Oak Road are partially offset by changing it to a one-way road. Our traffic forecasts show that the traffic along Oak Road is expected to increase by c.110 vehicles in the peak hour which equates to less than two vehicles per minute. Changing Oak Road to a one-way road also helps to move the live lane of traffic further away from the frontages of the properties and the introduction of a new pedestrian/cycle crossing on Bradley Road, together with the removal of the right turn at Bradley provides opportunities for the vehicles to exit Oak Road more easily than the current situation.</p>
2	<p>What benefits are you wanting to achieve by diverting traffic from a road designed and built for heavy traffic (Leeds Road to Bradley Road), to a road built for light, local traffic (Leeds Road to Oak Road)?</p>	<p>To achieve journey time savings along the A62 corridor we need to increase the capacity of Bradley junction. Due to the built up nature of the area we are unable to physically change the type of junction, but by removing one of the existing movements (the right turn from Cooper Bridge on to Bradley Road), we are able to increase the amount of traffic able to travel straight through the junction on each cycle of the traffic lights.</p> <p>To enable this change an additional lane along Leeds Road between Bradley junction and Oak Road is provided along with new traffic signals to facilitate the right turn in to Oak Road. The impacts on Oak Road are partially offset by changing it to a one-way road. Our traffic forecasts show that the traffic along Oak Road is expected to increase by</p>

		<p>c.110 vehicles in the peak hour which equates to less than two vehicles per minute. Changing Oak Road to a one-way road also helps to move the live lane of traffic further away from the frontages of the properties and the introduction of a new pedestrian/cycle crossing on Bradley Road, together with the removal of the right turn at Bradley provides opportunities for the vehicles to exit Oak Road more easily than the current situation.</p>
<p>3</p>	<p>An assessment was to be carried out, after a motion was passed by full Council in November'18 re any possible impact on additional traffic using the B6118, and A637 roads due to improvements. A regular "corner-cutting" taken by many between the M62 and M1. What did this assessment show?</p>	<p>In 2018 we were considering delivering a high capacity new link road which had the potential to attract traffic from across the wider district. Our current proposals are not likely to attract the same level of rerouting but will still deliver the necessary network capacity improvements.</p> <p>Our appraisal of the scheme has been carried out in accordance with DfT guidance and traffic forecasts have been developed for morning and evening peak hours as well as an average daytime hour for our expected opening year (2026) and, in accordance with guidance, for 2041 which is 15 years later.</p> <p>Forecast changes in traffic levels along B6118 Liley Lane and A637 Barnsley Road when compared to not having the scheme in place, range from between -1% (-6 vehicles) and 7% (48 vehicles) in 2026. In 2041 this changes to between -1% (-15 vehicles) and 13% (108 vehicles). This largest increase is along Liley Lane, but does not continue onto A637 Barnsley Road which sees a 7% increase (69 vehicles) in the same 2041 peak period.</p>
<p>4a</p>	<p>How many trees are to be felled in this project?</p>	<p>At this stage our designs are at an outline stage which means we can't provide a number of trees to be felled at this stage. Our designs have changed significantly since earlier proposals to lessen the tree loss, amongst other factors, and now we will not fell any of the ancient woodland and don't expect to affect the trees on Oak Road.</p> <p>Once we secure approval to our Outline Business Case we will appoint a designer and undertake our detailed environmental surveys and assessments and develop our detailed replanting strategy. The details of this work will be presented to the public as part of further consultation before the submission of our planning application.</p>

<p>4b</p>	<p>Thanks for the reply. I know the ancient woodland is now safe as I'm one of the protesters that helped to stop it. I'm still concerned about trees in the area and the nature reserve at Upper/Lower Quarry road. How many roads will have to be widened before you go another way? We need free public transport to get people out of their cars. Real cycle and walking facilities. We need easier access to WYCA as it is ridiculously hard to contact people or address issues. We want to do a deputation to WYCA about their attitude to the climate emergency and trees. Thank you [Redacted]</p>	<p>Our revised scheme doesn't impact the Bradley Quarry Reserve on Upper Quarry Road. Unfortunately we do need to balance finding a solution to the transport issues whilst minimising the environmental impacts, this is assessed on a case by case basis at project level, as previously explained we will seek to offset the loss of any trees and will be able to present more information on this once our designs are further developed.</p> <p>With regards to your more general issues and Combined Authority you can contact their Climate Emergency team via the following email address Netzero@westyorks-ca.gov.uk.</p>
<p>4c</p>	<p>Any loss of trees for a road is wrong. Kirklees council are supposed to be considering the environment in all decisions. There must be a rough estimate you can let me have. Thanks</p>	<p>Unfortunately, at this early stage of the scheme design we are unable to provide that level of information. We will provide more detail once our design and environmental assessments are completed at a future consultation.</p>
<p>4d</p>	<p>When such words as offsetting or mitigation are mentioned it makes me very nervous. You can't mitigate or offset mature trees. Just don't fell them.</p>	<p>N/A - this is a statement not a question, no response required</p>
<p>5</p>	<p>Can you please clarify what happens to traffic which requires to turn right towards the Cooper Bridge Junction at the Bradley Road, Oak Road and Bradley Junction when approaching from Colne Bridge Road.</p>	<p>Traffic will still be able to turn right from Colne Bridge Road towards Cooper Bridge junction.</p>
<p>6</p>	<p>As a resident, living on the stretch of Leeds Road between Oak Road and the new 'Bradley Junction', I would like to understand how the changes will impact on our daily journeys. Please can you explain; 1. How are you proposing that we get to our properties from Bradley Rd? As we wouldn't be able to use Oak Rd. 2. If travelling from Cooper Bridge, how would we get to our properties? As we wouldn't be able to get onto Bradley Road/Oak Road. Which is the</p>	<p>Vehicles will still be permitted to turn right from Bradley Road onto Leeds Road at the Bradley junction, local residents will then be able to turn around using Brooklands to enable them to use the street parking between Oak Road and Bradley junction.</p> <p>Likewise vehicles approaching from Cooper Bridge will be able to turn around in Brooklands so they can park in the direction of traffic along Leeds Road. For traffic wishing to access Bradley Road will need to turn around using the Cooper Bridge junction and then access Bradley Road via Oak Road.</p>

	<p>usual route. 3. When leaving our property, if we wanted to access Bradley Road, how would we do this? As we will no longer be able to turn right, onto Bradley Road at the new junction.</p>	
<p>7</p>	<p>Are you aware of the bottleneck at stocks bank road/A62 junction? The original proposal had much needed improvements to it. Please explain why you think it's ok to not fix the issue?</p>	<p>As with the previous proposal we are providing two lanes of traffic along the A62 in both directions between the Three Nuns and Cooper Bridge junctions to help provide more capacity, additionally the creation of a dedicated left turn filter lane at Cooper Bridge junction will enable traffic travelling towards Huddersfield to flow more freely through the junction to help reduce congestion in this location. We are also proposing to slightly shorten the bus lane along the A62 on the approach to the Three Nuns junction, which will provide additional capacity for traffic to pass through the junction. These improvements will help to provide additional capacity in this area and help improve the issues at the Stocks Bank Road junction.</p>
<p>8</p>	<p>Where can be found your measurements of traffic flows on which this new design is based? Is the intention to redesignate the residential Oak Road as part of the A62 or part of the A6107 ? What does this scheme do, if anything, for the predominant outbound (towards Cooper Bridge) queues on the A62 Leeds Road?</p>	<p>The traffic flow forecasts for the scheme are derived from the Kirklees Transport Model. This is a model, developed initially in 2015 and updated in 2019. It is based on observations of traffic flows and travel patterns across the Kirklees district. The majority of the data for the model (Traffic Counts and Roadside Interview Surveys) were collected in 2015 with some additional traffic counts around the Cooper Bridge area in 2019 so that the model could be updated in this area and made ready for assessing this scheme. The model takes account of the volume of car and freight trips and the routes used by these trips. The model represents the existing situation and then forecasts into the future, taking account of changes in land use, car ownership etc as well as changes to the highway network.</p> <p>We do not intend to change the designation of Oak Road as part of the proposals.</p> <p>There are two key changes which will help to improve journey times for outbound traffic travelling along Leeds Road. Firstly, the removal of the right-hand turn from Cooper Bridge onto Bradley Road allows other arms of the junction (including Leeds Road outbound) to benefit from traffic signals being</p>

		<p>on green for longer, which will help more traffic to pass through the junction on each cycle of the traffic signals. Secondly we are increasing the size of the Cooper Bridge roundabout, providing a dedicated left turn for traffic travelling towards the motorway and widening to three lanes on the approach to the junction all of will create more capacity and allow traffic to travel through the junction more quickly than it does at the moment.</p>
<p>9</p>	<p>The option of Oak Road is too dangerous but a better option would be to introduce traffic lights at Lower Quarry Road to access a contra-flow lane on the other side of the road next to the cause-way to Bradley Road with traffic lights at Upper Quarry Road to allow access back to the normal side of Bradley Road. Traffic coming down Bradley Road to then have a direct lane on to Leeds Road there then would be three lanes past Lower Quarry Road towards Leeds. Traffic then from Leeds or from Bradley Road would not be involved in the main lights at Colne Bridge Road. There is room to achive this.</p>	<p>Unfortunately we're unable to understand the design you are trying to describe, please feel free to submit a sketch to us either by email to yourvoice@westyorks-ca.gov.uk or by post to FREEPOST Consultation Team (WYCA) (no stamp required).</p>
<p>10</p>	<p>Will the playing field on Oak Road be used for parking for residents? Will the mature trees be damaged?</p>	<p>No, we have changed our designs from earlier version to keep street parking on the same side as the residential properties. Our designs are at an early stage of development and subject to further surveys and detailed design, however we do not anticipate any damage to the trees along Oak Road.</p>

<p>11</p>	<p>Traffic flowing from Bradley Road onto: a. Leeds Road (left turn). b. Colne Bridge Road (straight across). c. Leeds Road (right turn). You presently have 3 lanes approaching this junction (for approximatly 100 yards). Why not use lane 1 (near-side) for traffic heading towards Cooper Bridge (increase timings slightly if required). Use lane 2 (middle lane) for traffic heading towards Colne Bridge (road). Use lane 3 (out-side lane) for traffic heading towards Huddersfield That way there is no need to start messing around with traffic coming from Cooper Bridge (Leeds Road) wishing to turn right up Bradley Road.</p>	<p>The lane arrangement for Bradley Road has been derived based on optimum lane usage to provide maximum junction capacity. Removing the right turn into Bradley Road will further improve vehicular capacity, by reallocating the green time that would have been allocated to the right turn to other arms of the junction.</p>
<p>12</p>	<p>What are the plans for existing limited parking outside the houses nos. 1159, 1161,1163,1165,1167 and 1169 Leeds Road? I don't see them on the draft plan drawings. Will you put in dropped kerbs and allow front gardens to be made into parking spaces in this row? With the Councils plans to refurbish and repair the 1 bed dwellings on Oak Road as well, parking, which is already difficult will likely become even more of an issue. Would appreciate your comments please.</p>	<p>Thank you for your question, we will review our design in this location to establish if we can accommodate additional parking in this location.</p>
<p>13</p>	<p>What steps have been taken to count both pedestrian & cyclist usage in the area to warrant the need for what seems will be such a large outlay for this type of 'traffic'?</p>	<p>Pedestrian and cycling surveys will be undertaken in the next stage of design to inform our detailed design. However, the scheme aims to cater for future demand, not just current usage of the network and also needs to comply with the latest design standards and guidance as far as practicable. In July 2020 the government published new guidance for the incorporation of cycling facilities and our latest designs are reflective of this. Additionally the West Yorkshire Combined Authority has published its Transport Strategy 2040, which sets out its ambition to significantly increase the number of journeys made by sustainable means, such as walking, cycling and public transport. As such the scheme aims to improve upon the existing facilities to help improve cycling and pedestrian connectivity across the wider area.</p>

<p>14</p>	<p>How will air quality be improved for the residents of Leeds Road with the addition of a third lane of traffic? Traffic currently flows freely into Huddersfield (I live here and see it each day) Your plans will now have THREE lanes of stationary traffic. (With out a shadow of a doubt there WILL be queues) This is the worst idea in the history of bad ideas. How on earth does this meet your objectives for any of the residents?</p>	<p>The requirement to widen Leeds Road is driven by the need to remove the right-turn movement from Cooper Bridge onto Bradley Road, rather than to change the flow of traffic to Huddersfield on Leeds Road. However, by widening Leeds Road the traffic travelling in to Huddersfield will be moved further away from the frontages of the properties which will help reduce pollution concentrations at those properties. Additionally, the new proposed signals at the junction with Oak Road, which will control the traffic travelling towards Huddersfield will only stop traffic infrequently (to allow traffic in/out of the cul-de-sac at the junction or for pedestrians/cyclist to cross, so there should be limited times when that lane of traffic will be stationary.</p> <p>Subject to securing funding to proceed with the scheme we will undertake further environmental assessments as we develop our detailed design and will present these results at our future consultation.</p>
<p>15</p>	<p>How will the removal of mature trees on Leeds Road improve air quality? How will you counteract their removal?</p>	<p>We have significantly changed our designs to reduce the number of trees needing to be felled and our designs are currently at an outline stage so we will continue to look for opportunities to minimise the impact on trees where possible. However, we are not able to completely avoid tree loss, as we develop our designs we will also prepare our mitigation plans which will detail our replanting proposals that will be adopted to offset the loss of trees. This information will be shared at future consultation events. However, by widening Leeds Road the traffic travelling in to Huddersfield will be moved further away from the frontages of the properties which will help reduce pollution concentrations at those properties.</p>
<p>16</p>	<p>How will residents of Leeds Road join to the carriageway into Huddersfield? Will there be a diversion via Cooper bridge? How does this meet your objective of improving travel times?</p>	<p>Leeds Road residents situated between Bradley junction and Oak Road will need to travel to the Cooper Bridge junction to turn around to travel in towards Huddersfield. Whilst we understand this is a longer journey for those residents the scheme aims to improve journey times along the A62. In 2019 (pre-pandemic) the Annual Average Daily Traffic shows over 22,000 vehicles travel on this section of the A62 each day, with this predicted to increase to more than 27,000 by 2026, therefore whilst there may be slightly longer journeys for a small number of residents the scheme will improve journey times for the majority of road users.</p>

<p>17</p>	<p>How do residents of Leeds Road return to their houses from Mirfield? Will they now have to go via Brooklands? How will this affect this highly residential area? How does this improve safety?</p>	<p>Yes vehicles travelling from Mirfield wishing to park outside the properties on Leeds Road between Bradley junction and Oak Road will need to use Brooklands to turn around. In proportion to the volume of traffic using the wider network the number of vehicles required to make this manoeuvre is relatively small and not expected to have a significant impact on Brooklands in terms of traffic volume or safety.</p>
<p>18</p>	<p>With the volume of traffic currently going up bradley Road from Cooper Bridge, How are you expecting that volume of traffic to go up oak Road with the amount of residents and business cars parked along there? Isn't this going to cause excessive tail backs from oak Road onto leeds Road especially during peak times?</p>	<p>Our design for Oak Road exceeds the minimum width required for a one-way road in current design standards to cater for the traffic additional traffic, additionally dedicated parking facilities will be created to allow for the street parking. Our designs are currently at an outline stage and we will develop them in more detail as we progress the scheme, we have also undertaken initial traffic assessments, which again will be updated and refreshed as we progress the scheme to inform the design.</p> <p>However, the removal of the right turn at Bradley junction means there will be significant gaps in the traffic travelling on Bradley Road towards Bradley Bar, which should create ample opportunity for traffic to exit Oak Road and minimise tailbacks onto Leeds Road.</p>
<p>19</p>	<p>Is there an intention to prevent the traffic light Grand Prix from the lights at the Bradley junction inbound on Leeds Road by reducing the speed limit to a 30MPH and the introduction of a safety camera?</p>	<p>At this stage we don't intend to reduce the speed limit on Leeds Road or install a safety camera.</p> <p>Kirklees install safety cameras at high risk sites, where there is a history of personal injury collisions occurring, where speed has been identified as a causation factor. The aim is to preventing further collisions / injuries occurring. There is currently a criteria in place for assessment of sites, which is undertaken in Highways Safety, and ratified by the West Yorkshire Casualty Prevention Partnership who manage all West Yorkshire safety cameras.</p> <p>This approach is in line with the Partnership strategy, DfT and Government Guidance, and the criteria can be found: http://www.safetycameraswestyorkshire.co.uk/frequently-asked-questions/camera-equipment-and-site.</p>
<p>20</p>	<p>are you planning on creating an electric car charging infrastructure for on street parking residents? I can't purchase an electric car because there is no infrastructure at the moment</p>	<p>Our current plans do not include provision for on street charging points, but this is something we can consider as we develop the scheme.</p>

A62 to Cooper Bridge Corridor Improvement Scheme public engagement report

21	Will you be able to turn right into colne bridge road when coming from huddersfield	Access arrangements onto Colne Bridge Road will remain as they are at the moment, so traffic will need to continue to access Colne Bridge Road via Oak Road and Bradley Road.
22	If you are planning traffic lights at oak road to enable traffic to turn right from leeds road doesn't this just cancel out the delays you are trying to prevent when currently turning right into bradley road. It's just moving the issue further up leeds road	The proposed signals at the junction with Leeds Road and Oak Road which will control the traffic travelling towards Huddersfield will only stop traffic infrequently (to allow traffic in/out of the cul-de-sac at the junction or for pedestrians/cyclist to cross) so there would be limited times when the traffic will be stationary.
23	When you ask for feedback on your proposed plans back in 2018. I raised the issue of the high volume of traffic that turns left of Leeds road going down to colnebridge backing up onto Leeds road due to the narrow bridges causing a lot stop start traffic waiting for on coming vehicles to give way. How do you plan to overcome this problem so the rest of your plan will work successfully.	Separately to this scheme the Council is working with Network Rail as part of their Transpennine Route Upgrade plans to arrange for this bridge to be replaced with a wider bridge to address this issue. Subject to Network Rail to securing the consents they need, we expect this work to take place in parallel to our scheme being constructed.
24	Has anybody considered doing away with traffic lights altogether at the Bradley Road / Leeds Road / Colne Bridge Road junction and constructing a round-a-bout instead? No need to widen Bradley Road (beyond 2 (two) lanes towards Leeds & the M62 motorway No need to widen Leeds Road (both directions) beyond 2 (two) lanes, No need to widen Colne Bridge Road beyond 2 (two) lanes, towards Cooper Bridge / Bradley Road / Huddersfield No need to send traffic (from Huddersfield) on a residential Street (Oak Road) past children's & family's recreation area towards Kirkheaton No need to send traffic (from Leeds & the M62 motorway) on a residential Street (Oak Road) past a child & family recreation area up Bradley Road If you do consider a round-a-bout, please don't screw it up by putting traffic lights around it (look at the	Unfortunately, there is insufficient space, due to the built up nature of the area, to accommodate a roundabout of the required size in this location.

	<p>Fitzwilliam Street / Leeds Road / Gasworks Street junction)</p>	
<p>25</p>	<p>Not one of your responses for any of these questions asked, by myself or any other author, show ANY tangible benefits for any of the local residents on Leeds Road, Oak Road, Bradley Road or Brooklands. How are you meeting ANY of your objectives FULLY for your Kirklees residents?</p>	<p>As explained in previous answers, our initial environmental assessments forecast an improvement in local air quality in the vicinity you are referring to. Additionally, we will provide improved pedestrian and cycling facilities, with additional crossing facilities and improved signal timings to create a better experience for pedestrians particularly when crossing Bradley junction. We will also improve the Oak Road playground facilities as part of the scheme and create formal parking bays along both Leeds and Oak Road.</p> <p>The strategic aims of the scheme which are published on consultation page are the outcomes we aim to achieve by delivering the scheme to benefit both the Kirklees district and wider Leeds City Region.</p>
<p>26a</p>	<p>You are planning on moving free moving traffic that filters right onto Bradley Road from the white cross junction, to a traffic controlled junction further up the road into oak road. This will slow traffic down, increase stationary traffic and seems increasingly unnecessary at solving a proper that clearly isn't there. Oak road residents will have a huge increase in traffic. Leeds Road will have a huge increase in stationary traffic. Residents now have to go either to Cooper bridge to turn round, or through a residential estate. On what realistic mode are your plans built? All your answers are littered with phrases such as "should" or "we don't expect" Is this massive project based on prediction only?</p>	<p>We have assessed the impacts of our proposals in accordance with Department for Transport guidance for appraising transport schemes. We will continue to update our assessments as we progress the design of the scheme and we will publish the results of our final assessments at a future consultation.</p> <p>Our assessments to date have been undertaken using the Kirklees Transport Model to forecasts the impacts of the scheme. This is a model based on observations of traffic flows and travel patterns across the Kirklees district. The model represents the existing situation and then forecasts into the future, taking account of changes in land use, car ownership etc to enable us to assess future traffic conditions with and without the scheme in place. The results of our initial assessments demonstrate the scheme will deliver journey time savings along this section of the A62 corridor and will offer High Value for Money, in accordance with government guidance.</p>

	<p>What tangible evidence do you have it will improve for anyone? Show us the facts and prove it will work.</p>	
<p>26b</p>	<p>Hi Thanks for your response. I understand what 'as is' traffic data is being used, but still don't understand what the 'to be' will look like - are you saying this is what will be published at a final consultation? Do we know when this will be? I understand you points about the local plan, but am still not sure how we ensure these changes are done to improve current situations, not to accept more housing. What does the local plan run to and how does this feed into any future local plans? I can't see any response to my other points: • We often see Stocks Bank Road being used as a cut through - drivers come down Huddersfield Road, see a queue and drive up Coppin Hall onto Stocks Bank. Will anything be done to deter this? • Has consideration been made to the footpaths across Leeds road - at the end of Stocks Bank Road, and also behind the 3 nuns - lots of local people cross this busy road to get to the footpaths. Thanks and regards</p>	<p>Yes we will be updating out traffic assessments as we develop our designs to ensure they reflect the final proposed scheme, once these are completed we will hold further a public consultation and present the results of our assessments. This is expected to be in the second half on 2023, but we will publish details of exact dates and how to take part closer to the time.</p> <p>The scheme does aim to both improve existing congestion, but also support the economic and housing growth in the area, the current Local Plan covers the period to 2031. As previously explained our modelling forecasts in to the future taking account of, amongst other factors, expected changes to land use, this is informed by the allocations included in the current Local Plan.</p> <p>The scheme in its current layout provides an additional lane towards Cooper Bridge between the Three nuns junction and Cooper Bridge, when coupled with the left flow link towards Huddersfield at the new Cooper Bridge roundabout this will help traffic travelling from Mirfield/Leeds to flow more smoothly through Cooper Bridge helping to reduce congestion. This should also help to reduce the need for people to rat-run through Stocks Bank, although no improvements are currently proposed on Stocks Bank Road itself. This is something we can consider further as we progress the scheme.</p> <p>The scheme also includes the provision of new pedestrian and cycle crossings both Huddersfield Road and Leeds Road at the Three Nuns junction, to enable both roads to be crossed.</p>
<p>27a</p>	<p>Please give me the numbers and percentage of traffic travelling east from the direction of the M62 which go to each of the 3 routes which</p>	<p>Travel patterns do vary depending on the time of day amongst other factors, but presently approximately 37% of traffic from Wakefield Road travels on towards Three Nuns junction at Cooper</p>

A62 to Cooper Bridge Corridor Improvement Scheme public engagement report

	come off the roundabout, ie toward Huddersfield, Mirfield and Leeds.	Bridge and the remaining 63% (c. 500 vehicles) turns right towards Huddersfield in the morning peak period. In the evening peak period the split is more equal with approximately 49% existing towards Three Nuns and 51% travelling towards Huddersfield.
27b	<p>Thank you.</p> <p>1. The different routes at the 'Three Nuns' corner may be important in planning alternatives to the approach to the roundabout from the west. How does traffic split there, either toward Leeds or to Mirfield?</p> <p>2. I am told there has been a modification of lanes carrying traffic from the west approaching the roundabout. Could you send me a link to any sketch showing the latest, please?</p>	<p>A copy of the scheme layout drawing can be found on the Your Voice webpage at https://www.yourvoice.westyorks-ca.gov.uk/cooperbridge, this can be zoomed in show the lane allocation in the area you mention.</p> <p>Now the public consultation has finished the Q&A facility has closed, comments are being analysed and we will shortly publish a report summarising the feedback received. Our design is also being reviewed to take account of feedback where possible. Subject to securing funding to proceed, a further consultation will be held in 2023 on our final designs and traffic assessments which will give another opportunity to see our proposals and ask questions.</p>
28	Why is there a need to stop traffic (particularly local residents) from turning left onto Bradley road from Leeds road?	As part of our design we need to include improved cycling and pedestrian facilities, this helps to make it safer for those already travelling by these modes, but also encourages increased usage of sustainable modes of transport in future. By banning the left turn we are able to allow cyclists to travel at the same time as the traffic travelling towards Cooper Bridge. Keeping the left turn creates a conflict between vehicles and cyclists which could result in accidents. Additionally, we are able to improve the experience for pedestrians by allowing them to cross the whole of Bradley Road at the junction without being held on traffic islands for long periods.
29a	You have not made Oak rd Bradley safe infact with the new layout it is going to become at least twice as bad with congestion and the people on Oak road will on fact have more emissions, noise other pollution s from wagons and other articulated traffic going on a small road. As i am a property owner on Oak road it will be very difficult to park outside my house and dangerous with the amount of traffic that will go on that road. You have not listened to the residents that went to the original meeting and i don't think any of you care	<p>As our designs are developed we will update our transport modelling and undertake further environmental assessments which we will publish as part of our future consultation.</p> <p>However, our initial assessments have shown that by removing the two-way movements from Oak road, the traffic is kept further away from the frontages of those properties which helps to improve pollution concentrations compared to the current layout. Following feedback from our previous public engagement we have also updated the design to retain parking on the same side of the road as the properties.</p>

	<p>about us just as long as you lot get your own way as you are definitely not listening to people that live on that road.</p>	
<p>29b</p>	<p>As i said you have not listened to the residents because your answer to the situation is unbelievable ,you have not grasp what we are saying , there is going to be more traffic going on that road even though it's going on one direction , every mode of transport will be constantly going on Oak road and as i said the noise , the emissions are going to be triple what the are now . As for articulated vehicles they will be going on that road well into the early hours of the morning as they are coming on at 4am and this is now .</p> <p>With all this it is going to impossible to get across the road to the park because of the amount of traffic which will be 24/7 days a week. The safety of people and children are at risk with this scheme . I would also state that this would also affect the value of everyone's property on the road, Who would like to live on a road with constant traffic and how could we sell our homes now with this decision hanging around our necks!!!, IMPOSSIBLE.</p> <p>You will have seen the Examiner last week regarding the Article on Oak road and how the residents on the road have not been involved in any decisions or been able to make their views heard because you know what the answer will be !!, And that is a done deal passed by the Kirklees council regardless what the residents say.</p> <p>I am not in agreement with the</p>	<p>Thank you for taking the time to share your views. We will include your response in our analysis of the feedback received and where possible take account of comments made. We will publish further detail at future consultations.</p> <p>The recent consultation was an initial opportunity for the public, including Oak Road residents, to share their views on our proposals. Now the consultation has closed we are reviewing the comments received and will consider how we can make amendments to our proposals to address issues raised, where possible. We will also continue to engage with local ward members during this period to discuss issues raised by residents and agree how we can communicate any further changes to local residents.</p> <p>As reiterated in previous answers initial assessments show the changes to Oak Road will improve air quality for the properties along Oak Road, compared to not having the scheme in place. However these assessments will be updated and published at a future consultation subject to the project securing funding to progress its design.</p> <p>The government has published guidance regarding the compulsory purchase process which also includes compensation mechanisms for those affected by projects, including in cases where properties are affected by the use of a project (in this case the road). You can find the guidance at Compulsory purchase system guidance - GOV.UK (www.gov.uk)</p>

	<p>answers to my previous question.</p> <p>I hope i get a reply back quicker than the first time i contacted you as i am going to get in touch with the Examiner reporter with what you have commented on with your feeble excuse to justify putting a one-way traffic flow on Oak road.</p> <p>Very disappointed with your reasons as i said before it's a done deal with Kirklees.</p>	
<p>30</p>	<p>What will happen to the businesses on Leeds Road? Will Marstons Chicken shop and the car dealer have to close?</p>	<p>We have met with the businesses affected by our proposals and will continue to work with them as we develop our designs to minimise the impacts on them.</p>
<p>31</p>	<p>There was one opportunity for the public to speak with planners via a YouTube video that took place at 5.30pm one evening. Why haven't there been more chances/times available to do this? You have effectively excluded all commuters and those that work by holding it once at this time. The last time there were planning consultations, the public were allowed to view plans over a much longer period and in person. This could have happened and been a covid safe event - why has it not?</p>	<p>Unfortunately, due to the uncertainty and regularly changing government guidance regarding managing events during the pandemic it has not been possible for us to safely plan and hold face to face events during this consultation. The risk of having to cancel events at short notice due to changing guidance or staff testing positive beforehand would have resulted in the public being unable to access the project team at all. For these reasons an online live streamed event was provided instead, this is consistent with how the council has communicated key messages throughout the pandemic. The event was held after working hours to allow people to view it live, but is available to be viewed afterwards for those who were unable to attend.</p> <p>A six week period has been provided to allow ample opportunity for the public to access our materials</p>

		and ask questions via the website if they were unable to attend the live event. This is consistent with our previous public consultation which was open for seven weeks (an extra week due to it being over the Christmas period).
32	What are you hoping to find out for a very limited range of questions in the questionnaire? How will this be a true representation when the questions only serve to ask “if things will improve” with your plans. These are very basic questions to a survey with very major implications. What do you hope to find out and how?	<p>The survey will help us to understand the profile of journeys and journey purpose for those who respond to the survey and collate consistent responses to gauge views on the changes proposed for all modes of transport within the scheme extents.</p> <p>A comments box is provided for anyone who wishes to provide additional feedback.</p>
33	You state in the answer to my previous questions that traffic will be moved further away. Please can you clarify the distance it will move from and to and what this difference is?	<p>Your question doesn't clarify the location you're referring to and at this stage our design is at an outline stage, so exact measurements will be determined in the next stage of design once more detailed site surveys have been undertaken.</p> <p>However, in the case of Leeds Road where we are constructing a third lane which will move the traffic travelling in to Huddersfield away from the property frontages, the new centre line for that lane will be approximately 3.5m further away from the houses on that stretch of road.</p>
34	Our main goal in every action should be to tackle climate change and reduce emissions of CO2 if we want a future for our planet and for our kids. How do you think that increasing traffic by extending this road will contribute towards this goal?	<p>Currently, year on year traffic growth is predicted to rise. Our preferred scheme seeks to tackle the issues of today whilst having one eye on the future. The move away from fossil based fuels to more environmental friendly power sources will still require road space. Currently we do not have a enough space in which to accommodate all modes of travel. In the future it is hoped that there will be a switch to more sustainable modes of travel in which case road space reallocation can be considered.</p>
35	Do any of your plans involve the changes to the allotments off Bradley Road?	<p>No there are no plans to make any changes to the allotments as part of the project.</p>

<p>36</p>	<p>Having been outside and measured the distance that you've stated in your plans when you implement these changes I'm now going to be opening my car door into 40 mph traffic and not into the current cycle lane which is a buffer zone to the traffic. There are only a few cyclists on this route with plenty of opportunity for me and the other residents of Leeds road to get out of our vehicles. Do you think it's a good idea to remove the cycle lane in its current form in the interest of safety of the local residents or are you (clearly) not bothered so long as your plans go through. So far no ones voice has been heard from what I can see as you lot certainly seem to have all the (wrong) answers b</p>	<p>Design standards have changed since the advisory cycle lane was implemented on Leeds Road. If we wish to make any changes to the cycling facilities on this stretch of road we will need to comply with latest standards, ideally providing segregated cycling facilities where possible. When we engaged with the public in 2018 we showed a revised design with the cycle lane remaining on the same side as the properties between the footway and parking area, which complies with current standards. Feedback received at that time from some residents reflected they didn't want to cross a cycle lane to access their vehicles. For that reason the latest designs have changed to show a two way segregated cycle lane on the opposite side of the road. We are unable to provide a segregated facility on the outside of the parking area and the scheme aims to provide safer cycling facilities where possible to encourage use of sustainable modes of transport.</p> <p>The measurements presented at this stage are indicative, however our proposals comply with street parking facilities provided nationally and in this case provide a wider parking area than the minimum standards.</p> <p>The consultation which closed on the 18th July was an opportunity for people to share their views with us. We will now review the feedback received to take account of those views where possible, we will consider the points you have raised as part of that work.</p>
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Appendix D: Paper survey

Major Road Improvements: A62 to Cooper Bridge Corridor Improvement Scheme

We are developing a scheme to reduce congestion and support local growth in the Cooper Bridge area. We have considered a number of potential solutions, taking into account current levels of congestion and future traffic increases from expected growth and potential new developments in the area.

We propose to make a series of changes to the existing roads around the Bradley and Cooper Bridge area. We want to know what you think of our proposals to help us understand the views and thoughts of local residents, business owners and road users. Before you complete this survey, it is important that you view our proposals by visiting:

www.yourvoice.westyorks-ca.gov.uk/CooperBridge.

These forms will be collected by the West Yorkshire Combined Authority and processed on behalf of Kirklees Metropolitan District Council in accordance with the Data Protection Act 2018. The data collected will be held only for the duration of the consultation phase of the project. Please view our privacy notice on the last page.

Q1. Before the COVID-19 pandemic how often did you travel through the Cooper Bridge area?

(Choose any one option)

- | | | |
|--|--|--|
| <input type="checkbox"/> 5 or more days a week | <input type="checkbox"/> 1 day a week | <input type="checkbox"/> At least once a year |
| <input type="checkbox"/> 3 or 4 days a week | <input type="checkbox"/> At least once a fortnight | <input type="checkbox"/> Not used in the last year |
| <input type="checkbox"/> 2 days a week | <input type="checkbox"/> At least once a month | <input type="checkbox"/> Never |

Q2. When you travelled through the Cooper Bridge area, what was your usual mode of transport?

(Choose up to three)

- | | | |
|--|-------------------------------------|---|
| <input type="checkbox"/> Car driver | <input type="checkbox"/> Bus | <input type="checkbox"/> Walking |
| <input type="checkbox"/> Car passenger | <input type="checkbox"/> Motorcycle | <input type="checkbox"/> Something else |
| <input type="checkbox"/> Taxi | <input type="checkbox"/> Bicycle | |

If something else, please state:

Q3. Since the start of the COVID-19 pandemic have your travel patterns changed?

- Yes No

If yes, please explain your answer:

Q4. What is your main reason for travelling through the Cooper Bridge area?

(Choose any one option)

- | | |
|--|---|
| <input type="checkbox"/> I am resident in the surrounding area | <input type="checkbox"/> Visiting leisure facilities/activities |
| <input type="checkbox"/> Work / work related (commuting) | <input type="checkbox"/> Visiting health facilities |
| <input type="checkbox"/> School / training / education | <input type="checkbox"/> Visiting friends/family |
| <input type="checkbox"/> Going shopping | <input type="checkbox"/> Something else |

If something else, please state:

Q5. Please rate the <u>existing conditions</u> for the following:						
Cars	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Neutral	<input type="checkbox"/> Poor	<input type="checkbox"/> Very poor	<input type="checkbox"/> Don't know
Pedestrians	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Neutral	<input type="checkbox"/> Poor	<input type="checkbox"/> Very poor	<input type="checkbox"/> Don't know
Cyclists	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Neutral	<input type="checkbox"/> Poor	<input type="checkbox"/> Very poor	<input type="checkbox"/> Don't know

- | We expect the proposals we are developing will achieve our aims to: |
|--|
| <ul style="list-style-type: none"> • Relieve congestion and improve journey times and reliability. • Improve road safety. • Improve pedestrian and cyclist facilities to encourage use. • Support the improvement of air quality. • Support economic growth. • Support housing growth. |

Q6. Please rate the <u>proposed improvements</u> for the following:						
Cars	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Neutral	<input type="checkbox"/> Poor	<input type="checkbox"/> Very poor	<input type="checkbox"/> Don't know
Pedestrians	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Neutral	<input type="checkbox"/> Poor	<input type="checkbox"/> Very poor	<input type="checkbox"/> Don't know
Cyclists	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Neutral	<input type="checkbox"/> Poor	<input type="checkbox"/> Very poor	<input type="checkbox"/> Don't know

Any further comments:

About you:

Thank you for taking the time to provide your feedback. The following questions are optional but will go a long way towards helping us better understand the opinions of different people. All information will be handled and dealt with in line with the Data Protection Act 2018, as detailed in our privacy notice (at the end of the survey).

Do you identify as:

<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> Other	<input type="checkbox"/> Prefer not to say
-------------------------------	---------------------------------	--------------------------------	--

Which age category do you fall within?

<input type="checkbox"/> 15 and under	<input type="checkbox"/> 16-24	<input type="checkbox"/> 25-29	<input type="checkbox"/> 30-39	<input type="checkbox"/> 40-49	<input type="checkbox"/> 50-59	<input type="checkbox"/> 60-69	<input type="checkbox"/> 70-79	<input type="checkbox"/> 80+	<input type="checkbox"/> Prefer not to say
---------------------------------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	--------------------------------	------------------------------	--

Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

<input type="checkbox"/> No	<input type="checkbox"/> Yes, limited a little	<input type="checkbox"/> Yes, limited a lot	<input type="checkbox"/> Prefer not to say
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What is your postcode:

How did you hear about this engagement exercise? (e.g. Local Ward Councillor / poster / press release / social media / website / real-time display / electronic road signs etc)

Thank you for taking the time to provide your feedback.

Return completed forms in an envelope to: Freepost Consultation Team (WYCA)
and include additional sheets if necessary



Find out more

westyorks-ca.gov.uk

West Yorkshire Combined Authority

Wellington House

40-50 Wellington Street

Leeds

LS1 2DE

All information correct at time of writing.

Name of meeting: Cabinet
Date: 12th October 2021
Title of report: Dewsbury Town Deal – Next Steps.

Purpose of report

To bring to the attention of Cabinet the next stage of the Dewsbury Town Investment Plan Project Delivery. With an emphasis on business case preparation and agreement and the use of the Government's early advance payment as part of the Dewsbury Town Deal.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes - Published 9 th August 2021
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by Strategic Director & name	David Shepherd – 10 th September 2021
Is it also signed off by the Service Director for Finance?	Eamonn Croston – 27 th September 2021
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Karl Larrad on behalf of Julie Muscroft – 24 th September 2021.
Cabinet member portfolio	Cllr Peter McBride Regeneration Portfolio Holder Cllr Eric Firth – Town Centres Lead

Electoral wards affected: Dewsbury East, West, and South

Ward councillors Consulted: No

Public: An engagement process was carried out in November 2020 as part of the preparation of the Town Investment Plan process

(Have you considered GDPR?) Yes.

1. Summary

- 1.1 Dewsbury is one of 101 places to be invited to develop proposals for a new generation of multi-million-pound Town Deals. The town has therefore been eligible for support from the £3.6 billion Towns Fund and was able to access £24.8m. A Town Investment Plan (TIP) was submitted in January 2021. This followed agreement from Cabinet. The Dewsbury Town Deal Board (DTDB) also endorsed the plan for submission.
- 1.2 On 8th June 2021 the Council received confirmation that the TIP had been accepted and the Council has been awarded £24.8m to deliver the plan; subject to signing of Heads of Terms (HoT). HoT were signed at the end of June 2021. This was only £780,000 less than our bid of £25.58m. It should be noted there was considerable match fund associated with this making the total investment in 9 projects closer to £62m.

1.3 This report sets out the proposed next stages for the delivery of the 9 TIP projects. In particular arrangements:

- to reaffirm and agree the details of the identified Town Investment Plan projects;
- to agree an assurance process for agreeing/authorising business cases for individual projects;
- to authorise the Strategic Director for growth and Regeneration in consultation with relevant portfolio holders to agree individual business cases;
- to put in place arrangements to continue to develop individual projects utilising the capital allocations and future Town Deal grant highlighted in the report;
- to agree the Governance arrangements for the development and delivery of projects; and
- to agree to spend the advance payment of 5% and subsequent grant allocations of the total Town Deal allocation on project development and delivery including providing grants to third parties where this helps to deliver those projects.

2 Information required to take a decision

Identified Town Investment Plan Projects

2.1 As part of the decision to agree the Dewsbury TIP all 9 identified project were agreed in principle. Whilst there was a small shortfall in funding only two projects had conditions attached to them that will need to be addressed. In accordance with the decision made by cabinet on 19th January 2021 heads of terms and more latterly project confirmation details have been sent to and agreed with Ministry of Housing, Communities and Local Government (MHCLG). This also required agreement with the Dewsbury Town Deal Board Chair.

2.2 The Table below is a summary of the financial details of the projects agreed to date. For further project details please refer to the Dewsbury TIP (included in the background papers at the end of this document).

Project Details	Total Project Cost	Town Deal contribution	Agreed Match Fund (KMC and Other)
	£m	£m	£m
Dewsbury Arcade	3.68	1.31	2.37
Dewsbury Market	16.5	6.6	9.9
Town Park – Urban Realm	14.93	6.25	8.68
Daisy Hill Neighbourhood	11.0	2.22	8.78
Creative Culture Programme	3.7	2.195	1.505
Building Revival	6.4	3.15	3.25
Skills Village	2.25	1.5	0.75
Fibre	0.5	0.25	0.25
Sustainable Transport Modes	2.325	1.325	1
Totals	61.285	24.8	36.485

Business Cases Assurance.

The Need for Individual Project Business Cases

2.3 As part of the TIP process, it is expected that each project has an agreed business case. Each business case is it to be completed along with summary documents within a year of agreeing the heads of terms at the latest 29th June 2022.

2.4 Business cases are expected to follow the government’s five case model. This means developing:

1. The Strategic Case
2. The Economic Case
3. The Commercial Case
4. The Financial Case
5. The Management Case

- 2.5 To date the agreement by Cabinet on 19th January 2021; The Town Deal Board on 26th January 2021 and the overall TIP agreement by MHCLG on 8th June 2021 is enough to satisfy the early phases of business case development – the Strategic Outline Cases. The projects now need to be developed to the final or full business case stage. To do this, officers will be working with specialist consultants to finalise these. Avison Young who advised and assisted in the preparation of the successful TIP have been appointed to do this.
- 2.6 To assist with the preparation of business cases, MHCLG are working with individual local authorities and have produced proportionality guidelines. This is to ensure that the right level of information is produced to allow decisions to be made on each business case. Larger projects will of course require more detail to be provided whereas smaller projects will need much less. As officers, we will be following the MHCLG guidance as we prepare each business case. The link below is the current MHCLG template for business cases and the proportionality guidelines as they are drafted presently. If this changes so will our approach to business case preparation.

<https://townsfund.org.uk/resources-collection/business-case-template>

- 2.7 Importantly, business cases must be agreed through the council's agreed assurance process for business case approval. The next part of this report sets out the anticipated programme of business case development and a process for agreeing business cases.

The Business Case Programme

- 2.8 Officers working in conjunction with consultants have already drafted an early programme for completing the 9 project business cases. This programme is set out in the table below.

Project	Business Case indicative Completion date
Dewsbury Arcade	November 2021
Dewsbury Market	January 2022
Town Park – Urban Realm	April 2022
Daisy Hill Neighbourhood	March 2022
Creative Culture Programme	From January 2022
Building Revival	April 2022
Skills Village	March 2022
Fibre	December 2021
Sustainable Transport Modes	Early 2022

- 2.9 It should be noted that the ninth project, the sustainable transport project, has funding derived from the Transforming Cities Fund. As such the business case will be run in parallel with the agreed Mayoral Combined Authority assurance process.
- 2.10 Each of the individual projects are at different stages of development with two requiring feasibility work to be completed prior to being in a position to produce a business case. Although the Council is the lead delivery organisation for the majority of projects there are three projects/sub projects which are being led by other organisations. These are the:
- Arts & Cultural Hub proposal (part of the Creative Culture project) being led by Brigantia Creative,
 - The Skills Village which the Council is delivering in partnership with Kirklees College, and
 - Field House (part of the Daisy Hill project) being led by Mood Developments.

Feasibility studies will need to be funded and, in some cases, it will require the Council to provide grant support (using Town Deal or its own funds) to these third parties to undertake the feasibility/development work. Without this arrangement being in place projects cannot be progressed within the required timescales.

- 2.11 It is expected that the Council as the responsible authority will agree business cases through its assurance process. Within the Council the process of business case assurance is not standardised. Projects are scrutinised in a variety of ways depending upon the funding source. For example, projects associated with the West Yorkshire Transport Fund, Transforming Cities Fund and Getting Building Fund will have been through the (now) West Yorkshire Mayoral Combined Authority assurance process. Similarly, Cabinet will oversee the business case development of the Cultural Heart programme. The first stage of that will be ready later this year.
- 2.12 It should be noted that the government has set a challenging time table for delivering business cases – in our case 12 months for 9 projects. The proportionality guides referred to earlier in the report will help speed that process up, but it is also important that any internal process for agreeing business cases is efficient and effective. This point is particularly underlined by the fact that officers will be working on a number of business cases at the same time and need to ensure that funding allocations can be drawn down as quickly as possible to allow projects to move to the next stage of delivery
- 2.13 To ensure that the timescales are met and in order to continue to delivery projects seamlessly Cabinet are being asked to consider a proposal that allows business case sign off by the Strategic Director for Growth and Regeneration in consultation with the relevant Portfolio Holders - most notably those for Regeneration and Town Centres.
- 2.14 The following diagram (Figure 1) helps to map out the Business Case assurance process that officers feel is most appropriate to deal with this particular circumstance.

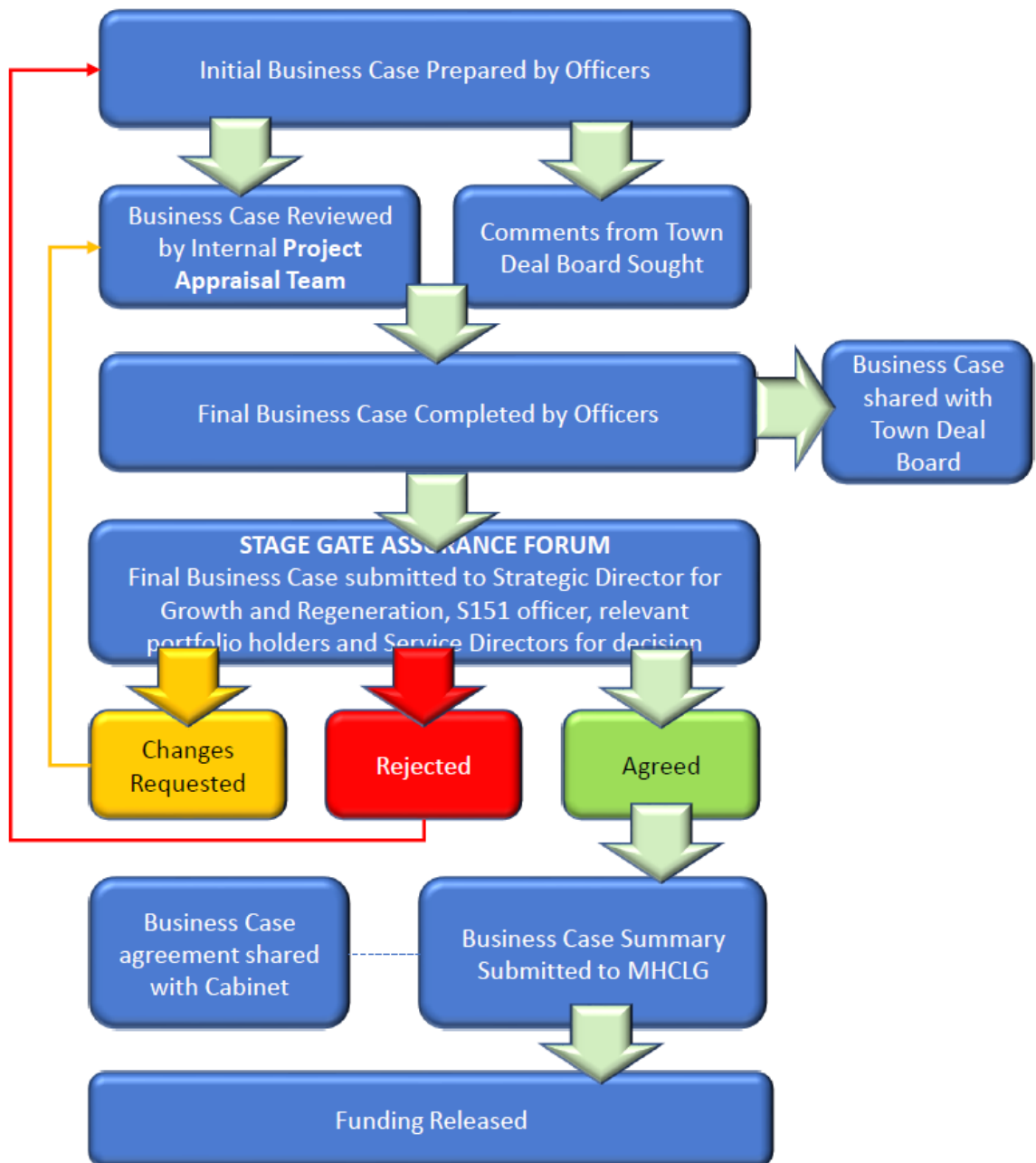


Figure 1 – Proposed Business Case Assurance Process

- 2.15 Once the funding is released projects will be delivered in accordance with appropriate project governance and management arrangements put in place to ensure decisions are made and projects are monitored and evaluated during delivery. The 6 areas set out below will be particularly important.

Procurement	<ul style="list-style-type: none"> • Approach for Delivery and Supply Requirements • Lead in Times
Benefits Realisation	<ul style="list-style-type: none"> • Benefits Tracking (Business Case v Forecast)
Project Management	<ul style="list-style-type: none"> • Appropriate Project structure set up • Develop Project Plan (including dependencies) • Project Reports • Board Reports
Risk Management	<ul style="list-style-type: none"> • Ongoing Risk and Issue Management
Change Arrangements	<ul style="list-style-type: none"> • Set Up Change Control Mechanism
Contract Management	<ul style="list-style-type: none"> • Provide and Evaluate Arrangements for Delivering the Project

The Roles of MHCLG, the Dewsbury Town Deal Board (DTDB) and Council in business case approval

- 2.16 MHCLG guidance is clear that the responsible authority – the Council - should be responsible for agreeing business cases through an internal assurance process. Once this is agreed then a summary business case needs to be submitted to MHCLG to access funding for each project. There may, however, be scrutiny checks of business case detail as the process progresses.
- 2.17 In terms of the Dewsbury Town Deal Board (DTDB) this is now established with a permanent independent chair. Whilst the Board is an important partner in the delivery its role is advisory and the Council as the accountable body will take responsibility for project delivery including the assessment of business cases. In the case of the Dewsbury TIP this is particularly important given the amount of match funding that the Council is contributing to projects. The above process does however recognise a role for the Board to input into business cases and be kept up to date. However, the Board’s role is not limited to business case input. The Board will be able to input to several stages of each project’s development.
- 2.18 The Council is the accountable body which will lead project delivery. The Council through the assurance process will also be responsible for determining what an acceptable business case will be. At this stage no particular thresholds or criteria have been attached to business case outcome by MHCLG. As such, as decision maker the Council will be able to determine where weight should be placed in the overall decision making process.

Role of Internal Project Appraisal Team and Stage Gate Assurance Forum

- 2.19 A Project Appraisal Team will be set up to review project business cases and provide independent critical technical feedback to project managers. This feedback can be used to inform the final version ahead of decision making. The team will adjust personnel depending upon the type of project being delivered
- 2.20 The Stage Gate Assurance Forum consists Strategic Director for Growth and Regeneration, S151 officer, relevant portfolio holders and Service Directors. This group will decide on the acceptability of the business case and make a decision in line with the diagram above. It is at this point a decision will be made as to when a project needs to return to cabinet for further decisions. In any event Cabinet will be made aware of the decision made.

What is Required to Deliver an Efficient Process?

- 2.21 It has already been highlighted above that the process to agree business cases needs to be effective and efficient to keep pace with the number of projects and the timeframes set by MHCLG.
- 2.22 To achieve this Cabinet is requested to endorse the process set out in paragraph 2.11 to 2.15 and give authority to the Strategic Director for Growth and Regeneration in consultation with the relevant portfolio holders to agree business cases and once agreed submit the required information to MHCLG to access the funding required for individual projects.

Utilisation of Funding Allocations

- 2.23 Once the funds are released by MHCLG then these will be utilised to develop and deliver the identified projects and will form part of the overall capital plan for the Council.
- 2.24 Ahead of business case approval MHCLG have committed to releasing 5% of the total allocation – for Dewsbury this equates to £1.24m. Once this is released then officers will require this to develop and deliver the identified projects. Authority is requested to allow officers manage this initial contribution across the 9 projects. Officers will commit to providing regular updates on this and any subsequent allocations to the relevant portfolio holders.
- 2.25 As set out in paragraph 2.10 some projects are to be delivered by external partners. There may be the need for assistance to develop the business cases or to facilitate early stage delivery. Cabinet is therefore requested to allow the Strategic Director in consultation with the portfolio holders to utilise allocated funds, including making grants to third parties, to expedite business case development and project delivery of the 9 identified projects.

Project Governance

- 2.26 The Council is the Accountable Body for the projects in the TIP and will be legally responsible for ensuring that the conditions of the funding with MHCLG are met as DTDB does not have legal status to do this. The Council will be responsible for oversight and carrying out some of the work as well as match funding the projects. The council therefore needs to be confident that the TIP is achievable and the terms and conditions of the funding agreement with the MHCLG can be met. For that reason, it will be important for the Council to work closely with the DTDB to ensure that this is managed appropriately. Projects will be overseen by DTDB and managed internally within the Council by the Dewsbury Blueprint Board chaired by a Service Director. Project approvals will be considered by cabinet as appropriate.

3 Implications for the Council

3.1 Working with People

As part of the Dewsbury Blueprint the Council held town centre consultations and workshops in the town centre during the early part of 2020. This included a town centre presence via a blueprint shop. This work has fed into the preparation of the TIP. During November 2020 specific engagement across Dewsbury was undertaken as part of the TIP preparation. This work was carried out by a consultancy on behalf of Dewsbury Town Deal Board to align with Government guidance on the preparation of TIP's. This work was constrained by the latest co-vid restrictions, in normal circumstances activities would have taken place in the form of public meetings but with restrictions in place the consultation approach involved a digital and telephone based approach. This included the production of an information leaflet that was distributed to over 23,000 households, an on-line survey and press releases.

3.2 Working with Partners

Dewsbury Town Deal Board includes a wide of stakeholders from across the Dewsbury area including community, education, business, and development sectors as well as the Council and the local Member of Parliament. The bespoke TIP engagement exercise set out to be as

inclusive as possible and reach out to a wide range of audiences. Officers have attended all Town Deal Board meetings where they have had the opportunity to participate in discussion with Town Board members.

3.3 Place Based Working

Developing the TIP and the projects within them is part of a place-based approach to regeneration. The board which includes local representation has based the TIP on an established evidence and has sought to engage widely to ensure that the vision and projects are part of the overall solution of improving Dewsbury as a whole. The vision and projects have endorsement from the community and are one strand of the overall package of regeneration and place-based solution.

3.4 Climate Change and Air Quality

The Council has declared a Climate Emergency and has adopted a 'net zero' carbon emissions target for 2038. All projects delivered through the Town Investment Plan will be assessed on a case-by-case basis to ensure that the right principles are applied to ensure they achieve or come as close to this objective as possible. The whole TIP programme has been designed to support clean growth by:

- Encouraging active travel by investing in new cycle ways and footpaths along with new public spaces such as a new town park. These investments will encourage residents to make journeys by foot or bike and which will help to improve air quality.
- Creating a vibrant town centre with a revitalised Market, the Arcade, a new town park and a programme of arts and culture activities will encourage residents to choose to stay local for recreational activities.
- The planned upgrades of many of the historical buildings through projects such as the Arcade, the building revival scheme, 15 Union Street and Field House will improve the energy efficiency of the buildings and restore and recycle existing assets.
- The TIP is supporting local town centre housing, close to public transport and other amenities. This will be a key feature of sustainable living for the town and is promoted by the TIP.

3.5 Improving outcomes for children

The regeneration of Dewsbury, in particular the town centre, has always had a family friendly emphasis. The stakeholder engagement has reconfirmed this. The projects reflect the need encouraging families back into the town. Projects such as the Town Park, the Market and the Cultural Programme will underpin this as an objective.

3.6 Legal

A "Town Deal" has been agreed with the Council being the accountable body. The council has power to enter into any grant or funding agreement with MHCLG. The council has legal powers to apply for grant and enter into Heads of Terms and any grant agreement under section 1 of the Localism Act 2011 and section 111 of the Local Government Act 1972, and all other enabling powers. Individual projects will need to rely on an assessment of appropriate legal powers on a case by case basis and be compliant with the Council's public sector equality duty under section 149 Equality Act 2010, Subsidy Control rules, Contract Procedure rules, Council Financial Procedure Rules, and the Public Contracts Regulations 2015.

It should be noted as referred to elsewhere in the report that the Council will be the Accountable Body for the projects in the TIP and will be legally responsible for ensuring that the conditions of the funding with MHCLG are met as the Board does not have legal status to do this. The Council will be responsible for oversight and carrying out some of the work as well as match funding the projects. The Council therefore needs to be confident that the TIP is

achievable and the terms and conditions of the funding agreement with the MHCLG can be met. For that reason, it will be important for the Council to work closely with the DTDB (Board? – used earlier in the paragraph) to ensure that this is managed appropriately.

Projects will be overseen by DTDB (Same comment as above) and managed internally within council by the Dewsbury Blueprint Board chaired by a Service Director. Project approvals will be considered by Cabinet as appropriate. Further work is underway to finalise these project management arrangements during compilation of the Business Cases which will be finalised alongside agreeing and finalising the Funding Agreement with MHCLG and any other ancillary documents/ agreements required.

3.7 Finance

The Town fund deal represents an additional £24.8m of investment into the regeneration of Dewsbury. It is an important catalyst to delivering key projects from the Dewsbury Blueprint and means the vision can be realised earlier. The implications for the Council are set out in sections 2 and 3 above. It is important to note that the Council is the “Accountable Body” to MHCLG with responsibility for receiving and managing the grant funding and delivery of the projects. Management, governance and delivery of the TIP will be overseen by the Dewsbury Town Deal Board (DTDB) and the Council will be responsible for the delivery of projects in conjunction with the DTDB and other partners.

4 Consultees and their opinions

A full engagement exercise was undertaken in November 2020 this included some interviews with Ward Members and the MP. DTDB members have been engaged on the best way for the Board to interact with the business case process at their meeting on 2nd September 2021. Please refer to the interim report for Dewsbury Town Fund consultation by Social Communications (See background documents at the end of this report).

5 Next steps and timelines

Following a decision by Cabinet, officers will finalise the TIP business cases and submit to MHCLG by June 2022. Grant and allocated funding will be used to develop and deliver the projects.

6 Officer recommendations and reasons:

Officers recommend that:

1. the details of the identified Town Investment Plan projects as set out in paragraph 2.2 are agreed;
2. the assurance process for agreeing/authorising business cases for individual projects as set out in in Figure 1 above at paragraph 2.14 and described in paragraphs 2.11 to 2.20 are agreed;
3. as set out in recommendation 2 above authorise the Strategic Director for Growth and Regeneration, in consultation with the portfolio holders for Regeneration and Town Centres, to agree business cases and once agreed submit the required information to MHCLG to access the funding required for individual projects;
4. as set out in paragraph’s 2.10 and 2.23 to 2.25 to authorise the Strategic Director for Growth and Regeneration and the Council Section 151 Officer to utilise identified project funds, both Council match funds and grant received from MHCLG as part of the Town Deal, to assist in the development of business cases or help facilitate early project delivery;
5. authorise the Strategic Director for Growth and Regeneration to approve grants of up to £100,000 per recipient to progress TIP project delivery;
6. authorise the Service Director Legal Governance and Commissioning to finalise and enter into all appropriate contracts, deeds and documents in relation to the receipt of grant from MHCLG; and,

7. note the engagement of consultants to assist with the development of business cases and the Project Governance arrangements set out in paragraph 2.26 are noted and agreed for the development and delivery of projects alongside the assurance process set out in this report.

Reasons: To enable the effective production of business cases and project delivery by the Council as accountable body in accordance with the Town Fund Guidance to enable release of funding by the MHCLG.

7 Cabinet portfolio holder's recommendations

Cllr Peter McBride, Cllr Paul Davies and Cllr Eric Firth were briefed on 14th September 2021 and agreed the recommendations.

8 Contact Officers

Simon Taylor – Head of Town Centre Programmes
Paul Davis - Strategic Partnership Lead - PMO - Skills & Regeneration

Background Papers and History of Decisions

Cabinet – 19th January 2021 – Dewsbury Town Deal – Dewsbury Investment Plan

<https://democracy.kirklees.gov.uk/documents/s39513/2021-01-08%20Cabinet%20Report%20-%20Dewsbury%20Town%20investment%20Plan%20-%20V6%20Final.pdf>

Interim report for Dewsbury Town Fund consultation by Social Communications

[Interim Report by Social Communications](#)

Strategic Director responsible

David Shepherd
Strategic Director Growth and Investment
david.shepherd@kirklees.gov.uk
01484 221000



Name of meeting: Cabinet

Date: 12 October 2021

Title of report: Our Council Plan 2021/23

Purpose of report:

The 2021/23 iteration of the ‘Council Plan’ will provide an 18-month update to the existing 2020/21 Council Plan, taking us up to 31 March 2023.

The Plan sets out our ongoing commitment to People, Partners, Place, and our Shared Outcomes. The plan introduces a new shared outcome – ‘Shaped by People’, sets out our plans for recovery and includes priority actions (with deliverables and milestones) for the next 18 months.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Has a significant effect on two or more electoral wards
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health: 4 October 2021
Is it also signed off by the Service Director for Finance?	Eamonn Croston, Service Director – Finance: 28 September 2021
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Karl Larrad, Legal – Head of Corporate, on behalf of Julie Muscroft, Service Director – Legal, Governance and Commissioning: 28 September 2021
Cabinet member portfolio	Leader of the Council

Electoral wards affected: All

Ward councillors consulted: Engagement with ward councillors has been sought via Group Leaders, the Overview and Scrutiny Management Committee, and the Corporate Scrutiny Panel.

Public or private: Public

Has GDPR been considered? Yes. The Council Plan (and the associated appendix) contains no personal information relating to individuals. Pictures are GDPR compliant.

1. Summary

The 2021/23 iteration of the 'Council Plan' will provide an 18-month update to the existing 2020/21 Council Plan, taking us up to 31 March 2023.

The Plan sets out our ongoing commitment to People, Partners, Place, and our Shared Outcomes. The plan introduces a new Shared Outcome – 'Shaped by People', sets out our plans for recovery and includes priority actions (with deliverables and milestones) for the next 18 months.

The Council Plan is attached at **Appendix 1**, and the supporting 'Achieving Our Outcomes' report at **Appendix 2**. The supporting document provides information on our key achievements as a Council over the last 12 months, according to each of the 8 outcomes set out in the previous Plan.

Cabinet is asked to recommend the Council Plan, and the supporting document for approval at full Council on 13 October 2021.

2. Information required to take a decision

2.1 Approach to recovery

The Plan sets out our approach to recovery. Our recovery will see actions being delivered across the short, medium and long term. We are working on a short-term recovery plan for services which have experienced delays or have not been able to do things because of the pandemic. Alongside this, we are working with our partners to understand the ongoing impacts of the pandemic and agree our collective actions for the medium to longer term.

2.2 The 'Citizen Outcome'

This year we have worked with citizens from every ward in Kirklees to co-create a new shared outcome, "**Shaped by People: We make our places what they are**", to articulate what local people want to see in the future in terms of active citizenship. This outcome has been co-created through a range of workshops and conversations with a diverse group of citizen participants.

This citizen outcome is a statement of our shared goal - a description of how people want things to be. Importantly, it has been created with local people, in their own voices. We hope that this approach will create a powerful and legitimate call to action for institutions, community organisations, businesses, families and individuals of all ages to get behind.

Our storytelling website www.OurStoriesOurPlaces.org features citizens' stories and updates about this work as it develops and encouraging participation. We will work with people to measure and track our progress towards this shared goal. We are currently working with local organisations to develop and test our measurement framework. The measures for this outcome will be confirmed before the end of 2021 and it is likely that they will include both survey-based methods that can be compared nationally, as well as drawing information from more flexible and informal group conversations. To aid this we will develop a starter pack of tools and materials for flexible and informal group conversations around particular areas and topics.

2.3. Values

A new set of values for the organisation were introduced in the 2020/21 version of the Council Plan. In this Plan, these values were introduced as the values that we saw at work during the response to the pandemic. These were Inclusion, Kindness and Pride. In the Plan, we stated that we would work further to test, embed and support these values during the course of the forthcoming year.

During the Summer of 2021, we undertook an extensive engagement exercise with over 450 staff in a virtual setting and sent over 3000 surveys to frontline staff. This engagement focused on staff reflections of their experiences of the pandemic, their thoughts about recovery and the new values we introduced in last year's plan.

This engagement showed that there was overwhelming support for the three values, and in particular the value of kindness – showing kindness and empathy to each other and to our citizens. Feedback from the engagement has informed the way in which they have been described within the plan. This engagement has now confirmed these as the guiding values for our ongoing recovery.

2.4 Inclusion

The 2020/21 iteration of the Council Plan introduced 'tackling inequalities' as our 'critical mission going forward' – we stated that the pandemic had exacerbated inequalities that had already existed and that this has become a central part of our approach.

This year's version of the plan puts the inclusion agenda at the heart of what we do, and frames this within our ambitions for achieving an 'inclusive recovery'. The supporting documentation at Appendix 2, provides further detail on the progress we have made towards tackling inequalities and provides updates on the relating actions we included in the last version of the plan.

2.5 Priority Actions

The plan includes a number of 'priority actions' which will provide a focus for what we're working to achieve over the coming 18 months and beyond, in the context of our recovery from the pandemic. In order to be specific and measurable, key deliverables and milestones associated with each priority action are also included. Cabinet is asked to approve the priority actions for incorporation into the Council Plan (set out in Appendix 1) as the Cabinet's priorities.

2.6 Communicating the Plan

The Plan will be published as a micro-site on the Council website – allowing for a more visual, modern approach to presenting the Plan, its case studies and other related content as they are developed and added to over time.

As per the 2020/21 version, the Plan is intentionally a short document and will be supported by various materials in a range of formats and language to suit all audiences. External and internal communications will focus on progress against the priority actions outlined in the Plan. Case studies (in both written and video format), which show the work that we have done, the impact it has made and the values we have displayed will also be included on the council website when it is published.

2.7 Achieving Our Outcomes – Council Plan 2020/21 Progress Report

Alongside the Council Plan, Appendix 2 provides information on progress against our key delivery commitments in the previous (2020/21) Council Plan. The document also contains an update on the direction of travel for the Council Plan's key population indicators against each outcome. The document focuses on key achievements, in the context of our response and recovery from the pandemic.

2.8 Council Plan Structure

- Introductory statements from the **Leader** and **Chief Executive**.
- **Our Vision** - remains unchanged from previous versions.
- **An Inclusive Recovery** – an introductory section telling the story of our response to the pandemic, and our intended approach to recovery going forward.
- **Our Approach – working with People, Partners and Place** – sets out our key challenges associated with recovery, and how we will work with people, partners and in our places to address those challenges.
- **Our Values** – confirmed from the engagement exercise. With the inclusion of more information on our supporting behaviours (these remain unchanged).
- **Our Shared Outcomes** – with the addition of the new 'citizen outcome'. Each outcome includes some 'priorities for action' and a 'case study' outlining a specific related initiative.
- **Priorities for action** – included in each outcome section, with associated deliverables and milestones.

3. Implications for the Council

3.1 Working with People

Our focus on working with people and partners, and place-based working remains central to the Council Plan, as it has been in previous iterations. Through a focus on values (and restorative practice) we will continue to ensure we put the ways in which we work with people (internally and externally) and the relationships we build at the heart of what we do.

3.2 Working with Partners

The outcomes in the Council Plan are shared with our partners (excluding Efficient and Effective). The new 'citizen outcome' is an additional shared outcome and has been shaped by working with our partners and was endorsed by the Partnership Executive at their meeting in September 2021.

3.3 Place Based Working

Place based working is integral to our approach, as captured in the Council Plan.

3.4 Climate Change and Air Quality

The Council Plan will emphasise the importance of taking action to address the climate emergency – specifically within the 'clean and green' outcome.

3.5 Improving outcomes for children

The Council Plan sets out our intentions and key actions relating to our ambitions for improving outcomes for children, particularly within the ‘best start’ and ‘aspire and achieve’ outcomes, although improving outcomes for children is also integral to other outcomes within the document.

3.6 Other (eg Legal/Financial or Human Resources)

The Council Plan is a non-statutory plan which forms part of the Council’s Policy Framework under Article 4 of the Constitution. It requires full Council to approve or adopt it following Cabinet’s approval and recommendation to full Council.

The Council must have regard to the Public Sector Equality Duty under the Equality Act 2010. This requires the Council in exercising its functions to eliminate discrimination, harassment, and victimisation; advance equality of opportunity between persons who share a relevant protected characteristic and those who do not and foster good relations between persons who share a relevant protected characteristic and those who do not. The protected characteristics include age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. We have not completed an Integrated Impact Assessment for the Council Plan document itself, as the key actions and deliverables within the plan will have individual impact assessments done as required.

The Council Plan is aligned to budget/financial planning. The Council Plan helps to set the strategic context for our financial planning.

The Council Plan will be aligned to the refresh of the People Strategy. Both documents will reflect the new values that have been confirmed by the engagement exercise that took place in the Summer of 2021.

4. Consultees and their opinions

Strategic and Service Directors were engaged in the development of the Plan. Consultation with staff on our approach to recovery and on the organisational values was undertaken during the Summer of 2021.

Feedback on the Plan has been sought through Group Leaders and via informal meetings of the Overview and Scrutiny Management Committee, and Corporate Scrutiny Panel, and this has been incorporated throughout the document. We thank members for their invaluable feedback in the development of the Plan, and going forward, we will continue to engage with members, and communicate progress on the outcomes the Plan is achieving.

5. Next steps and timelines

13 October 2021: Council

Subject to approval by Cabinet and Council, the Council Plan will be published on the Council’s website as a fully accessible micro-site.

6. Officer recommendations and reasons

The Council Plan requires full Council approval. Cabinet is asked to:

- Approve the 'Achieving Our Outcomes' report (Appendix 2) and recommend it to Council for approval at its meeting on 13 October 2021.
- Approve the priority actions for incorporation into the Council Plan (set out in Appendix 1) as the Cabinet's priorities.
- Confirm the content of the Council Plan (Appendix 1) and recommend it to Council for approval at its meeting on 13 October 2021 (and delegate authority to the Chief Executive to make any subsequent required amendments in consultation with the Leader).

'Our Council Plan' updates and refreshes the Council Plan 2020/21 for a further 18 months, from when it is approved by Council, up to 31 March 2023. The document is an overarching plan forming part of the Council's Policy Framework. The Council Plan sets out how the Council will deliver against our shared outcomes and identifies how we will shape how the Council works in the coming years.

7. Cabinet Portfolio Holder's recommendations

That 'Our Council Plan' (Appendix 1) and the supporting document 'Achieving our Outcomes' (Appendix 2) be approved by Cabinet and recommended to Council for approval.

8. Contact officer(s)

Kate McNicholas, Head of Policy, Partnerships and Corporate Planning

Michelle Hope, Programme Manager, Policy, Partnerships and Corporate Planning

9. Background Papers and History of Decisions

The current Council Plan is available on the Council's website

[Our Council Plan 2020/21 | Kirklees Council](#)

The previous 2020/21 Council Plan was approved by Council on the 21 October 2020.

[Decision - Our Council Plan | Kirklees Council](#)

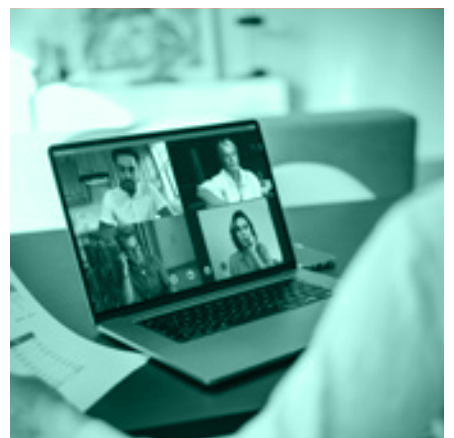
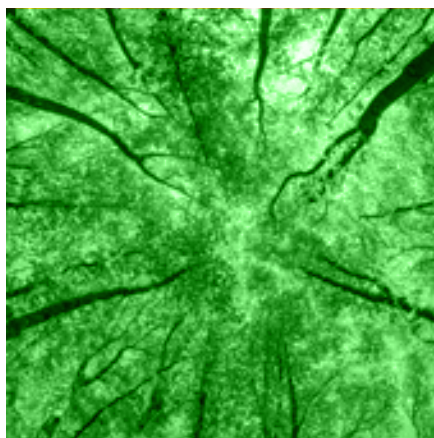
10. Service Director responsible

Andy Simcox, Service Director Strategy and Innovation

Kirklees Council

Our Council Plan

2021/23





ACHIEVING INCLUSION

Our Council Plan

2021/23

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Introduction from the Leader

I'm pleased to present our Council Plan for 2021/23. The plan sets out the priorities and values that will shape our work over the next eighteen months.

The past eighteen months have changed so many people's lives in Kirklees. It has also changed the scale and the urgency of the challenges this council is trying to overcome. That's why this plan is so important to me and to the communities we serve. It will guide our decision making, help us prioritise our resources and it makes a statement about what really matters to us and to the people who live and work in our borough. It is a guide not just for recovery, but to come back stronger in every town and village in Kirklees.

Once again, the plan focuses on outcomes that improve opportunities for everyone in Kirklees. We retain our focus on outcomes because they are what change people's lives for the better and for the long term.

But recovery also presents us with immediate challenges. That is why the plan sets out how we will build momentum behind our recovery over the next year and more. A series of actions is included here that will kick-start recovery, including progress on important town and village centre improvements across Kirklees, major investment in road and transport schemes and a renewed focus on those core services which benefit everyone.

There is a unique urgency to this year's plan. The pandemic is not over but we need to accelerate the return of services that have been disrupted by it. Our aim is not simply to return to normal, we will demand improvement and excellence. This will mean investing immediately in services, particularly those that improve our local environment, which have been most affected by lockdowns and restrictions. Services that deliver clean and safe neighbourhoods can make a big difference to the quality of life for all of us. That's why residents across Kirklees can expect action and progress on these improvements not just over months and years, but over days and weeks.

Our plan is underpinned by our values. At the heart of those values is inclusion. As Kirklees recovers from the pandemic, it's more important than ever that we leave no one behind. We have immense ambition for this borough but we won't deliver our vision fully if people are excluded from our successes. Recovery in Kirklees needs to break the cycles of the past when success was shared unevenly across society and the costs of failure fell most heavily on those least able to afford it.

This plan is forward looking. Kirklees is a place with a bright future and that's why our plan focuses so heavily on the long-term challenges: on the investments we are making in our infrastructure, our children's education and how we can tackle the climate emergency before it's too late.

None of the aspirations we are setting out in this plan can be achieved by the council alone. If this crisis has taught us anything, it's that we work better when we're standing together. The pandemic has shown us what's possible when public bodies, business and communities work together with a common aim. That's the spirit we will take forward with this Council Plan. This plan also includes a new pledge to work with residents even more closely, to listen to your priorities and to reflect your ambitions in our actions. Our diverse communities are our greatest strength and we want to make sure that all voices are heard as we plan our shared future.

The past eighteen months have been painful for so many residents in Kirklees. At the same time, it has shown the best of us. That is why our plan has optimism and determination at its heart and why I am confident we can deliver for people across Kirklees.

A handwritten signature in black ink that reads "Shabir Pandor". The signature is stylized and written in a cursive-like font.

Cllr Shabir Pandor
Leader of the Council



Introduction from the Chief Executive

Over the last 18 months, we have all faced challenges we could never have predicted. Across the whole council, people have responded to the pandemic with levels of flexibility and hard work beyond all expectation. Building on existing relationships and creating new ones, we have worked closely with our partners to innovate and create shared solutions that support people, communities and businesses. The creativity and kindness of our staff makes me proud every single day. Thank you!

As we move towards recovery, we are adopting new ways of working to build on the flexibility shown during our response to the pandemic. We are developing approaches which support our place-based working ambitions - enabling us to better connect our staff to the places, people and communities we serve.

We are all learning to work in new ways. Our ongoing commitment to ensuring safe and flexible working environments, and a clear focus on wellbeing support reflects our commitment to treating all our staff with compassion and kindness.

We have great ambitions for our recovery. That ambition starts with delivering excellence across those core services that residents rely on. The council and its staff have faced serious disruption over the past 18 months, which has affected many of our services. At times it's been difficult, but we learned more every day and I know colleagues are ready to put that learning into practice as we move into recovery.

We also recognise that the pandemic has left us not just with long-term challenges but with immediate issues too. Over the past eighteen months, some of our services have been more affected by lockdowns and national restrictions than others. It is those services that require our immediate attention and they include many local environmental services that residents value highly. To get results quickly, we will need to re-prioritise activity and funding to meet those urgent needs.

It is with good reason that our future is an ambitious one. We work in amazing places, with incredible people and fantastic colleagues. But this is a plan for both ambition and action. It sets out the practical steps we will take to achieve our objectives. It puts in place the building blocks of an inclusive recovery in which no one is left behind and I am excited about the difference we can make together.

A handwritten signature in black ink that reads "J. Gedman". The signature is written in a cursive, flowing style.

Jacqui Gedman
Chief Executive

Our Vision



Our Vision:

For Kirklees is to be a district that combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

An Inclusive Recovery

The pandemic has had a significant impact on life in Kirklees as it has across the globe. For a large proportion of the last 18 Council staff and councillors, community organisations and partners have worked together to respond to the crisis, supporting vulnerable people, helping local businesses and working with our communities.

Our recovery will see actions being delivered across the short, medium and long term. We are working on a short-term recovery plan for services which have experienced delays, or have not been able to do things because of the pandemic. Alongside this, we are working with our partners to understand the ongoing impacts of the pandemic and agree our collective actions for the medium to longer term.

In our response, we have had to do new things and do things very differently.

Our community response brought together the council, councillors, partners, voluntary and community groups and individual volunteers. A total of 130 local mutual aid groups added a huge capacity of neighbourhood level support. Eight voluntary sector anchor organisations coordinated local efforts. We are proud of the flexibility shown by staff redeployed to help people access prescriptions, food, welfare and grant funding, and we are prouder still of our communities who have shown kindness and compassion in the face of common challenges.

Our economic recovery plan included the allocation of £173m of financial support from the Government to over 10,500 local businesses. This had a significant impact on the viability of businesses in our local economy. Going forward, we will focus on supporting businesses in their continued recovery and working to support the successful recovery of our town and village centres to raise pride in our local places.

Our Public Health function has continued to offer Covid outbreak advice to local organisations, and we've worked with Public Health England to help manage outbreaks in communities, local businesses, care homes and educational settings. Our Surge Testing Plans have been carried out with the support of our local Covid Community Response Officers, and our approach has been recognised and replicated by other local authorities across the country.

To help respond to these new challenges we created a resilience pool of over 100 staff, working in very different roles in order to fulfil important new responsibilities like the delivery of our testing centres. We will build on this going forward to create ways that staff in the resilience pool can work in other services when needed and can develop into our talent pipeline of the future.

We worked with partners to roll out the vaccination programme, and helped set up pop-up vaccination clinics, which helped to significantly increase vaccine uptake and increase self-isolation payments.

In all our response we recognised the urgency of tackling the inequalities that the pandemic so bluntly exposed. Measures were quickly put in place to support people in education, employment, accessing healthcare, homelessness services and access to foodbanks, because we recognised the importance of quick action. We have also been working to deliver priority actions to create a more inclusive Council and borough, including piloting a new approach to health checks that will increase uptake in communities, developing engagement and involvement activity for young Black and Minority Ethnic communities, and improving our own practices as an inclusive employer.

Our Business Continuity Framework meant that critical services were able to continue to operate throughout the pandemic and has shown that we have the right plans in place to respond to emergencies in the future.

As restrictions have slowly been lifted over the course of the last year, we have taken a careful approach to recovering services, prioritising the improvement of outcomes for the most vulnerable. Many of our services were involved in working closely with partners to ensure the safe re-opening of schools, retail and local businesses – a significant achievement.

Now, we are putting in place the foundations for our recovery and looking towards a more positive future – where we can address some of the longer term impacts the pandemic has had on things like people's mental health and the impact on educational outcomes. The ongoing impact of the pandemic, especially over the winter period will be closely monitored and our actions and response adjusted accordingly. We can't be certain about the full impacts of the pandemic yet, but we need to move at pace and ensure we are able to respond to the changing picture as it develops.

Our approach to recovery is based on learning from our response and seizing the opportunity to do things differently. Our economic and social recovery must include all our citizens and communities and will transform the way that we work, the way we deliver services, and the way that we achieve the outcomes set out in this Plan.

Refreshing our strategic framework across the Kirklees Economic Strategy, Joint Health and Wellbeing Strategy and Inclusive Communities Framework will allow us to set out how we will work with people and partners and in our places to do this.

And internally, we are changing the way we work as an organisation, moving towards a more flexible way of working, and improving digital connectivity, wellbeing and workplaces for all our office based and frontline staff. Our People Strategy outcomes of supporting wellbeing, developing people, having compassionate and effective leaders, and becoming an inclusive and flexible employer of choice will help strengthen our resilience as an organisation and support the delivery of our ambitions for recovery.

By working with citizens through the new outcome introduced in this plan and with inclusion at the heart of everything that we do, working with our partners we will shape an inclusive recovery for all the citizens and places of Kirklees.

Our Vision

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our three key strategies

Kirklees Economic Strategy

Inclusive Communities Framework

Joint health and wellbeing strategy

Our shared outcomes



Shaped by People

We make our places what they are



Aspire and achieve

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



Best start

Children have the best start in life



Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



Well

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



Safe and cohesive

People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm



Independent

People in Kirklees live independently and have control over their lives



Clean and green

People in Kirklees experience a high quality, clean, sustainable and green environment



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

People — Partners — Place

We will work with people and partners using a place-based approach.

How we'll achieve our vision

Our Approach



Working with People, Partners and Place

We use the phrase 'We're Kirklees' within our staff teams to reflect our pride in Kirklees and our commitment to working together for all our places.

Our response to the pandemic has shown how important our approach to 'people, partners and place', has been for helping us to achieve our outcomes, and this approach will continue to be important for helping to shape our recovery, in a way that leaves no one behind.





People

We work with people, we don't do things to them. We work with people, we don't do things to them. Our focus is on engaging people, building relationships based on trust, and working with people and communities to solve problems and make the most of opportunities.

A recovery shaped by people:

- Develop strong community capacity and networks, building on the huge amount of support provided through the pandemic across all our places.
- Supporting our communities with the physical and mental health impacts of Covid and the effects of lockdown.
- Support early years and schools settings to minimise the impact of lost education and ensuring our children have the best start in life
- Support people back into employment post furlough and seeking to open up new employment opportunities.



Partners

We work proactively with our partners. We work with and alongside our partners. With a shared sense of purpose, we bring our collective insight, expertise, and resources together to achieve greater impacts make our local places even better.

A recovery alongside our partners:

- Make the most of stronger, flexible, simpler and integrated connections.
- Draw on community action and the momentum gained during the pandemic to tackle problems from a local perspective, with elected members at the heart.
- Maintain cross-partner arrangements seen during the pandemic, with flexibility of scale, to cope with possible future pandemic response activities.



Place

We recognise the unique identities of our local places, their strengths and aspirations. We recognise the unique identities of our local places, their strengths and aspirations. We know that one size doesn't fit all. We want to be enabling active citizens to make a difference, recognising their valuable skills, strengths and local knowledge, as well as delivering support and services that are shaped by local people.

A recovery rooted in local places:

- Achieve place-based ways of working across all council services – supporting closer connections to the people, communities and services within our places.
- Support Councillors in their role as community leaders and advocates, and making the most of their connections within communities.
- Move from economic support in response mode through to implementing our economic recovery strategy, supporting and working with businesses, and recovering town and village centres to encourage a sense of pride in our places.
- Implement our ambitious master plans to accelerate regeneration and recovery of the district across all sectors of the economy.

A recovery shaped by people, alongside our partners and rooted in local places

Councillors, community groups and services are using the **Place Standard** to have local conversations and hear how people are feeling about their place. Many activities are led by communities, with our support. Over 7,500 people have already taken part. We're developing collaborative local action plans to design solutions, investing directly in the neighbourhood priorities identified by citizens through these conversations, and also using the insight to shape our investment in small town centres. Our Place Standard Engagement work will inform the development and delivery of our three key strategies, the Kirklees Economic Strategy, Joint Health and Wellbeing Strategy and Inclusive Communities Framework.

Our **Place Partnerships**, each convened by a Lead Councillor, are working on key issues that the council and our partners can best respond to on a geography that's larger than a ward, but smaller than Kirklees. The partnerships have invested almost £1m in supporting people's mental health in local places and £400k in tackling domestic abuse.



Our Values



Just like individuals, our organisation's values guide the way we think and act.

In our response to the pandemic, we saw just how much the values of Kindness, Inclusion and Pride were shaping our action, under incredible pressure and in a rapidly changing environment. We introduced these three values as our new organisational values in 2020.

During the summer of 2021, we engaged with employees to test these values and check whether they are still relevant for our ongoing recovery. We held virtual listening circles with over 450 staff from across the organisation and sent a survey to over 3000 homes of our frontline staff.

There was overwhelming support for the three values, particularly kindness. The engagement has informed the way in which we collectively describe them:

Kindness

- We are kind so that our behaviour makes each other feel included, happy and well.
- We work with each other and are friendly, considerate and appreciative.
- We '*do with, not to*', showing kindness to each other and to our citizens.

Inclusion

- We provide equal access to opportunities and resources for all people.
- We achieve inclusion by removing barriers, discrimination and prejudice.
- We value and promote a culture of inclusion and diversity.

Pride

- We work with pride to achieve positive outcomes for colleagues, citizens and our places.
- We have self-respect, dignity and take satisfaction from our achievements and those of our colleagues.
- We are proud of what we do as individuals, together as a Council, and together with our citizens and places.

Our Behaviours



Our behaviours underpin our values and set out how we act upon them:

Our behaviours underpin our values and set out how we act upon them. We want colleagues to feel supported, to enjoy the work that they do and to ensure that we provide the best possible services to our communities. By demonstrating the corporate behaviours we can create a great place to work. Our behaviours are:

Be honest

I am sincere and genuine towards my colleagues, dependable, reliable and consistent in approach. I work in an open way with integrity, trusting colleagues and being non-judgemental.

Be positive

I work in a professional way with energy and commitment. I am confident and passionate about my work and I am motivated to do my best. I inspire and motivate others and act as a good role model to those around me.

Be flexible

I am resourceful and versatile, able to adapt to changes in work and in my surroundings. I can compromise as necessary and I am willing to be flexible when needed. I am resilient and self-aware.

Be respectful

I am courteous to customers and colleagues and considerate of others' feelings. I respect those I work with as well as being respectful to my environment, the information and the equipment I work with. I take pride in my work and in my Council, treating people with dignity.

I communicate

I communicate simply, clearly and concisely to make sure I am understood. When delegating to and empowering others I am clear with my expectations and I still assume the responsibility. I listen carefully and actively. I am engaging and visionary as a communicator to large groups.

Be supportive

I support and help my colleagues by being a team player and listening to them. I make people feel valued by showing compassion, kindness and empathy. I give recognition when it is due and have good working relationships so that people know I am approachable.



Our Shared Outcomes



We remain committed to the shared outcomes we have agreed with our partners. These outcomes describe what it is we want to achieve and help us focus our planning and action as a Council.

Apart from the addition of a new shared outcome, the other outcomes haven't changed, although the steps we will need to take to get us there might be different because of the constantly evolving national and local impacts of the pandemic, and because of our focus on achieving inclusion as part of everything we do.



Shaped by People

We make our places what they are



Best start

Children have the best start in life



Well

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Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.



Introducing Shaped by People, our new shared outcome

This year we've been working with citizens and local organisations from across Kirklees to create a new shared outcome. Shaped by People is written by local people, in their own words, and describes how people in Kirklees want things to be in the future. It's about understanding and measuring whether citizens feel able to influence what happens in their local place. This outcome will inform all the other outcomes, meaning that everything we do will be shaped by citizens.



Shaped by People:

We make our places what they are



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

What we're aiming to achieve:

- More of us believe that getting involved is worthwhile and feel inspired to take part
- More of us have the confidence to get involved and know how to get support
- More of us feel included, respected, listened to and able to contribute
- More of us feel connected and know people in our communities well

Tracking our progress:

- We will work with people to measure and track our progress. This will include both survey-based methods that can be compared nationally, as well as flexible and informal group conversations that can be hosted by anyone, at any time.
- Find out more and get involved at: www.OurStoriesOurPlaces.org

Our new shared goal, created by local people

This shared goal was created by people from local places across Kirklees, through a series of workshops and online activities. All of us – individuals of all ages, families, neighbourhoods, businesses, community groups, local organisations and Kirklees Council – can share in it and take responsibility for achieving it.

We know that there will always be more work to be done to make this goal truly shared by everyone. We know that not everyone has the same opportunities to get involved, and that there are real barriers to taking part. We recognise that different communities have different needs and perspectives that won't always match up with others. Together with local people, we will keep reflecting, reviewing and improving the way we measure our progress, to reflect the diverse people who live here.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Championing a place based approach in all the council's business and ensuring our policies reflect one size does not fit all.	Cllr Cathy Scott	Implement the next phase of our place based working journey, learning from the COVID-19 pandemic, with a programme of policy reviews, alongside a review of grant funding arrangements across the Council	Dec 2021
		Changing our working culture at an operational level by developing our four Place Based Working hubs. This means bringing together staff, partners and councillors to share local information and insight. We're working together to help achieve the best outcomes for individuals and communities. It's about bringing services closer to people and recognising that one size doesn't fit all.	April 2022
Re-shaping the relationship between the council and citizens so that people feel more engaged and so that the council better takes community wealth building opportunities.	Cllr Cathy Scott	Support our young citizens to be interested and have the opportunity to be engaged in local democracy and civic life. We will help young people to become active citizens through our Democracy Friendly Schools programme, in particular: <ul style="list-style-type: none"> delivering training for young people and staff in participating high schools across Kirklees. creating opportunities for young people to connect with their local councillors and work together on a project or activity in their local place. 	Autumn 2021 - Spring 2022 Winter 2021 - Summer 2022
		Enable people to become active citizens and to shape their local places. We will help everyone to understand what citizens expect from our changing relationship (and how we can enable active citizenship in our local places) by: <ul style="list-style-type: none"> co-designing tools that local organisations can use to have Shaped by People conversations with citizens and to measure our progress towards our shared goal. telling the stories of active citizenship in our local places and encouraging our staff and partners to use what we learn as key insight, to help grow positive relationships. 	Autumn - Winter 2021 Autumn 2021 - Summer 2022
		Continue to coordinate and deliver Place Standard engagement so that citizens can have a say in influencing the future of their place, can contribute to making it better and have opportunities to work in a collaborative way with Kirklees Council, Councillors and partners.	Ongoing
Oversee the delivery of place standard engagement and the establishment of ward partnerships in Kirklees.	Cllr Cathy Scott	Work with Councillors, partners and key services to develop a flexible approach for the establishment of ward / neighbourhood partnerships that will bring partners and stakeholders together to deliver shared aspirations and ambitions.	Apr 2022
		Recruit and appoint 5 Tenant Board members to actively participate and contribute to the work of the Board.	Done and ongoing
Tenant voice: ensure robust governance arrangements via the Housing Advisory Board, including a clear and effective role for all tenant panel members.	Cllr Cathy Scott	Begin to consider areas of special interest where tenant members capture the voice of, for example, young tenants.	Dec 2021
		Respond to Star Survey results, communicate action plan to tenants and implement delivery plan.	Nov 2021
		Agree an Access to Services Strategy that sets out the principles and guidance to be adopted to ensure citizens are placed centrally in how we approach access to council services.	Apr 2022
The changed relationship between council and citizens will be reflected in the new Access to Services Strategy.	Cllr Paul Davies	Develop an Access to Services implementation plan, informed by a number of pilots to enable and support the principles leading to longer term changes in relationships between the council and citizen	Jun 2022 and ongoing
		Improve our current response times to enquiries and contacts.	Apr 2022 and ongoing



Best start:

Children have the best start in life



The first few years of every child's life help shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed, and to ensure every child in the district starts school healthy, happy and ready to learn.

Children's journeys through school and into adult life shape the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

What we're aiming to achieve:

- Confident children ready to do well at school and in life.
- Better outcomes for vulnerable children.
- Child focused activities that support families.
- As many children as possible staying with their families.

Tracking our progress:

- School readiness: good level of development at the end of reception.
- Placement stability for our looked after children.

Achieving our outcomes... Auntie Pam's

Auntie Pam's was created in 2009 within the then local NHS Primary Care Trust, providing a community-based resource to support improved health and well-being outcomes for mums, mums to be and babies. The service was created to address a range of poor maternal health outcomes and behaviours and was designed using intensive social marketing techniques and co-production.

Town centre venues in Dewsbury and Huddersfield operate a drop-in service delivered by peer support volunteers and backed by support, expertise, and resources from the public sector. However, the pandemic restrictions meant that both centres had to close. Volunteers suggested that a mobile phone service, delivered by them from home would still offer a limited but needed service. The gradual reduction in local Covid cases has meant that both centres have (with restrictions) been able to extend their drop in provision again. The service saw the pandemic as an opportunity to review and refresh some aspects of delivery based on experiences and identified needs. Providing place-based peer support, as well as in both centres is one way that depth and reach can be expanded.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
To fulfil our inclusive ambitions by transforming the way we support children and families with SEND by providing more support early, starting this year with providing a new helpline for professionals and parents.	Cllr Carole Pattison	Phase 1 – Put in place and grow Our Inclusion Support Offer for professionals	Completed
		Phase 2 – Scope and establish a plan for widening this service for parents and carers	Dec 2021
		Capital plan signed off to achieve an increase in the number of places for children in special schools in Kirklees.	Nov 2021
To improve the number of places for young people to go.	Cllr Viv Kendrick	Increase the number of safe places for young people to go in their communities, by approving the Youth Places to Go grant scheme.	Nov 2021
To improve the targeted Early Support available in local places this year.	Cllr Viv Kendrick	Provide support for families through our integrated Families Together (our Family Hubs) offer.	Oct 2021
To achieve outstanding Children's Social Care this year	Cllr Viv Kendrick	Increase the number of children who are cared for in Kirklees by opening an additional children's home.	Winter 2022
		Improve the financial support to care leavers through new Care Laver and Staying Put policies.	Oct 2021
		Improve our grading at the next social care inspection.	Next Social Care inspection



Well:

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



No matter where they live, we want people in Kirklees to be able to live their lives confidently, in better health and for longer. Preventing problems and supporting people early will help people choose healthy lifestyles and increase physical and mental health and wellbeing.

What we're aiming to achieve:

- People have access to opportunities to improve their health and wellbeing.
- A joined-up health and care system in Kirklees.
- Support, help and advice for people in the communities where they live.
- Protection of the public's health through education, support and interventions.

Tracking our progress:

- Healthy life expectancy.

Achieving our outcomes... Wellness in the Woods

Wellness in the Woods is a project led by Community Links and funded by Community Plus; it is a partnership between Eden's Forest and CLEAR (Community Links, Engagement and Recovery) Service. Wellness in the Woods focuses on living well, kindness and ensuring the engagement and well-being of the citizens of Kirklees. The project offers clients the opportunity to learn new skills, connect with nature, to make new friends and to take time for themselves, all with the aim of improving their overall wellness. From October 2020 - April 2021, while the country was in lockdown, Wellness in the Woods delivered 2,436 client contact hours out in nature, with 44 CLEAR clients taking part in the project.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Leveraging the opportunities that come from working as a whole council and wider system rather than just those that come from being individual services.	Cllr Musarrat Khan	Build on existing joint working between the Council, CCG and providers (with and through the new Kirklees Care Association) to support the sector to maintain and improve quality and adapt to a new longer term future.	Ongoing Care Association established by Nov 2021
		Play a key role in Kirklees placed based partnership: a collaborative arrangement between the organisations responsible for arranging and delivering health and care services in Kirklees, supporting a system of mutual accountability for the improvement of Kirklees outcomes.	Meet ICP requirements by April 2022
Advocating for citizens and communities as part of the development of new integrated health and care arrangements in Kirklees, particularly to reduce health inequalities in the broadest sense.	Cllr Musarrat Khan	Embed coproduction principles for service review and redesign. Coproduce the new Direct Payments Policy with citizens (people who use services and family carers) through embedding principles of power sharing and collaboration; choice and control.	Policy implemented by Summer 2022
Creating a sustainable care market including alternatives to residential care through the development of extra care housing etc and staff working conditions that more closely reflect the value of their role.	Cllr Musarrat Khan	Develop a broader range of accommodation and support offers including micro-enterprises, new supported living arrangements and extra care housing	July 2022
		Build 50 affordable 'Extra Care' homes at Ashbrow, Huddersfield, with a further 50 at Cleckheaton.	Complete Ashbrow: Spring 2023 Start construction in Cleckheaton Spring 2022
Promoting access to urban greenspace to increase physical activity and mental wellbeing through both high quality environments and the promotion of their use, particularly by those currently less likely to do so	Cllr Musarrat Khan	Map existing and planned green space and improve access to those places as part of the Dewsbury and Huddersfield blueprints and masterplans, working across directorates and with local communities.	Ongoing with full implementation by Summer 2022
		Use mechanisms such as the Place Standard Tool and the Current Living in Kirklees survey in order to gain a better understanding of why particular communities do and don't access green space.	Summer 2022
Working with KAL to promote physical activity and wellbeing interventions amongst communities least likely to use existing KAL resources	Cllr Musarrat Khan	Work closely with KAL and their senior management team to understand the partnership we need to deliver the ambitions in the KAL Commission, which will set the direction of travel, recognise the significant financial investment in KAL by the council and set out how more people who are currently inactive will become active – in a way that is interesting and acceptable to them.	Ongoing with full implementation by the new municipal year
Building on the experience of the pandemic to ensure that individuals and communities continue to have access to a breadth of informal support and opportunities that promote wellbeing, good mental health and resilience and a sense of belonging	Cllr Musarrat Khan	Build on the capacity that community champions and volunteers have brought to supporting people with mental health during the pandemic response, helping to create more place based capacity and ensure that access to support is easier, more timely and culturally appropriate.	Ongoing with increasing activity to Spring 2022
		Commence the Health Check Pilot which will work to engage with people who have been previously invited for a Health Check, but not taken up the offer. This will result in the early identification of issues such as diabetes, hypertension, etc amongst those individuals at greatest risk.	Nov 2021
		Implement the Exercise on Referral (ERS) Scheme, which recognises that there is a significant cohort of people requiring specialist exercise supervision due to existing co-morbidities, as well as the impact of COVID-19. The scheme will enable clients to be supported in various other ways, for example with smoking or alcohol use.	ERS will start to receive referrals in November 2021
		Pilot an approach to tackling obesity within the Council's Wellness Service which focuses on healthy behaviours such as movement, good quality nutrition and good mental wellbeing, rather than the attention being on weight and BMI.	First cohort will be received at the end of October 2021



Independent:

People in Kirklees live independently and have control over their lives



We want people in Kirklees to live their lives confidently, independently and with dignity. The right advice, help and support at the right time will empower people to take control of their own health and wellbeing, and connect people with caring and supportive communities.

What we're aiming to achieve:

- Joined-up and personalised support that enables independence, helps people to live as close to home as possible, draws on support from their communities and prevents or delays inappropriate admission to hospital or long-term care.
- If people need it, they can choose between a broad range of high-quality options for care and support and are always treated with dignity and respect.
- People can successfully manage the changes in their lives.
- People live in suitable and affordable homes in attractive places within a supportive community.

Tracking our progress:

- Percentage of people who need help or support to continue to live in their own home.

Achieving our outcomes... Home Library Service

The Home Library service (which we run in close partnership with the Royal Voluntary service), delivers books to Kirklees residents who find it difficult to get to their local library, whether that be due to disability, illness or caring responsibilities. During the first lockdown, Home Service switched to their contingency plan – welfare calls, essential shopping/prescriptions, and signposting to other community services where appropriate.

The library book delivery service restarted at the end of June 2020, while continuing with shopping/prescription collection for clients who have requested help. Furthermore, welfare calls recommenced for those clients that requested them during the lockdown in January 2021.

In addition to this, the Royal Voluntary Service nationally has created a Virtual Village Hall – an online portal full of activities and webinars, including live craft and exercise classes, many featuring nationally known personalities such as Mr Motivator. The service continues to collaborate with several partners locally to widen the positive impact on clients, aiming to ensure the independence of people across Kirklees.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Creating inclusive communities in which the design of housing and the built environment actively promotes the independence of older people and people with a disability.	Cllr Musarrat Khan	Explore emerging models of accommodation that facilitates independence, care and support. Engage with communities to inform place-based intelligence regarding current provision and gaps.	Oct 2022
Review and improvements to the adaptations policy and process.	Cllr Cathy Scott	Support people to live independently and with dignity by implementing people centred service delivery. Current processes mapped and compared to national best practice models then revised process and policy implemented.	Mar 2022
The continued development of the library service will include investment into the library estate.	Cllr Paul Davis	Continue the capital development programme to ensure library estate provide inclusive and accessible services and spaces.	Mar 2022
		Use our library estate to support and enable partnerships based in the heart of communities to embed place-based working and the role of libraries as community anchors.	Ongoing



Aspire and achieve:

People in Kirklees aspire to achieve their ambitions through education, training employment and lifelong learning



We want children to achieve well and leave school ready for life and work. We want people to enjoy and value learning throughout their lives and businesses to support a skilled workforce. The council has a role in making sure that education and learning are accessible and relevant to needs and opportunities, now and in the future.

What we're aiming to achieve:

- People in Kirklees have access to the highest quality, inclusive learning and education provision.
- Learning provision responds to the needs of people throughout their lives.
- Children making good progress and achieving the best outcome, and improved life chances for everyone.
- A highly skilled population able to secure good jobs now and in the future.
- People live in suitable and affordable homes in attractive places within a supportive community.

Tracking our progress:

- Performance at the end of Key Stage 4 (i.e. at end of GCSEs).
- Adults qualified to level 4 or above (i.e. equivalent to a BTEC).

Achieving our outcomes... This Way for English

This Way for English (TW4E) is a programme that aims to engage with refugees, asylum seekers and migrants to assess English language ESOL needs as well as identify more holistic needs. The programme assesses participants' English language development needs and signposts participants to appropriate ESOL provision, as well as referring them to other relevant organisations or programmes to facilitate their integration into the local community. Outreach sessions were initially delivered at community venues – schools, faith groups and health centres, however during the pandemic and resulting lockdowns, the team successfully switched to virtual delivery. The team have been able to continue to support the development of their learners throughout the pandemic, through free online ESOL classes, with no gaps in delivery. A truly fantastic achievement.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
To improve learning outcomes for all our children particularly those where the attainment gap is the widest.	Cllr Carole Pattison	Develop approaches that support young people who have been impacted by the pandemic, through the Kirklees Futures work which has seen a Learning Strategy for the district adopted by Kirklees Council Cabinet, and will co produce plans for action.	Oct - Dec 2021
Produce an Employment & Skills strategy.	Cllr Peter McBride	Develop an Employment and Skills Strategy and ensure it aligns with the Learning Strategy, to support with the transition into post 16 and progression into the world of work.	Mar 2022



Sustainable economy:

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will generate growth, but the public sector has a role in creating the right conditions for growth, attracting investment, and encouraging businesses to invest in their workforce and communities.

What we're aiming to achieve:

- More and better quality jobs in Kirklees.
- Create the environment to enable major regeneration activity to support economic resilience and greater inward investment into the district.
- People have access to an appealing cultural offer and vibrant town centres.

Tracking our progress:

- Disposable income per household (£).
- Productivity per head (£) – Gross Value Added

Achieving our outcomes... #HeartYourTown

The pandemic has been a difficult time for creative professionals, especially as many of them didn't qualify for financial support from the government. As part of our town centre recovery, we invested in 14 local artists to bring colour and creativity to our town centres. #HeartYourTown was initially a creative response to brighten up Huddersfield and Dewsbury and enhance public spaces to be enjoyed in a socially distant way, making visits less stressful and more pleasurable. In 2021, as we began to return to normal, the project was extended across North Kirklees where you could find surprising artworks on display in Mirfield, Heckmondwike and Batley. In addition to creating beautiful spaces for local people and visitors to enjoy, we were proud to support some of our talented artists and the wider Kirklees creative economy.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Cultural Heart: accelerated delivery programme mobilised and Gateways 1 & 2 achieved.	Cllr Peter McBride	Develop and agree Strategic Outline Case (Gateway 1) clarifying all delivery arrangements & outline costs to assure accelerated delivery.	Nov 2021
		Develop and agree Outline Business Case (Gateway 2) including preparation of outline planning application and costed development proposal.	Jul 2022
Station 2 Stadium Enterprise Corridor: ensure masterplan exercise undertaken, highlighting opportunities for business expansion within regenerated corridor.	Cllr Peter McBride	Complete masterplan.	Mar 2022
		Works commence on the University of Huddersfield health innovation campus.	May 2022
Dewsbury Town Plan: Business cases approved.	Cllr Eric Firth	Business cases for Dewsbury Town Plan approved by the Department for Levelling up, Housing and Communities ready for delivery.	June 2022
Levelling Up Fund: innovative bid for Batley submitted for round 2, making the most of partner contributions and delivering place based investment.	Cllr Eric Firth	Levelling Up Fund Round 2 submission	2022 (subject to Central Government announcement)
Smaller towns: funding awards for Holmfirth and clear arrangements for remaining towns in South Kirklees.	Cllr Peter McBride	Identify and agree projects, based on engagement activity	Summer 2022
		Undertake Place Standard engagement activities to inform investment priorities for Holmfirth, ensuring delivery meets community aspirations	End of 2024
Smaller towns: inclusive investment proposals for Heckmondwike, Cleckheaton & Batley approved.	Cllr Eric Firth	Undertake Place Standard engagement activities in these town centres to inform priorities for investment, ensuring delivery meets community aspirations.	Dec 2021
Develop an inclusive procurement strategy to support out ambitions to grow the voluntary and community sector, mutuals and social enterprises and support community wealth building and social value for our citizens.	Cllr Paul Davies	Undertake a social value assement of our procurements as part of the Inclusive Procurement Strategy.	Mar 2022
		Develop a first draft of an Inclusive Procurement Strategy.	Jan 2022
Destination marketing: an approach to establish a strong and innovative destination marketing strategy and team for all of Kirklees.	Cllr Will Simpson	Launch a new website and app for Creative Kirklees as phase one testing of destination marketing platforms.	Dec 2021
		Produce a Tourism Strategy to establish priorities for development and marketing of the Visitor Economy in Kirklees	Mar 2022
		Plan the programme for the Year of Music 2023 and establish the tourism infrastructure required to ensure that this cultural initiative provides a quality visitor experience and increases Kirklees' profile globally.	Jun 2022
West Yorkshire Transport Fund: delivery arrangements implemented for the whole programme.	Cllr Peter McBride	Deliver a rolling programme of West Yorkshire Transport Fund schemes over the next 10 years, with phased delivery of schemes.	2021 - 2031
Trans Pennine Upgrade: Council's strategic concerns satisfactorily resolved so our communities needs are included in Network Rail's investment programme.	Cllr Eric Firth	Negotiate with Network Rail to resolve the majority of Council concerns on Trans Pennine Route Upgrade (TRU) Transport Works Act Order.	2021
		TRU Transport Works Act Order granted and conditions/agreements in place during TRU construction to protect our communities' needs.	2022 - 2027



Safe and cohesive:

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



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

What we're aiming to achieve:

- More people active in their communities and engaged in local democracy.
- A thriving voluntary and community sector.
- High quality, joined up and accessible services that safeguard children and adults from harm.

Tracking our progress:

- Proportion of adults who say people get on well together.
- Proportion of people who say they feel safe.
- Recorded crime.

Achieving our outcomes... Safer Kirklees – Our Community Safety Partnership

Throughout the pandemic, Safer Kirklees has co-ordinated town centres' response with key partners through regular sharing of information and partnership meetings with Police, BID street ambassadors, Rough Sleepers Initiative, CESOs (Community and Environmental Support Officers), Greenspace Action Team and the Community Protection Team. They provided Covid guidance and safety information for the public, distributed face coverings and sanitiser gel and shared Covid guidance messages verbally and with translated written information provided through market stalls, shopping centres, bus stations and railway stations in the town centres.

Covid testing centres were set up within town centres and communications to promote this were put in place, including banners in localities with Covid advice and where to get tested. A co-ordination approach with police, CESOs and the Rough Sleepers Initiative, drugs & alcohol services continued throughout the pandemic, supporting the homeless into accommodation and additional support such as food parcels and health care treatments were provided.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Tenant safety: agree and implement tower block replacement/ renewal and refurbishment programme.	Cllr Cathy Scott	Complete high rise fire door programme	Mar 2022
		In line with the Cabinet's approval to remediate, refurbish and redevelop the high rise blocks, and having tendered the works in July 2021, let the contract to carry out the fire safety works to Harold Wilson Court and deliver the appropriate interim fire safety measures to Buxton House.	Let contract - Jan 2022 Interim fire safety - Mar 2022
Community support: To support our communities to live well together by developing an Inclusive Communities Framework that this year will introduce a new way of working with communities to keep everyone safe.	Cllr Carole Pattison	Co-produce a partnership Inclusive Communities Framework to help to achieve safe and cohesive outcomes by providing a guide on how to put principles into action. Set out a framework for responsibility and accountability for how all partners contribute to the building blocks of inclusive communities.	Apr 2022
		Pilot new approaches to community engagement and prevention to respond to post pandemic community pressures and use the learning to inform the development of the Inclusive Communities Framework.	Nov 2022
Working alongside the voluntary and community sector in Kirklees to create a relationship that best delivers our outcomes.	Cllr Cathy Scott	Engage more people and grow support for our “we are working alongside” approach (which describes how voluntary and community organisations, Kirklees Council and health partners want to work together to make our local places even better) by:	
		<ul style="list-style-type: none"> • promoting our co-created statement of shared values • gathering and sharing stories of how we're working together differently, inspired by our shared values, demonstrating how putting these values into action is helping to deliver our shared outcomes. 	Winter 2021 Spring 2022
Make our community buildings more inclusive and inclusive asset transfers.	Cllr Paul Davies	Continually monitor outcomes from the Community Asset Transfer (CAT) programme and review Council processes and procedures in line with the updated 2020 CAT Policy to ensure that communities and community need are at the forefront of asset transfer.	Sept 2022



Clean and green:

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



Our built and natural environment contributes to people's quality of life and makes the district a more attractive place in which to live and invest. We want to connect people and places, improve air quality and green infrastructure and be resilient in the face of extreme weather events and climate change, as well as helping people reduce waste and recycle more.

What we're aiming to achieve:

- Well planned places and sustainable communities.
- Better infrastructure for our communities.
- People have access to greenspaces including appropriate sports and leisure opportunities.
- Address the Climate Emergency in Kirklees and work towards achieving the 'net-zero' carbon emission target for 2038.

Tracking our progress:

- Overall satisfaction with local area (%).
- Waste recycling rate.
- Amount of household waste produced.
- Air quality.

Achieving our outcomes... Tree Planting

Kirklees staff and volunteers have now planted over 35,000 trees across Kirklees to help reduce carbon emissions, improve our natural environment, and contribute to the White Rose Forest. Volunteer groups, local residents and council employees have helped to plant 25 hectares of trees (the equivalent of approximately 35 football pitches) at more than 30 different sites in Kirklees since Autumn 2019. A mixture of native and non-native species of trees has been planted according to suitability for the site, including sweet chestnut, oak and pine. We have committed to significant further tree planting over the next five years. The aim is to create a network of new woodlands to help improve local and regional biodiversity and create new natural spaces for people to enjoy.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Housing supply: ensure delivery arrangements are established for new homes across all sites where the council has interests, including direct delivery as well as larger strategic sites.	Cllr Cathy Scott	Appoint Principal Designer for the Council's Passivhaus pilot.	Mar 2022
		Start construction of 319 new homes at Soothill, Batley with 20% affordable homes. Complete construction of 161 homes at Ashbrow.	October 2021 (Soothill) Spring 2023 (Ashbrow)
Greening the fleet: delivery of our innovative green fleet programme, working closely with the Energy Saving Trust we will bring forward work to build on the 52 hybrid and 60 fully electric vehicles currently in our fleet to provide an accelerated roadmap to a fully net zero fleet for the 1,100 vehicles we operate.	Cllr Will Simpson	Finalise charger installation arrangements (x25 home chargers & 5 dual rapid chargers for Flint Street, Highways), to facilitate the use of electric vehicles by council services.	Tranche 1: Dec 2021 Tranche 2: Sept 2022
		Undertake comprehensive vehicle trials of specialist vehicles e.g. Refuse Collection Vehicles, other than vans and cars to establish effectiveness for service delivery and inform future fleet procurement decisions.	Ongoing
Tree planting and improving bio-diversity.	Cllr Will Simpson	Plant over 70,000 trees in 21/22. 40,000 of which will be planted on 22 hectares of Council land. Improving net bio-diversity over our public realm through the innovative introduction of wild flower meadows.	Ongoing until 2022
Develop the Climate Change Roadmap to 2038	Cllr Will Simpson	Develop a roadmap which will inform and aid the development of the Council's Climate Change Programme and help prioritise measures for consideration beyond the initial Phase 1 priorities. The roadmap will also inform the work of the Kirklees Climate Commission and help prioritise initial areas of focus.	Jun 2022
Delivery of the Resources and Waste Strategy: Delivery of the initial 12 months milestones following agreement at Full Council in September 2021.	Cllr Naheed Mather	Open a reuse shop in Huddersfield	November 2021
		Introduce a new bulky waste collection system.	April 2022
		Deliver new measures to tackle fly tipping	May 2022
		Commence a trial on glass collections at kerbside	November 2022
Recovery of Frontline Services	Cllr Naheed Mather	Deliver a plan of additional activity across frontline environmental services to recover the significant impacts of the response to Covid on these service areas	Ongoing until 2022
Making our roads greener.	Cllr Naheed Mather	Deliver an LED street lighting scheme which will deliver 100% LEDs across the network by March 2022.	March 2022
		Introduce a Green Parking permit	Completed
		Invest in a network of Electric Vehicle Charging facilities.	Start Autumn 2021
Making our roads better: A high profile programme of maintenance for 21/22 including principal roads, community roads and the unclassified roads programme.	Cllr Naheed Mather	Deliver the Locality Based Unclassified Roads (LBUR) programme following the prioritisation of schemes by Ward Councillors. Year 2 & 3 of the programme will deliver 132 schemes across 23 wards.	2022
		Deliver a capital programme of around 40 schemes as approved including the surface dressing of circa 25km of highway.	2022
Making our roads safer: progressing safety schemes in 21/22, borough wide speed limits review, place-based Speed Indication Device partnership	Cllr Naheed Mather	Deliver 9 community schemes and 13 casualty reduction schemes further supported by education and publicity programmes to address emerging trends.	2022
		Purchase Speed Indicator Devices and launch a new 2-year programme of deployment in consultation with Ward Councillors to begin in January 2022.	2022



Efficient and Effective:

Kirklees Council works smart and delivers efficiently and effectively



We want to be a transparent, well managed and high performing council. We will focus our resources on doing the right things and doing things right, to make a difference to the outcomes of the people and places of Kirklees.

What we're aiming to achieve:

- Healthy, motivated and flexible staff with the right skills, values and behaviours to work in partnership with people and places.
- Strong political leadership, intelligence-led decision making, strategies and policies.
- Getting the basics right, with robust systems, processes and governance that make best use of available resources.
- Collaborative partnership working to inform and shape priorities and action across the public, private and voluntary sectors in Kirklees.
- Transforming our organisation so that it is fit for purpose, now and in the future.

Tracking our progress:

- Short-term employee sickness.
- % of spend with suppliers with a branch in or based within Kirklees.

Achieving our outcomes... Recovery Listening Circles

In May 2021, we embarked on a project with the aim of better understanding how staff across the organisation are feeling about the future, and our recovery from the pandemic. The project took the form of Listening Circles facilitated by our Senior Management Team. Listening circles provide attendees the opportunity to express how they are thinking and feeling in a safe, non-judgemental environment, empowering them to engage with one another with mutual respect.

We held these circles in the hope of gaining a clearer understanding of how we can help to support a positive recovery for everyone going forward, to communicate the organisation's intentions about how we will work in the future and understand what staff might want from that (appreciating this might look different for different people, teams and services). Finally, we wanted to understand what help and support the organisation could provide to staff to support them to reflect, recuperate and recover. Over 450 members of staff took part in the circles and an in-depth analysis of the key themes resulting from them is currently underway.

Priorities for action:

Action	Portfolio Holder	Deliverable	By (timescale)
Effective financial management to deliver our ambitious plans.	Cllr Paul Davies	Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.	Ongoing
		Engage with government on a 5-year management plan for the delivery of improved outcomes for children and young people with additional needs within available resources.	Ongoing - 2027
Making citizens proud of the places of Kirklees through effective communications.	Cllr Paul Davies	Engage with citizens, councillors, partners and staff and agree the Council's long-term Communications Strategy.	April 2022
		Demonstrate evidence of increased reach and engagement in the council's work with citizens and communities	Oct 2022
Digital inclusion.	Cllr Paul Davies	Work with the public, third and voluntary sectors to discover what digital exclusion means beyond the pandemic across Kirklees, and deliver pilot solutions in different parts of Kirklees.	Spring 2022
		Build on the cross-sector learning, consider how we can make best use of our assets and, by working with people, deliver sustainable inclusive digital solutions and services across Kirklees.	2022/23
Become an inclusive employer of choice	Cllr Paul Davies	Develop and launch a Kirklees Careers site to showcase the variety of roles available in the Council and the benefits of working for an inclusive and flexible employer	Autumn 2021
		Launch 'Project Search' – an internship programme for young people with autism and learning disabilities	Winter 2021
Have highly skilled, flexible and engaged staff	Cllr Paul Davies	Pilot a Workforce Planning toolkit in priority areas	Winter 2021
		Rollout 'My Space' – a digital engagement tool - to all our frontline staff, supported by a digital upskilling development programme	Spring/ Summer 2022
		Put flexibility at the heart of all our jobs through our 'Timewise' project	Summer 2022

ACHIEVING INCLUSION

Achieving Our Outcomes

Council Plan 2020/21 Progress Report

Introduction

As a Council, for a significant proportion of the last 12 months we have been working to respond to the pandemic, supporting the most vulnerable, helping local businesses and working with our communities. More recently, we have begun to put in place the foundations for our recovery. We are working to ensure our economic and social recovery includes all our citizens, communities and colleagues within the Council and looks towards a longer-term transformation in the way we deliver services, the way that we work, and the way that we achieve the outcomes we have set out in the plan.

This document provides information on the progress the Council has made over the last 12 months in achieving the outcomes set out in Our Council Plan, and our key delivery commitments. The actions we take as a council all have an impact on multiple outcomes, but actions have been aligned to the outcomes where they make the most impact. The pandemic has clearly had an impact on the progress we have been able to make against our outcomes, and ongoing impacts will be continuously monitored.

Within the Plan, we include some 'headline population indicators' against each of the outcomes. This helps us understand the direction of travel for each outcome. The actions that the Council and our partners take all have an impact on these indicators.

As some data collection in 2020/21 was cancelled because of the Covid-19 pandemic and some nationally collected data has been delayed, supplementary indicators have been included in this report to inform our understanding of population outcomes and the impact that the Covid-19 pandemic may have on the people and places of Kirklees.

Many headline population indicators show improvement for Kirklees overall (including healthy life expectancy, adult qualifications, gross disposable household income, recorded crimes and air quality). Some of these may be directly or indirectly related to the pandemic (e.g. improved air quality associated with reduced traffic congestion, reduced crime levels associated with reduced opportunities for criminal activities etc.) However, Kirklees-level figures do not show potentially significant and increasing inequalities between and within communities and places in Kirklees (for example, between those living in more or less deprived areas and between different ethnic groups) and many show persistent gaps between Kirklees and our regional neighbours.

Best Start: Children have the best start in life

What we want to achieve

The first few years of every child's life help shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities, and services to work together to provide positive childhood experiences, support when it is needed and to ensure every child in the district starts school healthy, happy, and ready to learn. Children's journeys through school and into adult life shape the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills required to achieve their aspirations.

Our progress

The Best Start Partnership has a clear focus on ensuring that all children have the 'best start' in life, irrespective of the circumstances that they are born into. As system leaders, we come together to share evidence and intelligence led practice and work together at pace to ensure we achieve the best outcomes for children, young people and their families. Through co-production our services are designed to respond to our families in ways that can have the maximum positive impact. We work with families right from the outset and refocus our staff as required, whether that is with a child in need or children with additional needs. The Stronger Families model allows us to understand aspirations and concerns from a child's point of view to identify appropriate referral routes in the community.

Thriving Kirklees

Thriving Kirklees is a partnership of local health and wellbeing providers all working together to support children, young people and their families to thrive and be healthy. Collaboratively, we have been working together with our partners, including children, young people and their families to forward plan and implement the recommendations from previously commissioned reviews. This has included several quality improvements, workshops for emotional wellbeing and mental health, a task and finish group to review the single point of access, a project group to develop a dashboard to provide performance information in a clear and user-friendly format and a formal steering group with governance arrangements for mental health support teams to oversee and steer performance, delivery, and impact of the project. Through partnership with Third Sector Leaders, seed funding is available to community groups working with children, young people, and families in Kirklees.

Revised Local Offer and improving outcomes for children with Special Educational Needs and Disabilities (SEND)

The Local Offer provides information for children and young people with SEND and their families in one single place. The new website was soft launched in December 2020 and was co-produced with Parents of Children with Additional Needs (PCAN). The Local Offer is constantly evolving, reflecting the range of development support for children with and children with additional needs.

Our Transformation Programme for SEND improvement is ambitious and comprehensive. It reflects our understanding for earlier intervention and support to help produce better outcomes for young people and families. As part of this focus on early intervention we have established an Inclusion Support Team which provides high level professional advice and support to professionals working with children and young people to help support them to remain in their educational settings. We have also piloted a diagnostic tool called Valuing SEND which produces a more holistic analysis of the strengths and needs of young people and families dealing with SEND. The feedback has been extremely positive and a further expansion of this resource is planned in 2021/22.

Formulation

Formulation is an approach that pools together information with a family and child before any intervention takes place. By gathering information from various sources, we aim to gain a clearer picture of the circumstances families and children are facing. We have invested in and promoted formulation as a way of working not just in children's social care, but more broadly across education and third sector providers. Partners have responded positively during Covid and fostered confidence in each other to look after vulnerable children and young people in communities. Using formulation enables us to ensure that families receive the right type and level of support that they need, and

crucially ensures that they receive it at the right time. This is important in ensuring that families have the tools and support that they need in order to move forward positively.

Breaking Barriers

The Breaking Barriers project focused on delivering meaningful engagement and positive youth-led activities, to tackle the effect of systemic inequalities for Black and Minority Ethnic (BAME) communities, particularly young people. It worked with an initial group of Black and BAME young adults aged from 16 to 30 to design a leadership programme and deliver a campaign to involve Black young people in social action and opportunities to explore issues of heritage and identity.

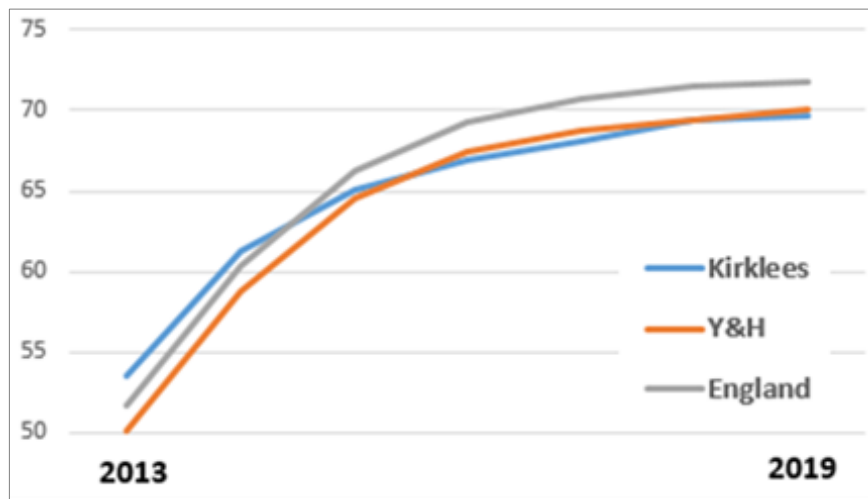
Over the last 12 months:

- The pandemic restrictions meant that both Auntie Pam's centres had to close. However, volunteers suggested that a mobile phone service, delivered by them from home would still offer a limited but needed service, and access to Swap Shop resources could still be requested through statutory services. The gradual reduction in local Covid cases has meant that both centres have (with restrictions) been able to extend their drop in provision again.
- The Detached Youth Service has enabled workers to contact young people and positively influenced their lives through informal education and trusting relationships. Through Covid, support was available for young people who may have found themselves in situations that were unmanageable for them. The service aimed to ensure that safe spaces were made available to them.
- Through the Youth Justice and Youth Engagement Services, a wide range of interventions were available to support young people involved in criminal activity and those that are at risk of exploitation. Working in collaboration with our partners we make sure support starts early to avoid crisis points later in life.
- Multisystemic Therapy (MST), introduced in January 2019, has made a positive impact in breaking the cycle of anti-social behaviour and has made a positive impact with regard to keeping children living at home, in school and out of trouble. Kirklees was successful in bidding to become one of the first 4 sites in the world to pilot MST-E (focusing on risk of exploitation and youth violence). Launched in April 2020 and funded by the Youth Endowment Fund, it already has demonstrated excellent outcomes for young people and will be externally evaluated in 2021. The next phase of MST development is the introduction of MST-FIT (Family Integrated Transitions), launching in October 2021. MST-FIT is an evidenced-based service that works closely with families, foster carers and children to facilitate and maximise successful outcomes of children returning to a home setting from care.
- On a day-to-day basis, liaison with education, police, youth offending teams and other essential partners has continued, as these form a crucial part of the overall service.
- Throughout Covid we've maintained face to face safeguarding responses, meaning that families' needs are being responded to appropriately.
- Children's social care have worked effectively with preventative services to ensure the most vulnerable families and those in crisis were catered for.
- Partnerships with internal and external agencies have begun to raise further awareness of inclusion, particularly in terms of better outcomes for LGBT+ young people.
- The Family Hubs model has been established and has seen early success for place-based support by bringing together individuals, organisations, and existing networks.
- Covid-19 restrictions to physical schooling were predicted to seriously impact children successfully transitioning between schools, especially moving from primary to high schools. Kirklees Council proactively developed an innovative new service called STARS (The School Transition and Reach Service), based on formulation. In the pilot phase from May 2020 to February 2021, STARS brought together partners from inside and outside the Council to focus on young people most at risk of disengaging from education due to the year 6/7 transition. STARS has demonstrated outstanding outcomes for children, particularly in relation to school attendance and family well-being, and is seeking additional external funding opportunities to expand the offer to other at-risk groups.

Proportion of Reception Year Children achieving school readiness EYFS

69.7% of reception year children were 'school ready' - Kirklees has moved from being slightly above the regional and national average rates in 2013 to slightly below in 2019. (From 2019)

Percentage of Reception Year Children who are School Ready



Source: Dept. for Education profiles

No new data collected during 2020-21. Data collection for 2020 was cancelled by the DfE because of the Covid-19 pandemic.

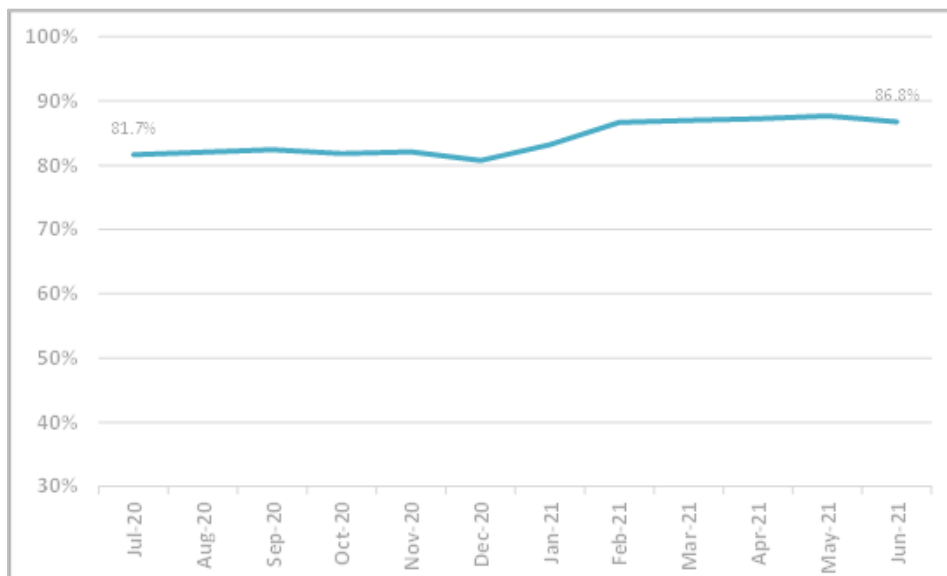
In 2019, 69.7% of Reception children in Kirklees were school ready. This compares with 71% for the region and 71.8% for England. In the previous year, Kirklees was the same as the regional average (69.4%). The gap between Kirklees and the England average remained the same at 2.1%.

The longer-term trend shows that Kirklees has moved from being slightly above the regional and national average rates in 2013 to slightly below in 2019.

Placement stability for Looked After Children – same placement for at least two years

The proportion of Looked After Children with placement stability is increasing. 87% of Looked After Children have placement stability

Proportion of looked after children with the same placement for at least 2 years



Source: Liquid Logic

This indicator relates to children who have been looked after for more than 2½ years and have been in their current placement for at least 2 years. The percentage of Looked After Children meeting these criteria was 86.8% at the end of June 2021, showing an increase in placement stability over the last 12 months.

This represents a better than average picture compared to national and regional figures. The most recent statistical first release of Looked After Children data shows that in March 2020, the Statistical Neighbour average was 69.2%, and the England average was 68.0%.

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

What we want to achieve

People in Kirklees are as well as possible for as long as possible. No matter where they live, we want people in Kirklees to be able to live their lives confidently, in better health and for longer. Preventing problems and supporting people early will help people choose healthy lifestyles and increase physical and mental health and wellbeing.

Our progress

The Kirklees Vision for Adult Social Care 2020-24 received political endorsement in Summer 2020. The document was developed as a council-wide Vision which sets the precedent for how all services plan, organise and work with social care. The challenges of Covid-19 have proven a significant material test for the Vision and its strategic principles.

Building bridges with communities and partners

Person-centred services achieved through the true practice of co-production is a theme throughout the Vision. The unprecedented conditions of Covid-19 that the Council and their partners have been required to respond to have promoted much more innovative, value led and less bureaucratic approaches to keep people both safe and well.

Examples have included working with individuals and family carers, who were initially cut off from in person support at the beginning of the pandemic, to understand what they felt would benefit their wellbeing while substantive services were closed. These conversations often highlighted that while there was significant uptake of digital technology, some people still wanted some kind of 'in-person' support, both in their homes and in the community. While this required risk-assessment and regular review, teams responded by making tailored support available to those who felt they needed it. This type of approach has also supported people to either maintain or build better engagement with their local communities.

We developed an equality impact assessment early in the pandemic that informed our work with community anchor organisations, including in our local vaccination programme. We know which populations are more hesitant in taking the vaccine and are working closely with teams across Kirklees to put in place support to make it easier for them to access the vaccine through pop up and walk in clinics.

Libraries have been at the forefront of the Covid-19 response and continue to show their value as community anchors, from reaching out to those experiencing loneliness through welfare calls to vulnerable people, to the e-book scheme to support people's wellness during lockdown. Kirklees Libraries has also led the way in providing a welcoming space for migrant communities by curating a Sanctuary book collection that highlights books written by and about sanctuary seekers. Knit and natter sessions, chats over coffee, conversation cafes and dedicated resource packs have supported language development across all ages for people who do not speak English as a first language. A wide range of activities are also available that promote inclusion and diversity and the team is actively involved in national events such as Windrush Day, Black History Month and Interfaith Week.

The Council has also strengthened relationships with care providers, setting up the Provider Forum during the pandemic to successfully manage challenges and issues such as discharge guidance and PPE provision. This has all been made possible by partners – including the Council – becoming more forgiving and understanding of each other's mistakes, approaches and goals, improving communication and sharing priorities. It has been understood that sometimes doing the 'wrong' things (forgoing hitting targets for working collaboratively with partners and individuals) is the right thing to do to support people to achieve wellness.

Creation of the DASH - community response hub system

In response to Covid-19 and the emerging needs of the community, Community Plus and the Wellness Service managed the Community Response. Working closely with IT services we developed area community response hubs and a clear process to provide support to vulnerable people and communities who required support with loneliness and isolation, medication, food and transport. A multi-agency approach was required working closely with Early Support, Education, Cohesion, Housing, Libraries, Community Safety, Democracy and other teams to pool resources and provide bespoke responses in local communities. Safe Covid-19 messages and information was distributed to the public, schools and local businesses by these teams who were able to have a wide reach into communities. Community Plus and Wellness services allocated requests on a tiered system to both internal staff and to Voluntary and Community Sector (VCS) anchor organisations who were best placed to respond and provide solutions.

Voluntary and Community Sector involvement was essential to build resilient communities and to support with recovery. Anchor organisations were able to respond to local need, empowering people utilise existing assets in their local area. Local volunteers were also recruited and became an essential part of the response.

Achievements included:

- The creation of a brand-new bespoke case management system, designed, tested and implemented within 6 days.
- Automatic download of online referrals which self-populate onto the system.
- A system which can be accessed by a variety of internal staff but also VCS organisations and volunteers to support people across Kirklees.
- Tableau linked to enable senior managers within the organisation to access live data which highlighted the COVID situation across Kirklees.
- A prescription pathway to support vulnerable people in Kirklees who needed access to a prescription. We further developed the system to support the 1000+ volunteers who registered with the Council to be matched with people in need.

Community engagement

Staff from across Customers and Communities worked together in hyper local community teams to engage with Kirklees residents during the second lockdown. This engagement enabled community members and business to ask questions, be provided with the latest information around testing / restrictions etc, and was also a valuable tool to gather important local information to be fed into community protection plans.

Community vaccination transport

Social Prescribing Link Workers (SPLWs) were a key element in supporting the Primary Care Networks to set up and run the vaccination centres in communities across Kirklees. SPLWs had holistic support conversations with patients who were vaccine hesitant, facilitated the day to day running of the vaccination sites and also managed the Community Vaccination Transport service. This service was set up in partnership with the CCG, local private transport companies and the Denby Dale Centre. An offer of low cost or free accessible transport to and from the vaccination sites was provided to help all Kirklees residents have access to their vaccinations.

Creating integrated, person-centred support

The pandemic has also accelerated our efforts to work closer with health and primary care providers, especially Kirklees' nine Primary Care Networks. The Council have worked closely with the West Yorkshire and Harrogate Integrated Care System and Kirklees CCG to ensure that people in Kirklees have high quality and timely access to bereavement support throughout the pandemic, actively working to promote this offer to frontline workers and community staff working on the front line.

Close working with the councillor led Place Partnerships across Kirklees is increasing the range of early intervention and prevention approaches to positive wellbeing. This approach is data led and understands local needs and assets to provide support where the need was greatest. The projects funded through the Place Partnerships include a range of wellbeing initiatives.

Supporting foodbanks

Lockdown caused many significant issues for foodbanks, including a lack of volunteers, no way to deliver food to residents and a dwindling food supply. Within days of going into lockdown, Kirklees Council had:

- Provided Public Health staff to work in the foodbanks
- Homes and Neighbourhoods and Local Welfare staff and vans out delivering food
- Supported the foodbanks with maintaining their food supply

Staff worked in foodbanks for 2 months and continue to deliver food to residents across Kirklees. Our Local Welfare provision continues to provide specialist support to many of our residents who find themselves in incredibly challenging circumstances. Our partnership with local foodbanks continues to grow and develop beyond the crisis of the pandemic towards more sustainable and independent food access.

Self-isolation support

During Summer 2021, and with Covid cases increasing in Kirklees, worrying about money was a significant barrier to enabling people to self-isolate. Local Welfare and Public Health colleagues worked together to put in place a comprehensive financial package of support for residents who would lose income if they were required to self-isolate. This package of support was for people who had tested positive for Covid or were close contacts of positive cases as well as parents/guardians who needed to take time off work to look after a child or young person who had been told by their education or care setting to self-isolate.

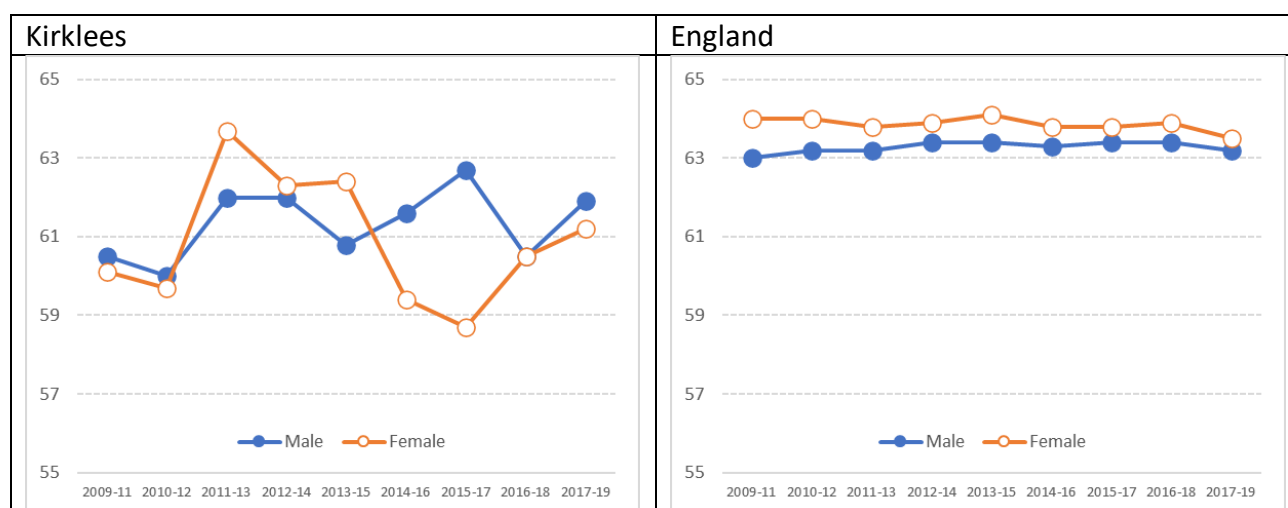
Piloting a new approach to Health Checks

Health inequalities, especially around life expectancy, oral health, and long-term conditions such as diabetes, cardiovascular disease, respiratory disease, and kidney disease have a significant impact on communities in Kirklees. The Council is working with NHS partners to reframe health-checks so that they more directly address inequalities in the prevention and identification of long-term conditions.

Healthy life expectancy

Healthy life expectancy at birth is 61.9 years for males and 61.2 years for females. Healthy life expectancy has increased but is still below the national average

Healthy Life Expectancy



Source: Public Health Outcomes Framework

Healthy Life Expectancy (HLE) is the number of years people can expect to live in good health. The latest data for 2017-19 (released May 2021) shows Healthy Life Expectancy in Kirklees was higher for males than for females and both had increased from 2016-18. In contrast, in England overall, females had a higher Healthy Life Expectancy than

males, but both had decreased in the latest three-year period. Kirklees Healthy Life Expectancy is still below the England average (by 1.3 years for males and 2.3 years for females).

Comparisons of overall Life Expectancy (LE) at birth (shown below) show a relatively consistent gap between males and females (in Kirklees and in England) over the last ten years, with females expecting to live around four more years than males. In Kirklees in 2017-19, Life Expectancy at birth was 78.7 years for males and 82.5 years for females.

The indicators of Healthy Life Expectancy and Life Expectancy still suggest that females in Kirklees are living longer than males but they are spending more years in poor health (21 years for females and 17 years for males).

Impact of COVID-19 on Life Expectancy

A high level of excess deaths in 2020 due to the COVID-19 pandemic caused Life Expectancy (LE) in England to fall at a rate exceeding any year-on-year change since 1981. Figures are not yet available for Kirklees but across Yorkshire and Humber, Life Expectancy in 2020 was 1.6% down for males and 1.3% down for females (compared to 2019, reflecting the pattern for England). Life Expectancy fell most in more deprived areas.

Independent: People in Kirklees live independently and have control over their lives

What we want to achieve

People in Kirklees live independently and have control over their lives. We want people in Kirklees to live their lives confidently, independently and with dignity. The right advice, help and support at the right time will empower people to take control of their own health and wellbeing, and connect people with caring and supportive communities.

Our progress

Over the past 12 months, ensuring that people in Kirklees are able to maintain or strengthen their independence has continued to be crucial to service delivery. There have been several key developments which emphasise that even in unprecedented times, by working with people (rather than doing to), great outcomes can be achieved.

Embracing technology and keeping people connected

There has been a growing need for the Council to increase uptake of existing technology and explore how newer tech can improve independence without forgoing the choice and ability of individuals to maintain contact with services. With the pandemic came the need to rapidly implement new tools, many technology-based, to allow services to be delivered when physical contact was not possible. This has included statutory obligations such as supervisions, assessments, and reviews, as well as other services which have been necessary throughout the pandemic to support people to maintain independence.

We have expanded the use of 'Assistive Technology', which has traditionally covered adaptations and equipment, but increasingly includes new smart technology or virtual reality devices. These devices and apps can enable people to keep connected with family and social networks, manage their health and wellbeing, and allow them to attend health or social care appointments without leaving the house. This has increased levels of trust with people who draw on care and support, assuring them that the Council can still deliver good-quality services which meet both their needs and desired outcomes.

Maximising independence and improvements to Cherry Trees

Cherry Trees respite facility in Shepley offers short stays to adults with learning disabilities and associated support needs. It is vital that we continue to respond to the changing needs of adults with learning disabilities by developing high quality services which integrate the opportunities presented through technology to enable good care. To this end, the new facilities include a sensory bathroom, a sensory room, a sensory garden, and an immersive room that will be accessible for all existing and new service users for years to come. This is great news for the people who use our services and for their families, as the use of pioneering technology such as those at Cherry Trees helps reduce the need for further intervention and improve independence.

Strengthening links between Social Care, Health and Housing

Good housing as a preventative measure enables people to continue living independently in their own homes for as long as possible. Our housing teams address any issues our residents may be facing, ensuring facilities such as boilers are operational and working well. Our sheltered housing and extra care schemes support residents to remain independent for longer. Sheltered housing schemes for older people have Independent Living Officers to support them, enabling them to maintain as much independence as possible. This level of support contributes to the prevention of more intensive care in terms of residential or nursing, it keeps people independent in their own homes for as long as possible and acts as an alternative to residential care.

November 2020 saw the opening of Mayman Lane in Batley, a housing development built in partnership with Choice Support and NHS England for people with learning disabilities and autism. Mayman Lane includes six single-storey

self-contained bungalows, staff accommodation and training facilities. The bungalows were designed to help people with complex support needs to live as independently as possible within the community.

Turning vision into action and embedding co-production

In Summer 2020, Cabinet approved the Council-wide Kirklees Vision for Adult Social Care 2020-24. The Vision is underpinned by the ambition for every person in Kirklees who needs social care to be able to live the life that matters to them, with the people they value, in the places and communities they call home, and with an equal voice in co-ordinating their care. Since then, there have been several key achievements to embed co-production principles in how we organise services with those who have care and support needs, unpaid carers and our partners.

We've been working with the Social Care Institute for Excellence to bring people together, not just to talk about new ideas and approaches, but to form a new group of co-decision makers. By sharing decision making through co-production, we will move closer to a place where everyone involved within care and support in Kirklees focuses more on people's strengths, assets and potential.

In exploring how we make decisions together, the proposal to form a group made up of people with experience, people who draw on care and carers has emerged. The group will work with strategic leaders to drive the development of coproduction in Kirklees. One of the members of the board will co-chair with Richard Parry (Strategic Director for Adults and Health) and we will offer coaching and mentoring to whoever would like to step into this role.

We are also in the process of learning through practice by co-producing elements of two projects:

- Review of Direct Payments
- Integration of Gateway to Care and Single Point of Contact in partnership with Locala

Supporting rough sleepers

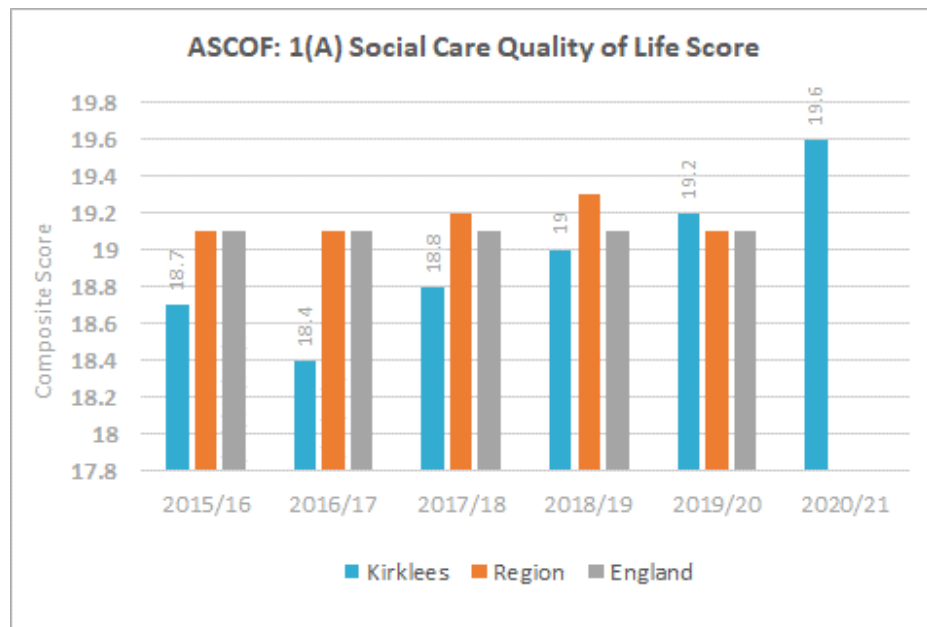
The Housing Solutions Service works proactively and holistically to address both housing needs and other factors which lead to vulnerability. During the pandemic, under the Government's 'Everyone In' initiative, all verified rough sleepers were offered accommodation. When restrictions began to be lifted, our focus turned to providing person-centred wraparound support, including help to access appropriate move-on accommodation, enabling them to leave emergency accommodation and live independently. The support provided continues to be wide-ranging, depending on each person's needs including support for mental and physical health, substance misuse, and developing independent living skills. Over the last year, support was enhanced by new specialisms within the team, enabling the team to access more timely and bespoke support for vulnerable rough sleepers.

Percentage of people who need help or support to continue to live in their own home.

9% of Kirklees adults needed help or support to continue to live at home (from 2016 data)

[Data source CLiK Survey. No new population data available until 2021-22]

Quality of life and control over daily life has improved for people who use social care services



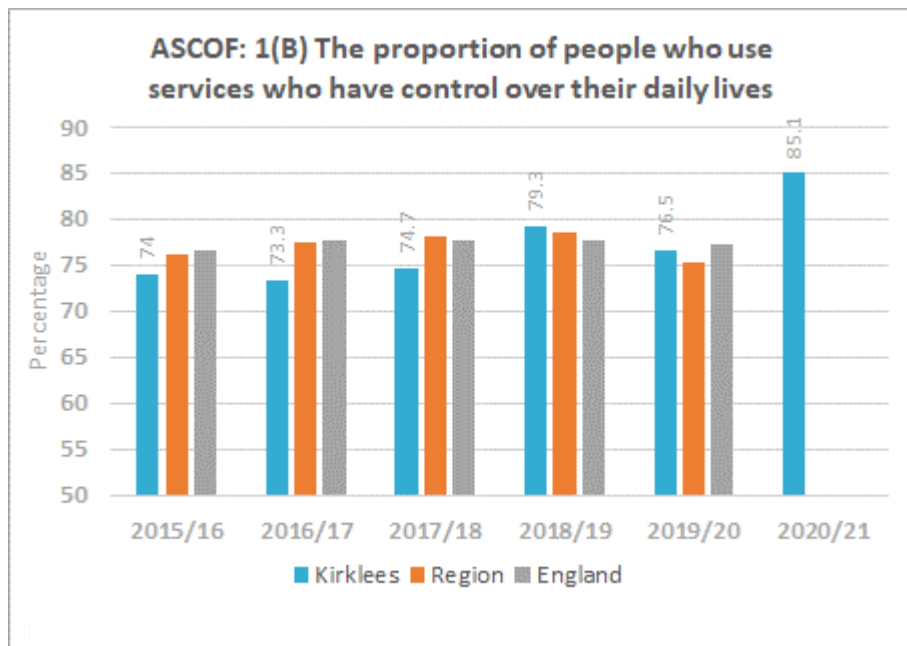
Source: Adult Social Care Survey 2020/21

This indicator gives an overarching view of the quality of life of users of social care. It is a composite measure incorporating eight domains (control, dignity, personal care, food and nutrition, safety, occupation, social participation, and accommodation).

The quality of life score has increased in Kirklees each year since 2017/18. The 20/21 survey was optional and few councils took part, through Kirklees Council did as we thought that it was important to continue to gain insights from the public about their social care experiences. This does mean that no meaningful benchmark data is available, however Kirklees scores did improve again despite the impacts of Covid-19.

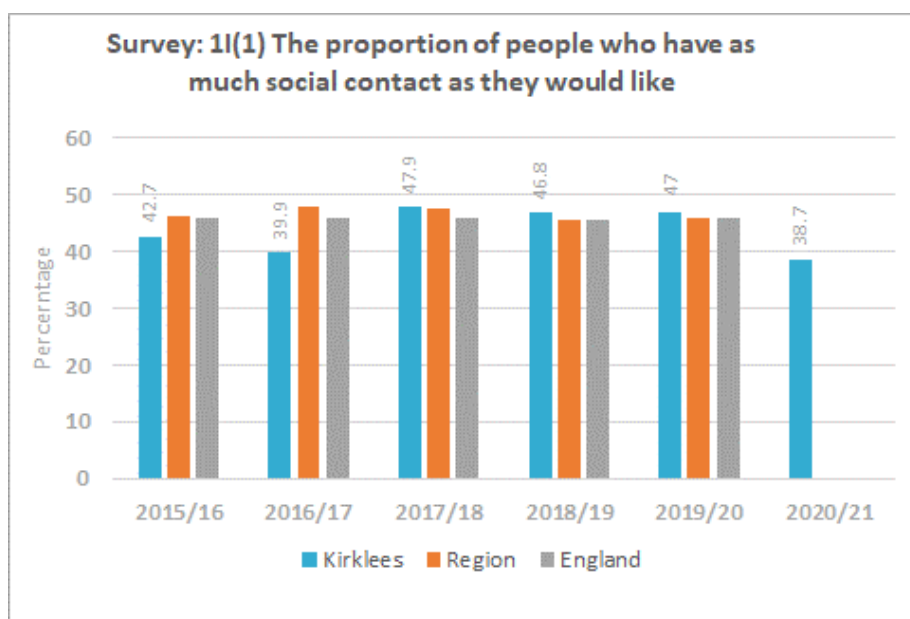
The proportion of people who use services who say they have control over their daily life is included in the overarching quality of life indicator described above. This domain is the one that is considered by the public to be the most important.

The chart below shows that in 2020/21 there was an increase in those people who have as much control over their daily life as they would like, despite the impact of Covid-19.



Source: Adult Social Care Survey 2020/21

Levels of social contact for people who use social care services have declined



Source: Adult Social Care Survey 2020/21

Our results from the adult social care survey 2020/21 show a decline in the proportion of people who have as much social contact as they would like. It is likely that the periods of lockdown during the Covid-19 pandemic have had a negative impact on how much social contact people were able to have.

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

What we want to achieve

The first few years of every child's life helps shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities, and services to work together to provide positive childhood experiences, support when it is needed and to ensure every child in the district starts school healthy, happy and ready to learn. Children's journeys through school and into adult life shape the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations and create visible opportunities for adults to get back into learning and employment for health, social and economic wellbeing.

Our progress

Creating conditions for success and actively contributing to achieving educational outcomes across Kirklees has at times proven incredibly challenging, particularly during the early lockdowns. Our most vulnerable children have been well supported, and childcare settings have continued to make provision for families. Our Early Support services have continued to develop and grow. We received approval to develop our Family Hub proposals following extensive engagement across the district. Implementation plans are underway and we will be launching and growing our 'Families Together' plans throughout the next year.

When schools and educational settings were closed, we worked tirelessly across the Council to support the most vulnerable young people and children of key worker families, ensuring that they could stay in education and that families had access to the support that they needed. Challenges aren't always resolved immediately, but our behaviours and values have set the tone for the way in which we engage, reflecting on lessons learnt and working with our communities to better understand where and how we can help. During this unprecedented time, we have sought to strengthen partnerships, supporting one another through a whole host of challenges, from Emergency Planning activities, to supporting families with children or young people with additional needs. Partnerships with schools, early years settings, post-16 colleges, councillors, and citizens within our community have been critical to success.

To support residents and parents, additional family learning courses were delivered to support parents with home-schooling. We also increased our mental health awareness training as the demand for this activity doubled as the strains of lockdown were felt across Kirklees.

Digital inclusion

During the coronavirus period, we got devices and laptops out to vulnerable young people to ensure they had the technology they needed to continue their learning throughout lockdown. Kirklees emerged as one of the top councils in the country for the way it helped disadvantaged children in gaining access to learning. We secured approximately 4,000 pieces of vital IT equipment so that children and young people all over the district can learn at home and fulfil their potential. This was a collaborative cross-council effort that enabled and protected young people's learning outcomes, which in turn helps to tackle inequalities.

To support digitally excluded adult residents, we established Community Digital Hubs where residents can access skills, data or devices, depending on their need. In addition, via the Works Better programme unemployed residents who are also digitally excluded were able to access a Chromebook so that they could continue in their employment journey.

Our Kirklees Futures

We want to ensure that all learners have the best possible start to their educational journey and that adults are supported to continue learning and succeeding throughout life. As well as focusing on recovery from the pandemic we have been working with partners to ensure the improvement of educational outcomes up to 2030. Our Kirklees Futures is an ambitious programme to improve outcomes for learners by ensuring that our children attend great schools, academies and colleges and by encouraging lifelong learning, which in turn supports the local economy by giving access to a skilled workforce. This Learning Strategy will see us working across the district and in partnership with our families.

Apprenticeships for All

We have secured £1.75m ESF funding for Apprentices for All which will be matched with another £1.75m from the apprenticeship levy. The project is based on a Kirklees anchor institutions led approach to attract, support and grow apprenticeships across Kirklees. The 3-year project will support 1,786 participants, and work with over 150 businesses, targeting the over 50s, BAME individuals, disabled people, single parents, progression for women and those with low qualifications.

Over the last 12 months, we have also:

- Supported the Holiday Activities Fund, in collaboration with Kirklees Youth Alliance, providing school-age children and young people who are eligible for free school meals access to a wide range of funded, fun clubs and activities across Kirklees.
- Provided vouchers to children who are entitled to free school meals, both in and out of term time.
- Worked closely with PCAN (Parents of Children with an Additional Need), providing a first port of call for parents and professionals.
- Created more capacity around our Reading Friends and Maths Mates programmes, we will continue to develop these over the next 12 months.
- Launched Project Search - providing young people with a learning disability and/or autism the opportunity to gain the skills needed in a real work environment and achieve paid employment.
- Continued to support the aspirations of residents who are out of work to move closer to, and into employment, by working with partners to deliver our Works Better employment support programmes. This programme was extended via the addition of Works Better 'Positive Minds' which provides access to specialist mental health support where poor mental health is a barrier to progress to work.
- Registered as a Kickstart Gateway to support the creation of paid work placements for young people who found themselves unemployed as a result of the pandemic. To date over 300 placements have been created.
- Secured funding via The Ministry of Housing, Communities and Local Government (MHCLG) ESOL for Integration 2021-22 Extension Fund to extend the New 2 English Programme. This programme supports adults who speak little or no English to continue to develop English language skills and ensure the offer reaches people who feel disconnected from community life and are least likely to take up support outside local community-based provision.

Attainment at Key Stage 4

The Attainment 8 score in 2020 was 48.6. This was slightly higher than the national average of 48.0

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

No directly comparable attainment data collected during 2020-21. Due to the Covid-19 pandemic all GCSE exams were cancelled in 2020. The attainment 8 scores for 2020 should **not** be compared with previous years due to the different assessment processes that were used.

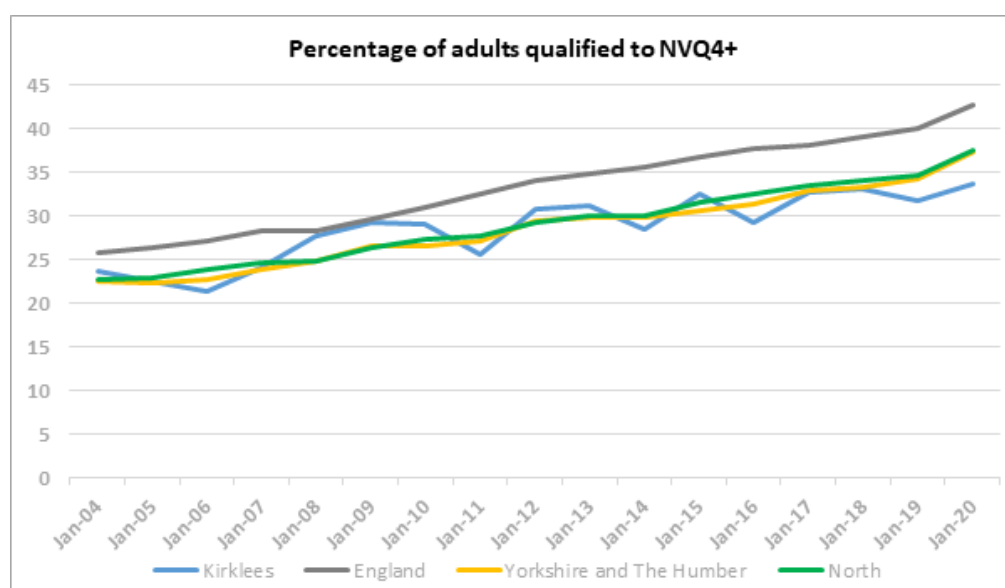
Adults qualified to level 4 or above

34% of adults are qualified to NVQ level 4 or above. The proportion is increasing but is still lower than the regional and national average

In 2020 there were 91,500 working age adults qualified to level 4 or above. This equates to a third (33.6%) of working age adults and an increase from 86,000 (32.8%) in 2019. However, this is still lower than the Yorkshire and Humber (Y&H) region (37.3%) and significantly below the average for England (43%).

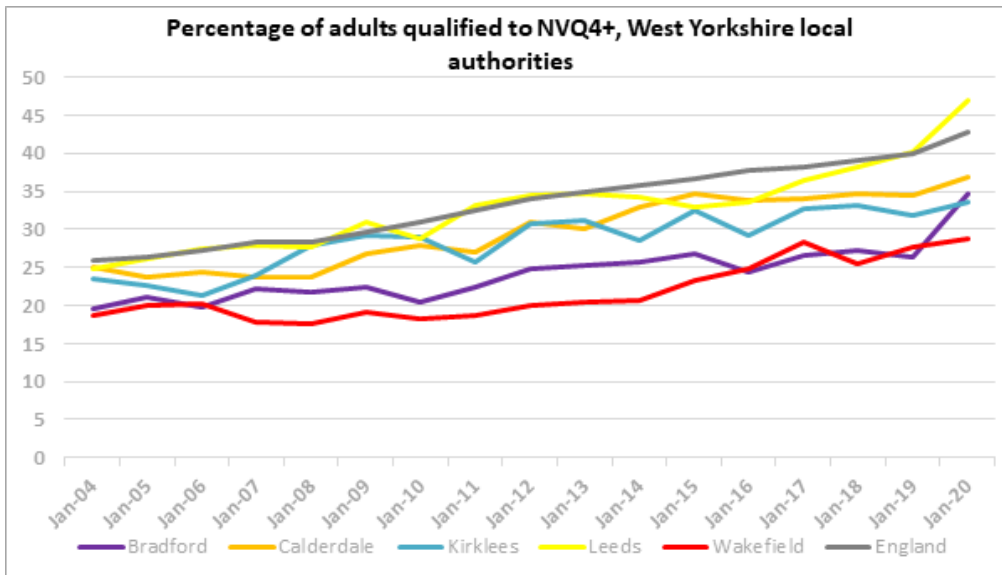
While the trend for Kirklees has been somewhat erratic over the past 16 years, there has been an upward trend overall and in 2020 the proportion of working age adults in Kirklees qualified to level 4 or above was at its highest level since 2004.

Since 2004 the proportion of working age adults in Kirklees qualified to level 4 or above has increased from 23.6% to 33.6% which represents an increase of 42%. This is much lower than the 65% increase in both Y&H and England over the same time period.



Source: Office for National Statistics

Within West Yorkshire, the proportion of adults educated to NVQ4+ is higher in Kirklees than it is in Wakefield (28.7%), and comparable to Bradford (34.7%), though this is largely a result of a notably large increase in Bradford in 2020. NVQ4+ qualification levels in Kirklees are lower than in Calderdale (36.8%) and Leeds (46.9%).



Source: Office for National Statistics

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

What we want to achieve

We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will create jobs and investment, but the public sector continues to have a key role in creating the right conditions for inclusive growth - investing in business infrastructure, encouraging businesses to invest in their workforce and communities.

Our progress

The coronavirus pandemic has resulted in one of the worst economic shocks in living memory, impacting particularly on young people, women and BAME communities. While many of the headline indicators suggest we have made a rapid recovery, with payrolled employment recovering to pre-pandemic levels, some sectors of our economy still face a challenging operating environment including significant recruitment challenges. Work continues to ensure that this recovery is sustainable and equitable: to build a more resilient economy we need to work towards delivering the ambitions set out in this outcome.

Supporting business recovery and growth

Since the start of the pandemic the Council has distributed over £173m of Government grant funding to more than 10,500 businesses that have been impacted economically because of the pandemic. These include businesses in the retail, hospitality, leisure and tourism sectors and their supply chains, childcare providers, taxi drivers and home-based businesses.

We have advised a wide range of businesses on covid secure working and put in place measures to support the phased re-opening of business in Huddersfield, Dewsbury and our other town centres as lockdown restrictions were lifted.

We have continued to provide a range of support, advice and grants for businesses seeking to grow, working in close partnership with the West Yorkshire Combined Authority/Local Enterprise Partnership. We have strengthened engagement with the district's largest employers and supported businesses seeking to relocate to Kirklees.

The pandemic has resulted in an increase in the number of Kirklees residents seeking to start their own business and the Council has launched a new business start-up programme to improve access to advice and support. We have expanded the Council's network of Business Centres which provide small business accommodation.

Investing in transport

Working in partnership with Network Rail we are supporting a £1bn investment in the Trans Pennine Route Upgrade. Once implemented this infrastructure will deliver faster, cleaner and more frequent public transport journeys to access work and leisure opportunities, and significant benefits for local businesses. In the Summer of 2021, we also submitted a 'Levelling Up' bid for a package of works up to £48m for to improve travel along the Penistone line between Huddersfield, Barnsley and Sheffield.

We have improved the accessibility and connectivity of our main town centres in key traffic congestion areas by providing safer and easier access to public transport facilities with the support of West Yorkshire Combined Authority. As well as improving access to jobs and wider opportunities, this improves safety and air quality and by improving opportunities for walking and cycling, it contributes to the health and wellbeing of Kirklees' residents.

By securing government funding for public transport infrastructure and active travel measures through the Transforming Cities Fund and Active Travel Funding for bus station improvements and major walking and cycling schemes across Kirklees, we have increased residents' options for sustainable and green travel. These schemes in partnership with the West Yorkshire Combined Authority have been developed through engagement and consultation with local communities.

Our highways are vital to not only our economy but also to keeping people and communities connected. While we have delivered on major road improvement schemes, we have also sought to work in a more place based way. This has included the development of a borough wide £15m capital programme for local unclassified roads. This has been developed in consultation with ward councillors and will be delivered over the next two financial years. The Highways service has also been instrumental in the delivery of active travel solutions throughout the pandemic, and has worked closely with partners, town centre teams and Environmental Health to ensure the safe re-opening of schools, retail and local businesses.

Developing housing and homes

We have embarked on the Ashbrow Housing Development and significantly progressed the Dewsbury Riverside strategic housing sites. These major regeneration projects will attract private investment to deliver housing growth. The Ashbrow development includes an Extra Care supported housing scheme that will provide high quality care and support to enable independent living in affordable homes. Dewsbury Riverside is a long-term strategic housing site which will attract private investment and support local businesses alongside creating opportunities for local residents. Both developments draw on engagement with local communities using the Place Standard tool, will provide high quality housing that supports a better quality of life leading to thriving communities and are being delivered with the support of Homes England and the West Yorkshire Combined Authority.

Kirklees Homes and Neighbourhoods supports local businesses and skills development of local people on a continual basis by creating jobs, apprenticeships, skills and training opportunities, and by repairing and maintaining homes using an approved list of subcontractors that we can commission when our in-house team may not have the capacity or skill set required.

Supporting local culture

We have delivered a public art programme #HeartYourTown in Huddersfield and Dewsbury town centres creating work for local creative businesses while also making the return to our town centres welcoming and exciting. We have also provided marquees for hospitality businesses and the Temporary Contemporary pop-up arts project in the Piazza. Huddersfield has seen the highest footfall recovery in West Yorkshire and at some points, nationally.

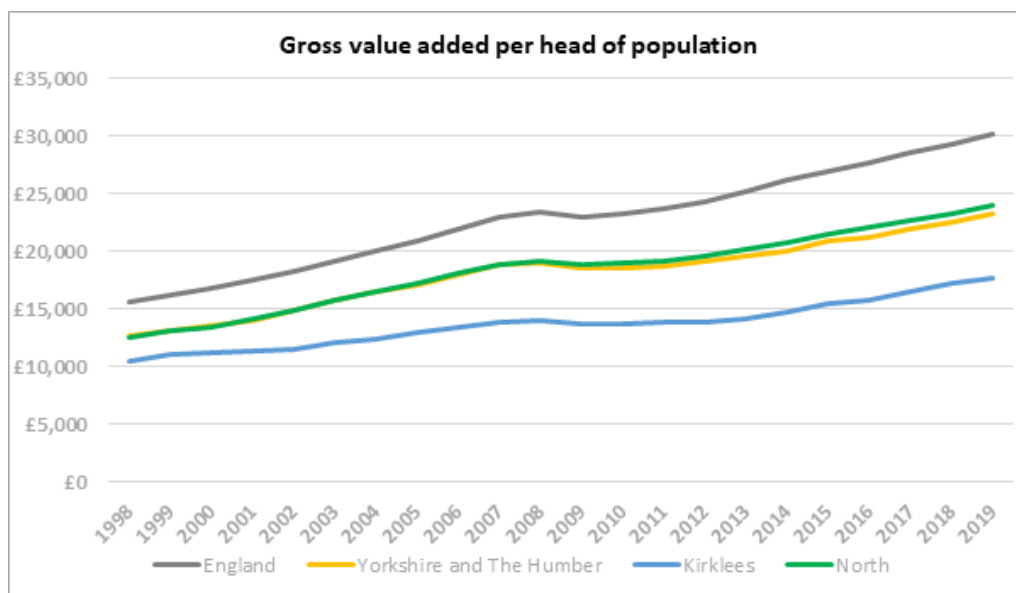
We have supported the Lawrence Batley Theatre to create new online performances featuring renowned stars, selling globally and being featured by the BBC and the New York Times placing Kirklees creative industries on the international stage.

Over the last 12 months, we have also:

- Continued to determine a significant number of planning applications, despite services being incredibly stretched.
- Developed a short-term Economic Recovery Plan which sets out how the Council and key partners can support the recovery through our collective investment, recruitment and procurement activity.
- Commenced development of a local economic recovery programme with support from the West Yorkshire Combined Authority.
- Worked closely with retail and manufacturing businesses to respond to outbreaks, Kirklees Public Protection teams saw a number of 'firsts' and led the way in working with Public Health England to establish these responses and set good practice for other local authorities across the region to follow.
- Supported local businesses in preparing for each stage of lockdown and re-opening, providing support and advice, in-person visits and working with the Police to provide support and enforcement where required.
- The University of Leeds has undertaken initial research into the potential to develop the circular economy in Kirklees with a focus on opportunities in the textiles and furniture sectors.

Gross Value Added (GVA) per head of population

GVA per head is increasing but is lower than other West Yorkshire districts



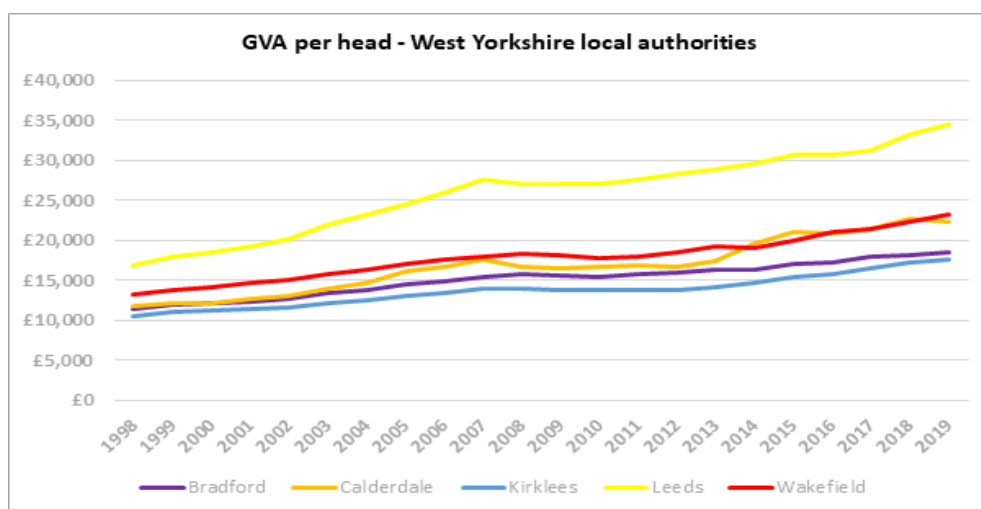
Source: Office for National Statistics
Note: Reported one-year lagging (pre-pandemic)

Gross Value Added (GVA) per head is a widely used indicator of an area’s economic performance though it is not a direct measure of productivity as it does not take account of employment levels or hours worked.

Provisional data for 2019 shows that the GVA per head in Kirklees was £17,629 compared with £24,828 in West Yorkshire, £23,269 in the Yorkshire and Humber region and £29,599 in the UK overall.

The gap between Kirklees and the UK has widened over the past 21 years. In 1998 the gap was £4,793 per head (a 31% gap) and in 2019 the gap was £11,970 per head, (a 40% gap), though this has narrowed slightly from 43% in 2013. The gap between Kirklees and Yorkshire and Humber has remained relatively unchanged for several years.

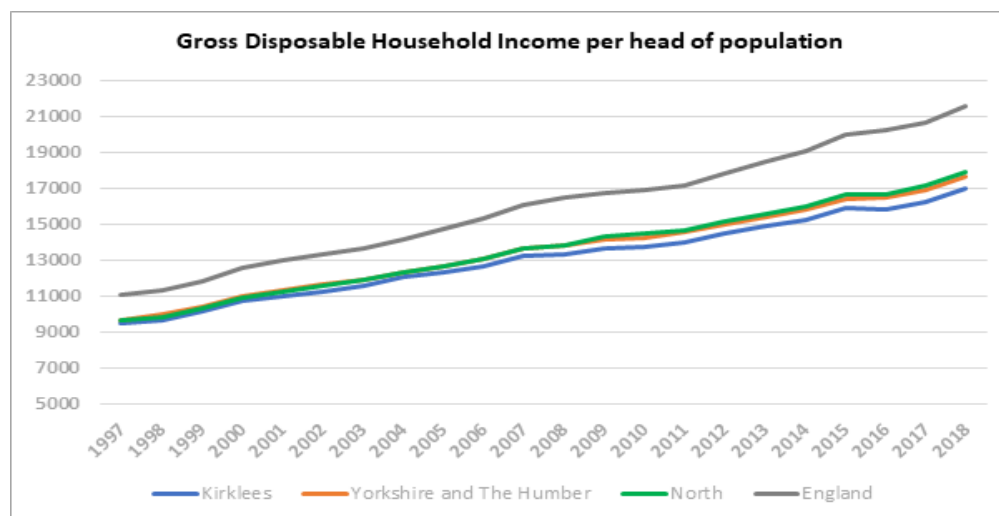
GVA per head is lower in Kirklees than in other West Yorkshire districts. While it is only 4.5% lower than Bradford, it is substantially below other parts of West Yorkshire and 51% of the level in Leeds.



Source: Office for National Statistics

Gross Disposable Household Income (GDHI) per head of population

GDHI per head is increasing but is lower than the national and regional average



Source: Office for National Statistics

Note: Reported one-year lagging

Over the last 21 years, the Gross Disposable Household Income (GDHI) per head in Kirklees has increased from £9,441 in 1997 to £16,963 in 2018. This represents a 79.7% increase over that time. Over the same period the growth in GDHI for England has been 95.4% - equating to a GDHI per head of £21,609 in 2018.

Over the same period, GDHI per head in Kirklees has been slightly lower than the Yorkshire & Humber region, but with a similar rate of growth. However, both Kirklees and the Yorkshire & Humber region have significantly lower GDHI than for England.

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

What we want to achieve

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

Our progress

Our community facing services are underpinned by the approach of 'communities first, services last', whether that's working with communities to find local solutions to community safety, cohesion, or Covid-19 related matters, or whether it's been working alongside communities to find tailored, individual social solutions for people who are lonely, isolated or coming out of hospital.

Community Champions

Through partnerships with the voluntary and community sectors, our Community Champions have increased outreach, engagement and communication with residents who have been disproportionately impacted by Covid-19. This includes people who have disabilities and long-term health conditions, people from Black, Asian and minority ethnic communities, unpaid carers and people who may usually miss out on support. Community Champions actively work in localised areas, using a community-based approach and providing a trusted voice, talking to residents around health messaging, building confidence and providing information on Covid-19 community testing and the vaccination programme. Champions have been able to identify people within a community who are willing to share their story and experiences to support others. Involving community members increases cohesion, participation in local activity and encourages others to consider how they can also get involved and support each other. Community Champions have also offered practical support to assist people in accessing the Covid-19 vaccine, such as arranging transport, ensuring everyone can access services and remain safe.

The Iroko Project

We launched the Iroko Project, which is a community initiative that has engaged with the Black African and Caribbean community to understand experiences around inequalities and to co-produce community led solutions for people living in Kirklees.

Tenant engagement and safety

Homes and Neighbourhoods housing team has a strong neighbourhood presence and recognise the importance of working with tenants to enable safe and cohesive neighbourhoods. Listening to the voices of individuals and communities is paramount, in order to deliver the outcomes that people want, and to be the landlord people need. Their engagement approach includes tenant representatives on the Homes and Neighbourhoods board, a Tenant Leaseholder panel, Community Voices, Tenants and Residents Associations, Surveys, Neighbourhood Forums and a Tenant Involvement and Empowerment Team, all providing the opportunity for tenants to take an active role in making decisions about the communities that they live in. Tenants have the right to feel safe and secure in their homes, and where anti-social behaviour occurs, Homes and Neighbourhoods are taking a restorative approach, working with tenants, the Police, Safer Kirklees, the Communities teams to produce outcomes which contribute to a more cohesive neighbourhood.

Homes and Neighbourhoods were notified of fire safety issues in high rise blocks and responded quickly to tenants needs. Working with tenants, councillors and the Regulator a waking watch was immediately placed within the buildings, along with a range of fire mitigations. They initiated and completed a compliance review to fully understand the issues and translated this into an action-based improvement plan. Simultaneously, they engaged

with tenants to find out what they wanted the future of the blocks to look like and are now working through the outcomes strategy, all with a focus on keeping tenants safe.

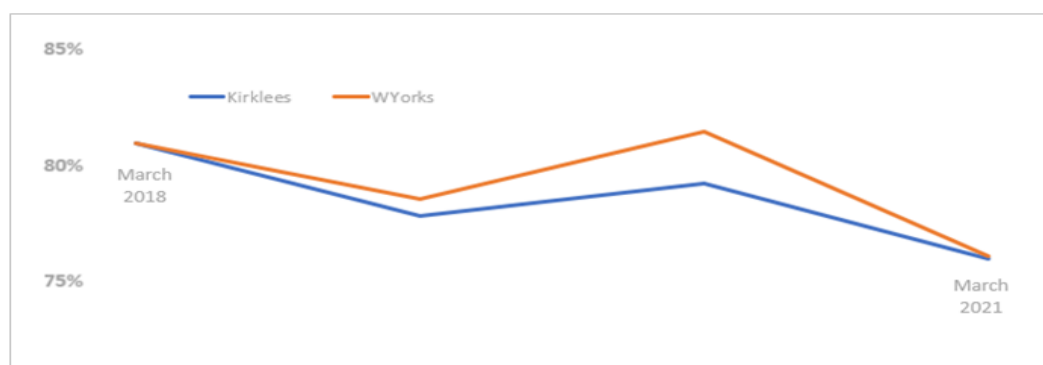
Over the last 12 months, we have also:

- Helped communities to celebrate events without being able to attend in person through our ‘lighting up’ and ‘flag flying’ policies. By lighting up key local buildings and proudly flying flags, we communicate to our residents that we value them and their experiences. For example, when lighting up Victoria Tower in support of the Black Lives Matter movement and flying the Windrush flag on the 22 June, the Council received strong engagement, support and thanks from Kirklees’ African and Caribbean communities.
- Undertaken an extensive community engagement programme over plans for a new museum and gallery. We ensured that there were focus groups targeting those with protected characteristics who have low levels of engagement with our museum service. We also undertook ‘one to ones’ with community ‘gatekeepers’ to get their views and ask, ‘What are the stories that you want to see?’
- Provided emergency food supplies including fresh produce to those who were self-isolating or shielding during the pandemic and had no other way to access food, further protecting vulnerable residents at a particularly difficult time.
- Continued to work closely with faith communities throughout the pandemic, hosting webinars and facilitating engagement, to help keep people safe and connected through safe worship.
- Worked to make our local areas and town centres safe, both during periods of lockdown and as restrictions slowly began to be lifted. Frontline services including our Community Safety Support Officers and Environmental Health Teams worked with local businesses and walked the streets as we re-opened to help people feel safe and address any safety issues that emerged. A huge degree of effort went into implementing changes to our town centres to provide re-assurance and support people’s safety, such as one-way systems and 2m social distancing reminders.
- As part of the development of the new build library in Fartown, undertook extensive engagement with the local community and involved local children in the development of a souvenir book of poems to celebrate the new build.

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

76% of people say they feel safe in their local neighbourhood

Proportion of people who say they feel safe in their neighbourhood



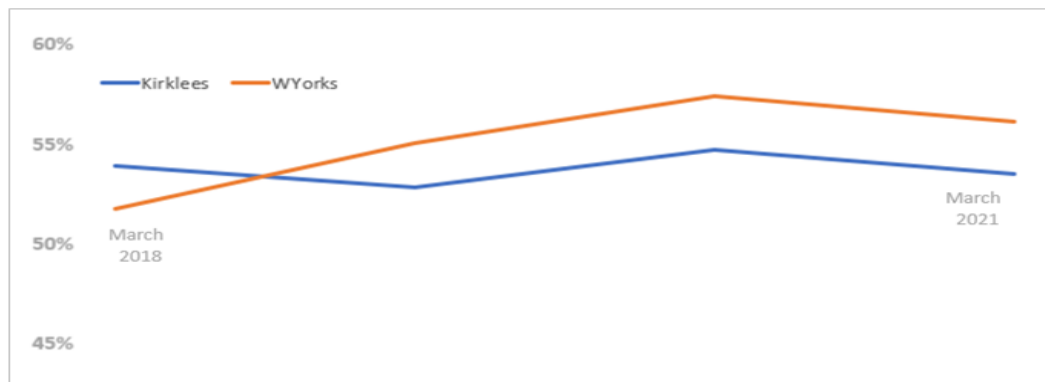
Source: WY Police & Crime Commissioner, March 2021

In common with other areas across West Yorkshire the proportion of people in Kirklees who said they feel safe in their local area fell from 79.2% to 76.2% (In West Yorkshire as a whole this reduced from 81.3% to 76.3%). However, it should be noted that regular surveys were suspended during 2020 and that the data was collected via an online ‘snapshot’ survey for the first time in March 2021 rather than a postal survey. The change in results must therefore be interpreted with caution.

Proportion of adults who say people from different backgrounds get on well together

54% of people say that people from different backgrounds get on well together in their neighbourhood

Proportion of people who say people from different backgrounds get on well together in their neighbourhood



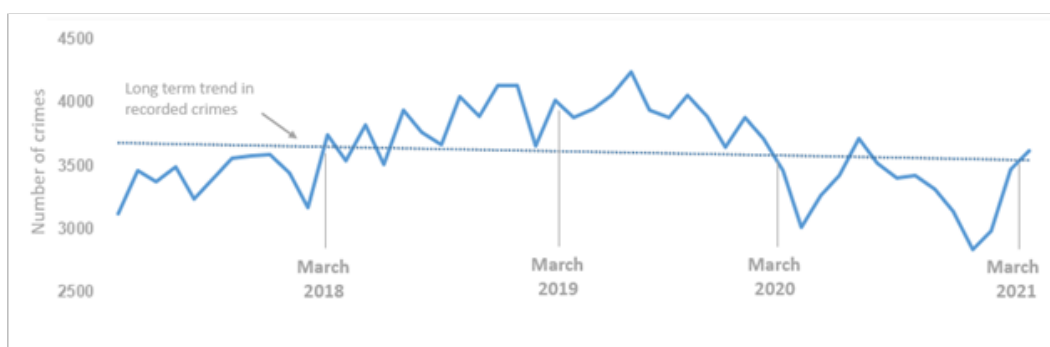
Source: WY Police & Crime Commissioner, March 2021

54% of people in Kirklees say that people from different backgrounds get on well together in their neighbourhood. This is similar to previous years and is comparable with West Yorkshire as a whole (56% in 2021 compared with 57.2% in 2020). Across the West Yorkshire authorities, Wakefield had the smallest proportion of respondents (48.7%), and Leeds had the largest proportion (59.5%) who agreed with this statement.

Total volume of recorded crime

A total of 39,500 crimes were recorded, a 15% reduction from the previous year

Monthly recorded crimes



Source: WY Police 2021

In total there were 39,500 recorded crimes in Kirklees in the year ending March 2021 which represented a 15% reduction in offences compared with the previous year (46,589). Levels of crime fluctuated during 2020/21 with the largest reductions in crime happening during lockdown restrictions when there were fewer opportunities; for example, offences such as theft (from person/vehicles), shoplifting and burglary.

Recorded offence types which increased in the past 12 months included drugs offences (attributed to more proactive/targeted policing) and an increase in stalking/harassment offences and online offending including fraud/scams.

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

What we want to achieve

Our built and natural environment contributes to people's quality of life and makes the district a more attractive place in which to live and invest. We want to connect people and places, improve air quality and green infrastructure and be resilient in the face of extreme weather events and climate change, as well as helping people to reduce waste and to reuse and recycle more.

Our progress

The period covered by this Plan has been like no other in the history of local government, with significant resource directed to the fight against Covid, it is testament to the dedication and sheer hard work of colleagues across the council that so much has been achieved, including the establishment of the Kirklees Climate Commission, and a comprehensive public and stakeholder engagement exercise to underpin our Waste and Resources Strategy.

Addressing the Climate Emergency

The Kirklees Climate Commission met for the first time in July 2021. Comprising of representatives from the public sector, business, community and faith sectors, the Commission provides a positive and supportive forum for sharing best practice in relation to addressing climate change. For further information <https://www.kirkleesclimate.org.uk/>

Since declaring a Climate Emergency in 2019, the Council has adopted an ambitious target to achieve "net zero" emissions by 2038. It also developed a number of Climate Emergency priority actions, the majority of which have been successfully completed. These include:

- A 53.5% reduction in the Council's Carbon footprint in 2019/20, achieving the reduction target ahead of the 2020/21 deadline (The target set in 2010, called for a 40% reduction by 2020/21 against a 2005/6 baseline for council operations).
- The successful "Our Voice Climate Festival" took place in March 2021 – a fully online, two-day event for children and young people. The festival saw over 2,000 children take part with over 40 classes logged in at the same time. The festival provided feedback which supported the appointment of a commercial recycling officer and the introduction of a schools and trade waste recycling service.
- Since 2019, the Council has planted 35,000 trees and has reviewed Council assets to prioritise sites for future woodland creation, identifying a tranche of 22Ha for planting this year.
- Investment of £2m in the Electric Vehicle (EV) Fleet and EV Charging Public Infrastructure.
- The launch in September 2021 of the Green Parking Permit offering free parking for Kirklees EV owners or discounted parking for hybrid vehicle owners for use in Council car parks.
- Continuation of the Huddersfield Heat Network – a key decarbonisation enabling project for Kirklees, utilising Energy from Waste.
- From April 2021, the Council's electricity contract supply was changed to 100% "green electricity," which comes from 100% renewable sources. This equates to annual carbon savings of 8,370 metric tonnes of CO₂e.
- The Energy and Climate Change Team are now focusing on the decarbonisation of heat supply for the Council and are actively looking at options for "green" gas.
- We are actively developing a Heat Decarbonisation Plan, which provides a route map for how the Council can reduce its reliance on fossil fuelled heating systems across our estate and how it can be replaced with low carbon alternatives.

The Council's Net Zero target of 2038 is not just an ambition. It's something we are moving seriously towards by:

- The development and finalisation of the detailed Kirklees Council Net Zero Roadmap and Phase 2 Climate Emergency Action Plan.
- Carbon Impact Assessments to be carried out and quantified as part of any Kirklees Council decision.

- Actively searching for opportunities to include renewable technology such as Solar PV and battery storage in new developments and retrofitting existing buildings.
- Continuing to work with WYCA and the new West Yorkshire mayor as part of the regional partnership to maximise benefits and opportunities relating to air quality, energy and climate change.

Waste and recycling

We have continued to develop our waste and recycling offer despite the impacts of the pandemic and the additional demands this placed on services. We experienced a significant change in waste behaviours as many people switched to home working and home shopping deliveries etc. This resulted in an increase in waste tonnages requiring collection and disposal. Cleansing services also responded to the additional requirements on waste collection created by Covid testing and vaccination programmes across the borough.

The garden waste collection service experienced a 60% increase in garden waste subscriptions, taking the total number of bins to 24,000 and delivering a 115% increase in garden waste tonnage recovered for composting.

A comprehensive on-line public and stakeholder engagement exercise was completed for the Resource and Waste Strategy, attracting over 8,000 responses and comments, representing the most successful consultation exercise delivered by Kirklees Council.

Our Workforce Transformation Programme for colleagues in Waste Services, focusing on health and well-being, has been nationally recognised and has made a massive contribution to the reduction of sickness absence levels.

At a time when national fly tipping rates have increased, we have kept up with incidents locally, recognising the harm and distress this blight causes in our neighbourhoods and prioritising resources accordingly. This has been supported by the introduction of Ward Rangers to act as a conduit between councillors and the service to provide timely and coordinated responses to fly tipping and enforcement issues.

Green Spaces for All

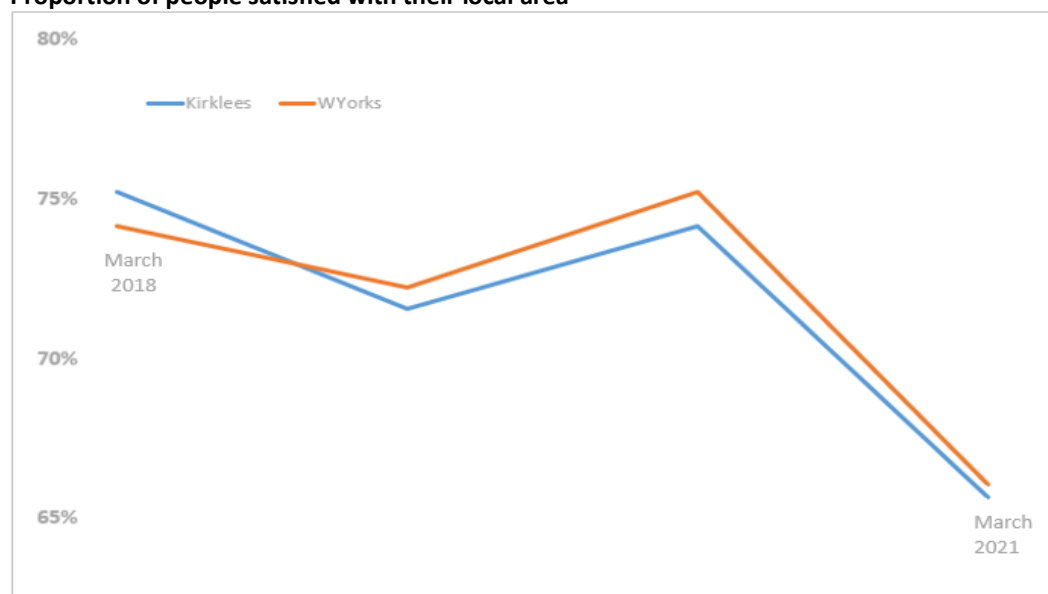
The district of Kirklees is blessed with green spaces which we not only want to protect but also expand by creating pathways for flora and fauna and developing a green, biodiverse Kirklees for future generations. With the pressure on resource caused by the pandemic, we have successfully kept up with demand for green space. We have been awarded Green Flag Awards for Greenhead Park, Castle Hill, Beaumont Park, Crow Nest Park and Wilton Park. A joint working agreement has been established with the Yorkshire Wildlife Trust. The Grounds Maintenance teams have proactively maintained all the main parks to a high standard so that communities have well maintained outdoor spaces to visit, which are now more important than ever. Additionally, during the initial lockdown period, the Grounds Maintenance team planted their annual summer bedding which has been noticeably appreciated by residents - this is a task we understand other local councils didn't complete this year.

By working in partnership with community groups, sports clubs and national sporting organisations we have ensured that parks remained open and that recreational and sports facilities were "ready to go" as soon as restrictions were lifted. The White Rose Forest Project has continued to move forward in conjunction with volunteer organisations.

Local area satisfaction

66.4% of people are satisfied with their local area as a place to live

Proportion of people satisfied with their local area



Source: WY Police & Crime Commissioner 'Your Views' Survey, March 2021 (Kirklees sample = 612)

The proportion of people who say they are satisfied with their local area is 66.4% which is a significant (8%) fall since the start of Covid-19 restrictions (74.3%). However, it should be noted that regular postal surveys were suspended during 2020 and that the data was collected via an online 'snapshot' survey for the first time in March 2021. The change in results must therefore be interpreted with caution.

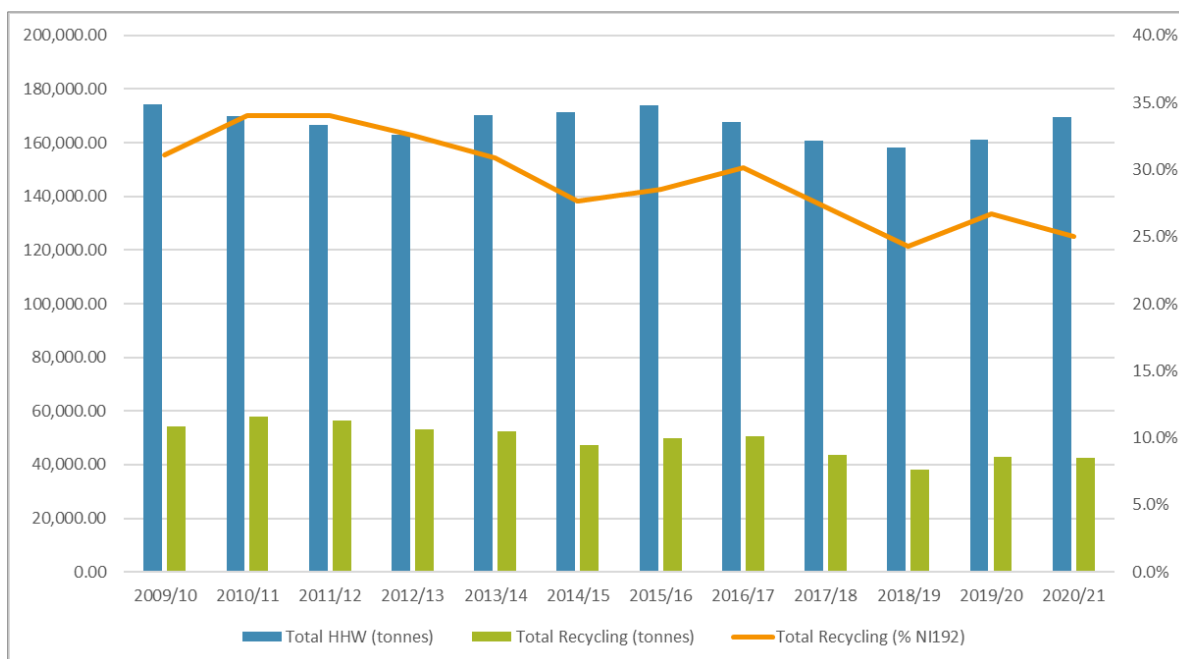
Kirklees has similar satisfaction levels to West Yorkshire as a whole (66.8%) and all other areas have seen similar reductions in satisfaction. Satisfaction rates in West Yorkshire are highest in Calderdale (73.8%) and lowest in Wakefield (63.7%).

The survey does not ask why people are satisfied (or otherwise) with their local area but 38.7% of survey respondents (across West Yorkshire) said they felt their local area had 'got worse' in the past 12 months, compared with 27.7% in 2020.

Waste volume and recycling rates

Over 169,000 tonnes of household waste were collected and 25% of household waste was recycled

Household waste and recycling volume (tonnes) and recycling rates



Source: WasteDataFlow, August 2021 (*verified data*)

169,384.45 tonnes of waste were collected from Kirklees households in 2020/21. This is a similar volume to ten years ago and reflects a gradual increase in waste volume over the last three years.

25% of household waste was recycled in 2020/21. This is the second lowest annual recycling rate in the last ten years (the lowest was 24.3% in 2018/19).

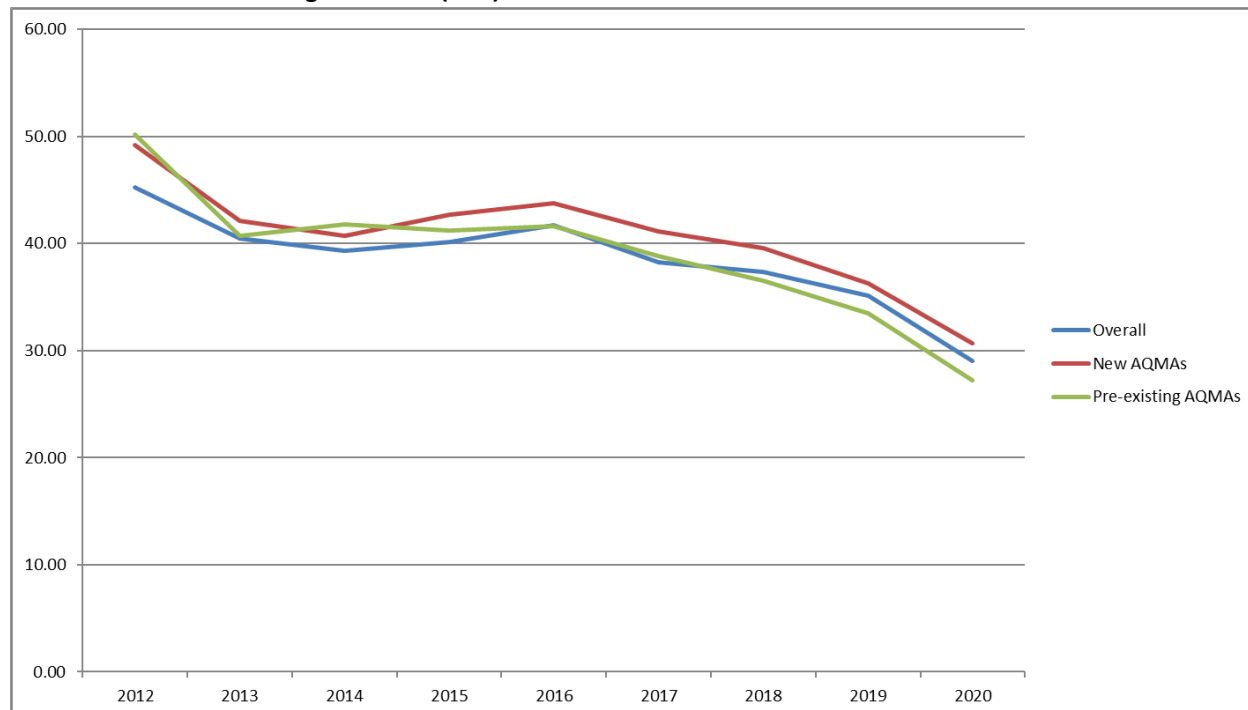
In 2019-20 Kirklees had a lower recycling rate (26.7%) than all other Local Authorities in the Yorkshire & Humber region (44.2%) and, nationally, Kirklees ranked 321 out of 342 local authorities. The national average recycling rate in 2019-20 was 43%.

In order to improve recycling rates, the Council has recently undertaken intensive green bin monitoring projects to help to minimise any contamination in recycling bins and has introduced garden waste bins. The Council's waste strategy seeks to introduce glass recycling and food waste recycling within the next few years.

Air quality

The average concentration of nitrogen dioxide monitored across Air Quality Management Areas in Kirklees has fallen.

Kirklees annual mean nitrogen dioxide (NO₂) concentrations



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

The two primary pollutants that provide an indication of air quality are nitrogen dioxide and particulate matter. In Kirklees the concentration of nitrogen dioxide has fallen districtwide but in some hotspots this had stagnated over the last 5 years prior to the Covid-19 pandemic. The Council will continue to deliver on its 5-year action plan to ensure all areas see reduction.

Particulate matter (PM_{2.5}) concentrations across the district are compliant with UK target levels, although Kirklees would not be compliant with the lower World Health Organisation PM_{2.5} targets if these were to be adopted in the UK. The council will continue to monitor PM_{2.5} concentration levels and develop plans to reduce this pollutant.

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

What we want to achieve

We want to be a transparent, well managed and high performing council. We will focus our resources on doing the right things and doing things right, to make a difference to the outcomes of the people and places of Kirklees.

Our progress

During the response to the pandemic, many of the Council's corporate and administrative services continued to deliver core council business in difficult and unusual circumstances, supporting the rest of the Council to carry out its essential business, responding to the pandemic, and supporting other services in working towards achieving all of our shared outcomes. Now we are beginning to plan for the future and our recovery, continual improvement using the lessons learnt from the pandemic response and our strategic approach to transformation is becoming more of a focus.

The transfer of Kirklees Neighbourhood Housing in April 2021 back to the Council was a significant undertaking for many services, including our legal services, our people services and our finance colleagues, as well as the new Homes and Neighbourhoods teams themselves. We achieved the successful and smooth transfer of 850 staff, and a wide range of services and business transactions back into the Council.

During the pandemic, there was a significant amount of policy, new guidance and legislation changing the way we needed to carry out almost all aspects of council business. Services across the Council have worked together to interpret this and develop our responses accordingly. The pandemic has shone a light on ways all councils can do things differently, and in Kirklees, we will be using this opportunity to transform the way in which we make decisions, address risks, improve processes and move forward to improve our levels of effectiveness and efficiency, as well as learn from recent externally audited public interest reports on other local authorities.

Becoming a more inclusive council and employer

We have significantly progressed our ambitions for putting tackling inequalities at the heart of the organisation and within everything we deliver and do. The inclusive investment reserve was set up in 2020 to help kickstart key priorities such as the Breaking Barriers project and piloting an approach to making health checks more inclusive. We have made significant progress to become a more inclusive employer. Over the last 12 months, we've developed a more diverse workforce to strengthen Council performance and to develop the organisation to be a progressive employer capable of attracting, developing and retaining employees. This has included establishing name blind recruitment and Project Search and Kickstart to support people with learning disabilities and young people into employment at the Council.

Supporting staff

We have continued to deliver targeted wellbeing support to our staff during the pandemic. In the last 12 months, the sickness level of our staff has fallen by 2.39 days and it is now down to 9.07 days which is extremely low. Wellbeing support is just one factor in the reduction in sickness levels, this has also been helped by the flexibility that home working has brought. We have listened to our staff by doing continuous 'Pulse Surveys' every 6-8 weeks to keep a constant check on how the workforce has been feeling. Over the last 12 months, a digital engagement tool for front-line colleagues has been developed called 'My Space', which is being rolled out. This provides anytime access to key messages, wellbeing support and development opportunities.

Communicating our response and recovery from the pandemic

Our approach to internal and external communications has been a crucial part of the Council's response to the pandemic, whether supporting staff with wellbeing or sharing messages with local residents, our partners and the

press. We worked to a clear Covid Communications Strategy during the pandemic, and as a result have achieved a clearer, more recognisable position, and increasing public confidence.

Developing technology fit for the future

The Council has been working to deliver the Technology Strategy, approved in early 2020. Our IT services were a crucially important part of our response to the pandemic, accelerating agile working and recognised regionally for their efficiency and achievements. The onset of the global pandemic accelerated the need to deliver some of the Technology Strategy's priorities as we supported 4,500 people to work at home, deployed internet services to support our response, 1000s of devices supporting digital inclusion for our residents and voluntary sector and supported 69 councillors to meet online and live stream those meetings to YouTube.

We have invested in major transformations to our IT infrastructure which will have significant benefits for service delivery and the way in which our staff will work. There has been ongoing work developing our resilience in relation to cyber security, and ensuring potential risks have appropriate mitigating actions in place. Following the pandemic, the increasing reliance on digital means of working and communication means that achieving digital inclusion will become more important and will be at the heart of how we try to achieve the aims set out in our Technology Strategy.

Becoming a data and intelligence led Council

During our response to the pandemic, as an organisation we have learned a lot about the value of data and insight - with the creation of a publicly available Covid-19 dashboard which shows the situation in Kirklees. The dashboard is updated every weekday and has been viewed more than 650,000 times, giving partners and residents an up-to-date view of coronavirus in Kirklees. More detailed analysis has enabled us to identify areas and demographic groups disproportionately affected by the pandemic, and deploy resources, implement community protection plans, roll out surge testing and respond to vaccine uptake rates in a targeted way, led by the data. Through the use of community surveys, we have also gathered our own local intelligence in order to help inform decision making.

Efficient and effective governance and finance

Our legal services have provided comprehensive legal support to a range of important issues, in very different circumstances and accessing court hearings remotely. Procurement of goods and services needed to be done very differently this past year too – a phenomenal effort was needed to secure the quick procurement of PPE, and equipment required to set up and run the many Covid testing stations. Our new Information Governance Strategy takes into account the lessons learned during the pandemic.

During the pandemic Council decision making meetings went virtual, and this involved a great deal of planning and preparations in order to make this successful, working closely with councillors to adapt to a very new way of working. Virtual meetings were very successful in increasing public participation in decision making, and now that some of these meetings have begun to take place in person again, we've retained the benefits of increased participation by delivering some of these meetings as 'hybrid' meetings – where members of the public can still watch and participate in these meetings virtually.

The Council successfully carried out local and regional elections for a West Yorkshire Mayor in May of this year, and then a parliamentary by-election following Tracy Brabin's election to Mayor. The planning and effort required involved new procedures to make the elections Covid safe, and ensured we were able to support local and regional democracy under difficult circumstances. Going forward, the Council will be working hard to ensure the associated Devolution Deal funding benefits Kirklees and the people and communities we serve.

We've successfully managed our finances over the course of the last year. The Council's general fund which supports operational revenue costs (the running costs to support services), normally spends an average of about £600 million per year. However in 2020 this went up to £800m – an 30% increase in additional spend requirements.

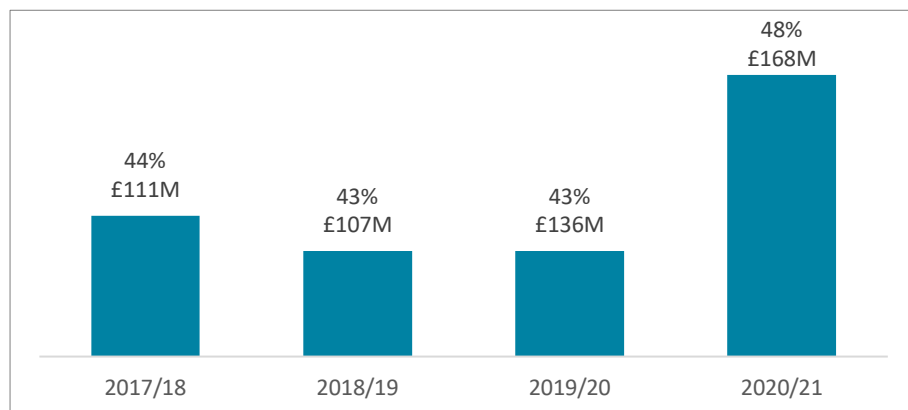
We've successfully managed our finances over the course of the last year. The Council's general fund which supports operational revenue costs (the running costs to support services), normally spends about £600 million per year. However in 2020/21 this went up to an unprecedented £800m – overall a 30% increase in actual spend above

what was originally budgeted, and supported by a range of Covid related funding grants from Government. We have delivered a balanced budget position by year end and were able to roll forward some funding to support 2021-22 pressures, demonstrating the effective and efficient management of our finances.

Local spend

48% of total spend was with local suppliers

Percentage of council spend that is local



Source: Kirklees Council data 2021

Spend with local suppliers in Kirklees or suppliers with a branch in Kirklees has increased over the last financial year to around 48% of total spend.

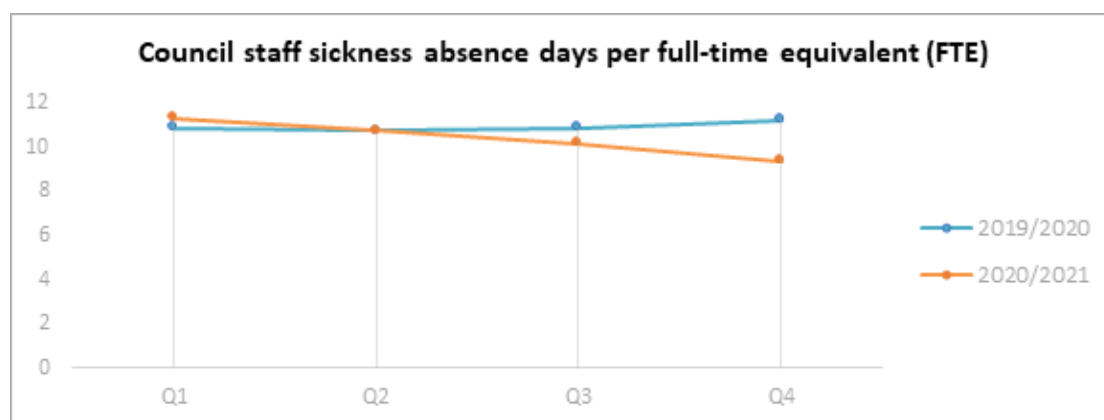
In 2020/21, £168M was spent with local suppliers, up from £136M in the previous financial year.

While every effort has been made to exclude Covid grant funding from the data, some of the overall increase in spending could be attributed to Covid-19.

Council employee sickness absence

9.07 days per FTE were lost due to sickness absence. This is lower than in the previous 2 years.

Council staff sickness absence days per full-time equivalent (FTE)



Source: Kirklees Council data 2021 [The quarterly reported figure is based on the start month of each quarter]

Overall, there has been a decrease in sickness absence rates compared to last year. Sickness days lost per FTE in 2020/21 started higher than in 2019/2020 in quarter 1 and showed a steady decline over the year to 9.07 days per FTE in quarter 4 (compared with 11.35 days per FTE in 2019/20).



Name of meeting: Cabinet

Date: 12th October 2021

Title of report: Financial Assistance for the Kirklees Care Association and Financial support to the local adult care sector

Purpose of report:

This report and its appendix propose two key interventions to support the local care market in the provision of care by:

- Financial assistance to develop a strategic development partner in the form of a local care association known as Kirklees Care Association.
- Providing short term funds to help enable providers make the transition to the new longer term market position.

The decisions required are:

- A. Seeking delegated authority for the Strategic Director for Adults and Health to grant fund the development of a strategic partner in the form of Kirklees Care Association up to £119k for the combined financial years 2021/22 and 2022/23 in accordance with Financial Procedure Rule 22.12.
- B. Seeking delegated authority for the Strategic Director for Adults and Health to design and oversee a hardship and innovation grant support scheme for the local care sector for up to £500k for 2021/22. This delegation is being sought under Financial Procedure Rule 22.11 a) Grant or loan of any value if it is offered fully in accordance with a scheme of grants or loans that has been approved by the Cabinet.
- C. The report also broadly outlines the direction of the local care home market and the ongoing investment in the care workforce that the council can influence through its budget setting process. Support from cabinet in these wider discussions is also requested.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	<p>Yes/ no or Not Applicable Yes.</p> <p>If yes give the reason why The total combined requirements of this report are likely to exceed £250k. The development of a Kirklees Care Association (a representative body of Kirklees care proprietors) over its first two years is expected to cost £119k which will be jointly funded NHS Kirklees CCG and Kirklees Council. The hardship and innovation grant scheme although funded from current budgets has the potential to cost more than £250k but this will depend on the applications made and the case for investment attached to each request for support.</p>
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	<p>Key Decision – Yes</p> <p>Private Report/Private Appendix – No</p>
The Decision - Is it eligible for call in by Scrutiny?	Yes

	If no give the reason why not
Date signed off by <u>Strategic Director</u> & name	Give name and date for Cabinet / Scrutiny reports Richard Parry 15/9/21
Is it also signed off by the Service Director for Finance?	Eamonn Croston 17/9/21
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Karl Larrad on behalf of Julie Muscroft 29/9/21
Cabinet member portfolio	Give name of Portfolio Holder/s Councillor M Khan – Health & Social Care

Electoral wards affected: All

Ward councillors consulted: The delegations in this report are likely to bring benefits to the care sector operating across Kirklees. There are no specific wards that will be affected.

Public or private: Public.

Has GDPR been considered? There are no GDPR compliance issues connected with this report or its proposals.

1. Summary

Social Care has sought to support people to be able to live as independent a life as possible in their own homes for as long as possible through the use of assistive technology, equipment and adaptations, good connections to things that happen in their local community, support to family carers and through a more focussed approach to housing that enables independence. This is the approach that is set out in the Vision for Adult Social Care. As a consequence of this approach, use of residential care has been in gradual decline over recent years.

The pandemic has significantly accelerated this, with the sector having experienced reduced admissions, increased death rates and increased business costs such as PPE, supporting shielding staff and recruitment and retention challenges.

Care homes have also not been immune to wider changes in health, social care and housing and there are significant challenges ahead. Financial pressures, technological change and changing expectations of end users have resulted in a need to re-think the way care home provision operates and is commissioned locally. The council has also recognised that it needs to draw on the expertise that exists in the sector to co-produce the longer-term strategic approach for the market.

Cordis Bright and Laing Buisson recently undertook a detailed local Care Home Market Strategic Analysis on behalf of the council and providers. They found that Kirklees, like many other areas, was moving from long term placement provision in the older person's care home market to a shorter period of care home support for those with increasingly complex support requirements. These changes impact both the overall capacity in the market which would need to be smaller than at present, the skill level of staff supporting those with more complex needs and multiple co-morbidities and the pay and recognition needed to attract and retain appropriate staff. This change can only be responded to effectively in partnership with the sector.

This report proposes two key interventions to support the local care market in the provision of care by:

- Investing in the development of a local care association that can represent the care sector as a partner in developments.
- Providing funds that gives scope to co-produce innovative solutions with the sector, particularly those parts of the sector that are at most immediate risk, but which are critical in the longer term to meeting the needs of local people.

2. The local care home market

As of 1 August 2021, there are 132 Care homes operating in Kirklees (though 2 have given notice of their intention to close in the immediate future), with approximately 3,500 beds. Care homes play a critical role in supporting people who cannot be cared for at home and those with complex health and care needs. However, in line with our Vision for Adult Social Care there has been great deal of change in recent years in the care home sector. People are choosing to stay at home longer as an increased range of community-based care and support has been developed.

There has been a gradual decline in bed and placements numbers over the past few years, this alongside occupancy level reductions has accelerated during the past 12 months.

Between 2012 and 2020 there was an overall reduction in the number of residential care and nursing care beds per 100 of the population aged 75+ in Kirklees from 12.5 in 2012 to 10.2 in 2018 (slightly above the 10.1 Yorkshire and Humberside average and the 9.6 England average), this shows the long-term trend away from care home provision as a way of supporting an older adult population which grew by 16% over the same period (75+ age group).

Conversely, in line with our Vision for Social Care, the “Home First” approach has resulted in the further development and expansion of the local domiciliary care market over the past 2 years which provides greater opportunities to support people to remain in their own homes rather than move into residential care. This period of growth in capacity was stimulated by an increase in the rate paid to home care providers on the proviso that this was translated into increased staff pay.

The predicted future demand for care homes is for people with more complex support needs who will stay for a shorter period of time. This predicted change has an impact on skills, buildings, and care management, and all will need investment to build a sustainable and robust local care market. There is a need, therefore, to re-baseline the bed base to achieve desired occupancy levels in the older people sector.

3. Impact of COVID19 on the care home sector

The care home market has been significantly impacted by COVID-19. What was a fragile market in some areas of provision is now experiencing a number of operational and financial pressures particularly related to increased operating costs, really significant staff recruitment and retention challenges, reduced demand and reduced occupancy levels.

The analysis by Cordis Bright, commissioned in conjunction with the sector, has helped create a shared understanding of the future market. The challenge is about how we collectively make the changes including downsizing and reshaping the sector, enabling providers to exit the market in a way that works well for care home residents and staff or to diversify to deliver care in new ways.

4. Local authority support for the care sector

The council and partners continue to build on our work with the sector in supporting the recruitment and retention of staff through our nationally renowned IN2CARE project alongside giving independent care home providers access to the Council’s Employee Health Care Service recognising that staff across the sector need to be supported with their health and well-being.

The council is also developing the Kirklees Cares Academy which will offer workforce training and development support across the health and care sector, supporting staff progression through formal and informal learning and access to a wide range of personal and professional development opportunities for those working in care.

Early in the pandemic, time limited financial occupancy support was offered to care homes locally, and the council and partners also continue to support access to PPE and other resources such as national infection protection and control (IPC) and workforce development funds.

A major programme of work to support the sector under the Care Home Programme Board is also gathering pace, but to genuinely shape the market with providers, there is a need to invest in capacity amongst providers to allow them to be represented in and engaged with developments.

5. The current local Independent Care Home workforce

a. People and roles

There are just over 4,000 people working across the care home sector in Kirklees, with 70% in direct care roles. Typically, these roles are fulfilled on a part time basis and there are around 3,500 WTE, and 2,450 WTE in direct care roles. The majority (85%) of the workforce in Kirklees are female, and the average age is 43 years old. Workers aged 24 and under make up 10% of the workforce and workers aged over 55 represented 25%.

b. Pay and retention in the care home sector

Pay in the sector for entry level staff in the care home sector tends to mirror the NLW of £8.91, some providers may pay slightly more but care staff would typically be paid between £8.91 and £9 per hour. More senior care staff can expect around £9.50 per hour, and some providers pay slightly above this in more supervisory roles.

In 2020 Skills for Care¹ estimates that the staff turnover rate in Kirklees was 31.3%, which was similar to the region average of 31.0% and similar to England, at 31.9%. Local intelligence suggests pay along with flexibility around shift patterns and the need to work unsociable hours are a significant driver in this turnover of staff, some of whom leave one provider for another that is paying very slightly more per hour than their current employer. Other staff leave the sector altogether, with retail being a common employment destination. Another cohort of staff is leaving residential care for home care provision where hourly rates are typically 7-10% more than in care homes.

The sector skills council estimates that each member of staff that leaves costs £3,642 to replace with recruitment costs, staff cover and employment checks. If applied to the 31% turnover above this is a cost each year to the local care home sector of £4.5m. This is funding from the LA and self-funders that is not being spent on care and support, if the estimated LA placements are 40% of the market, then £1.8m of LA funding alone is potentially spent on turnover costs.

The care home sector is a key part of the local health and social care market, as an LA we will need a smaller and more highly skilled care home workforce. Acknowledging these skill levels alongside a range of other sector support will help bring stability to the market.

The sector is still being impacted by labour shortages in other sectors such as retail, hospitality and transport which is resulting in significant staff shortages. The introduction of mandatory COVID19 vaccinations for the care home sector from November 2021 has already impacted on the sector with an accelerating trend of staff leaving the sector, the likelihood that a number of current staff will no longer be able to be employed in the sector as they are unvaccinated and potential staff seeing it as a deterrent to entering the sector, so affecting the ability to recruit and retain staff this autumn. There are risks that the local market will be unable to take placements from the council or private individuals. This is because the local market cannot sustain the staffing or skill level required to support the increasingly complex placements being made.

The care home sector is a key part of the local health and social care market, and it is recognised that we will need a more highly skilled care home workforce. Recognising this will mean reviewing the pay, training and broader employment package that staff receive if stability is to be brought to the market.

6. The future local care home market

Cordis Bright and Laing Buisson recently undertook a detailed local Care Home Market Strategic Analysis on behalf of the Council and care home providers. They found current reduced occupancy levels in most areas suggests excess capacity in the care home market and an ability for the market to withstand the loss of care home provision without impacting on the ability of local authorities or NHS commissioners to commission care home places to meet needs, notwithstanding the impact that home closures have on the residents, staff, and owners of those homes. Current social care and demographic trends suggest, however, that increasing capacity will be required in the longer term (5 years from now) and that current occupancy levels are a low point of demand. Discussions with care home proprietors as well as local authority and NHS commissioners suggest that the commissioned care home market is heading to a future of more complex placements for shorter periods of time.

Future demand for shorter term, more complex care home provision has impacts not only on the size of the care home market, but also on the type of care home provision in terms of the type of building and the staff resources available to meet that demand. The LA and CCG approach to equipment and assistive technology deployment across care settings will also affect where people are able to be best supported.

We expect the sector to move towards a 'future normal' state where there is a smaller independent care home bed base, that supports people for a shorter period. We also expect people to enter care homes with more complex needs and multiple comorbidities.

¹ Skillsforcare.org.uk. 2021. *Workforce estimates*. [online] Available at: <<https://www.skillsforcare.org.uk/adult-social-pre-workforce-data/Workforce-intelligence/publications/Workforce-estimates.aspx>> [Accessed 12 April 2021].

This changing shape of the local market will need to be reflected in the skills development programmes and remuneration of care staff. There is a need to invest in retaining and developing skill levels and experience that can support the needs of those who choose to enter a care home. The sector also needs support to respond to the needs of a modern workforce alongside the needs of those being supported and their families. The proposals in this report aim to start to address this gap.

7. Impact of the Care Home sector on the wider economy

Putting the social care aspect aside, these are local businesses, with reach into a wide range of local supply chains. There is a need to consider how the LA and potentially WYCA support and strengthen the economic and business development support for the sector. The built care environment needs to change at pace if our local aspirations are to be met. The right broad package of support to instil confidence about investing in a new or existing care organisation in Kirklees needs to be collectively developed.

As discussed above the sector has been through a difficult year. However, from work completed in 2018 we know the sector had an estimated turnover of £95m, with a Gross Value Added (GVA) of £60m. The sector represented around 8% of the entire health and social care economy locally.

The care home sector's 4,000 staff represent 1 in 5 of all roles in the health and social care economy and 2% of the entire Kirklees working population. The care home sector employees supported 2,500 indirect jobs, and a further 800 induced jobs. (Indirect jobs are jobs created by the sector as it purchases supplies or other items for its business. An induced job is a job that is created by employees of the sector spending their money).

8. Wider Care accommodation influences

A recent report by SCIE² (Social Care Institute for Excellence) makes it clear that nationally there is a need to have a "housing that facilitates care and support" market which offers people much greater flexibility, choice, quality, and personalised options.

The SCIE work clearly identifies that the experience of ageing is highly personal, with an individual's health, family situation, networks of support, financial flexibility and general outlook on life all impacting that experience and need. We need to ensure that the local care accommodation market that can support these varying needs. The people who will reach older age in the next 10 or 20 years are used to expressing greater choice and control over the services they use and will expect the same from their care, support, and accommodation.

There is a need to work with the local market to ensure suitable housing that facilitates care and support options is available for all. This is across the full spectrum of care homes, retirement communities, retirement housing, supported living and Shared Lives schemes. This is very much reflected in our local draft Kirklees Specialist Accommodation Strategy and represents a huge business diversification opportunity for current and future operators, with the right business change support from the LA and other strategic partners.

9. The Proposals

There are two key proposals this report is seeking support for:

Investing in a strategic development partner

Investing in strategic development partner in the form of a care association is critical to developing and supporting our local care market. With such an investment, the 2020 – 2024 council's Vision for Adult Social Care will be enhanced by a strong sector voice and resource to engage in collaborative development and embedding good practice. The vision can only be delivered with the sector, and the sector can only effectively and consistently deliver with the additional resources of a strategic

^{2 2} Future options for housing and care: Improving housing that facilitates care and support for older people. Commission on the Role of Housing in the Future of Care and Support – Policy discussion paper. Available at: <https://www.scie.org.uk/files/housing/future-options-for-housing-and-care.pdf>

partner. The value of such a partnership was seen in the early stages of the pandemic as collaboration with the sector on issues such as PPE was critical.

A business case has been shaped with key partners leading the development of the local Care Association and reflects the best learning and opportunities from care associations across the country. We are seeking delegated authority to the Strategic Director for Adults and Health to issue a grant of £119k to support the development of the Kirklees Care Association. We anticipate that this will be jointly funded by NHS Kirklees CCG and Kirklees Council with the total value administered by Kirklees Council.

It is proposed that Cabinet will be asked to approve a grant of up to £119k, that will support:

- a) The initial formalisation of a business structure for the Kirklees Care Association (£40k).
- b) Grant to support the initial 2 years of operations (£79k).

Hardship and innovation Grant Funding

During Covid 19 there have been several local and national funding streams focussed on the adult social care sector. Whilst welcomed by the sector, they have often been tightly defined, short term and not focussed on a number of the pressing needs in the local sector.

In setting the 2021/22 budget, it was anticipated that some short-term local funding would be needed to support the Kirklees care sector. We are seeking delegation to the Strategic Director for Adults and Health to develop a short-term support scheme for the sector or, more likely, specific parts of the sector that are experiencing greatest pressure and which have greatest long term strategic fit with future demand.

It is anticipated that the cost of the further additional support, including the Council's contribution to investing in the Care Association will be up to £500k from within existing budgets. This excludes any additional national allocations to support the sector. The fund would be accessed via a business case proposal which would be shaped between providers and LA teams. Approval would be through Adults and Health SLT and sign off including risks and benefit criteria monitoring would sit with the strategic director.

The scheme will be evaluated throughout its operation.

Conclusion

The care home sector is a key part of the local health and social care economy, as a Kirklees place we will need a smaller and more highly skilled care home offer as part of an increasingly diverse local care and support market.

It is hoped that each of the proposals are seen as positive when looked at alongside the council and partner ambitions. We have involved external stakeholders in shaping the proposals and their collective outcomes will positively impact those working in parts of the care sector, those offering care services and those looking to invest in care services in Kirklees. At their core each proposal aims to improve the quality, access, choice, and care experience of Kirklees residents who access care and support services.

10. Information required to take a decision

The background to the sector, its workforce and the anticipated future requirements are outlined in this report. There has been a growing collaboration with the sector and to allow this to effectively develop investment and capacity is required.

The options for the development of the Kirklees Care Association are outlined in a business case and include using internal council officer resources to develop the association.

The costs of the Kirklees Care Association are £119k over the first two years and consists of: The initial formalisation of a business structure for the Kirklees Care Association (£40k) and grant to support the initial 2 years of operations (£79k). 50% of the grant will be funded by NHS Kirklees CCG but the total value will be administered by Kirklees Council.

Both the Kirklees Care Association and the Funding of temporary support requires Cabinet approval under FPR 22.11a “A Service Director may issue: a) Grant or loan of any value provided that it is offered fully in accordance with a scheme of grants or loans that has been approved by the Cabinet.”; and FPR 22.12.

If agreed by Cabinet a grant agreement will be developed between the council and the Kirklees Care Association outlining the expectations and limitation of the grant being issued. This could be in place within weeks subject to agreement with the Kirklees Care Association.

The grant agreement will be managed through existing contract monitoring capacity within adult social care. This will form the evaluation of the Care Association which will occur at about 18 months into operation to test whether outcomes around income, representation and proposed activity have been delivered. This will inform a 24-month point decision where the council decides whether to continue investing in the Care Association to enable it to reach its expected sustainability point at year five.

The outcomes and benefits of the Kirklees Care Association are outlined below and mainly involve building capacity in a care sector to engage with statutory partners on the long-term development of the care sector.

A strong Care Association would:

- Provide the Kirklees care sector with a single strong voice.
- Provide the LA & CCG and ICS with a single strategic development partner.
- Support and encourage care quality development and management across the sector.
- Develop in partnership sector wide digital innovations and system support.
- Produce business cases for additional resources to support development in the sector, accessing a wider range of funding than the LA or CCG.
- Act as a procurement lead negotiating sector wide discounts and preferential rates.
- Improved joint work around recruitment and retention, training, and staffing development.

11. Implications for the Council

• Working with People

Developing a strategic partner in the form of the Care Association gives us capacity and key people to work with who can represent and shape the future of care and support with us locally.

The proposed grant funding for the sector embodies shaping solutions with providers and end users that can develop jointly shaped and co-owned change. We have listened to voices across the care sector and there is excitement in working to make a range of cases for changes that the grant funding could support. There is also the opportunity to delivery on other strategic priorities as there are interdependencies with housing and support.

• Working with Partners

Care businesses, their staff as well as partners across the statutory and voluntary health and social care market all have had a role in shaping each of the proposals and have an even more important role in ensuring the proposals outlined are delivered effectively.

• Place Based Working

The age profile of our local population and the expected needs moving forward will mean a local approach will be required in this work. There are a cohort of people that may require care support

who will want to remain very local to where they live now, keeping local support networks active as people move into a care setting is very important. We are more aware of where over time demand is expected to manifest, which will present opportunities and strategic planning implications for the care home market.

Adult social care is increasingly working in a place-based way, the different locality hubs and the work with primary care networks has led to strong relationships with partners and local providers and led to case level outcome improvements across the range of our provision. The proposals will allow us to build on these already strong relationships to keep staff in the sector, support provider development and foster a culture of local innovation. A more locally focussed approaches to issues like staff development.

- **Climate Change and Air Quality**

Connected to place-based working as more local care provision is developed there should be less travel by families and carers, some of whom maybe travelling outside Kirklees to visit someone if current models do not adapt.

The clearer picture of demand at a local level should mean providers can make better investment in buildings, it is expected new developments would be significantly more efficient than some current assets.

- **Improving outcomes for children**

There will be no impact.

- **Other (e.g., Legal/Financial or Human Resources)**

There is a financial implication to each proposal:

- A. Seeking delegated authority for the Strategic Director for Adults and Health to grant fund the development of a strategic partner in the Kirklees Care Association – budget cost of £119k across the first two years which would be the remainder of 21/22, and 22/23 into 23/24 depending on the point the grant commences. Subject to final agreement it is anticipated that it will be jointly funded by NHS Kirklees CCG and Kirklees Council, but the total value will be administered by Kirklees Council.
- B. Seeking delegated authority for the Strategic Director for Adults and Health to oversee a hardship and innovation grant support for the local care sector from resources already identified within the 2021/22 budget of up to £500k.

In terms of the legal implications, the Council has a statutory duty under section 5 (1) of the Care Act 2014 to promote the efficient and effective operation of a market in services for meeting the care and support needs with a view to ensuring that any person in its area wishing to access services in the market has a variety of providers to choose from ;has a variety of high quality services to choose from; and has sufficient information to make an informed decision about how to meet the needs in question.

In performing the section 5 (1) duty the Council under section 5 (2) must have regard to the need to ensure that it is aware of current and likely future demand for such services and to consider how providers might meet that demand; and the importance of ensuring the sustainability of the market; the importance of fostering continuous improvement in the quality of services and the efficiency and effectiveness with which such services are provided and for encouraging innovation in their provision; the importance of fostering a workforce whose members are able to ensure the delivery of high quality services .the Council must have regard to the Care and Support Statutory Guidance (last updated 27 August 2021) and in particular chapter 4 on market shaping and commissioning of adult care and support .

The Council has power to provide grants under the General Power of Competence under Section 1 of the Localism Act 2011 subject to acting reasonably in public law terms and rules relating to Subsidy Control.

A true grant in accordance with Financial Procedure Rules 22.1 (a) and 22.12 will not be caught by competition requirements requiring procurement under the council's Contract Procedure Rules and the Public Contracts Regulations 2015.

The Council must comply with its Public Sector Equality duty under Section 149 of the Equality Act 2010.

Do you need an Integrated Impact Assessment (IIA)?

An IIA stage one has been completed and the mitigations and evidence in place suggest no stage 2 assessment is required.

12. Consultees and their opinions

Kirklees Care Association – there have been a number of discussions and various feedback from the Care Association regarding the need to invest in the sector, and also to invest in the Kirklees Care Association. The current restrictions around grant funding available to the sector have been a cause of concern to the Care Association. The Kirklees Care Association have been engaged in the develop of both solutions and co-produced the business case.

Risk and Procurement – Risk and Procurement colleagues have been engaged in shaping the business case for a Kirklees Care Association and support the approach taken around sustainability, risk identification and 24-month review.

Finance – Finance colleagues have been party to the ongoing feedback from the sector around support for the Kirklees Care Association and the availability of grant funding. They support the use of FPR to fulfil the requirement and the approach taken to grant use to develop the Kirklees Care Association.

13. Next steps and timelines

Subject to approval by Cabinet, steps will be taken to implement the grant agreement with the Kirklees Care Association. Steps will also be taken to communicate the Hardship and Innovation grant offer to the sector and outline the process for application and use of the fund. The aim would be to have both grants in place by November 2021.

Regular briefings will be arranged with the Cabinet Member for Health and Social Care to update them on progress across both grants.

14. Officer recommendations and reasons

It is recommended Cabinet delegate authority to the Strategic Director for Adults and Health to administer grant fund up to £119k for the development of a strategic partner in the Kirklees Care Association for the years 2021/22 and 2022/23 and into 2023/24 in accordance with Financial Procedure Rule 22.12 the cost to be born equally between the Council and NHS Kirklees CCG.

It is recommended Cabinet delegate authority to the Strategic Director for Adults and Health to design and oversee a hardship and innovation grant support scheme for the local adult social care sector up to £500k from existing Council budget for 2021/22.

It is recommended that Cabinet note the broader pressures in the care home system.

As this report describes the care sector has and continues to experience significant challenges in relation to staffing, demand, additional COVID19 responsibilities and a difficult winter. The recommendations would allow the Council to build a stronger relationship with a key external partner to support co-produced sector change.

The second recommendation will allow the Council to provide support to providers locally who are seeking to diversify or require investment to improve the range of care available locally.

15. Cabinet Portfolio Holder's recommendations

- a. Cabinet support delegated authority to the Strategic Director for Adults and Health to grant fund the development of a strategic partner in the Kirklees Care Association.
- b. Cabinet support delegated authority to the Strategic Director for Adults and Health to grant fund hardship and innovation support for the local care sector.
- c. Cabinet notes the broader pressures in the care home system.

16. Contact officers

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17. Service Director responsible

Michelle Cross – Service Director Mental Health & Learning Disabilities.

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Name of meeting: Cabinet

Date: 12 October 2021

Title of report: Proposal for delivering more affordable homes through Right to Buy (RTB) buyback

Purpose of report: The purpose of this report is to outline the issues with the RTB buyback programme and to seek approval from the Cabinet to introduce a capped negative Net Present Value (NPV) under certain circumstances when seeking to purchase properties from the open market.

[NB: NPV is the key indicator used to assess the financial viability of longer-term investments made by the council.]

<p>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</p>	<p>Yes/ no or Not Applicable Yes</p> <p>If yes give the reason why Expenditure > £250,000 and affects more than 2 wards</p>
<p>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></p>	<p>Key Decision – Yes/No Yes</p> <p>Private Report/Private Appendix – No</p>
<p>The Decision - Is it eligible for call in by Scrutiny?</p>	<p>Yes/No or Not Applicable Yes</p>
<p>Date signed off by <u>Strategic Director</u> & name</p> <p>Is it also signed off by the Service Director for Finance?</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning?</p>	<p>David Shepherd – 1 October 2021</p> <p>Eamonn Croston – 30 September 2021</p> <p>Julie Muscroft – 1 October 2021</p>
<p>Cabinet member portfolio</p>	<p>Give name of Portfolio Holder/s Councillor Cathy Scott</p>

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public.

Has GDPR been considered? Yes – no implications.

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1. Summary

Approximately 200 council homes are lost through the Right to Buy (RTB) each year and the number of active applications on the housing register is rising, (15,490 on 1 September 2021), impacting on the council's ability to rehouse those most in need of affordable housing.

The Council's newbuild programme will help deliver more housing but is in its early years of delivery whilst the pipeline matures into deliverable sites.

It is therefore important the council continues to grow its housing stock through the purchase of Right to Buy Back properties (RTBB). The RTBB programme has proven to be a successful tool in helping to address a range of issues as well as contributing to re-housing people on our waiting list.

However, the Council has found it challenging to achieve its target of 35 acquisitions per year to mitigate the effects of the RTB and avoid having to return unspent RTB receipts to central government (MHCLG).

35% of all purchase opportunities are lost (40 homes in 2020/21) because house price increases over the past year mean that the Council cannot pay market value for the type of homes that are most needed and recover its investment over 30 years based on the rental stream (i.e. achieve a zero or better NPV). The Council is unable to exercise the right of first refusal because it cannot offer market value for many property types due to the high negative NPV. Five opportunities have already been lost this year. The pipeline of potential RTBB has dried up as we continue to turn vendors away because we are unable to offer anywhere near market value.

To increase housing supply and mitigate the risk of having to return unspent RTB receipts to MHCLG, this report outlines some options for consideration.

Option 1: Approve property purchases with a capped negative NPV under certain circumstances

Option 2: Change the assumptions in the financial appraisal model

Option 3: Do nothing

2. Information required to take a decision

2.1. Council context

The council has a RTBB programme which contributes on average an additional 30-35 properties per year to the Council's housing stock. This programme assists the Council in reducing pressure on the waiting list and spending its RTB receipts and also in meeting its wider strategic priorities. These include working with Access to Housing and Adult Social Care to source particular property types that can be adapted for households with a specific need, working with Children's Services to identify potential children's homes and the provision of move-on accommodation for single homeless people.

Based on Choose 'n' move bid data taken over a 5-year period, three-bedroom properties attract the highest average number of bids at 117 per property. 3-bedroom homes have a relatively low turnover rate and therefore a household, even with a priority banding for example due to homelessness must wait almost a year on average to be re-housed. Increased house prices mean that virtually all 3-bedroom houses that come on the market are above what the Council can pay, making it increasingly difficult to meet demand and reduce waiting times.

The Council is also seeking to deliver suitable accommodation options at pace under the Afghan relocation schemes and the buybacks programme is expected to play a part in this. It is important that the Council can maximise all opportunities to acquire property quickly to facilitate the relocation programme and to reduce the distress caused by families in acute housing need having to wait so long for suitable property to become available.

With the decision to redevelop the high-rise flats at Berry Brow, there will shortly be a significant need for suitable homes to re-house tenants displaced by the proposals. It is important that the Council can increase its supply of 1- and 2-bedroom accommodation in areas that residents have expressed a desire to live in to enable the decant process to be completed quickly and efficiently.

The rules governing retained RTB receipts require the receipts to be spent within 5 years (extended from 3 years by MHCLG in April 2021) and can be used to fund up to 40% of the total cost of purchasing and refurbishing existing properties. If receipts are not spent within the required time limit, they must be repaid with interest of 4% over base rate.

In March 2021, MHCLG announced that from April 2022 the RTBB programme will only be able to make up 50% of the Council's total delivery using capital receipts (dropping to 40% in 2023 and 30% from April 2024). It is particularly important to have a large RTBB programme this year to get a good head start against spend targets that arise from the council's ambition and the forecasted receipts profile.

2.2. National and local context - Covid19 Pandemic and the creation of a buoyant housing market

The gradual lifting of lockdown restrictions, the introduction of a stamp duty holiday, the furlough scheme, a recovering economy, and record-low mortgage rates have resulted in propelled house prices and sales. According to the Office of National Statistics (ONS), average house prices rose sharply in the latter part of 2020 in the Yorkshire and Humber area, to a high of 7.6% in November. Savills project a 28% rise in prices in Yorkshire over the next five years.

2.3. Rising house prices

Paragraph 2.2 sets out how house prices have increased over the past year meaning that properties once affordable at market value are not anymore. This, combined with the Council's low rents, make it increasingly difficult to find suitable purchases within the agreed financial parameters, particularly for the most highly demanded property types.

There are gaps of between £15k and £45k between the average market value for the most highly demanded property types and the average price the Council can afford to pay on the rents it charges.

In some cases, the Council is unable to offer market value to acquire flats in blocks and this could leave it vulnerable when it comes to ensuring that essential fire safety works are implemented and maintained.

2.4. Fewer vendors approach the council direct & need to exercise right of pre-emption

The number of direct vendor RTBB scheme enquiries fell last year and has not yet recovered to the levels seen before the pandemic. Considerable officer time is being spent trying to generate new purchase leads but has had limited success because of the increase in house prices.

The Council could deliver more homes for social rent, more efficiently by purchasing back all properties where the right of pre-emption applies. However, section 158(1) Housing Act 1985 states that the Council must pay market value which generally results in an unviable purchase.

2.5. Poor financial return on investment (NPV)

In order for a purchase to be considered a good investment, it should have a positive or zero NPV over 30 years i.e. the cost to the HRA of acquiring and refurbishing the property is recovered through the rental stream within 30 years. 35% of all property enquiries last year did not proceed due to the Council's inability to offer market value and still recover its investment

within 30 years. Only 14% of property enquiries translate into purchases. Of the 40 properties bought since 1 April 2020, only 7 are high demand archetypes in wards with above average demand. High house prices and the resulting negative NPV means that the Council can only afford to purchase low value properties in less popular areas.

2.6. Options for consideration

Option 1: Approve property purchases with a negative NPV under the circumstances set out in Table 1 below and include in the 30-year business plan.

Table 1

Property type	Maximum negative NPV	Circumstances when the negative NPV is acceptable
Bungalow	-£31,000	<ul style="list-style-type: none"> Property has been adapted or is adaptable Accessible Homes Team has identified a specific household for whom the property would be suitable Property is in a ward with above average demand for bungalows (based on average bid data from Choose N Move over past 5 years)
House 2 bed	-£15,000	<ul style="list-style-type: none"> Property is in a ward with above average demand for 2 bed accommodation (based on average bid data from Choose N Move over past 5 years). Purchase would help achieve wider strategic objectives e.g., estate improvement/regeneration, action to reduce ASB.
House 3 bed	-£15,000	<ul style="list-style-type: none"> All properties
Flat 1 bed	-£4,000	<ul style="list-style-type: none"> Purchase would help achieve wider strategic objectives e.g., estate improvement/regeneration, action to reduce ASB Purchase returns the block to full Council ownership Property is in a block with an internal communal area.
Flat/Maisonettes 2 bed	-£6,000	<ul style="list-style-type: none"> As 1 bed flats

Proposed NPVs based on cost of actual opportunities since 01st April 2021 (bungalows since 1 April 2020).

Applying these parameters would have allowed the Council to take forward 18 out of 24 opportunities so far this year. To date we have progressed only 5 opportunities. This is the recommended option and if approved, we would expect to be able to purchase 6-7 properties per month.

If all purchases were at the maximum negative NPV, as a worst-case scenario, the RTBB programme for 2021/22 would show a negative NPV of **-£12,800** and the Council's initial investment would be recovered over a longer cashflow period. This assumes the programme is made up of 1/3 3-bed houses, 1/3 2-bed houses and 1/3 1 and 2 bed flats and is affordable within the parameters of the 30-year HRA Business Model. In practice this worst-case scenario will not apply this year given that not all purchases approved to date have a negative NPV.

Any purchase will be supported by an independent valuation confirming that the agreed price represents market value and will be subject to the same delegated authority as it is now.

Option 2: Change the assumptions in the financial appraisal model.

It is appreciated that this option will need careful consideration and modelling by the Finance team before it could be implemented. It is recommended that consideration is given to this option and a decision made on its implementation later.

Option 3: Do nothing

This option is not recommended because of the risks it carries.

The continued risk of opportunities to mitigate the impact of RTB being lost because the Council cannot afford to pay market value. Based on figures so far this year, this equates to losing 55% of potential purchases with the corresponding effect on the waiting list and the Council's ability to house people quickly and appropriately.

There is a risk that the Council will not spend its RTB receipts by the deadlines imposed by MHCLG if the number of properties it is able to purchase is limited. This carries potential reputational as well as financial risk.

There is a risk that simple measures such as purchasing a property that is causing blight or anti-social behaviour concerns in a community will not be possible if the Council cannot pay a market value. This could have a negative impact on communities and the desirability of housing locally.

If Option 3 is preferred, we forecast completing 24 purchases by year end, based on activity since the start of the financial year. These would be lower value purchases because they are likely to be primarily flats. Whilst this doesn't carry any immediate risk of underspending RTB capital receipts, it puts increased pressure on the newbuild programme to deliver as it is unlikely RTBB can make up any shortfalls in numbers and spend caused by unforeseen delays in the housebuilding programme.

3. Implications for the Council

- **Working with People**

There is overwhelming demand for 3-bedroom properties in virtually all wards. This proposal will enable the purchase of more family homes across the Borough to assist the Council in meeting our citizens' needs in the most highly demanded areas. Increasing the supply of Council housing will help to reduce waiting times for applicants meaning that they spend less time in unsuitable accommodation.

The council is currently also needing to find alternative accommodation for those tenants who will be rehoused from high rise as part of the Cabinet's approval to develop proposals to remediate, refurbish or replace the existing blocks. There is also an urgent need to provide larger properties for Afghan refugees and implementation of Option 1 will enable suitable properties in appropriate areas to be identified quickly. This is in line with the Council's overall ambition for safe and cohesive communities.

Improving the Council's ability to purchase property will help to reduce the number of former Council properties entering the private rented sector. This sector plays a useful role; however, rents are higher, there is poor security of tenure, and the safety and quality of some accommodation can be below acceptable standards. Increased numbers of Council houses will help to reduce the number of people who are living in expensive, unsuitable, and poor quality private rented accommodation with the corresponding knock-on effect on their health, wellbeing, income, and quality of life. In turn, this will reduce the number of households who present as homeless due to private sector tenancies ending and will help to reduce Housing Benefit costs.

- **Working with Partners**

Officers have built up relationships with several property agents across the Borough and are working with internal colleagues to identify potential purchase opportunities and the areas and property types that are in highest demand.

The Housing Growth Team is working with colleagues in the Building Safety Team to identify multi tenure Council blocks where it would be beneficial from a health and safety viewpoint for all

flats in the block to be in Council ownership. This proposal will enable the RTBB scheme to offer market value to acquire these properties should the owners wish to sell.

- **Place Based Working**

A working group has been set up involving Partnerships and Community Cohesion colleagues in respect of the Afghan Resettlement projects to ensure that the accommodation options put forward are appropriate for both the refugees and the communities in which they will live.

The recommended option would allow the purchase of properties at a capped negative NPV in circumstances where it would help to reduce anti-social behaviour or blight in a community and where it would contribute towards wider estate regeneration and improvement initiatives.

This proposal would have a positive impact on other Council priorities such as the major refurbishment proposals at Buxton House and the redevelopment at Berry Brow. It would enable the Council to acquire the leasehold properties at Buxton House to facilitate the refurbishment. Being able to purchase smaller properties in more desirable and expensive areas will improve the range of alternative accommodation that can be offered to residents displaced from Berry Brow which will in turn make the decant process quicker and smoother.

- **Climate Change and Air Quality**

Repair and improvement work is carried out on all purchases prior to letting. This includes the provision of additional carbon reduction measures such as increased loft insulation, installation of energy efficient heating systems and draft proofing to increase the SAP banding to at least a C in line with the Council's aims for its existing stock. This has the added benefit of reduced running costs for residents which contributes to the Council's affordable warmth aims.

- **Improving outcomes for children**

Approval of Option 1 is likely to lead to an increase in the supply of family housing. In turn this will help to ensure that more children get a good start because they live in safe, affordable, and decent accommodation. The knock-on effects of good quality housing on children's health, education and general wellbeing are well known.

- **Other (e.g., Legal/Financial or Human Resources)**

Increasing the number of property purchases will have an impact on the workload of the Legal team. The team are actively recruiting additional resources to deal with the expected increase in conveyancing instructions. The team also have access to three frameworks of external solicitors who can be instructed where necessary to alleviate pressure on the in-house team.

4. Consultees and their opinions

- The proposal was presented to Senior Management Team (SMT) on 9 June. SMT asked for worst case scenario modelling to be undertaken to show what the impact would be on the HRA Business Plan. This was done and the results are set out in paragraph 2.6 above.
- The proposal was presented to Senior Leadership Team (SLT) on 22 June. SLT supported the immediate implementation of Option 1 subject to the decision being ratified by Cabinet and the overall negative NPV of the RTBB programme not exceeding -£250k. As a result, terms have been agreed on an additional 6 purchases. The NPV for the buyback programme for 2021/22 is currently positive at £4k.
- The proposal was discussed with the Portfolio Holder on 5 July. Councillor Scott was very supportive of the proposal.
- The proposal was presented to Executive Team on 20 September.
- The proposal was presented to Leadership Management Team on 27 September.
- Consultation with the Council's in-house Legal Team on 1 October. Expected numbers and timescale for purchases discussed and confirmation given that a successful recruitment would mean that the expected numbers of purchases could be dealt with in-house.

- Consultation is on-going with the Afghan and Refugee Resettlement Programme working group to ensure that properties put forward for the programme are suitable.

5. Next steps and timelines

- Prepare implementation plans for Option 1, subject to the Cabinet decision. Officers will continue to identify suitable properties to acquire under the new parameters.
- It is anticipated that 6-7 purchases can be identified each month. This has the potential to increase the number of buybacks purchased by 50%.

6. Officer recommendations and reasons

Cabinet is recommended to approve Option 1 - Approve property purchases with a negative NPV under the circumstances set out in Table 1 above and include in the 30-year business plan.

Of the three options proposed, Option 1 offers the quickest and best opportunity to:

Help meet increasing demand for affordable housing within Kirklees, including specialist housing for particular groups such as Afghan refugees, people with physical disabilities and existing tenants who need to relocate to facilitate redevelopment and remodelling proposals.

Reduce pressure on the council house waiting list.

Assist the Council in undertaking essential fire safety work in communal blocks

Help alleviate other issues for Kirklees residents such as overcrowding, unsuitable and expensive private sector accommodation, and community cohesion.

7. Cabinet Portfolio Holder's recommendations

The Cabinet Portfolio Holder recommends that Cabinet approves Option 1 as it provides a simple and effective means of maximising opportunities for the Council to deliver more social rented housing in Kirklees and to reduce the impact that the general lack of good quality affordable housing is currently having on families and communities.

8. Contact officer

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 Ext 71870

9. Background Papers and History of Decisions

- September 2012: agreement with Secretary of State to retain receipt following the sale of council houses through the RTB
- Supported by the Councils ongoing/existing policy to buy former council housing stock
- 2017 HGB approvals to increase spend thresholds to £125k per property
- 2020 HGB approvals to increase spend thresholds to £150k per property

10. Service Director responsible

Naz Parkar, Service Director Homes & Neighbourhoods

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Name of meeting: Cabinet / Council
Date: 12 October 2021 / 13 October 2021

Title of report: Council budget strategy update; 2022/23 and future years

Purpose of the report

To determine the Cabinet’s approach to the annual update of the Council’s Medium Term Financial Plan (MTFP). This is reported to full Council each year and sets a framework for the development of draft spending plans for future years by officers and Cabinet.

Key decision – is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Key decision - is it in the <u>Council’s Forward Plan (key decisions and private reports)</u>?	Key decision - Yes
The Decision - Is it eligible for “call in” by <u>Scrutiny</u>?	No
Date signed off by Strategic Director & name	Rachel Spencer-Henshall, 4 October 2021
Is it also signed off by the Service Director for Finance	Eamonn Croston, 4 October 2021
Is it also signed off by the Service Director – Legal, Governance & Commissioning ?	Julie Muscroft, 4 October 2021
Cabinet member <u>portfolio - Corporate</u>	Cllr Paul Davies

Electoral wards affected: All

Ward Councillors consulted: All

Public or private: Public

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

1. Summary

1.1 Introduction

1.1.1 This report sets out the financial planning framework for subsequent development of budget proposals for consideration at Budget Council for the financial year 2022/23, and future years.

- 1.1.2 The Cabinet is required under Financial Procedure Rules to submit to Council a provisional budget strategy update no later than October, each year, for endorsement.
- 1.1.3 On the same Cabinet agenda is the 'Council Plan', which updates the 2020 Corporate Plan to March 2023. The Corporate Plan sets out how the Council will deliver against its shared outcomes over the period.
- 1.1.4 The Council Plan also provides relevant context regarding COVID impact and the Council's focus on recovery.
- 1.1.5 Cabinet has already commenced work with the Executive Team to develop the budget for 2022/23 and beyond and will be looking to develop proposals that continue to build on their ambition for inclusive investment that supports Council priorities while being mindful of the broader context set out in this report.

National Context

1.2 UK economic outlook

- 1.2.1 Table 1 below sets out a range of indicator trends across a 3 year period, extracted from KPMG's most recent quarterly UK Economic Outlook paper, published on June 2021:

Table 1 – KPMG Economic Outlook Quarter 1 2021/22

Headline economic indicator	2020 actual %	2021 forecast %	2022 forecast %
Gross Domestic Product (GDP)	-9.8 (-7.2)	6.6 (2.8)	5.4
Consumer Spending	-10.6 (-9.5)	5.7 (1.3)	8.6
Investment	-8.8 (-12.6)	8.0 (1.8)	6.6
Unemployment rate	4.5 (8.6)	5.1 (11.0)	5.3
Inflation	0.9 (1.0)	1.7 (0.8)	2.1
Base Interest rate	0.1 (0.1)	0.1 (0.1)	0.1

- 1.2.2 The bracketed indicators show equivalent forecasts from the Quarter 1, 2020 KPMG report, which was early on in terms of the emerging global and national economic impacts of COVID. The comparative data suggests an overall improvement in economic outlook over the rolling 3 year period, albeit it remains overall below pre-COVID levels.
- 1.2.3 The Office of Budget Responsibility (OBR) review of public finances also for Quarter 1, 2021 reported that the budget deficit for Quarter 1 was £19 billion lower than its initial March forecast; a combination of stronger than expected receipts and lower

than expected spending.

1.2.4 More recently, The Bank of England Monetary Policy Committee on 23 September 2021 reported that UK GDP was projected to recover further over the remainder of the year, with demand growth boosted by a waning impact from COVID.

1.2.5 However, there was projected to be a period of excess demand in the near term, before demand and supply were expected to return broadly to balance as demand growth slowed and constraints on supply eased. CPI inflation was projected to rise temporarily in the near term, to 4% in 2021 Quarter 4, owing largely to developments in energy and goods prices. CPI inflation was expected to fall back to close to the 2% target in the medium term.

1.3 Spending Review 2021 (SR21)

1.3.1 Government launched a 3 year spending consultation on 7 September 2021, which will conclude on 27 October, alongside the Autumn Budget 2021.

1.3.2 The spending review (SR21) will set out the Government Plan 'Build Back Better' to deliver the priorities for the British People and continue to support businesses and jobs; through ensuring strong and innovative public services, levelling up across the UK to increase and spread opportunity, leading the transition to Net Zero across the country and more globally, advancing Global Britain and seizing the opportunities of EU Exit; and delivering the Government's Plan for Growth.

1.3.3 The Chancellor's SR21 launch letter is included at Appendix H to this report for reference.

1.3.4 The other key Government announcement also published on 7 September 2021, was "Build Back Better - Our Plan for Health and Social Care".

1.3.5 This announcement which sits alongside SR21 sets out plans for record investment in Health and Social Care of around £12 billion per year across the UK over the next 3 years. In broad terms it sets out the following intent:

- i) £5.4bn funding for NHS in 2021/22 – includes £578m for hospital discharge programme, £1bn COVID backlogs, £2.8bn enhanced infection control measures;
- ii) implement a Health & Social care levy from April 2022 (equivalent to 1.25% annual uplift in employer & employee NI rates); expected to raise £12bn per annum over next 3 years for NHS and social care funding.

1.3.6 The above includes £5.4bn investment in social care over the next 3 years to deliver the funding and system reform commitments set out in the Health & Social Care Plan; including £500m over 3 years to support the social care workforce.

1.3.7 In the narrative of the Plan, Government further states that it will:

".....ensure Local Authorities have access to sustainable funding for core budgets at the Spending Review. We expect demographic and unit cost pressures will be met through Council Tax, social care precept, and long-term efficiencies; the overall level of Local Government funding, including Council Tax and social care precept, will be determined in the round at the Spending Review in the normal way....."

1.3.8 As previously reported to Council as part of last year's MTFS update report, the IFS report on the future outlook for Council finances (published 24 September 2020) suggested a structural funding gap in social care funding requirement over the 2022-25 period of just under £13bn (mid-range scenario).

1.3.9 While the above headline announcements on 7 September are clearly significant, until the detail behind the headlines is subsequently released, it is too early to assess at this stage what any funding will translate to locally, relative to existing baseline MTFS assumptions for 2022/23.

1.4 Other National Policy developments

1.4.1 There are a number of current national policy developments that are also likely to have some bearing on regional and local strategies, resource allocations, funding and Place shaping agendas over the medium term, including the following:

Integration & Innovation; working together to improve health & social care for all

1.4.2 Released on 11 February 2021, this white paper sets out proposals for a Health & Care Bill; integration within the NHS to remove some of the cumbersome boundaries to collaboration and to make working together an organising principle; and greater collaboration between the NHS and local government, as well as wider delivery partners, to deliver improved outcomes to health and wellbeing for local people.

As part of the SR21 launch on 7 September 2021, Government also committed to a future social care/health integration white paper; timescale to be determined.

Social Housing white paper

1.4.3 Released on 17 November 2020, this white paper sets out a Charter for Social Housing residents'. Government will work with the regulator of social housing to create a strong, proactive consumer regulatory regime, strengthening the formal standards against which landlords are regulated.

Environment Bill

1.4.4 Currently going through its Parliamentary stages, this bill Includes details on creating a new governance framework for the environment; a new direction for resources and waste management; improving air quality; securing our water services; enhancing our green spaces; and updating laws on chemicals (REACH).

Planning for the future consultation

1.4.5 This proposes reforms of the planning system to streamline and modernise the planning process, bring a new focus to design and sustainability, improve the system of developer contributions to infrastructure, and ensure more land is available for development where it is needed.

Levelling up agenda

1.4.6 Government has committed to an Autumn 2021 white paper on levelling up agenda, including a pledge to hand more power to local leaders, with the possibility of elected mayors for Counties.

National Fair Funding/Business Rates review

1.4.7 Government had previously confirmed a 'pause' in planned local government funding reforms which had in scope the implementation of a national Council 75% Business Rates Retention Scheme and re-basing of Council funding through a National Fair Funding Review, from April 2021. It is anticipated that this could be further delayed to the next spending review.

1.5 Local Context

1.5.1 Last year's budget round continued the theme of recent budget rounds which included targeted investment to support the Administration's key priorities; outstanding children's services, tackling climate change and Investing in our places.

1.5.2 Approved Council budget plans for 2021/22 delivered a balanced general fund and HRA budget, and revenue and capital investment to support the Council's ambitions and priorities. It was also underpinned by a level of revenue reserves deemed adequate to meet potential budget risks and provide sufficient organisational financial resilience and flexibility over the short to medium term.

1.5.3 Indicative spend and funding forecasts for the following 4 years reflected a general fund revenue budget gap of £14.6m in 2022/23, increasing to £21.0m by 2025/26, and a long term (30 year) financially sustainable HRA business plan.

1.5.4 Approved budget plans for 2021/22 also noted the emerging Dedicated Schools Grant deficit reflecting spending pressure mainly on High Needs funding block, forecast at the time to be in excess of £19m by the end of 2020/21.

1.5.5 The Council financial outturn report 2020/21 was reported to Cabinet on 27 July and Council on 8 September 2021, and noted the significant impact of COVID on unplanned Council spend of over £200m in excess of approved budgets; mitigated in the main by a range of Government funding support.

1.5.6 The 2020/21 financial outturn report also noted the roll forward of £49m specific COVID related funding received in 2020/21, into 2021/22, through earmarked reserves, and which it is anticipated will largely be applied in 2021/22 (see also section 2.9).

1.5.7 The Council's 2021/22 Quarter 1 financial monitoring report to Cabinet on 31 August 2021 shows continued in-year general fund revenue COVID pressures of £27m, with compensating in-year Government specific COVID grants and £6.1m drawdown from earmarked COVID response reserves. Government continues to closely monitor local government sectoral COVID pressures as it did in 2020/21, and this Council will likewise continue to monitor and review COVID impacts on service pressures locally and as part of continued sectoral dialogue with Government to ensure the true costs of the pandemic are understood; not just to date, but also in terms of COVID recovery, and emerging additional pressures and demands over the medium term.

1.5.8 The economic impact of COVID was also reflected in the Council's approved budget plans for 2021/22 in terms of local tax income base downward adjustments on council tax income base at £4.4m and business rates (Council share) at £4.5m. At this stage of the year, in-year local tax income collection forecasts are anticipated to be in line with these downward budgeted expectations. The extent to which the

Council's local tax income bases may recover (see also section 1.2 earlier), over the short to medium term will also be critical to the Council's emerging financial strategies and plans, alongside the forthcoming Government 3 year funding announcements on 27 October 2021.

Council Plan ambition

- 1.5.9 Local context also reflects a number of strategic developments to support the Council Plan ambition. Many of these are included within existing budget plans, and some are significant emerging priorities that will be considered as part of subsequent budget development.
- 1.5.10 Existing multi-year budget plans include £37m capital investment over the 2021-26 period, and £4m base budget revenue investment over the 2020-23 period to support the Councils overall Waste Strategy. The Council's Waste and Resource strategy 2021-2030 received Council approval on 8 September 2021.
- 1.5.11 Subsequent to the above, the Council Waste disposal - interim contract arrangements were approved at Cabinet on 21 September 2021. This represents a key early milestone for the shaping of the 10 year Waste & Resources strategy.
- 1.5.12 The Cultural Heart, part of the Huddersfield Blueprint – Next Steps report was approved at Cabinet on 22 June 2021. The report set out proposals for an accelerated programme so that the Cultural Heart master plan and Outline Business Case (OBC) can be completed as soon as is practical, with the intention to bring back to Cabinet the master plan late this year, and the OBC by June 2022.
- 1.5.13 There are also a number of significant Council regeneration funding bids into Government including round 1 Levelling Up funding bid for Penistone upgrade at £48m, Huddersfield Market High Street fund bid at £18m, and through West Yorkshire Mayoral Combined Authority (WYMCA), significant regional bid into Government for a Sustainable Regional Transport Settlement for the region; the outcome of such bids expected to be confirmed as part of the 27 October Autumn Budget/SR21 announcement.
- 1.5.14 Existing budget plans also include a number of priority funds to support the Council's Investment ambition, including a Strategic Investment fund at £4.9m, and an Inclusive Investment fund at £3m.
- 1.5.15 Existing budget plans also include a number of priority funds to support the Council's Inclusion ambition, including Place Partnership funds of £2m for active travel and £1.4m for Mental Health and Domestic Abuse and the Local Welfare Provision fund at £2.4m.
- 1.5.16 Existing budget plans include £900k revenue provision for preparations and delivery of Kirklees Year of Music 2023 programme over 2 years. Existing plans also include a Transformation fund for £2.3m to support the development of priority Council transformational activity including SEND, Waste Strategy and Adults. A specific recovery fund at £2m also supports a range of COVID impacted environmental backlog and recovery work. Further funds that support the Place agenda include Ward activity at £1.4m and Place Standard Investment Fund at £0.5m.

1.6 Financial Planning Framework for 2022/23- Key Principles

- 1.6.1 The starting point for the Council's updated Medium Term Financial Plan (MTFP) are the existing revenue budget plans 2021 to 2026, approved at Budget Council on 10 February 2021, and updated 5 year capital plans 2021 to 2026, approved by Council on 8 September 2021 as part of the 2020/21 Financial Outturn & Rollover report.
- 1.6.2 The baseline financial planning framework set out in this report covers the 2022-26 period. The intention is that as part of subsequent budget development, this will incorporate spend and funding forecasts for a new year 5 (2026/27) for revenue and capital, that will be included as part of the annual report to Budget Council in February 2022.
- 1.6.3 In light of the significance of the 3 year Spending Review (SR21) and Health and Social Care headline funding announcements set out earlier in this report, and the extensive detailed clarifications required how they will subsequently translate into funding at a local level over the 2022-25 period, the baseline spend and funding assumptions at this stage remain unchanged from those set out as part of the approved budget plans at Budget Council on 10 February 2021.
- 1.6.4 The baseline (net) spend and funding control totals set out in this report provide the basis for Cabinet to then formulate and recommend draft budget proposals for 2022/23 to deliver a balanced budget, and updated budget forecasts for future years. Cabinet recommendations will be considered at Budget Council on 16 February 2022, in accordance with the corporate budget timetable.
- 1.6.5 The baseline planning framework also includes the continuing roll forward of existing £37m financial resilience risk reserves, £19.3m demand risk reserves and £10m general balances, into 2022/23, at this stage. This will be critical to supporting the Chief Finance (& s151) Officer judgement on the adequacy of reserves going forward to underwrite the potential range of unbudgeted risks captured in the Council's most current corporate risk register (see also, Appendix E).
- 1.6.6 The above approach also acknowledges the most significant current unbudgeted risk; namely continuing spend pressures in excess of available funding on the Dedicated Schools Grant (DSG) High need block. All existing reserves will be subject to ongoing review through the remainder of the current budget round.
- 1.6.7 Baseline general fund revenue budget spend and funding forecasts over the 2022-26 period, are summarised at Table 2 below:

Table 2 – Summary General Fund baseline Budget spend and funding forecasts 2022-26:

	22/23	23/24	24/25	25/26
	£m	£m	£m	£m
Net spend	328.1	337.0	354.9	359.1
Funding	(311.5)	(319.9)	(330.6)	(338.1)
Use of Reserves	(2.0)	-	-	-
Budget Gap (MTFP 21-26)	14.6	17.1	24.3	21.0

- 1.6.8 The budget figures set out at Table 2 above result in a baseline budget gap of £14.6m in 2022/23, rising to £17.1m in 2023/24, £24.3m in 2024/25 and £21.0m in 2025/26. The baseline position, in light of emerging national and local intelligence aligned to Council plan ambition and priorities, will be factored into subsequent

budget development through the remainder of this budget round to enable a balanced budget to be delivered for 2022/23, alongside updated forecasts for future years.

- 1.6.9 The key baseline (net) spend and funding assumptions underpinning Table 2 above are described in more detail in the following sections in this report in this report.

Dedicated Schools Grant (DSG) deficit

- 1.6.10 The 2020/21 Council financial outturn & rollover report reported an in-year Dedicated Schools Grant (DSG) deficit of £10.7m and a year-end accumulated deficit of £25m; mainly due to spend pressures against the High Needs funding block. The 2021/22 Quarter 1 financial monitoring report to Cabinet on 31 August noted that this pressure was forecast to increase to at least £33m by current year end.
- 1.6.11 Both the in-year DSG deficit and accumulated DSG deficit are accounted for separately from other General fund net spend. The deficit is carried forward on the Council balance sheet through an 'unusable reserve'. However, notwithstanding the 'technical' accounting treatment of the deficit, the actual impact of the deficit on overall Council finances is real. The Council's auditors, Grant Thornton, as part of their update report to Corporate & Governance Audit Committee on 24 September 2021, highlighted the significance of the DSG deficit risk in relation to the Council's medium term financial sustainability, and will feature heavily as part of their forthcoming annual VFM (Value for Money) assessment of the Council.
- 1.6.12 The increasing DSG deficit pressure has been reported extensively to Cabinet and Council over recent times. The Council has invested significantly over the past 2 years in a wide ranging Special Educational Needs and Disabilities (SEND) transformation agenda which includes £2.6m revenue and headline £28m capital investment (district sufficiency) over the period; the latter investment following an update report to Cabinet on 5 October expected to increase further to £36m.
- 1.6.13 The Council is in current dialogue with the Education, Skills and Funding Agency (ESFA) regarding a draft management plan that builds on the transformation action plan and district sufficiency plans. The intention with the management plan is for the Council to work to an in-year break even position of spend versus funding against the High needs funding block, by 2026/27, in conjunction with a 'safety valve' funding agreement with ESFA to offset the accumulated DSG deficit.
- 1.6.14 Also as previously reported, the Government's National Fair Funding (NFF) formula review for schools resulted in a baseline uplift in the Council's High Needs funding block by £7m in 2018/19. However, due to transitional funding arrangements following NFF implementation, actual annual baseline uplifts in the Council's High Needs funding block from 2018/19 have been in £1m increments only. Had the Council received the full £7m uplift from 2018/19, the forecast DSG deficit by current year end would be nearer £15m, not £33m. While clearly there are significant pressures, the extent of the accumulated DSG deficit to date would have been significantly less.
- 1.6.15 At this stage ESFA has indicated that they are in discussions with an increasing number of Councils on their DSG deficit pressures, and the availability of ESFA funding support and how much, cannot be confirmed until later in the year, following SR21 announcement. The intention is to bring back to Cabinet in due course, an

update on the Management plan and ESFA funding support position once confirmed.

1.7 Housing Revenue Account (HRA)

- 1.7.1 HRA budget plans support the delivery of a high quality landlord service to 22,000 Council tenancies and 1,030 leaseholders alongside supporting the Council's strategic HRA capital investment ambitions, within a self-financed and wholly ring-fenced 30 year HRA business plan
- 1.7.2 The Government social housing White Paper; 'The Charter for social housing residents' published in November 2020 sets out proposals that are intended to deliver transformational change for social housing residents, with clear expectations what every social housing resident should be able to expect, from safety to engagement, and which, once enshrined in future legislation will underpin the key HRA business plan priorities (see also section 2.12).

1.8 Capital Investment

- 1.8.1 The Financial Outturn Report presented to Council on 8 September 2021 updated the capital plan budget for 2021-22 at £230.3m; subsequently re-phased and adjusted post approval to £229.1m following Quarter 1 Financial Monitoring Report to Cabinet on 31 August 2021.
- 1.8.2 The updated Council multi-year capital plans are detailed in Appendix D and summarised in table 3 below:

Table 3 – Updated Multi-Year Capital Plans

Capital Plan – Primary Outcomes	21/22 £m	22/23 £m	23/24 £m	24/25 £m	25/26 £m	Total £m
Aspire & Achieve	24.6	20.4	15.1	11.6	3.7	75.4
Best Start	3.4	4.1	1.7	0.0	0.0	9.2
Independent	6.1	8.0	2.2	8.9	0.2	25.4
Sustainable Economy	126.6	199.6	81.4	48.9	118.4	574.9
Well	13.5	4.6	3.8	2.4	1.8	26.1
Safe & Cohesive	0.2	0.0	0.0	0.0	0.0	0.2
Clean & Green	11.4	8.3	26.1	4.6	2.3	52.7
Efficient & Effective	4.5	2.2	1.5	1.5	2.2	11.9
General Fund	190.3	247.2	131.8	77.9	128.6	775.8
HRA - Independent	38.8	38.3	32.1	35.2	39.5	183.9
Council Total	229.1	285.5	163.9	113.1	168.1	959.7

- 1.8.3 Existing Council multi-year capital plans include significant strategic priority spend on West Yorkshire Mayoral Combined Authority (WYMCA) funded Schemes, investment in regeneration activity in Town Centres, Waste Management Plant and Infrastructure, Day Services Support for Vulnerable Adults and investment in Special Education Needs Schools.
- 1.8.4 Cabinet received a report on the Council's vision for a new Cultural Heart (22 June 2021), built around the Queensgate Market and the existing library and art gallery building. The Council's existing multi-year plan includes £34.2m which will be utilised in part to support Gateway 1 (master plan) and 2 (outline business case) feasibility work on the pretext that there will be a capital programme from this initial

development work. As noted earlier in this report within section 1.5, emerging resource implications from the above will be factored into subsequent budget development as appropriate.

- 1.8.5 The Council has bid to the Government Levelling Up Fund (round 1) for a package of works for £48m, to improve travel along the Penistone Line between Huddersfield, Barnsley, and Sheffield. The Council has also made a bid, through the West Yorkshire Combined Authority, to the Government’s City Region Sustainable Transport Settlement to help address growth and productivity, Levelling Up West Yorkshire and Decarbonisation through investment in bus priority/bus fleet, planning ahead for mass transit and increased accessibility to public transport, Electric Vehicle charging infrastructure and active travel modes of travel. This bid also includes provision for future highway services budgets, such as highway maintenance.
- 1.8.6 Other major Council bids include round 1 Levelling Up funding bid for Penistone upgrade at £48m and Huddersfield Market High Street fund bid at £18m. The outcome of these bids, including further levelling up bidding rounds, are expected as part of the 27 October 2021 Autumn Budget announcement and, will be factored into subsequent updated capital plans as appropriate.
- 1.8.7 The updated Council multi-year capital plans set out in this report will continue to be reviewed and re-freshed on an ongoing basis through the corporate annual reporting cycle. This will include consideration of further re-phasing and prioritisation of schemes within existing plans.

2. Information required to take a decision

- 2.1 This report includes a range of supporting information set out in the following appendices:

Appendices

A	Summary funding and spend assumptions in existing MTFP
B	General Fund Reserves
C	Summary Housing Revenue Account (including reserves)
D	Summary Updated Capital Investment Plan 2021 and future years
E	Corporate Risk Register
F	Corporate Budget Timetable
G	Sensitivity analysis – key assumptions
H	SR2021 Launch Letter

2.2 General Fund

- 2.2.1 Appendix A represents a high level summary of funding and spend control totals and assumptions over the 2022 to 2026 period, approved as part of the existing 2021-26 MTFP by Budget Council in February 2021. The following sections of this report set out in these underpinning assumptions in more detail.

FUNDING ASSUMPTIONS

2.3 Business Rates

Business Rates Retention Scheme

- 2.3.1 Current budget plans included a reduction in local share of Business Rates income of 5%, or £3m, in 2021/22 as a result of the economic impact of COVID on local tax revenues. The existing MTFP assumes gradual recovery of this income to pre-COVID levels by 2024/25.
- 2.3.2 There was also a budgeted reduction in the Business Rates collection rate, with an assumed rate of 95.6% in 2021/22. This was estimated in existing plans to recover to pre-COVID levels of 98.6% by 2024/25; equating to an additional £0.5m income per annum over the 2022-24 period, from the 2021/22 baseline.
- 2.3.3 Settlement Funding Assessment (SFA) uplifts of 1.0% per annum are also included in the existing MTFP, from 2022/23 onwards; equating to additional income of approximately £1.0m each year. Actual uplifts will be confirmed after Spending Review 2021 in October.

2.4 Leeds City Region (LCR) Business Rates Pool

- 2.4.1 Kirklees is part of the Leeds City Region Business Rates Pool in 2021/22. The levy gain to the Pool is 50%, with the remaining 50% returned to Government. The existing pool will cease at current year end and on 13 September 2021 Government invited new pool applications for 2022/23 with a deadline of 8 October 2021. Pool arrangements for 2022/23 will have the same benefits and risks as the current 2021/22 Pools.
- 2.4.2 Pool members are currently reviewing options for 2022/23 to meet the Government deadline, and at the time of writing this report, it is anticipated that, through delegated authority to the Chief Executive and Service Director – Finance, in consultation with the Leader and Corporate Portfolio holder, the Council will express its intention to continue as a member of the Pool for 2022/23. At this stage this is an expression of interest, and following the release of the provisional financial settlement expected mid-December, prospective Pool members have a further 28 days to consider their final decision.

2.5 Council Tax

Referendum Principles 2022/23

- 2.5.1 Existing budget plans assume an annual Council Tax uplift of 1.99% per annum over 2022/23 and subsequent years, with an assumed continuation of the referendum limit for Councils at 2% in 2022/23. It is at the discretion of Councils to decide whether or not to uplift Council Tax up to the referendum limit. An annual Council Tax uplift of 1.99% in 2022/23 is equivalent to £4.0m.
- 2.5.2 At Band 'A' level, an overall 1.99% uplift in 2022/23, would be equivalent to an annual uplift of £21.87; (equivalent to £0.42 per week) from £1,098.75 in 2021/22 to £1,120.62 in 2022/23 (before fire, police and parish council precepts).
- 2.5.3 At Band 'D' level, a 1.99% uplift in 2022/23 would be equivalent to an annual uplift of £32.80; (equivalent to £0.63 per week) from £1,648.13 in 2021/22 to £1,680.93 in 2022/23.
- 2.5.4 Referendum principles do not currently apply to Parish Councils, but this area is being kept under active review by Government.

- 2.5.5 Last year's spending review (SR20) allowed Councils with Social Care responsibilities local discretion to uplift Council tax in 2021/22 up to a maximum of a further 3%. This could be taken in its entirety in 2021/22 or split over 2021/22 and 2022/23. Approved 2021-26 budget plans reflected the maximum allowable uplift of 3% for Adult Social Care (ASC) precept in 2021/22; equivalent to £5.6m. This was ringfenced to support adult social care base budget spend requirements in 2021/22.
- 2.5.6 As noted in section 1.3, the Health and Social Care Reform announcement, made on 7 September 2021, indicated that local authorities will have to fund their "demographic and unit cost pressures" from a combination of "council tax, social care precept and long-term efficiencies". This suggests that the ASC precept will continue going forwards. At this stage, officers have not incorporated ASC precept income into baseline funding assumptions, pending confirmation in SR21.

Council Tax Base

- 2.5.7 The 2021/22 Council Tax Base (CTB), approved as part of the 2021-26 Annual Budget Report, incorporated a series of negative adjustments reflecting the forecast wider economic impact of COVID on Council Tax income. In total, the adjustments amounted to a £4.4m reduction in budgeted Council Tax income for 2021/22, compared to previous estimates included in the 2020-23 MTFP. The existing budget plans include a gradual return to pre-COVID forecasts over time.
- 2.5.8 Housing growth projections were dampened down in the CTB calculations, with growth of only 500 Band D equivalents assumed in 2021/22. Existing budget plans include an estimated 1,000 Band D equivalents per annum thereafter; bringing the growth assumptions largely back in line with the local plan (2013-2031). Growth of 1000 Band D's generates in the region of £1.6m additional Council Tax revenues based on the 2021/22 Band D Council Tax charge of £1,648.13.
- 2.5.9 2021/22 CTB calculations also incorporated an increase in working age Local Council Tax Support claimants to 27,000, from a pre-COVID level of 23,000, as a result of more residents experiencing a loss in disposable income. The local Council Tax Reduction (CTR) scheme supports some of the borough's households on low incomes, is means tested and eligible claimants receive up to 80% discount from their full council tax liability. The local scheme only applies to those of working age. The national pension age scheme means there is no such minimum payment and eligible pensioners can receive up to 100% discount.
- 2.5.10 Existing budget plans assume a reduction in working age CTR claimants by 1,000 per annum from 2022/23, returning to the original 23,000 baseline by 2025/26. This equates to an additional £0.5m Council Tax income per annum over the 2022-25 period.
- 2.5.11 Future year CTB figures will be subject to regular review given the relative high level of volatility and sensitivity linked to the short to medium term impact of both COVID and other longer-term structural impacts on the UK and local economy. The assumed CTB bad debt requirement for 2021/22 was set at 2.76%, compared to 1.43% in 2020/21. The 2021-26 MTFP assumed a reduction in the bad debt requirement over time, recovering to pre-COVID levels by 2024/25.

2.6 Un-ringfenced Grants

- 2.6.1 While these grants are separately identifiable, the Council can apply this funding flexibly to meet overall Council spend priorities. Budgets for 2021/22 included additional “one off” grant streams totalling £17.6m, announced as part of SR20 to fund ongoing impacts of COVID. Existing plans assume that these funding streams will cease in 2022/23.
- 2.6.2 A new Lower Tier Services Grant (LTSG) was also announced as part of the 2021 Financial settlement. This funding stream, of £111m nationally, was funded out of surplus New Homes Bonus (NHB) monies. Given the potential of funding reforms going forwards, existing budget plans assume that this grant will be for one year only, with Kirklees £0.5m allocation dropping out in 2022/23.
- 2.6.3 The future of NHB is unclear, and existing budget plans assume that any reduction in NHB may be added back into the national funding pot and re-distributed across local authorities based on need as per the refreshed formulae derived out of the eventual Fair Funding Review. In the absence of any further intelligence, current budget figures assume that the net impact of this will be neutral for Kirklees, with the NHB estimate for 2022/23 onwards being maintained at the current level of £2.8m.
- 2.6.4 Housing and Council Tax Administration Grant allocations are forecast in current budget plans to reduce year on year by about £150k. This reflects the assumed pace of Universal Credit rollout across the borough, and consequential impact on reduced grant required due to decreasing volumes of Housing Benefit directly administered by the Council over the period.

2.7 Schools Funding (Dedicated Schools Grant or DSG)

- 2.7.1 The Department for Education has recently issued illustrative figures for the 2022/23 school funding round. The settlement will include funds for a minimum increase of 2.65% per pupil in comparison to 2021/22 individual school funding levels per pupil. The National Funding Formula (NFF) factors for 2022/23 will show an average rise of 2.81%
- 2.7.2 The increasing number of local schools already fully funded by the NFF will see the full 2.81% average increase. Many local schools are still in receipt of cash protection via the Government’s Minimum Funding Guarantee mechanism – they will see their share of the NFF increase by the average 2.89% but their cash protection will reduce as a consequence such that the worst overall outcome for them would be the 2% minimum increase per pupil.
- 2.7.3 Kirklees’ Schools Block funding allocation for 2021/22 is £325m, The High Needs Block is, £48.6m the Early Years Block £29.3m and the Central Schools Services Block £2.27m. The Government has published indicative figures on 14 September 2021 for 2022/23 (the final allocation figures will be confirmed in December 2021). The Schools Block is illustrated to increase by nearly £7.15m.
- 2.7.4 The High Needs Block allocation will rise to £53.7m. The Central Schools Services Block will be similar to its 2021-22 level at £2.36m. No illustrative amount has yet been provided for the 2022/23 Early Years Block of funding.
- 2.7.5 The prospects for schools funding beyond 2022/23 will be confirmed through SR21. Government has also re-affirmed its intention to have every school in every local

authority funded by the 'hard' National Funding Formula in due course, through a recent NFF consultation.

2.8 SPENDING PLAN ASSUMPTIONS – key highlights

- 2.8.1 Existing budget plans include £550k per annum for continued children's social care inflationary pressures, and additional base budget resources of approximately £11m per annum over the 2022 to 2026 period for adults volume/complexity of need pressures, and provider cost pressures; the latter relating to social care external provider costs impacted on by an assumed continuation of annual national living wage uplifts in the region of 4.6% over the period.
- 2.8.2 The above assumptions will be subject to detailed service review and challenge through the remainder of the budget round; in particular with regard to updated business intelligence informing modelled service demand scenarios, and potential mitigating service actions.
- 2.8.3 Existing budget plans continue to assume that a number of current specific adult social care grants will roll forward into 2022/23 baseline. These include the existing Social Care grant at £13.5m and the Improved Better Care Fund (iBCF) totalling £15.4m. There is also funding allocated through the Better Care Fund (BCF) pooled with Health, with the Council share about £19.5m. This (along with the iBCF) has national reporting conditions and joint health sign off agreements.
- 2.8.4 In addition to the above, existing budget plans include further incremental increases in social care grant funding of £11.0m per annum over the duration of the MTFP to offset continuing and growing pressures in Adult Social Care. Any uplift in Adult Social Care funding for growth pressures will be announced as part of SR21, which will also incorporate the Government plan for Health and Social Care, referenced in section 1.3 of this report. The level of funding support made available will have to be considered alongside the Government intention to continue with social care precepts over the 2022-25 period.
- 2.8.5 Existing budget plans also assume future year inflationary uplifts on the Better Care Fund of £600k per annum over the 2022-26 period.
- 2.8.6 The Council's current Private Finance Initiative (PFI) Waste Contract was due to end in 2022/23 with the option of an extension for a further 2 years (see also para 1.5.9 earlier). The associated fall out of the Waste PFI credit is included in existing budget plans with an additional budget requirement of £3.2m from 2023/24 onwards.

Central budgets

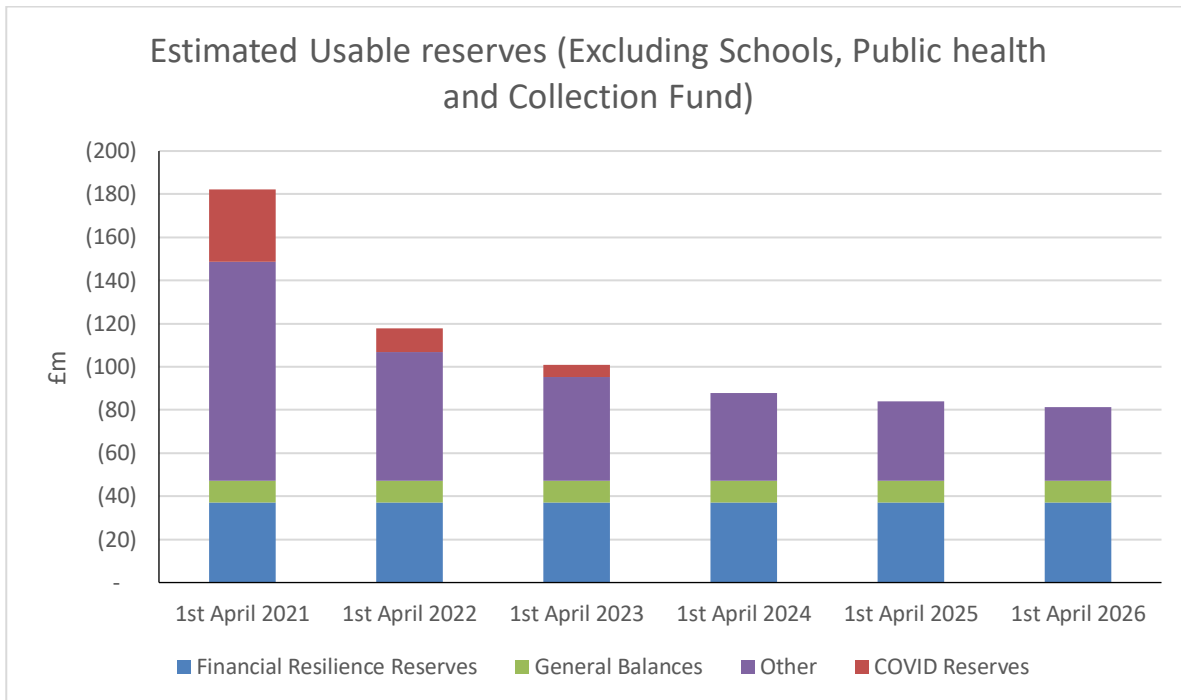
- 2.8.7 Existing budget plans include pay awards at 2% per annum from 2022/23, with National Living Wage annual uplifts across social care provider contracted services assumed to be in the region of 4.6% per annum to 2026; notwithstanding the actual 2.2% National Living Wage (NLW) increase in 2021/22. Also included is an estimated 1% increase in employer contributions, equivalent to £1.6m, to the West Yorkshire Pension Fund for the next tri-ennial review period 2023-2026.
- 2.8.8 Elsewhere, cash limited budgets remain for non-pay inflation across the 2022-26 period, with the expectation that services manage efficiently and effectively within these inflationary constraints. Income inflation across fees and charges is assumed

at 1.5% per annum, other than car parking and markets income, which assume zero uplift.

- 2.8.9 A further base budget of £5m was included in the approved 2021/22 budget to reflect the likelihood of continued income loss from sales, fees and charges and commercial rents as a result of COVID, over the medium term. This budget reduces to £4m in 2022/23 and by a further £1m per annum thereafter over the remainder of the existing MTFP, in anticipation of the medium-term recovery of the local economy.
- 2.8.10 Existing Treasury Management budgets include provision for historic and future debt requirements, short and longer term borrowing strategies, and cashflow management. They also take into consideration CIPFA Prudential Borrowing Code and Government Treasury Management guidance including longer term considerations of borrowing affordability and sustainability.
- 2.8.11 Future debt requirements also align to Council multi-year approved capital plan prudential borrowing requirements. They also factor in prudent slippage assumptions on schemes funded by borrowing; currently 30% and the repayment of existing loans as they become due. These assumptions, along with projected interest rates will be reviewed and refreshed throughout the budget process.
- 2.8.12 There are some significant markers in this report around future Council ambition, including the Cultural Heart part of the Huddersfield Blueprint not currently included in the baseline treasury budgets. Depending on subsequent strategic outline case (masterplan) proposals to be presented to Cabinet later this year, and associated capital costs, this is likely to have a significant impact on emerging treasury management budget proposals.
- 2.8.13 Council treasury management policy relating to minimum revenue provision (annual revenue resources set aside for repayment of debt, also known as MRP), was revised from 2017/18 onwards. This resulted in a reduced ongoing MRP requirement over the 2017 to 2027 period, effectively 'releasing' annual base budget to support organisational flexibility and financial resilience over the medium to longer term.
- 2.8.14 Given the scale of short-term pressures facing the council in the wake of COVID, existing budget plans assume the maximum allowable MRP unwind of £13.7m in 2022/23, to be applied to reduce the overall budget gap. Likewise, the remaining £13.6m balance of MRP budget is assumed to be released in 2023/24; this being the final year of the unwind.

2.9 General Fund Revenue Reserves

- 2.9.1 Updated forecast general fund revenue reserves over the 2021 to 2026 period are shown graphically below. These reserves are set out in more detail at Appendix B together with a summary explanation of each reserve held.



2.9.2 Usable reserves (excluding Schools and Public Health) on 1 April 2021 at £182.3m, equates to 57.3% of the 2021/22 net annual revenue budget of £317.9m. This balance includes £62.5m of COVID related reserves, largely created from the roll forward of unspent COVID grants received in 2020/21, for which expenditure is largely anticipated to be incurred by 31 March 2023.

2.9.3 If the COVID related reserves are excluded from the calculation, the adjusted useable reserves balance as at 1 April 2021 is £119.8m, or 37.7% of the 2021/22 (net) revenue budget; equivalent to approximately 19.5 weeks in-year (net) spend. It should be noted that the equivalent useable reserves balance at 1 April 2020, before the impact of COVID funding, was £107.9m. For comparator purposes, based on the recently updated CIPFA resilience index using 2019/20 revenue outturn data, the median percentage across the 36 metropolitan Councils on this particular indicator was 37% as at 31 March 2020, accepting that this data is a snapshot in time from 12 months back.

2.9.4 The significance of this indicator is that it features as part of CIPFA’s suite of ‘financial resilience’ performance indicators developed to support officers, members and other stakeholders as an independent and objective suite of indicators that measure the relative financial sustainability and resilience of Councils, given extensive and ongoing national coverage and concern about financial sustainability across the local government sector.

2.9.5 Based on the above graph, Useable Reserves are forecast to reduce to £78.5m by year end 2025/26, which equates to 25% or just under 13 weeks (net) spend, based on current budgets. This includes the planned drawn down over the period of set aside earmarked funds to support key Council Plan priorities over the period.

2.9.6 Under Section 25 of the Local Government act (2003), in setting annual budgets the statutory s151 officer is required to give positive assurance statements in relation to the robustness of budget estimates and the adequacy of reserves and balances. There is no prescriptive guidance on the latter. Most recent sectoral

guidance comes from a joint CIPFA/Local Authority Accounting Panel paper in 2014, which states:

- i) when reviewing their medium term financial plans and preparing their annual budgets, local authorities should consider the establishment and maintenance of reserves;*
- ii) authorities should make their own judgements on such matters taking into account all the relevant local circumstances; and*
- iii) in assessing the appropriate level of reserves, a well-managed authority will ensure that the reserves are not only adequate but are also necessary. There is a broad range within which authorities might reasonably operate depending on their particular circumstances.*

2.9.7 The outlined reserves position takes into account the above guidance, but also acknowledges the continued volatility in the budget risk environment within which the Council is operating both currently and over the medium term, as referenced in sections 1.2 to 1.5 of this report.

2.9.8 Financial resilience reserves at £37.1m and demand reserves at £19.3m remain key elements of the Council's budget strategy in terms of Council financial resilience and sustainability to manage unbudgeted risks and pressures over the current year and 2022 to 2026 period; the current most significant unbudgeted pressure being the Council's forecast DSG deficit at least £33m by the end of the current financial year. These were also the minimum financial reserves requirement recommendations by the Chief Financial Officer at least to the start of 2022/23, as set out in the 2021-26 Annual Budget Report, alongside £10m general balances minimum provision. Reserves requirements are also informed by the Council's corporate risk register; current version attached at Appendix E for information.

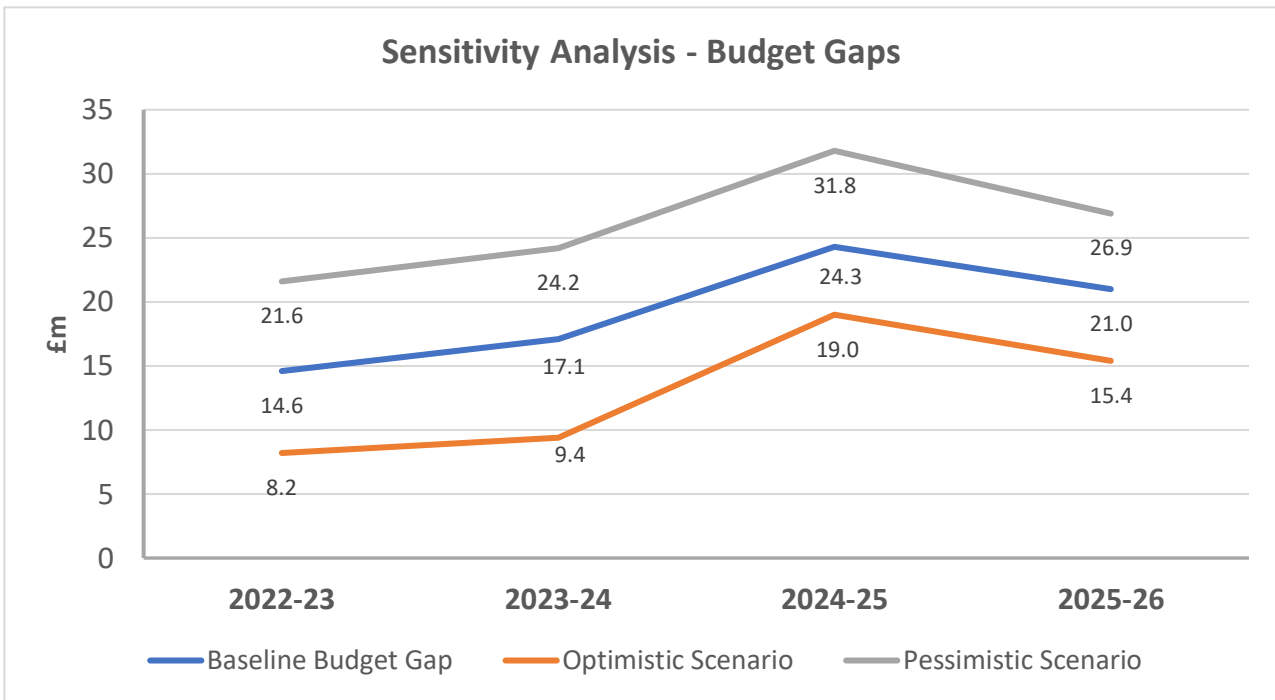
2.9.9 A further assessment of reserves requirements will be undertaken throughout the remainder of the budget round and will be reported as part of the Annual Budget report to Council in February 2022.

2.10 Budget Forecasts – Sensitivity Analysis

2.10.1 The baseline budget figures presented in this report are underpinned by a number of funding and spend assumptions. Included at Appendix G are a range of potential sensitivities relative to these baseline budget forecast assumptions.

2.10.2 The range of sensitivities reflect marginal changes to a number of key assumptions but illustrate the potential extent of volatility of budget forecasts due to such adjustments, and the cumulative effect of these over time.

2.10.3 The impacts of the budget forecast sensitivities are summarised in the graph below.



2.10.4 Illustratively here, the starting point budget gap in 2022/23 could span a range of £13.4m; from £8.2m to a £21.6m deficit. This reflects the uncertainty surrounding the residual effects of COVID on the Council’s bottom line, both in terms of Council Tax and Business Rates income and also the potential ongoing cost and income pressures within the general fund, relative to baseline assumptions.

2.10.5 It is intended that this sensitivity analysis will continue to be reviewed to include longer-range treasury management forecasts, together with expanded resources and spend sensitivity forecasts going forward.

2.11 Flexible Capital Receipts Strategy

2.11.1 The Current flexible capital receipts strategy guidance is set out by the Ministry of Housing, Communities and Local Government (MHCLG), and previously applied over the 2016-22 period. The web link to current Government guidance is shown below:

[Final Guidance on flexible use of capital receipts](#)

2.11.2 As part of the 2021/22 Final Financial Settlement announcement, Government confirmed that the strategy would be extended for a further 3 years to cover the 2022-25 period.

2.11.3 Government intend to provide further details of the 2022-25 extension in due course. National guidance states that the flexible use of in-year capital receipts must be approved by full Council annually, which this Council has done to date over the 2016-22 period. Any proposals to extend the policy for another 3 years would need to be approved by Council and incorporated accordingly into forthcoming budget proposals.

2.12 Housing Revenue Account (HRA)

- 2.12.1 The overarching context for the financial planning framework for the HRA is a sustainable, self-financed 30 year HRA business plan, which delivers the following key objectives:
- i) annual servicing of HRA debt
 - ii) capital improvements and maintenance of all Council housing stock to a minimum decency standard ,
 - iii) delivery of high quality and cost effective housing management and repair service, and
 - iv) inclusion of funding for a number of HRA strategic capital priorities and scope to consider further investment opportunities
- 2.12.2 Existing baseline HRA spending and income control totals are summarised at Appendix C, including assumed Government allowable maximum rent uplifts of CPI+1% per annum over the 2020-25 period. For illustration, every 1% rent uplift raises about £800k additional rental income. The assumed rent uplift is currently 3% over the 2020-25 period, and 2% thereafter, and the CPI rate for 2022/23 will be based on the actual September 2021 CPI rate.
- 2.12.3 Other assumptions include Right to Buys over the 2022 to 2026 period continuing at about 200 per annum based on current trends, void level targets of 1.1% and the continuation of the transfer into a bad debt provision to provide for bad and doubtful debts.
- 2.12.4 The gradual uplift takes account of predicted rollout of universal credit, which includes housing benefit, and the adverse impact of direct payments to an increasing number of tenants in terms of timing of payments, consequential impact on household income and ability to pay backdated rents, and HRA bad debt provision requirement.
- 2.12.5 HRA revenue reserves commitments include a set aside of £4m for business risks; in particular, with regard to proposed welfare reform changes. The balance of commitments includes £1.5m working balance, and the planned build up (sinking fund) of reserves to support longer term HRA business plan capital investment requirements.
- 2.12.6 The Council regularly reviews and updates the HRA business plan with the aim to produce a self-financed and balanced budget position over the 30 year plan that delivers the key objectives set out in paragraph 2.12.1 above.

3. Implications for the Council

- 3.1 The Council's budget plans support the overall delivery of the following Council objectives and Priorities within available resources:
- i) Working with People
 - ii) Working with People
 - iii) Place Based Working
 - iv) Climate Change and Air Quality
 - v) Improving Outcomes for Children

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

- 3.2 A robust Medium Term Financial Plan and budget strategy is a key element of financial and service planning. This will be updated in detail by Budget Council on 16 February 2022. This report sets a framework for development of draft plans by officers and Cabinet, for consideration by all Members in due course.
- 3.3 Key funding and spend assumptions factored into the MTFP update will be subject to further review, informed by most current local and national intelligence, including the outcome of the 3 year SR2021, funding arrangement for the Health & Social Care Plan, and forecast economic trends on current COVID impacted demand management and service and local tax income assumptions over the medium term.
- 3.4 Any further material changes to funding and spend assumptions will be considered for incorporation into the finalised annual budget report as appropriate.

RISK ASSESSMENT

- 3.5 The MTFP update is based on a range of local and national intelligence, and risk assessments underpinning current and future funding and spend assumptions, acknowledging that the extent of these are all potential risk factors to the delivery of balanced budget plans over the medium term. These risk factors are summarised at Appendix E alongside identified management actions to mitigate the risks.

Financial Planning Framework

- 3.6 The updated budget plans set out in this report provide the planning framework for officers to bring forward proposals to Cabinet and members through the remainder of the current budget round, in order to deliver a balanced budget for 2022/23, indicative forward plan budget forecasts, and updated multi-year capital plans and associated funding.
- 3.7 The key budget timetable milestones for the remainder of this budget round are set out at Appendix F.

Budget Consultation

- 3.8 The Council's overall financial planning framework includes consideration of wider engagement, consultation and timetabling on residents and other stakeholder views on high level priorities in resource allocation, including consultation with representatives of non-domestic ratepayers.
- 3.9 In addition, there may be a requirement for more detailed service consultations, led by the relevant services, on specific service budget proposals. These will engage service users as early as possible and target the groups most likely to be affected.
- 3.10 There is also on-going engagement with the business and voluntary and community sectors.
- 3.11 The Council has a duty, under section 149 of the Equalities Act 2010, to comply with the Public Sector Equality duty when developing budget proposals. Key decisions include accompanying evidence available to members; namely officer led integrated impact assessments, which are reviewed and updated as appropriate, including key budget proposals. Integrated impact assessments are also made available on the Council's website, in a timely manner. This purpose of the assessments is to ensure

that decision makers have due regard to the Council's equalities duties on key decisions.

4. Consultees and their opinions

- 4.1 This report is based on consultation with the Council's Executive Team and Cabinet members in assessing the current issues, risks and factors to be addressed.

5. Next Steps

- 5.1 The Council's Chief Finance Officer (& Service Director, Finance) will co-ordinate the development of draft budget proposals and options and supporting budget documentation within the budget framework and planning totals along with the development of the budget consultation process.
- 5.2 Cabinet will bring forward detailed budget proposals in the new year, for consideration at Budget Council on 16 February 2022.

6. Cabinet portfolio-holders recommendations

The budget update report presented here sets out a number of key markers; national, regional and local with regard to ambitious long-term plans for the borough's residents, articulated through the accompanying Council Plan, that will be factored into subsequent budget developments. The report also makes reference to the forthcoming Autumn Budget/3 year spending review (SR21) announcement on 27 October and this will be hugely significant for the medium term financial sustainability of the local government sector; not just in terms of COVID recovery and supporting our local ambition for our own residents, but also the detail behind proposals for future social care funding.

The headline baseline assumptions set out in this report, at this stage, largely reflect those set out in the annual budget report approved at Budget Council in February 2021, for 2022/23 and future years, in light of the forthcoming and hugely significant Autumn Budget announcement. Following this, baseline funding and spend assumptions will be further reviewed, alongside other national and local intelligence, in the formulation of subsequent budget proposals.

Alongside this, our existing financial plan means we will be able to respond effectively to residents' priorities despite an uncertain environment. The Covid-19 pandemic continues to produce additional service demands and pressures on council finances. The council needs to be able to fund additional services where residents need them due to the pandemic or where we have had to reprioritise services to protect lives and livelihoods. We will manage our reserves down within this financial year and maintain a level that is prudent for an organisation of our size and reflects these uncertain circumstances.

7. Officer recommendations and reasons

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

- 7.1 note the funding and spend assumptions informing the updated budget forecasts as set out in section 2.3 to 2.12 of this report;
- 7.2 note current and forecast earmarked reserves and general balances as set out at

Appendix B;

- 7.3 note the decision on preferred option for Business Rates Pool arrangements for 2022/23 to be delegated to the Chief Executive and Service Director – Finance, in consultation with the Leader and Corporate Portfolio holder, as per Section 2.4 of this report;
- 7.4 note the updated multi-year capital budget plans as set out at Appendix D;
- 7.5 approve the financial planning framework set out in Section 1.4 of this report;
- 7.6 note the corporate budget timetable and approach set out at Appendix F; and
- 7.7 delegate authority to the Strategic Director Corporate Strategy, Commissioning and Public Health to agree the approach to budget consultation and relevant timescales in consultation with the Portfolio Holder for Corporate Services.

The above approach allows the updated budget plans to be adjusted subsequently for major factors identified and sets the basis for officers to update draft service plans within a clear Council budget framework.

8. Contact Officer

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Sarah Hill, Finance Manager, Finance
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9. Background papers and History of Decisions

Building Britain Better-Spending Review 21 launch, 7 September 2021
[Spending Review 2021 launch letter - GOV.UK](#)

Health & Social Care Plan launch, 7 September 2021
[Build Back Better - Our Plan for Health and Social Care - GOV.UK](#)

Annual budget report 2021/22 and future years; Budget Council 10 February 2021
[Agenda for Council on Wednesday 10th February 2021 \(Item 5\)](#)

Annual Financial Outturn and Rollover Report 2020/21 to Council 8 Sept 2021.
[Agenda for Council on Wednesday 8th September 2021 \(Item 10\)](#)

Financial monitoring report 2021/22; Quarter 1 to Cabinet 31 August 2021.
[Agenda for Cabinet on Tuesday 31st August 2021, 3.00 pm](#)

IFS; future outlook for Council finances, published 27 September 2020.
[Institute for Fiscal Studies about the future outlook for council finances](#)

KPMG Economic Outlook report; Quarter 1 2021/22.

<https://home.kpmg/uk/en/home/insights/2018/09/uk-economic-outlook.html>

Council Resources & Waste Strategy 2021-30

Agenda for Council on Wednesday 8th September (Item 9);

Interim Waste contract arrangements

Agenda for Cabinet on Tuesday 21st September 2021 (Item 9)

The Cultural heart – part of the Huddersfield Blueprint – next steps.

Agenda for Cabinet on Tuesday 22 June 2021 (Item 14)

SEND Masterplan-Capital investment & re-build of 2 Special schools

Agenda for Cabinet on Tuesday 5th October 2021 (Item 10)

Monetary Policy Committee Summary - September 2021.

Bank Rate maintained at 0.1% - September 2021 | Bank of England

Extension of flexible capital receipts policy

Extension of Flexible Capital Receipts Strategy

10. Service Director responsible

Eamonn Croston, Service Director, Finance

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2022-26 BASELINE FUNDING ASSUMPTIONS

	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k
2021/22 FUNDING LEVEL	(296,642)	(296,642)	(296,642)	(296,642)
2022-26 Assumptions:				
<u>Council Tax</u>				
Housing Supply Growth; 1000 Band D p.a.	(1,601)	(3,205)	(4,807)	(6,409)
Decline in CTR claimant numbers post-COVID	(527)	(1,055)	(1,582)	(2,109)
Recovery of Collection Rate post-COVID	(13)	(794)	(1,592)	(1,620)
Basic Council Tax Increase; 1.99% p.a.	(3,951)	(8,098)	(12,447)	(16,941)
	(6,092)	(13,152)	(20,428)	(27,079)
<u>Business Rates</u>				
Settlement Funding Assessment Uplift; 1% p.a.	(958)	(1,925)	(2,902)	(3,889)
Recovery of Collection Rate post-COVID	(434)	(906)	(1,355)	(1,355)
Recovery of Local Share post-COVID	(1,470)	(1,513)	(3,043)	(3,046)
	(2,862)	(4,344)	(7,300)	(8,290)
<u>Un-ringfenced Grants</u>				
Fall out of COVID grant streams	17,594	17,594	19,494	19,494
Other Un-ringfenced grant changes	683	834	984	1,134
	18,277	18,428	20,478	20,628
<u>Collection Fund</u>				
Collection Fund Repayment	(24,200)	(24,200)	(26,730)	(26,730)
Total 2022-26 Funding Assumptions:	(14,877)	(23,268)	(33,980)	(41,471)
FUNDING BASELINE 2022-26	(311,519)	(319,910)	(330,622)	(338,113)

2022-26 BASELINE SPENDING ASSUMPTIONS

	2022/23	2023/24	2024/25	2025/26
	£k	£k	£k	£k
NET 2021/22 BUDGET	317,925	317,925	317,925	317,925
2022-26 Spending Assumptions:				
<u>Children</u>				
Multi Systemic Therapy - grant funding	(423)	(423)	(423)	(423)
Multi Systemic Therapy base budget	400	400	400	400
External residential - reinvestment projects	593	593	593	593
Developing foster carer support (Mockingbird)	(170)	(170)	(170)	(170)
Children's social care - inflationary pressures	550	1,100	1,650	2,200
Realignment and baselining of existing social care grants	360	314	314	314
	1,310	1,814	2,364	2,914
<u>Adults</u>				
Demand led Pressures	4,264	8,428	12,588	16,748
Third Party Contracts	6,777	13,763	20,953	28,143
Adult Social Care assumed additional Government grant funding	(11,000)	(22,000)	(33,000)	(44,000)
Better Care Fund Government inflation uplift	(600)	(1,200)	(1,800)	(2,400)
Realignment and baselining of existing social care grants	(360)	(314)	(314)	(314)
	(919)	(1,323)	(1,573)	(1,823)
<u>Environment and Climate Change</u>				
Place infrastructure capacity	250	250	250	250
Waste Management - recycling investment	1,000	1,000	1,000	1,000
Waste PFI credit fall out	-	3,200	3,200	3,200
	1,250	4,450	4,450	4,450
<u>Corporate</u>				
Leisure Commissioning review	100	100	100	100
	100	100	100	100
<u>Central Budgets</u>				
Inflation Requirement	4,600	9,150	13,700	18,250
Treasury Management Requirement	3,917	3,917	3,917	3,917
MRP Requirement (reversal of release)	-	100	13,700	13,700
New efficiency savings	(500)	(500)	(500)	(500)
Place infrastructure capacity	500	500	500	500
Review of employer superannuation rate	-	1,600	1,600	1,600
Targeted support to CTR claimants	(1,500)	(1,500)	(1,500)	(1,500)
COVID Income Losses reduction	(1,000)	(2,000)	(3,000)	(4,000)
Capitalisation of Transformation Activity (reversal)	2,000	2,000	2,000	2,000
Joint Committee Levy Uplifts	400	800	1,200	1,600
	8,417	14,067	31,617	35,567
Total 2022-26 Net Spending Changes	10,158	19,108	36,958	41,208
SPENDING BASELINE 2022-26	328,083	337,033	354,883	359,133

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GENERAL FUND RESERVES

APPENDIX B

	Reserves position as at 1st April 2021	2021-26 Budget report Approved Transfers	Revised reserves position at 1st April 2021	Revised reserves position at 1st April 2022	Revised reserves position at 1st April 2023	Revised reserves position at 1st April 2024	Revised reserves position at 1st April 2025	Revised reserves position at 1st April 2026	Revised reserves position at 1st April 2027
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Statutory (School Reserves)									
Schools Balances	(13,562)	-	(13,562)	(13,562)	(13,562)	(13,562)	(13,562)	(13,562)	(13,562)
Total Statutory (School Reserves)	(13,562)	-	(13,562)	(13,562)	(13,562)	(13,562)	(13,562)	(13,562)	(13,562)
Earmarked							-		
Financial Resilience Reserves	(37,146)	-	(37,146)	(37,146)	(37,146)	(37,146)	(37,146)	(37,146)	(37,146)
Rollover	(604)	-	(604)	(256)	-	-	-	-	-
Revenue Grants (various)	(13,319)	-	(13,319)	(11,638)	(9,638)	(7,638)	(5,638)	(3,638)	(1,638)
Public Health	(1,539)	-	(1,539)	(1,539)	(1,539)	(1,539)	(1,539)	(1,539)	(1,539)
Stronger Families Grant	(1,531)	-	(1,531)	(1,031)	(531)	-	-	-	-
Insurance	(1,900)	-	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)
Ward Based Activity	(1,400)	-	(1,400)	(1,240)	(990)	(740)	(490)	(240)	-
Social Care Reserve	(2,099)	-	(2,099)	(1,599)	(1,099)	(599)	(99)	-	-
Property and Other Loans	(3,000)	-	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Strategic Investment support	(4,954)	-	(4,954)	(2,954)	(954)	-	-	-	-
Waste Management	(5,684)	2,000	(3,684)	(1,684)	-	-	-	-	-
Mental Health	(1,202)	-	(1,202)	(601)	-	-	-	-	-
Inclusive Investment	(3,000)	-	(3,000)	(2,000)	(1,000)	-	-	-	-
School PFI	(1,282)	-	(1,282)	-	-	-	-	-	-
Demand Reserve	(19,306)	-	(19,306)	(19,306)	(19,306)	(19,306)	(19,306)	(19,306)	(19,306)
Place Partnership Theme	(2,000)	-	(2,000)	(1,500)	(1,000)	(500)	-	-	-
Treasury Smoothing	(960)	-	(960)	(960)	(960)	(960)	(960)	(960)	(960)
Transformation	(2,348)	(2,000)	(4,348)	(2,848)	(1,348)	-	-	-	-
Place Standard	(500)	-	(500)	-	-	-	-	-	-
Local Welfare provision initiatives	-	(2,237)	(2,237)	-	-	-	-	-	-
Apprenticeship Levy	(3,191)	-	(3,191)	(3,191)	(3,191)	(3,191)	(3,191)	(3,191)	(3,191)
Other	(4,315)	-	(4,315)	(3,815)	(3,315)	(2,815)	(2,315)	(1,815)	(1,315)
Sub Total Earmarked Reserves	(111,280)	(2,237)	(113,517)	(98,208)	(86,917)	(79,334)	(75,584)	(72,735)	(69,995)
Earmarked (COVID Reserves)									
COVID Response	(19,994)	-	(19,994)	(11,000)	(5,500)	-	-	-	-
COVID Grants (various)	(5,604)	-	(5,604)	-	-	-	-	-	-
COVID Business Grants Reserve	(7,953)	-	(7,953)	-	-	-	-	-	-

	Reserves position as at 1st April 2021	2021-26 Budget report Approved Transfers	Revised reserves position at 1st April 2021	Revised reserves position at 1st April 2022	Revised reserves position at 1st April 2023	Revised reserves position at 1st April 2024	Revised reserves position at 1st April 2025	Revised reserves position at 1st April 2026	Revised reserves position at 1st April 2027
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<i>Sub Total Earmarked (COVID Reserves)</i>	<i>(33,551)</i>	<i>-</i>	<i>(33,551)</i>	<i>(11,000)</i>	<i>(5,500)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Earmarked (Collection Fund Technical Reserves)									
Extended Business Rate Relief Compensation	(23,955)	23,520	(435)	-	-	-	-	-	-
Tax Income Loss Compensation	(5,002)	-	(5,002)	-	-	-	-	-	-
<i>Sub Total Earmarked (Collection Fund)</i>	<i>(28,957)</i>	<i>23,520</i>	<i>(5,437)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
TOTAL EARMARKED	<i>(173,788)</i>	<i>21,283</i>	<i>(152,505)</i>	<i>(109,208)</i>	<i>(92,417)</i>	<i>(79,334)</i>	<i>(75,584)</i>	<i>(72,735)</i>	<i>(69,995)</i>
GENERAL BALANCES	(10,003)	-	(10,003)	(10,003)	(10,003)	(10,003)	(10,003)	(10,003)	(10,003)
GRAND TOTAL	<i>(197,353)</i>	<i>21,283</i>	<i>(176,070)</i>	<i>(132,773)</i>	<i>(115,982)</i>	<i>(102,899)</i>	<i>(99,149)</i>	<i>(96,300)</i>	<i>(93,560)</i>
<i>Total usable reserves (excluding schools and public health)</i>	<i>(182,252)</i>	<i>21,283</i>	<i>(160,969)</i>	<i>(117,672)</i>	<i>(100,881)</i>	<i>(87,798)</i>	<i>(84,048)</i>	<i>(81,199)</i>	<i>(78,459)</i>

Glossary of Reserves

RESERVE	DESCRIPTION
School Reserves	Statutory reserves relating to both individual schools balances/deficits carried forwards, and Dedicated Schools Grant (ring-fenced for schools related expenditure; surpluses/deficits carried forward).
Financial Resilience	Covers a range of potential costs highlighted in the Council's corporate risk register, including budget risks as set out in the sensitivity analysis within the 2021-26 Annual Budget report.
Rollover	To fund deferred spend commitments against approved rollover
Revenue Grants	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been occurred.
Public Health	Timing issues on Public Health grant spend commitments (Public health grant is statutorily ring-fenced)
Stronger Families	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
Insurance	Mitigates against risk from increased liabilities and insurance claims.
Ward Based Activity	Set aside reflecting timing issues on ward based activity spend commitments
Social Care	Set aside to cover phased rollout of a range of social care expenditure commitments as agreed at Cabinet, August 2018.
Property and Other Loans	Set aside in part against the potential risk of future loan defaults; in part to offset potential unfunded technical accounting entries on General Fund revenue arising purely arising from the introduction of a new local government accounting code intended to strengthen balance sheet transparency.
Adverse Weather	Mitigates against budget risk arising from severe weather events in the District (replaced by base budget provision from 2021/22 onwards).
Strategic Investment & Support	To address the scale of development costs required to support the upscaling of capital investment activity and major project activity over the MTFP.
Waste Management	To support the implementation of the Council's waste management strategy, including phased release over the MTFP to manage current PFI contract transition in light of the current Council PFI Waste Contract ending in 2022/23.
Mental Health (including Domestic abuse)	To support a number of local area based mental health initiatives.
Inclusive Investment Reserve	Set aside for a range of targeted development activity that supports the Council's inclusive investment ambition.
Schools PFI Reserve	Will be utilised to cover reduced DSG budget contributions to council services in 2020/21 and 2021/22
Demand Reserve	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity
Place Partnership Theme	To encourage Place specific local initiatives
Treasury Smoothing Reserve	This reserve has been set aside to manage the volatility surrounding treasury management budgets with respect to both potential changes in interest rates and the level of delivery of the capital plan.
Transformation Reserve	Set aside for strategic transformation developments over the next 12 to 24 months.
Place Standard Reserve	Set aside to support the resourcing of emerging Place Standard action plans.
Local Welfare Provision Initiatives	Set aside for a range of existing Local Welfare Provision measures to support some of the borough's vulnerable families and individuals in financial hardship
Apprenticeship Levy	Set aside to fund future payments into the Apprenticeship levy

RESERVE	DESCRIPTION
Transferred KNH Reserves	Reserves to be transferred in-year from Kirklees Neighbourhood Housing, following the transfer of KNH back to the Council from April 2021.
Other Earmarked	A range of smaller reserves earmarked for specific purposes.
COVID Response Reserve	Specific reserve set aside to cover the costs of the Council's COVID-19 response.
COVID Grants (various)	Represents specific COVID grants recognised in the Comprehensive Income and Expenditure Statement in 2020/21 before expenditure was occurred.
COVID Business Grants reserve	Reflects the balance of COVID-19 Business Grants received and recognised in 2020/21 before expenditure was incurred.
Extended Business Rate Relief Compensation	During 2020/21, local authorities received approximately £10bn in S31 grants to offset the reliefs given to businesses during lockdown. Under current collection fund accounting rules, the S31 grants received this year will not be discharged against the Collection Fund deficit until 2021/22. The full amount of additional s31 grants received has therefore been transferred into the extended business rates relief reserve, to be drawn down in 2021/22 against the rolled forwards collection fund deficit.
Local Tax Income Loss Compensation	Local authorities are being compensated for the loss of local tax income in 2020/21 as a result of COVID-19. The compensation amount has been transferred into the Tax Income Loss Compensation Reserve to be drawn down in future years against the rolled forwards collection fund deficit.
General Fund Balances	General reserve set at £10m to support general working capital and cashflow requirements.

HOUSING REVENUE ACCOUNT (HRA)

BASE BUDGET ASSUMPTIONS 2022-26	2022/23	2023/24	2024/25	2025/26
	£k	£k	£k	£k
Repair & Maintenance	26,895	27,170	27,580	24,659
<u>Housing Management</u>				
Home & Neighbourhoods Recharge	20,091	19,799	20,195	20,599
Other	18,469	18,469	18,469	18,469
Sub-total	38,560	38,268	38,664	39,068
<u>Other Expenditure</u>				
Depreciation charge	16,500	16,500	16,500	16,500
Interest on capital debt	7,367	7,162	7,082	7,082
Bad Debt Provision	1,000	1,000	1,000	1,000
Other	515	515	514	514
Sub-total	25,382	25,177	25,096	25,096
Total Expenditure	90,837	90,615	91,340	88,823
Dwelling rent income	(81,800)	(83,335)	(86,834)	(86,734)
Government Grant	(7,912)	(7,912)	(7,912)	(7,912)
Other	(3,798)	(3,846)	(3,893)	(3,941)
Total Income	(93,510)	(95,093)	(98,639)	(98,587)
Net Operating Expenditure	(2,673)	(4,478)	(7,299)	(9,764)
Planned funding support to Capital	2,673	4,478	7,299	9,764
Balanced Budget	0	0	0	0

HRA RESERVES 2021-26	2021/22	2022/23	2023/24	2024/25	2025/26
	£k	£k	£k	£k	£k
As at 1 April	(58,418)	(36,725)	(28,270)	(21,883)	(20,160)
Transfer of KNH Reserves	(3,086)				
In-year capital funding	19,279	8,455	6,387	1,723	1,397
Earmarked – Business Risk	4,000				
Earmarked – Working Balance	1,500				
As at 31 March (capital sinking fund rolled forward)	(36,725)	(28,270)	(21,883)	(20,160)	(18,763)

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Capital Plan Expenditure Summary

Capital Plan Expenditure Summary	Revised Capital Plan					Total £'000
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
General Fund:						
Aspire & Achieve	24,567	20,366	15,100	11,600	3,750	75,383
Best Start	3,369	4,100	1,750	0	0	9,219
Independent	6,133	7,980	2,161	8,863	250	25,387
Sustainable Economy	126,616	199,645	81,356	48,863	118,451	574,931
Well	13,548	4,627	3,760	2,433	1,688	26,056
Safe & Cohesive	172	0	0	0	0	172
Clean & Green	11,353	8,307	26,139	4,580	2,378	52,757
Efficient & Effective	4,518	2,170	1,555	1,550	2,128	11,921
General Fund Capital Plan	190,276	247,195	131,821	77,889	128,645	775,826
Housing Revenue Account:						
Independent - Strategic Priorities	12,701	16,965	14,387	18,740	19,197	81,990
Independent - Baseline	26,086	21,291	17,700	16,503	20,333	101,913
HRA Capital Plan	38,787	38,256	32,087	35,243	39,530	183,903
TOTAL EXPENDITURE	229,063	285,451	163,908	113,132	168,175	959,729

Capital Plan Funding Summary

Appendix D

	Revised Capital Plan					
General Fund Funding Summary	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
<i>Direct / Earmarked Contributions to Schemes</i>						
Capital Grants/Contributions	72,178	116,407	71,117	21,679	101,634	383,015
Earmarked Capital Receipts	4,761	8,280	4,390	8,670	390	26,491
Service Funded Prudential Borrowing	5,915	2,460	7,655	450	950	17,430
Revenue Contributions	250	250	250	225	0	975
<i>Pooled Resources</i>						
Non-Earmarked Capital Receipts	3,100	3,352	3,500	3,500	3,500	16,952
Corporate Prudential Borrowing	104,072	116,446	44,909	43,365	22,171	330,963
GENERAL FUND FUNDING	190,276	247,195	131,821	77,889	128,645	775,826

	Revised Capital Plan					
Housing Revenue Account Funding Summary	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
<i>Direct / Earmarked Contributions to Schemes</i>						
Capital Grants/Contributions	1,847	126	126	126	126	2,351
Earmarked Capital Receipts	3,473	7,430	7,282	7,621	4,848	30,654
Reserves / Revenue Contributions	15,313	8,795	7,599	5,523	13,766	50,996
Reserves - MRR	14,836	17,757	13,814	18,474	18,843	83,724
Corporate Prudential Borrowing	3,318	4,148	3,266	3,499	1,947	16,178
HRA FUNDING	38,787	38,256	32,087	35,243	39,530	183,903


GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
ASPIRE & ACHIEVE								
Strategic Priorities								
	District Sufficiency – SEND (<i>APS/SEMHD/ASD</i>)	B	900	9,049	9,850	7,600	500	27,899
	Brambles Primary Academy	G/B S106	5,977	422	0	0	0	6,399
	King James High School	B	4,668	64	0	0	0	4,732
	Almondbury Community School	B	19	0	0	0	0	19
	Scissett Middle School	S106	208	0	0	0	0	208
	Birkby Junior Expansion	G	30	0	0	0	0	30
	Beaumont Academy	G	101	0	0	0	0	101
	Reprovision of Special School - Lydgate	B	37	0	0	0	0	37
	Future Needs for Primary/Secondary places	B	13	0	0	0	0	13
	Secondary School Places Basic Need	B	2,000	3,000	1,000	0	0	6,000
	<i>New Pupil Places in Primary/Secondary Schools</i>		13,053	3,486	1,000	0	0	17,539
	Dewsbury Learning Quarter	B	6	0	0	0	0	6
	Libraries & Public Buildings	B	700	2,331	0	0	0	3,031
	Almondbury Library	B	55	0	0	0	0	55
	Birkby Library	B	361	0	0	0	0	361
	<i>Libraries & Public Buildings</i>		1,116	2,331	0	0	0	3,447
	Strategic Priorities Total		15,075	14,866	10,850	7,600	500	48,891



GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
	Baseline							
	Basic Need	G/B	604	500	500	500	0	2,104
	Capital Maintenance	G	6,025	3,200	3,000	2,800	2,600	17,625
	Capital Maintenance (Newsome High)	B	387	0	0	0	0	387
	Devolved Formula Capital	G	837	800	750	700	650	3,737
	Baseline Total		7,853	4,500	4,250	4,000	3,250	23,853
	One Off Projects							
	SEND Provision	G	1,400	1,000	0	0	0	2,400
	SEND Provision Woodley School & College (Empire Works)	S106	139	0	0	0	0	139
	Commissioning option appraisals to facilitate the delivery of the outcomes of the SEN High Level review of future needs	B	100	0	0	0	0	100
	One Off Projects Total		1,639	1,000	0	0	0	2,639
	ASPIRE & ACHIEVE TOTAL		24,567	20,366	15,100	11,600	3,750	75,383
	BEST START							
	Strategic Priorities							
	Residential Children's Units – Magdale House	B	928	200	0	0	0	1,128
	Specialist Accommodation / Youth Services	B/G	2,332	3,900	1,750	0	0	7,982
	Strategic Priorities Total		3,260	4,100	1,750	0	0	9,110
	One Off Projects							
	Liquid Logic Portal	B*	109	0	0	0	0	109
	One Off Projects Total		109	0	0	0	0	109
	BEST START TOTAL		3,369	4,100	1,750	0	0	9,219



GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
INDEPENDENT								
Strategic Priorities								
	Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy	B	14	10	10	10	0	44
	Cherry Trees	B	584	0	0	0	0	584
	Day Services Support for Vulnerable Adults	B	3,706	6,887	2,151	8,853	250	21,847
	Strategic Priorities Total		4,304	6,897	2,161	8,863	250	22,475
One Off Projects								
	Adults Social Care Operation	G	541	250	0	0	0	791
	Assistive Technology IT Consultant	G	75	45	0	0	0	120
	Highfields	B	13	0	0	0	0	13
	Carefirst System Replacement	B/R	1,200	788	0	0	0	1,988
	Capitalisation	R	0	0	0	0	0	0
	One Off Projects Total		1,829	1,083	0	0	0	2,912
INDEPENDENT TOTAL			6,133	7,980	2,161	8,863	250	25,387



GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SUSTAINABLE ECONOMY								
Strategic Priorities								
	A62 & A644 Corridors to Cooper Bridge	G	646	1,522	1,000	3,300	61,519	67,987
	A629 Ainley Top to Huddersfield (Phase 5)	G	1,260	2,558	4,470	980	1,646	10,914
	A653 Leeds to Dewsbury Corridor (M2D2L)	G	1,640	4,460	5,884	0	0	11,984
	CityConnect Phase 3:							
	Cooper Bridge	G	1,641	3	0	0	0	1,644
	Huddersfield Town Centre	G/B	1,549	0	0	0	0	1,549
	Corridor Improvement Programme:							
	A62 Smart Corridor	G	3,690	2,250	138	0	0	6,078
	Holmfirth Town Centre Access Plan	G	370	1,470	1,450	154	0	3,444
	Huddersfield Southern Corridors	G/B	3,500	7,363	60	20	0	10,943
	Huddersfield Station Gateway Phase 1&2	G	50	1,350	50	3,900	4,475	9,825
	North Kirklees Orbital Route (NKOR)	G	18	46	0	0	0	64
	West Yorkshire Integrated UTMC:							
	UTMC Urban Traffic Management	G	314	0	0	0	0	314
	WYTF Land Acquisition	B	625	0	0	0	0	625
*	Council Underwrite (A62 to Cooper Bridge, A629 Halifax Rd, A62 Smart Corridor, Huddersfield Southern Corridor)	B	0	2,350	0	883	5,858	9,091
	<i>West Yorkshire plus Transport Schemes</i>		15,303	23,372	13,052	9,237	73,498	134,462

GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SUSTAINABLE ECONOMY								
	Strategic Priorities							
	Emergency Active Travel	G	1,961	0	0	0	0	1,961
	Transforming Cities Fund							
	<i>Rail-Bus Better Connected Stations:</i>							
	Huddersfield Rail Station Access	G	704	0	0	0	0	704
	Dewsbury Rail Station Access	G	199	0	0	0	0	199
	<i>TCF Main scheme:</i>							
	Heckmondwike Bus Station	G	495	3,441	13	0	0	3,949
	Dews/Cleck Sustainable Travel Corridor	G/B	750	12,877	2,049	0	0	15,676
	Dewsbury Town Centre Walking & Cycling Imps	G	1,165	6,771	30	0	0	7,966
	Dewsbury Bus Station	G	0	7,990	0	0	0	7,990
	Huddersfield Rail Station Access	G/B	900	7,191	1,397	0	0	9,488
	A629 Wakefield Rd Sustainable Travel Corridor	G	940	600	3,371	1,000	0	5,911
	Huddersfield Bus Station	G	490	4,255	4,231	0	0	8,976
	Dews/Bat/Tingley Sustainable Travel Corridor	G	590	5,362	22	0	0	5,974
	Trinity Street Foot/Cycle Bridge	G	600	5,008	0	0	0	5,608
	<i>Transforming Cities Fund</i>		6,833	53,495	11,113	1,000	0	72,441

GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SUSTAINABLE ECONOMY								
	Aspirational Regeneration of Major Town Centres - Feasibility	B	211	0	0	0	0	211
	<i>Regeneration of Strategic Town Centres - Huddersfield</i>							
	Huddersfield Town Centre - Shop Front Grants	B	218	978	0	0	0	1,196
	Huddersfield New Market (incl Levelling Up Fund)	B/G	906	10,006	9,052	0	0	19,964
	Huddersfield Town Centre Design Framework	B	1,277	0	0	0	0	1,277
	Cultural Interventions - Growing Seeds	B	16	0	0	0	0	16
	Heritage Action Zone:							
	George Hotel	B/G	4,878	2,178	254	0	0	7,310
	Estate Buildings	B/G	2,000	1,180	824	0	0	4,004
	HAZ Complementary Initiatives	B	58	0	0	0	0	58
	Huddersfield Public Realm Works:							
	New Street Public Realm Development	B	3,742	1,080	0	0	0	4,822
	Huddersfield Town Hall Lighting	B	2	0	0	0	0	2
	Huddersfield Town Centre Cameras	B	74	25	25	25	0	149
	Refurb of 2 New Street, Huddersfield	B	45	0	0	0	0	45
	Public Realm - Golden Route	B	600	400	0	0	0	1,000
	Huddersfield	T	13,816	15,847	10,155	25	0	39,843

GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SUSTAINABLE ECONOMY								
	Better Spaces Strategy	B/G	905	2,250	4,522	7,500	0	15,177
	Dewsbury Revival	B/G	250	1,350	2,450	250	97	4,397
	Heritage Action Zone (incl Daisy Hill)	B/G	354	3,452	2,000	3,000	0	8,806
	Dewsbury Market Upgrade	B/G/R	789	10,020	3,992	0	0	14,801
	The Arcade	B/G	400	1,929	40	0	0	2,369
	Regeneration of Strategic Town Centres – Dewsbury	B/G/R	369	5,075	1,000	780	0	7,224
	Dewsbury	T	3,067	24,076	14,004	11,530	97	52,774
	<i>Town Centre Action Plans</i>		17,094	39,923	24,159	11,555	97	92,828
	Regeneration and Greening of Smaller Towns and Villages	B	2,652	5,453	1,895	0	0	10,000
	Market Hall Multi-Storey Car Park	R	1,105	5,500	3,000	0	0	9,605
	Queensgate Underpass	R	70	0	0	0	0	70
	Dewsbury Staff Move & Regeneration	B	260	750	3,500	3,990	0	8,500
	Cultural Heart	B/G	564	368	1,500	5,000	26,800	34,232
	<i>Additional Investment into Strategic Town Centres</i>		1,999	6,618	8,000	8,990	26,800	52,407
	Strategic Acquisition Fund	B	5,017	1,000	0	0	0	6,017

GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SUSTAINABLE ECONOMY								
Strategic Priorities								
	103 New Street	B**	5,018	0	0	0	0	5,018
	Economic Recovery Fund	B/B* */R	7,825	16,497	4,250	225	0	28,797
	<i>Property Investment Fund</i>		12,843	16,497	4,250	225	0	33,815
	Dewsbury Riverside	B/G	6,241	15,975	0	0	0	22,216
	Site Development + Homes England (Accelerated Construction Programme)	G	4,454	59	48	0	0	4,561
	Public Realm Improvements	B	172	0	0	0	0	172
	Strategic Priorities Total		74,569	162,392	62,517	31,007	100,395	430,880
Baseline								
	Housing Private	G/R	3,643	6,297	3,584	3,584	3,584	20,692
	Highways							
	Maintenance							
	Principal Roads	G	5,320	1,692	2,068	2,068	2,068	13,216
	Roads Connecting Communities	G	2,309	1,096	926	926	926	6,183
	Local Community Roads	B/G	7,580	5,178	1,742	1,742	1,742	17,984
	Structures	G	1,423	1,685	1,037	1,037	1,037	6,219
	Unadopted Roads	B	100	50	50	50	50	300
	Streetlighting	B*	4,475	0	0	0	0	4,475
	Locality Based U Roads Improvements	B	5,621	6,728	0	0	0	12,349
	<i>Highways Maintenance Sub-Total</i>		26,828	16,429	5,823	5,823	5,823	60,726

GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SUSTAINABLE ECONOMY								
	Baseline							
	Integrated Transport							
	Integrated Public Transport	G	725	168	168	168	168	1,397
	Network Management	B/G	370	100	100	100	100	770
	Cycling and Walking	B/S278 /G	238	120	120	120	120	718
	Safer Roads	B/G	2,473	1,011	1,011	1,011	1,011	6,517
	Flood Management and Drainage Improvements	B/G	755	680	450	450	450	2,785
	Developer Funded Schemes	S278	422	0	0	0	0	422
	<i>Highways Integrated Transport Sub-Total</i>		4,983	2,079	1,849	1,849	1,849	12,609
	<i>Highways Total</i>		31,811	18,508	7,672	7,672	7,672	73,335
	Corporate Landlord Asset Investment	B	10,729	5,300	2,133	2,800	2,800	23,762
	Corporate Landlord Compliance	B	1,665	1,000	1,000	1,000	1,000	5,665
	<i>Corporate Landlord</i>		12,394	6,300	3,133	3,800	3,800	29,427
	Corporate Landlord Suitability Programme	B	1,000	1,000	1,000	1,000	1,000	5,000
	Sustainability of Huddersfield Town Hall - Conditions	B	150	1,500	1,750	100	0	3,500
	<i>Corporate Landlord Asset Strategy Review</i>		1,150	2,500	2,750	1,100	1,000	8,500
	Bereavement	B	618	100	100	100	450	1,368
	Vehicle Replacement Programme	B	355	2,250	1,250	1,250	1,250	6,355
	School Catering	B	343	200	200	200	200	1,143
	Baseline Total		50,314	36,155	18,689	17,706	17,956	140,820


Multi-Year Capital Plan including Rollover

Appendix D

GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SUSTAINABLE ECONOMY								
One-Off Projects								
	Housing (Regeneration)	G/R	44	0	0	0	0	44
	Strategic Asset Utilisation	B	250	895	0	0	0	1,145
	Leeds City Region Revolving Fund	B	1,211	0	0	0	0	1,211
	School Catering - Compliance Essential Works	B*	187	150	150	150	100	737
	Ward Based Activity	B	41	53	0	0	0	94
	One-Off Projects Total		1,733	1,098	150	150	100	3,231
	SUSTAINABLE ECONOMY TOTAL		126,616	199,645	81,356	48,863	118,451	574,931
WELL								
Strategic Priorities								
	Spensborough Valley Leisure Centre	B	9,726	536	0	0	0	10,262
	Huddersfield Leisure Centre	B	156	0	0	0	0	156
	Dewsbury Sports Centre Priorities	B	236	300	1,150	200	0	1,886
	Strategic Priorities Total		10,118	836	1,150	200	0	12,304
Baseline								
	Kirklees Active Leisure	B/B*	1,006	1,790	400	200	300	3,696
	Play Strategy	B/G/ S106	2,424	2,001	2,210	2,033	1,388	10,056
	Baseline Total		3,430	3,791	2,610	2,233	1,688	13,752
	WELL TOTAL		13,548	4,627	3,760	2,433	1,688	26,056



GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
SAFE AND COHESIVE								
	Strategic Priorities							
	Youth Offending Team	B	172	0	0	0	0	172
	Strategic Priorities Total		172	0	0	0	0	172
	SAFE AND COHESIVE TOTAL		172	0	0	0	0	172
CLEAN AND GREEN								
	Strategic Priorities							
	Depot Works	B	392	25	0	0	0	417
	Garden Waste Containers and Vehicles	B/G	986	3,009	0	0	0	3,995
	Waste Management Plant/ Infrastructure	B/B*/ G	5,174	5,173	12,173	4,480	0	27,000
	Climate Emergency - Green Travel	B	2,000	0	0	0	0	2,000
	Air Quality	B	345	0	0	0	0	345
	Huddersfield Heat Network	G/B	436	0	13,866	0	794	15,096
	Trees for Climate Programme	G	1,617	0	0	0	1,484	3,101
	Strategic Priorities Total		10,950	8,207	26,039	4,480	2,278	51,954
	Baseline							
	Environment & Strategic Waste	B	100	100	100	100	100	500
	Baseline Total		100	100	100	100	100	500
	One Off Projects							
	Electric Vehicle Charge Points	G	303	0	0	0	0	303
	One Off Projects Total		303	0	0	0	0	303
	CLEAN AND GREEN TOTAL		11,353	8,307	26,139	4,580	2,378	52,757



GENERAL FUND CAPITAL PLAN		Funding	Revised Capital Plan					Total £'000
			2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	
EFFICIENT AND EFFECTIVE								
Baseline								
	Information Technology	B	900	900	900	900	900	4,500
	One Venue Development	B	427	300	100	100	200	1,127
	Sustainability of Major Town Halls - Service Development	B*	561	520	105	100	550	1,836
	Baseline Total		1,888	1,720	1,105	1,100	1,650	7,463
One Off Projects								
	Transformation Capitalisation	B	2,000	0	0	0	0	2,000
	Information Technology (Digital)	B	450	450	450	450	478	2,278
	Information Technology	B	73	0	0	0	0	73
	Internal Renovation works	B	107	0	0	0	0	107
	One Off Projects Total		2,630	450	450	450	478	4,458
	EFFICIENT AND EFFECTIVE TOTAL		4,518	2,170	1,555	1,550	2,128	11,921
GENERAL FUND CAPITAL PLAN TOTAL			190,276	247,195	131,821	77,889	128,645	775,826

FUNDING KEY:

B = Borrowing

B* = Service funded Borrowing

B** = Borrowing for provision of loans for development projects, covered by repayments

G = Grant

R = Capital receipts

* = Addition

		Revised Capital Plan					
HOUSING REVENUE ACCOUNT CAPITAL PLAN	Funding	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
INDEPENDENT							
Strategic Priorities							
Housing Growth	H/R	3,082	2,880	2,880	3,240	8,322	20,404
New Build Phase 1 - Ashbrow Extra Care	H/G	3,003	3,041	707	0	0	6,751
Remodelling / High Rise	H	275	750	1,000	5,000	4,975	12,000
IT System (Universal Housing Replacement)	H	853	0	0	0	0	853
Council House Building	B/R/ H	5,488	10,294	9,800	10,500	5,900	41,982
Strategic Priorities Total		12,701	16,965	14,387	18,740	19,197	81,990
Baseline							
Housing Capital Plan	H	10,041	10,960	10,606	10,606	11,647	53,860
Estate Improvements (Neighbourhood Investment)	H	551	700	800	900	3,897	6,848
Compliance	H	8,832	5,505	2,505	1,244	1,000	19,086
Fuel poverty	H/ G	3,155	826	825	825	825	6,456
Adaptations	H	3,507	3,300	2,964	2,928	2,964	15,663
Baseline Total		26,086	21,291	17,700	16,503	20,333	101,913
HRA CAPITAL PLAN TOTAL		38,787	38,256	32,087	35,243	39,530	183,903

FUNDING KEY:





H = HRA revenue contribution/major repairs reserve





R = Capital receipts




G = Grant



B = Borrowing







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
Risk No	Risk – Description of the risk	Management actions already in place to mitigate the risk	Control Opptnty	Trend	Risk Matrix Symbol
	Community Impacts & Risks	Delivering service that customers and citizens need			
A1	Covid 19 coronavirus has continuing implications on the Kirklees community, and the Council. There are additional risks and impacts on the council (and community) in the short and medium term, which relate to community, operational and financial matters	<p>This position requires regular reconsideration as the position can change quickly, and there remains a substantial number of areas of uncertainty.</p> <p>Mitigations need to relate to</p> <ul style="list-style-type: none"> • Infection control and management- as a council activity (see also risk 6) • Management of financial consequences including seeking to spend national grants effectively, and mitigation against the risk of fraud • Social and economic consequences (including appropriate council interventions therein) • Recognition of long covid and other consequent diseases <p><i>Responsible for this risk –R. Spencer-Henshall and all strategic directors</i></p>	M	 5X4=20	
A2	The council does not adequately safeguard children and vulnerable adults, and those subject to elder abuse, because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.	<ul style="list-style-type: none"> • Disclosure & Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated. • Effective management of social work (and related services); rapid response to any issues identified and from any Safeguarding Practice Reviews (Children), Safeguarding adults reviews and Domestic Homicide Reviews • Active management of cases with media interest • Review of current practices following the child sexual exploitation in other authorities and the emerging requirements. • Ensure that workloads are balanced to resources. • Staff and skill development to minimise dependence on key individuals. • Use of agency staff and or contractors when necessary • Ideal manager training • Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally. 	H		




		<ul style="list-style-type: none"> • Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes • Adults Safeguarding Board has own specific risk register • Effective listening to messages about threats from other parts of the council and partner agencies • Proactive recognition of Members role as “corporate parent” • Childrens Improvement Board to assist governance and quality improvement • Additional work to ensure that corporate safeguarding activities include appropriate control arrangements. • Ensure effective record keeping • Ensure routine internal quality assessment • Training to ensure that there is a proportionate reaction, • Recognise that referrals may have been suppressed as a result of lockdown and other coronavirus related concerns <p style="text-align: right;"><i>Responsible for this risk – R Parry and M Meggs</i></p>		4X5=20	
A3	Legacy issues of historical childcare management practices, and particularly, the heightened national attention to Child Sexual Exploitation and historical abuse cases leads to reputational issues, and resource demands to address consequential matters.	<ul style="list-style-type: none"> • Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required. • Risk matrix and risk management approach implemented with the police and partners. • Understand relationship with the Prevent strategy, and issues linked to counter terrorism • Take steps per risk 7 to seek to avoid ongoing issues • Ensure effective record keeping <p style="text-align: right;"><i>Responsible for this risk –M Meggs</i></p>	LM	4x4=16	 
A4	Failure to address matters of violent extremism and related safer stronger community factors, including criminal exploitation, create significant community tension, (and with the potential of safeguarding consequences for vulnerable individuals).	<ul style="list-style-type: none"> • Prevent Partnership Action Plan. • Community cohesion work programme • Local intelligence sharing and networks. • Status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding. • Counter terrorism local profile. • Awareness that campaigns such as black lives matter may give cause to action and reaction. 	M		 







		<ul style="list-style-type: none"> Global events can create ongoing potential issues and tensions, (national risk status raised recently) which the council needs awareness and mitigations strategies West Yorkshire Violence Reduction Unit will assist <p><i>Responsible for this risk – R Parry and M Meggs (& J Greenfield)</i></p>		4x5=20	
A5	Significant environmental events such as severe weather impact on the Council’s ability to continue to deliver services.	<ul style="list-style-type: none"> Effective business continuity and emergency planning (including mutual aid) investment in flood management, gritting deployment plans. Winter maintenance budgets are supported by a bad weather contingency. Operational plans and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding.) Emergency Planning risks for current year reflect risks of (e.g.) staff sickness for both services such as gritting and meeting home care commitments- <p><i>Responsible for this risk – C Parr</i></p>	M	As a long-term environmental trend ↑ 4x5=20	
A6	Reconsidered individual and community priorities Understanding the financial and other on-going impact on partner agencies, including the voluntary sectors – such as by funding shortfall, or a redirection of their own resources- in way that reduces their ability to support communities, with an impact on the council.	<ul style="list-style-type: none"> Understand the impacts Consider what types of support the council might provide Engagement in resilience discussions with NHS partners Secure funding as appropriate (e.g consider extension of pooled funds Understanding potential impacts on demand for council services Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced. Assess dependency on voluntary organising, and impacts that coronavirus has on their sustainability, and consider actions. Determine which of these are really adverse <p><i>Responsible for this risk – R Parry and M Meggs * all strategic directors</i></p>	H	↑ 4x4=16	
	The finances of the Council	Keeping the Council solvent			
A7	A failure to achieve the Councils savings plan impacts more generally on the councils finances with the necessity for unintended savings (from elsewhere) to ensure financial stability	<ul style="list-style-type: none"> Significant impacts on incomes and cost pressures on certain service areas Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level Escalation processes are in place and working effectively. Alignment of service, transformation and financial monitoring. 	MH	↔	



		<ul style="list-style-type: none"> Tracker developed which allows all change plans to be in view and monitored on a monthly basis Monthly (and quarterly) financial reporting <p style="text-align: center;"><i>Responsible for this risk - E Croston & ET</i></p>		4x5=20	
A8	<p>The council has significant financial risks related to</p> <p># Volumes (in excess of budget) of;</p> <ul style="list-style-type: none"> Complex Adult Care services Childrens Care Services Educational high needs <p># Coronavirus additional costs</p> <p># Coronavirus income impacts on commercial rents and other fees and charges.</p> <p># HRA Rent collection. (UC roll-out)</p> <p># Waste disposal and waste strategy</p>	<ul style="list-style-type: none"> Monitor short term loss of income Monitor additional costs (& be sure they are all captured) Recognise in budget plans Scenario plan for reduced level of demand, post current crisis (e.g. changed customer tastes and priorities) Scenario plan for recurrences of coronavirus or similar Scenario plan for default by debtors- council tax and rents (individual citizens), business rates and commercial rents (businesses), sundry debtors (both) Consider impacts from rent deferrals Seek to recover additional costs where budgets held by other parties or partners Significant service pressures recognised as part of resource allocation Responsibility for budgetary control aligned to Strategic and Service Directors. Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs Utilise supplementary resources to cushion impact of cuts and invest to save. Continue to lobby, through appropriate mechanisms, for additional resources Proactive monitoring as Universal Credit is introduced <p style="text-align: center;"><i>Responsible for this risk - E Croston & ET</i></p>	M	<p style="text-align: center;">↔</p> <p style="text-align: center;">5x5=25</p>	
A9	<p>Above inflation cost increases, impact on the ability of providers to deliver activities of the specified quality, and or impacting on the prices charged and impacting on the budgets of the Council.</p>	<ul style="list-style-type: none"> Monitor quality and performance of contracts. Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices Renegotiate or retender contracts as appropriate. Ensure that budgets anticipate likely cost impacts Seek additional funding as a consequence of government-imposed costs <p style="text-align: center;"><i>Responsible for this risk - E Croston & all strategic directors</i></p>	LM	<p style="text-align: center;">↑</p> <p style="text-align: center;">↑</p> <p style="text-align: center;">5x4=20</p>	

A10	Making inappropriate choices in relation to lending or and borrowing decisions, leads to financial losses.	<ul style="list-style-type: none"> • Effective due diligence prior to granting loans and careful monitoring of investment decisions. • Effective challenge to treasury management proposals by both officers and members (Corporate Governance & Audit Committee) taking account of external advice <p style="text-align: center;"><i>Responsible for this risk - E Croston</i></p>	MH	 2x5=10	
A11	Exposure to uninsured losses or significant unforeseen costs, leads to the necessity for unintended savings to balance the councils finances. Insurance market unwilling to cover certain risks.-such a clad buildings.	<ul style="list-style-type: none"> • Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. • Consider risks and most cost-effective appropriate approach to responding to these (internal or external insurance provision). • Awareness of risk activity that is not insured or uninsurable. <p style="text-align: center;"><i>Responsible for this risk - E Croston & J Muscroft</i></p>	H	 4x4=16	
A12	The future national budget position and allocation of funding to local authorities causes a loss of resources or increased and under-funded obligations (e.g. in relation to social care), with impact on the strategic plans, Although the government has provided resource to meet coronavirus consequence, but it is unclear the extent to which this will continue- and for how long. In the longer- term risks remain (and may be higher as the need to address recent high level of national debt, and inflation/ interest, and other spending areas deemed of greater priority).	<ul style="list-style-type: none"> • Monitor government proposals and legislation, and their impact on council and partner services. • Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA) • Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources • Ensure that budgets anticipate likely impacts • Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. <p style="text-align: center;"><i>Responsible for this risk - E Croston & all strategic directors</i></p>	L	 5x5=25	

	Governance	Operating legally and ethically			
A13	The councils arrangements to effectively determine and implement policies, and operational practices, are inadequate, leading to the potential for failure	<ul style="list-style-type: none"> • Open policy development • Open decision making, including full consultation • Effective challenge (between officers, officers and members, and between member) • Proper recording of all decisions • Carefully following all rules and requirements, particularly those related to Financial Procedures Rules and Contract Procedure Rules • Doing basis well- strong training and effective assurance • Clarity of management responsibility and understanding <p><i>Responsible for this risk – chief executive and all strategic directors</i></p>	H		
	Resource Utilisation	Operating successfully and effectively			
A14	Council supplier and market relationships, including contractor failure leads to; <ul style="list-style-type: none"> • loss of service, • poor quality service • an inability to attract new suppliers (affecting competition, and to replace any incumbent contractors who have failed) • complexities and difficulties in making arrangements in respect of significant and long running major outsource contracts, and their extension and renewal. 	<ul style="list-style-type: none"> • Avoid, where possible, over dependence on single suppliers • More thorough financial assessment when a potential supplier failure could have a wide impact on the council’s operations but take a more open approach where risks are few or have only limited impact. • Recognise that supplier failure is always a potential risk; those firms that derive large proportions of their business from the public sector are a particular risk. • Need to balance between only using suppliers who are financially sound but may be expensive and enabling lower cost or new entrants to the supplier market. • Consideration of social value, local markets and funds recirculating within the borough • Understanding supply chains and how this might impact on the availability of goods and services • Be realistic about expectation about what the market can deliver, taking into account matter such as national living wage, recruitment and retention issues etc. 	MH		




		<ul style="list-style-type: none"> Develop and publish in place market position statement and undertake regular dialogue with market. Effective consultation with suppliers about proposals to deal with significant major external changes Early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements Realign budgets to reflect real costs Commission effectively Ensuring adequate cash flow for smaller contractors <p><i>Responsible for this risk – J Muscroft</i></p>		5x4=20	
A15	Management of information from loss or inappropriate destruction or retention and the risk of failure to comply with the Council’s obligations in relation to Data Protection, Freedom of Information legislation and the General Data Protection Regulations (GDPR) leading to reputational damage, rectification costs and fines.	<ul style="list-style-type: none"> Thorough, understandable information security policies and practices that are clearly communicated to workforce and councillors Effective management of data, retention and recording. Raised awareness and staff and councillor training Compliance with IT security policy. Compliance with retention schedules. Compliance with information governance policy. Business continuity procedures. Recognition of increased risk from homeworking may increase risks or change their perspective (e.g. destruction of paper records), and whether there is a need for additional security, training or other matters. 	H (INFO)	 4x5=20	
	Cyber related threats affecting data integrity and system functionality.	<ul style="list-style-type: none"> Comply with new legislation around staff access to sensitive data. Council has a Senior Information Risk Owner (“SIRO”) officer and a Data Protection Officer (DPO) who are supported by an Information Governance Board Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate Increased awareness of officers and members as to their obligations Proactive management of cyber issues, including additional web controls <p>Responsible for this risk – J Muscroft</p>	M (CYBER)		

A16	Health and safety measures are inadequate leading to harm to employees or customers and possible litigious action from them personally and/or the Health and Safety Executive.(and the potential of prosecution and corporate /personal liability)(and in particular issues of fire safety,)	<ul style="list-style-type: none"> • Ensuring appropriate H&S responses re Coronavirus (appropriately balancing statutory obligations, desirable positions and commerciality/business risk) • New Fire Safety Policy approved and being implemented with improved monitoring of fire risk • Prioritised programme of remedial works to buildings to tackle fire safety and other issues • Review work practices to address H&S risks • Monitor safety equipment • Improved employee training as to their responsibilities, as employees and (where appropriate) as supervisors. Improved employee work practices • Approval of additional resources to improve corporate monitoring regime. <p style="text-align: center;"><i>Responsible for this risk – R Spencer Henshall</i></p>	H	 3x5=15	
A17	Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, cladding and fire controls with reputational and financial implications.	<ul style="list-style-type: none"> • Active site management • Routine servicing and cleansing regimes (including coronavirus compliance in both operational and managed tenanted commercial property) • Work practices to address risks from noxious substances • Property disposal strategy linked to service and budget strategy • Review of fire risks • Establishment of Housing Building Safety Assurance Board • Develop management actions, categorised over the short to medium term and resource accordingly. • Prioritisation of funding to support reduction of backlog maintenance • Clarity on roles and responsibilities particularly where property management is outsourced <p style="text-align: center;"><i>Responsible for this risk – C Parr/ D Shepherd</i></p>	H	 4x4=16	
A18	The risk of retaining a sustainable, diverse, workforce, including <ul style="list-style-type: none"> • aging and age profile • encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks) 	<ul style="list-style-type: none"> • Effective Workforce Planning (including recruitment and retention issues) • Modernise Human Resources policies and processes • Increased accessibility to online training managers/ employees. • Selective use of interim managers and others to ensure continuity of progress regarding complex issues • Ensure robust change processes including Equality Impact Assessments (EIA's) and consultation. 	H		

	<ul style="list-style-type: none"> encouraging entrants to professional roles where pay is often below market levels. and ensuring that the workforce is broadly content, without whom the council is unable to deliver its service obligations. 	<ul style="list-style-type: none"> Understanding difficult to recruit areas Understand market pay challenges Promote the advantages of LG employment Emphasise the satisfaction factors from service employment Engage and encourage younger people through targeted apprenticeships, training, and career development (and recognising that young peoples skills, knowledge, and expectations may be impacted by coronavirus) Ensuring awareness to ensure employees safety and health (including stress) Consider issues about a workforce reflective of the community, inclusion, diversity and coronavirus issues <p><i>Responsible for this risk – R Spencer Henshall</i></p>		4x4=16	
E18	Compliance with the councils own climate change commitments, and or statutory climate change obligations fails to achieve objectives and ambitions, and or causes unanticipated costs or operational consequences	<ul style="list-style-type: none"> Reconsideration of priorities and potential achievability within timescales Monitoring of achievements/effective project planning and costing Awareness of local consequences such as ensuring appropriate levels of energy efficiency in residential and commercial property, and the financial consequences Being climate aware in design- such as ensuring temperature appropriate road surfacing products, heating and ventilation in new and refurbished property Lobbying for financial and other government support in relation to the costs of meeting obligations WYCA related projects will require assessment of carbon impacts <p><i>Responsible for this risk – C Parr</i></p>	M	4x4=16	 

All risks shown on this corporate matrix are considered to have a potentially high probability, or impact, which may be in the short or medium horizon

TREND ARROWS

Worsening	
Broadly unchanged	
Improving	

CONTROL OPPORTUNITIES

H	This risk is substantially in the control of the council
M	This risk has features that are controllable, although there are external influences
L	This risk is largely uncontrollable by the council

Corporate Budget Timetable

Year	Date	Forum	Milestone activity
2021	12 Oct/ 13 Oct	Cabinet & Council	Budget Strategy Update report
	Mid October	Budget engagement launch	6 weeks consultation period
	27 Oct	Central Gov't	Comprehensive Spending Review 2021 announcement
	Mid-Dec	Central Gov't	Provisional Financial Settlement 2022/23
2022			
	18 Jan/ 19 Jan	Cabinet/Council	Council Tax Base report 2022/23 HRA rent & service charge setting report Schools funding reports
	Mid to late Jan	Central Gov't	Finalised Financial Settlement 2022/23
	1 Feb / 16 Feb	Cabinet & Council	Annual budget report

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SENSITIVITY ANALYSIS

<u>OPTIMISTIC SCENARIO</u>	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Baseline Scenario – Budget Gap	14.6	17.1	24.3	21.0
Council Tax Housing Growth - 1500 Band D p.a.	(0.8)	(1.7)	(2.6)	(3.5)
CTR Claimant Numbers - return to pre-COVID levels by 2023/24	-	(1.1)	(0.6)	-
Council Tax Collection Rate - recover by 2022/23	(2.6)	(1.9)	(1.1)	(1.1)
Net Impact on Council Tax Base	(3.4)	(4.7)	(4.3)	(4.6)
Economic Impact on Council Share of Business Rates - recover by 2022/23	(1.5)	(1.5)	-	-
Business Rates Collection Rate - recover by 2023/24	(0.5)	(0.5)	-	-
Net Impact on Business Rates	(2.0)	(2.0)	-	-
Service Income Reduction	(1.0)	(1.0)	(1.0)	(1.0)
Total Changes from Baseline	(6.4)	(7.7)	(5.3)	(5.6)
Optimistic Scenario – Updated Budget Gap	8.2	9.4	19.0	15.4

<u>PESSIMISTIC SCENARIO</u>	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Baseline Scenario – Budget Gap	14.6	17.1	24.3	21.0
Council Tax Housing Growth -500 Band D growth yr 1, 1000 growth p.a. re-established by year 2	0.8	0.8	0.9	0.9
CTR Claimant Numbers - no reduction 2022/23, return to pre-COVID levels 2025/26	0.5	0.4	0.2	-
Council Tax Collection Rate - recover by 2025/26	-	0.8	0.4	-
Net Impact on Council Tax Base	1.3	2.0	1.5	0.9
Economic Impact on Council Share of Business Rates - slower recovery at 1% p.a.	0.9	0.3	1.2	0.6
Business Rates Collection Rate - slower recovery rate to 2025/26	0.4	0.4	0.4	-
Net Impact on Business Rates	1.3	0.7	1.6	0.6
Service Income Reduction	2.0	2.0	2.0	2.0
3% Pay Inflation 2022/23	2.4	2.4	2.4	2.4
Total Changes from Baseline	7.0	7.1	7.5	5.9
Pessimistic Scenario – Updated Budget Gap	21.6	24.2	31.8	26.9

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HM Treasury, 1 Horse Guards Road, London, SW1A 2HQ

7 September 2021

Dear Secretary of State,

SPENDING REVIEW 2021

I am writing to you about our plans for Spending Review 2021 (SR21).

The Prime Minister and I have agreed that this will be a multi-year Spending Review which will set resource and capital budgets for 2022-23 to 2024-25 and conclude on 27 October 2021, alongside Autumn Budget 2021.

SR21 will set out how we will Build Back Better, deliver the priorities of the British people and continue to support businesses and jobs through:

- a. **Ensuring strong and innovative public services** – making people's lives better across the country by investing in the NHS, education, the criminal justice system and housing;
- b. **Levelling up** across the UK to increase and spread opportunity; unleash the potential of places by improving outcomes UK-wide where they lag and working closely with local leaders; and strengthen the private sector where it is weak;
- c. **Leading the transition to Net Zero** across the country and more globally;
- d. **Advancing Global Britain** and seizing the opportunities of EU Exit;
- e. **Delivering our Plan for Growth** – delivering on our ambitious plans for an infrastructure and innovation revolution and cementing the UK as a scientific superpower, working in close partnership with the private sector.

Our plans for public spending

Since the start of the pandemic, this government has acted on an unprecedented scale to protect people's jobs and livelihoods and to support businesses and public services across the UK. Despite the worst economic recession in 300 years, we have not only got people back into work through the Plan for Jobs but maintained momentum on delivering our promises to the British people.

While doing this, we have also been clear on the need to put the public finances on a sustainable path in the medium term so that we are resilient to future challenges. This was central to the plans that I set out at Spending Review 2020 and at the Budget earlier this year.

The Prime Minister and I have agreed that the envelope for Spending Review 2021 will follow the path of resource and capital spending that we set out at Budget 2021, with the addition of the net revenue raised by the new Health and Social Care Levy and increase to dividends tax rates announced today. The pandemic has demonstrated the challenges facing our health and social care system require a new approach and the additional steps we have announced today reflect this.

Our record and our plans will see core departmental spending grow in real terms at nearly 4% per year on average over this Parliament – a £140 billion cash increase, and the largest real-terms increase in overall departmental spending for any Parliament this century. This includes a step-change in capital investment, building on the significant multi-year commitments we have already made at SR20, as we continue with our plans to deliver over £600 billion in gross public sector investment from 2020-21 to 2024-25. Departments will be expected to carefully prioritise their bids, and we will need to make trade-offs to ensure that this increased spending is focused on the delivery of our key commitments.

Given the continued uncertainty around the path of the virus, we recognise that some additional spending on top of these plans may be required in the immediate term as part of the remaining response to Covid-19. This will be considered in exceptional circumstances only, where reform and efficiencies are not sufficient to fund essential activity.

Public sector pay

To help protect jobs at a time of crisis and ensure fairness between the private and public sectors, SR20 temporarily paused pay rises for public sector workers earning £24,000 or more. NHS workers were exempted from this pause. Those working in the public sector have, on average, better remuneration packages than those in the private sector, with Covid also demonstrating the significant value of job security. For reasons of fairness and sustainability of the public finances, we must continue to ensure that public sector pay growth at SR21 (including all elements of earnings growth and pay drift) retains broad parity with the private sector and is affordable.

Ensuring that every pound is well-spent

As the Prime Minister and I set out to you in April, we also owe it to the British people to ensure that our spending plans are underpinned by a clear focus on delivering our priorities efficiently. The outcomes and real-world impacts of our spending must be at the heart of decisions, underpinned by the best data and evaluation. SR21 must also build on the

progress we have made to identify genuine opportunities across the public sector to deliver reforms, level up across the UK and capitalise on productivity gains made through the pandemic. Your returns must deliver these opportunities and address the actions from the Savings & Efficiency Review to ensure that we can provide a better service for the British public, at lower cost.

The Chief Secretary will write to you shortly to confirm details on the expectations for your department. As set out in the commission received by your officials before Summer recess, your returns for the Spending Review must be **completed by no later than 13 September**, followed by a short window for discussion.

This letter has been copied to the Prime Minister, the Chief Secretary to the Treasury and the Cabinet Secretary.

Best wishes,

A handwritten signature in blue ink, appearing to read 'Rishi Sunak', with a stylized flourish at the end.

RISHI SUNAK

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Name of meeting: Cabinet

Date: 12th October 2021

Title of report: Kirklees Councils Access Strategy 2021 - 2026

Purpose of report: Approval is sought from Cabinet on the proposed draft Councils Access Strategy for 2021 – 2026 in Kirklees

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Impact on two or more wards
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ?	Key Decision – Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	1 st October 2021 – Richard Parry Eamonn Croston 1 st October 2021 Julie Muscroft 1 st October 2021
Cabinet member portfolio	Cllr Paul Davies

Electoral wards affected: All

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered? Yes – not applicable.

1. Summary

The current Access Strategy was agreed by cabinet and published in 2017. In early 2021 the Modern Organisation Board requested a complete refresh of the strategy. This work has been undertaken, although delayed due to the COVID-19 outbreak. Political endorsement is sought on Kirklees Council's Access Strategy (2021-2026).

2. Information required to take a decision

This report seeks political endorsement of the strategy, subject to any amendments.

Background

The current strategy has been in place since 2017. We have had successes in many of its aims, for example the digital by design programme has encouraged more of our contacts to be through online channels.

Although successful, the strategy needs a refresh and redesign as our citizens and communities' requirements have changed, as we come out of the pandemic and recover our services. This gives us a great opportunity to address those needs and place a refreshed focus on inequality, isolation, and vulnerabilities. Offering a whole council, systems approach, to provide place based and holistic services for communities.

Under the direction of the Modern Organisation board, we have been working closely with services across the council, our partners, volunteer groups and with communities to identify what they need and what is important to them in relation to Access.

This new proposed strategy (Appendix 1) acknowledges that feedback, and the work that has been undertaken over the last 10 months and is reflected in the aims and principles.

Central to the new proposed Access strategy is how it can support a number of our shared outcomes.

- Addressing inequalities, building inclusion
- Working across the life course and in the places that people live
- Local capacity building - Building on the strengths and local resources

The new strategy also aligns to key initiatives and strategies on Integration, Adult Social Care Vision, Children's Social Care improvement/SEND, Place Based Working and the Homes and Neighbourhoods Improvement Framework.

Key Issues

The pandemic has shone the light on inequalities, on isolation as well as health and care needs in our communities and the role Access plays in addressing these barriers. It is also clear from the co-production work we have done that many have

been unable to connect with us. Our services are not visible or accessible to some people for a range of reasons.

This updated strategy whilst continuing to promote online and digital platforms, as well as commitments to improve those platforms, also promotes the following:

- Bringing access more localised where it is needed (Links with place-based working and Asset strategies).
- Up-skilling and empowering staff to be able to support all customer needs presented and acting as advocates for them with specialised services. Moving away from siloed services that deal with initial presenting need only (aligning with the People Strategy and organisational development).
- Reviewing the journey of how people connect with us and our processes, the mechanisms and technology (links with Technology Strategy)
- Improving consistency in communication across all platforms (links with Communication Strategy)
- To work alongside our communities, our partners and others in developing our services and improving outcomes.

This strategy sets out the principles and conditions for the change required. The strategy aims and principles are for **all our** services where access is required by our people and businesses.

3. Implications for the Council

3.1 Working with People

The strategy has been co-produced, building on feedback from people and communities identifying their needs and what works for them. A principle of the strategy is to involve people in the development and delivery of key projects and for future service delivery models. It puts people at the heart of what we do. The strategy includes commitments to obtain regular feedback from people on their experiences of receiving services.

3.2 Working with Partners

Our partners are key to us achieving the aims of the strategy. Partners are involved in the boards and steering groups we have created to develop the strategy and monitor our progress. We are working with health partners and the voluntary and community sector to better understand local needs to develop the best possible outcomes.

3.3 Place Based Working

Place based working is a key aim of the strategy. Our ambition is that people will be able to access the support and information they need at the right time in their life as well as in the place they live. The strategy builds on existing resources in our places and builds on our strength-based approaches across ours and partners delivery and supports Kirklees integration agenda.

3.4 Climate Change and Air Quality

As we develop our future service delivery model's we will provide more localised support therefore potentially reducing the need for people to travel to Huddersfield or Dewsbury to get support. This may impact positively on Climate change and air quality.

3.5 Improving outcomes for children

This is the council's strategy for Access and therefore speaks to every directorate; the strategy has been developed to further improve links with Children's and Families.

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

Delivery of the strategy has the need to be cost effective and offer value for money. Although some initial development resources have been provided to initiate this work, there will be need for financial support on key projects identified to deliver the strategy. For example: Place based working and technology improvements. However, we are confident that the robust and longer-term implementation of this strategy, across all services, will realise the longer-term financial benefits of working upstream.

Effective communications and engagement to launch this strategy will be crucial in ensuring the strategy is recognised, understood and begins to inform our ways of working across the council and with partners.

3.7 Do you need an Integrated Impact Assessment (IIA)?

We have taken account of our equality duties. A Stage 1 Integrated Impact Assessment has been completed and is at Appendix 2

4. Next steps and timelines

Following political endorsement, roll-out of the Access Strategy will be supported by a comprehensive and insight-led communications programme. Cabinet will be updated on progress on an annual basis.

5. Officer recommendations and reasons

It is recommended that Cabinet approve the Access Strategy 2021-26, attached at Appendix 1. To be implemented from October 2021 for the following reasons:

- This new strategy puts people at the heart of our approach
- It will support delivery of the corporate plan and ambition
- It has been developed through feedback from people and groups about what is required to meet both individual and collective access needs.

6. Cabinet Portfolio Holder's recommendations

The Cabinet Portfolio Holder recommends that Cabinet fully endorse the Access Strategy 2021 – 2026.

7. Contact officer

Dave Thompson Head of Access Strategy and Delivery

8. Background Papers and History of Decisions

<https://democracy.kirklees.gov.uk/mglIssueHistoryHome.aspx?Ild=25520&PIanId=163&RPID=1658742>

9. Service Director responsible

Jill Greenfield Service Director Customers and Communities

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ACCESS STRATEGY

2021-26

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Foreword

There is sometimes the risk of making assumptions about how people wish to access council services. Such assumptions could result in alienating some people and communities who can't get the support they need due to a variety of technological and/or cultural barriers.

Recognising this, I am pleased that we have developed an Access Strategy that puts people at the heart of our approach, so they are able to benefit and feel included when accessing and using services and that will support the delivery of our Corporate Plan and ambition.

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

By working with people, our partners, businesses, volunteer groups and communities, we aim to provide access across Kirklees that addresses the diverse needs of people and places.

I look forward to seeing the implementation of this strategy and the impact it will have on our people in how they access services that are most important to them.



Councillor Paul Davies

Cabinet Member – Corporate

Introduction – Our Council Vision

Kirklees Council is ambitious for its people, its places, and its partners. We are committed to making sure that everyone's experience of contacting the Council is a positive one. We aim to make people's lives easier.

Our values commit us to listening to and working with people, communities, and businesses, so as to understand their needs, what is important to them, and to put in place appropriate affordable services. This strategy sets out our vision to deliver these commitments and to provide the best possible outcomes for whoever has contact with us, and however they contact us.

Learning from a year that has highlighted existing inequalities and the social isolation people experience, this strategy aims to respond to the ways access is provided so as to ensure those who need and receive our services are supported in the most appropriate and efficient way.

As a result of this Strategy, we aim to realise the significant benefits of working in partnership to:

1. Make a positive difference from the first contact, reducing the need for repeated and multiple contacts
2. Provide more localised services in communities which meet the needs of the communities they serve
3. Continue to develop our online and phone services, increasing take up and access
4. Co-design, co-produce and co-evaluate services with people, to ensure a culture of shared learning, power and voice
5. Build on the trust we have developed with partners, volunteer groups and businesses.

This supports the ongoing journey the council has been on over the last few years. To develop early intervention and prevention approaches, to get closer to our communities through place-based working, and to strengthen our ability to build positive relationships and partnerships. Which we have seen develop even more positively throughout the pandemic.

We are committed to working alongside people, places, and partners, and to ensure we always seek out new and proactive ways to enable, empower and resource our communities. We recognise that communities have needs and ambitions, as well as individuals, and will work towards meeting collective needs and making ambitions a reality.

We will continue to work with many groups to deliver the strategy. Some of the groups already worked with are:

- Councillors and Senior leadership teams
- Partners including LOCALA, Public Health, NHS Commissioning Bodies
- Volunteering Groups, Community Groups
- People and communities of Kirklees
- Businesses.

What do we mean by 'Access to Services' – a whole Council approach

Access refers to the services we provide as a council, but also how we handle those who contact us when they are trying to access those services.

Access is required across the whole life-course. We recognise that the type of contact and services required will vary throughout people's lives.

It is also important we design access that responds to individual needs and the needs of local communities, that are delivered in a way that provides value for their money.

Access to Services covers:

- Contacting the council for information, advice, guidance, support, a service,
- Carrying out transactions like pay council tax or rent, book tickets, pay for services provided or a pay parking fine,
- Finding out about or reporting a missed bin, fly tipping,
- Finding support for a child or adult,
- Contacting to volunteer, or in relation to a business or employment and
- To take part – help us co-design, create and procure support and work in partnership with us.

Sometimes we use the term 'channel' in relation to Access to Services – channel is used to describe the different ways people can be in contact with the council, for example via websites and apps, in person, by phone, email and forms, via social media, and through our community and place-based teams.

Understanding our area and those who live and work in it

In the last census there were 431,000 people living in Kirklees. In 2020 it was estimated that would now have risen to over 447,000. There are approximately 15,000 businesses in the Kirklees area.

We know our population will continue to rise and change demographically. To keep pace with our evolving local population, both demographically and culturally, we need to change the way we do things, to ensure high expectations for good quality services are made a reality.

In an ever-changing world it is important that we understand our area now and what it will look like in the future so that we tailor support to the presenting needs of our population and businesses.

We know that in our higher volume transactional services people want quick and easy access to meet their needs. For example, paying bills or rent, ordering a repair or reporting an issue. We also know that at certain points in people's life a more person centred approach is required.

We know the demographics and needs of our population, places and service users will change. We will embed the use of insight and evaluation to continuously review and respond to changes so that our services meet the current and future needs of our people, our places, our partners and our businesses in the most effective and efficient way possible.

Delivering place-based working is key to ensuring we know who our people, places, and partners are, what their needs may be, and how we can ensure our services meet those changing needs.

Who connects with the Council?

Our research has shown that we have **seven main groups** who access our services, who all have different circumstances and present different needs.

We also know that within these groups some people are comfortable with technology and some are not. We will take this into account across these groups when providing services.

The seven groups are:

Group 1 – Adult Living Well

Adults living fulfilled lives and with stable economic circumstances.

Like Stacey: “I am healthy. I enjoy my leisure time, particularly swimming at the leisure centre pool and keeping fit. When possible, I like to support my local community. I rarely contact the council but when I do it’s because something has gone wrong or I need a service that only the council provides.”



Group 2 – Adult at Risk

Adult living with a disability or illness (mental health or other condition) needing help to look after themselves or protect themselves from harm.

Like Colin: “I live with a mental health condition which means I sometimes struggle with daily life. I regularly feel lonely and not part of the community. Sometimes I need help to live well and as independently as possible, but other times I don’t need any help at all.”



Group 3 – Adult with Financial Challenges

Those working or on benefits or both.

Like Adele: “I have always worked but struggle to make ends meet as my income barely covers my living costs. I rely on welfare support without which my personal situation would be unmanageable.”



Group 4 – Community Champion

Those with a strong interest in their local community.

Like Shabbir: “I care about my community and like to see it is well looked after. I report problems to the council when I see them. I take an interest and I am keen to have my say on surveys and local plans that affect my community.”



Group 5 – Well Child

Children with no long-term health issues.

Like Chloe: “I am healthy. I enjoy playing outdoors in the park and countryside. I am concerned about climate change and how we make it better.”



Group 6 – Vulnerable Child

Children with long term mental or physical health conditions.

Like David: “I am living with a long-term health condition and my home life is difficult.”



Group 7 – Business Owner

Business owners who work in Kirklees.

Like Jo: “I run a business in Kirklees. I normally contact the Council for planning or licensing services. I am keen to share ideas with other business owners and like to be involved in the regeneration of the area.”



Our principles

This Strategy is built around our principles. The principles define how we will achieve our aims.

The principles have been developed with feedback from people and groups about what is required to meet both individual and collective access needs. These principles are:

- **Getting the basics right** – Develop the design of service access, the language we use and understand what it means to people. Identify what people want to achieve and how they want us to help them get there.
- **Tackling access inequalities** – using access to services to address inequalities, vulnerabilities and loneliness including cultural, digital, financial, and other barriers
- **Offering multiple contact points** – We recognise that people want choice in how they connect with us and our communication will extend beyond the traditional channels to include our Community coordinators, social media, community buildings and more
- **Working with people** – Ensure regular reflection and improvements to our processes and arrangements by co-producing our services and how we deliver them with the people that access them, so that we are adaptable to meet needs and access to services is the best it can be.

Getting the basics right

Develop the design of service access, the language we use and understand what it means to people. Identify what people want to achieve and how they want us to help them get there.

It is vital we get the basics right as this helps us address the other principles where more support is required for people who need it.

People interact with the council through channels that best suit their needs. Some of these channels are:

- **Website and online** – we have had significant success through our Digital by Design programme where thousands of transactions take place efficiently and effectively. This is through our website (booking tickets, paying for services) and the citizen account, reporting issues and accessing information (e.g., council tax bills).
 - We have also developed the use of online forms to help ensure the right support is identified quickly for those in need.
- **Phone** – putting callers in contact with those who can deal with their enquiry/issue/request appropriately.
- **Customer Service Centres** – where there is public access equipment (IT, telephones, and other equipment) and the opportunity if needed for a 'face to face' contact with a member of staff.

We already have class leading services developed through co production, but we want to do more. We want to continue to build changes around what people need from us so that we can support them in the appropriate way.

What we will do

- We will improve our digital offer, enabling many of our services to be easily accessed online by ensuring that links and pathways work and are clear, contacts and referrals are followed up quickly and competently, and all possible considerations for contacting a service are included.
- We will continue to promote digital as our channel of choice for most services, enabling people to help themselves through self-serve first.
- We will focus our staffing resources on more complex enquiries where digital may not be appropriate and for those who are not able to use digital channels.
- We will improve the technology that supports our contact centres to ensure they operate effectively.

The outcomes expected

- Increased usage in our online channels. Our channels will be more tailored to needs, the support people require and how it is provided. What people tell us will be safe and secure. Efficient and effective processes, mechanisms, and experiences.
- Our staff will become more empowered to help people achieve what they need regardless of the channel they use to contact us.
- Improved satisfaction surveys.

What might look different

- Increased effectiveness of online support.
- Consistency in communication of messages whichever way people contact the council.
- Training for staff around digital skills, including data analysis.
- The language and set-up we use for digital services.

Tackling access inequalities

Using access to services to address inequalities, including cultural, digital, financial, and other barriers.

The COVID-19 pandemic has highlighted inequality of access for communities. We have learned from this and have continued to make improvements to access so that people are supported appropriately.

What we will do

- We will review our existing services with people to ensure that we fully understand the journey people go on to connect with us, and crucially, from their perspective.
- We will tailor our services to meet needs so that those that need our support are able to obtain it in a way that suits them.
- We will be working with the Inclusion Commission to develop ideas on how to do this even better.
- We will ensure people can access services more locally without the need to travel.
- We will develop our information and advice services by identifying what people are entitled to as well as what they need.
- We will explore human rights models of customer care and delivery which focus on what needs to be delivered to create good inclusive services.
- We will have a culture where the needs and aspirations of people are considered at each stage of service design.
- We will review the training we provide to staff to ensure they have the skills and knowledge to provide the right support for presenting needs.

The outcomes expected

- Those without digital access can get support.
- More personalised services where people feel remembered by staff and not a faceless customer.
- People do not need to repeat their stories several times.
- Services more localised and easier to access.
- Services more visible and accessible for communities.

What might look different

- More localised support that reduces the barriers to digital and financial help, advice, and guidance.
- Increased use of services provided.
- Increased involvement in development of services from people, groups and networks.
- Greater confidence levels in delivering good inclusive services.

Offering multiple contact points

We recognise that people want choice in how they connect with us and our communication will extend beyond the traditional channels to include our Community coordinators, social media, community buildings and more.

Making every contact count, we want to make our services more accessible for local people by utilising our workforce in new ways to ensure people get the appropriate support needed.

This means that whilst we will ensure that there is consistency and clarity in our communications between services and with the people we support, access to services will take a much more localised approach.

Through the work done by our staff and partners working out in communities, through volunteers and through feedback from councillors we know that many don't have easy access to equipment and don't travel to our centres for support.

In line with the council's ambition on place-based working, we aim to improve access on a local basis creating environments that have the right equipment and where staff can and will deal with needs as presented and obtain appropriate levels of support.

What we will do

- We will work as one organisation offering clear and consistent experiences.
- Ensure our staff have the knowledge, skills, capability and tools to deliver consistent and high-quality services wherever and however people choose to interact with us.
- We will identify key areas where providing more localised support presents opportunities to improve outcomes for local people.
- We will learn from the pilot work in these areas, so we can inform our overall approach to developing place-based provision.
- We will be honest about what we can achieve but our plans and arrangements will always be co-produced with people and communities.

The outcomes expected

- Better connection and opportunity for people to access services in their local area.
- Increasing the opportunity for people to access all channels in an area more local for them.
- Our staff will become more empowered to help people achieve what they need regardless of where they present, resolving more issues at first point of contact.
- Provide appropriate staff with a single view of the citizen and access to the systems they need to be able to deliver services without having to refer on to someone / somewhere else.
- Develop clear and visible clear escalation routes to address complex, non-standard issues or for when things go wrong

What might look different

- Where our access points are situated and available.
- Personalised choice and control.
- Less of being signposted for support and more of staff taking ownership to support presenting needs.

Working with people

Ensure regular reflection and improvements to our processes and arrangements by co-producing our services and how we deliver them with the people that access them, so that we are adaptable to meet needs and access to services is the best it can be.

What we will do

- Embed co-production principles and listening feedback loops in all that we do.
- Co-production will be viewed as an opportunity for the council and staff, as well as those who access services.
- When things go wrong, we will learn lessons and make changes to ensure they don't happen again.
- We will have strong working relationships with people where they have opportunity and confidence to comment on how well we are doing. This feedback will be listened to, responses will be quick and effective, and solutions will be explored with people.
- We will explore different ways to co-produce services with people and partners.
- We will share learning of what good co-production looks like so all our council contact services can learn from each other.
- Through a better understanding of varying needs and circumstances, we will offer services that are proactive from the council and our partners.
- Where our services are required to protect individuals or the environment, we will do so in a clear and consistent way that makes it easier to understand dependent on situation, condition and personal wishes.
- We will be honest about what we can achieve but our plans and arrangements will always be co-produced with people and communities.

The outcomes expected

- Increased use of co-production in changes to service delivery.
- Increased confidence in services meeting needs.

What might look different

- Invitations to give feedback on performance, and to co-produce solutions will be more regularly available.
- Opportunities to co-produce our developing programmes will be more widely available.
- Power and voice will be shared.
- People will be seen as experts on their own situation or that of their community.
- People will be seen as assets to improving access to services

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Summary

EIA stage 1 – Screening assessment

PROJECT DETAILS

Name of project or policy: Access to Services Strategy

Directorate	Senior Officer responsible for policy/service:
Adults and Health	Dave Thompson
Service:	Lead Officer responsible for EIA:
Customers and Communities	Clare O'Regan
Specific Service Area/Policy	Date of EIA (Stage 1
Access to Services	7 th September 2021

Brief outline of proposal and the overall aims/purpose of making this change:

The current access to services strategy was agreed by Cabinet and published in 2017. In early 2021 the Council's Modern Organisation Board requested a complete refresh of the strategy. Although successful, the strategy needed a refresh and redesign as our citizens and communities' requirements have changed. This gave an opportunity to place a renewed focus on inequality, isolation and vulnerabilities and to offer an whole council systems approach, and to provide place based and holistic services for communities. This work has been undertaken and Cabinet endorsement is being sought for the new strategy. The 4 principles contained within the new strategy are designed to have a positive impact on inequalities, on isolation as well as health and care needs in our communities and the role Access plays in addressing these barriers. While the strategy has been developed during the covid 19 pandemic which has limited some options for engagement, it has been developed from an in-depth exploration of existing citizen and staff feedback, and considerable discussion of and advice on the draft principles that emerged from this work. The principles are:

- o Getting the basics right – Develop the design of service access, the language we use and understand what it means to people. Identify what people want to achieve and how they want us to help them get there.
- o Tackling access inequalities – using access to services to address inequalities, vulnerabilities and loneliness including cultural, digital, financial, and other barriers
- o Offering multiple contact points – We recognise that people want choice in how they connect with us and our communication will extend beyond the traditional channels to include our Community coordinators, social media, community buildings and more.
- o Working with people – Ensure regular reflection and improvements to our processes and arrangements by co-producing our services and how we deliver them with the people that access them, so that we are adaptable to meet needs and access to services is the best it can be.

Assessment Summary

Theme	Proposal	impact	P+I	Mitigation	Evidence	M+E	2 nd stage required
Equalities	6	3.4	9.4	5	4	9	No
Environment		4.6	4.6	0	6	6	No

Nature of Change

What is your proposal	Yes or No
To introduce a service, activity or policy (i.e. start doing something)	no
To remove a service, activity or policy (i.e. stop doing something)	no
To reduce a service or activity (i.e. do less of something)	no
To increase a service or activity (i.e. do more of something)	no
To change a service, activity or policy (i.e. redesign it)	yes
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	no

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...	Level of Impact Please select from drop down
Kirklees employees within this service/directorate? (overall)	Positive
Kirklees residents living in a specific ward/local area?	Positive
Please tell us which area/ward will be affected:	all
Residents across Kirklees? (i.e. most/all local people)	Positive
Existing service users ?	

Each of the following groups ?		Please select from drop down
<i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both employees and residents - within these protected characteristic groups).</i>		
...age	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...disability	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...marriage/ civil partnership	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...pregnancy & maternity	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...race	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...religion & belief	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...sex	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...sexual orientation	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...those in poverty or low-come	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive

...unpaid carers	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		Level of Impact	
		Please select from drop down	
Kirklees Council's internal practices ?		Positive	
Lifestyles of those who live and work in Kirklees?		Neutral	
Practices of suppliers to Kirklees council?		Neutral	
Practices of other partners of Kirklees council?		Neutral	
Each of the following environmental themes ? (Please select from the drop down list)			
	People	Partners	Places
...clean air (including Climate Changing Gases)	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
...Clean and plentiful water	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
... Wildlife and habitats	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
...Resilience to harm from environmental hazards	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
... Sustainability and efficiency of use of resources from nature	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
...Beauty, heritage and engagement with the natural environment	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
... Resilience to the effects of climate change	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
...Production, recycling or disposal of waste	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
... Exposure to chemicals	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2

HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?

Please select YES or NO

Equality Themes

Have you taken any **specialist advice** linked to your proposal? (Legal, HR etc)?

	...employees?	Yes
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	...Kirklees residents?	Yes
	...service users?	Yes
	...any protected characteristic groups?	No

Please list your **equalities** evidence/intelligence here [you can include hyperlinks to files/research/websites]:
 The following evidence has been drawn on, much of which highlights equalities issues and/or breaks down information by characteristics such as demographics, age, ethnicity:
 Collaborate Place Based report
 Findings of Place Based Working workshops, winter 2019
 Finding from existing intelligence eg budget consultations
 Council strategies eg Inclusion, Technology, Adults Vision, VCS

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal outlined on the different groups of people?	TO SOME EXTENT
To what extent do you feel you have considered your Public Sector Equality Duty?	TO SOME EXTENT

Environmental Themes

Have you taken any **specialist advice** linked to your proposal?

		No
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	...Kirklees Council practices?	Yes
	...resident and worker lifestyles?	Yes
	...Practices of Supplier to Kirklees Council?	No
	...Practices of other Kirklees Council partners?	No

Please list your environmental evidence/intelligence here [you can include hyperlinks to files/research/websites]:
 A number of pilot projects associated with the new access to services strategy test out, by their nature, environmental issues such as travel eg piloting place based customer service centres and looking at public access IT in libraries.

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the environmental issues identified?	FULLY