

# Public Document Pack

## Kirklees Council



Main Hall - Town Hall, Huddersfield

Tuesday 5 October 2021

Dear Member

**The Council will meet on Wednesday 13 October 2021 at 5.30 pm in the Main Hall - Town Hall, Huddersfield.**

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

The following matters will be debated:

**Pages**

**1: Announcements by the Mayor and Chief Executive**

To receive any announcements from the Mayor and Chief Executive.

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**2: Apologies for absence**

Group Business Managers to submit any apologies for absence.

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**3: Minutes of Previous Meeting**

1 - 4

To agree and authorise the Mayor to sign the Minutes of Council held on 8 September 2021.

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#### **4: Declaration of Interests**

5 - 6

The Councillors will be asked to say if there are any items of the Agenda in which they have a Disclosable Pecuniary Interests, which would prevent them from participating in any discussion of them items or participating in any vote upon the items, or any other interests.

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#### **5: Petitions (From Members of the Council)**

To receive any Petitions from Members of the Council in accordance with Council Procedure Rule 9.

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#### **6: Deputations & Petitions (From Members of the Public)**

Council will receive any petitions and hear any deputations from members of the public in accordance with Council Procedure Rules 9 and 10.

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.

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#### **7: Public Question Time**

Council will receive any questions from the general public in accordance with Council Procedure Rule 11.

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#### **8: West Yorkshire Combined Authority - Minutes**

7 - 36

To receive the Minutes of the Meeting of West Yorkshire Combined Authority held on 24 June and 29 July 2021.

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**9: Council Budget Strategy Update - 2022/23 and future years (Reference from Cabinet)** 37 - 108

To consider the Council's Budget Strategy Update.

Contact: Eamonn Croston, Service Director - Finance

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**10: Our Council Plan 2021/2023 (Reference from Cabinet)** 109 - 180

To consider the adoption of Our Council Plan 2021/2023.

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

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**11: Re-appointment of Independent Person (Reference from Standards Committee)** 181 - 188

To consider the re-appointment of the Council's Independent Person.

Contact: Julie Muscroft, Service Director – Legal, Governance and Commissioning

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**12: Elected Member Attendance at Meetings** 189 - 192

To consider that the requirement for an Elected Member to attend a relevant number of qualifying Council meetings be relaxed until 6th May 2022.

Contact: Julie Muscroft, Service Director – Legal, Governance and Commissioning

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**13: Written Questions to the Leader, Cabinet Members, Chairs of Committees and Nominated Spokespersons**

To receive written questions to the Leader, Cabinet Members, Chairs of Committees and Nominated Spokespersons in accordance with Council Procedure Rule 12.

A schedule of written questions will be tabled at the meeting.

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**14: Minutes of Cabinet and Cabinet Committee - Local Issues**

193 -  
228

To receive for information; the Minutes of (i) Cabinet held on 22 June, 27 July and 31 August 2021 and (ii) Cabinet Committee – Local Issues held on 23 June 2021.

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**15: Holding the Executive to Account**

- (a) To receive a Portfolio Update from the Cabinet Member for Culture and Greener Kirklees (Councillor Simpson)
  
  - (b) To receive oral questions/comments to Cabinet Members on their portfolios and relevant Cabinet Minutes :
    - (i) The Leader of the Council (Councillor Pandor)
    - (ii) The Deputy Leader of the Council / Housing and Democracy Portfolio (Councillor Scott)
    - (iii) Children’s Portfolio (Councillor Kendrick)
    - (iv) Corporate Portfolio (Councillor P Davies)
    - (v) Culture and Greener Kirklees Portfolio (Councillor Simpson)
    - (vi) Environment Portfolio (Councillor Mather)
    - (vii) Health and Social Care Portfolio (Councillor Khan)
    - (viii) Learning, Aspiration and Communities Portfolio (Councillor Pattison)
    - (ix) Regeneration Portfolio (Councillor McBride)
    - (x) Town Centres (Councillor E Firth)
- 

**16: Minutes of Other Committees**

229 -  
292

To receive for information the minutes of the following Committees, Boards and Panels;

- (a) Corporate Governance and Audit Committee
  - (b) Corporate Parenting Board
  - (c) Health and Wellbeing Board
  - (d) Licensing and Safety Committee
  - (e) Overview and Scrutiny Management Committee
  - (f) Strategic Planning Committee
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**17: Oral Questions to Committee/Sub Committee/Panel Chairs and Nominated Spokespersons of Joint Committees/External Bodies**

To receive oral questions in accordance with Council Procedure Rule 13 (4):

- (a) Appeals Panel (Councillor Ramsay)
  - (b) Corporate Governance and Audit Committee (Councillor Y Hussain)
  - (c) Corporate Parenting Board (Councillor Reynolds)
  - (d) Health and Wellbeing Board (Councillor Kendrick)
  - (e) Licensing and Safety Committee – including Licensing Panel and Regulatory Panel (Councillor A U Pinnock)
  - (f) Overview and Scrutiny Management Committee (Councillor Smaje)
  - (g) Personnel Committee (Councillor Pandor)
  - (h) Planning Sub Committee - Heavy Woollen Area (Councillor M Hussain)
  - (i) Planning Sub Committee – Huddersfield Area (Councillor Lyons)
  - (j) Scrutiny Panel – Children’s (Councillor Marchington)
  - (k) Scrutiny Panel – Corporate (Councillor Cooper)
  - (l) Scrutiny Panel – Economy and Neighbourhoods (Councillor Uppal)
  - (m) Scrutiny Panel – Health and Adult Social Care (Councillor Zaman)
  - (n) Standards Committee (Councillor Hill)
  - (o) Strategic Planning Committee (Councillor S Hall)
  - (p) Kirklees Active Leisure (Councillor Sokhal)
  - (q) West Yorkshire Combined Authority (Councillor Pandor)
  - (r) West Yorkshire Combined Authority Transport Committee (Councillor Homewood)
  - (s) West Yorkshire Fire and Rescue Authority (Councillor O’Donovan)
  - (t) West Yorkshire Joint Services Committee (Councillor Zaman)
  - (u) West Yorkshire Police and Crime Panel (Councillor Ahmed)
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**18: Motion submitted in accordance with Council Procedure Rule 14 as to Mayoral Precept**

To consider the following Motion in the names of Councillors Lawson, Marchington and A Smith;

“This Council recognises the regressive nature of taxes raised locally under precepts. For most of those who must pay those taxes, there is no account taken of household income.

We ask, therefore, that Cabinet consider if it is appropriate for the newly elected Mayor of West Yorkshire to use such tax-raising powers for the foreseeable future in the current economic climate.”

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## **19: Motion submitted in accordance with Council Procedure Rule 14 as to Increasing the Warm Home Discount Scheme**

To consider the following Motion in the names of Councillors Munro and Iredale;

“This Council notes:

- 1) The Warm Home Discount Scheme, which is a Government-led initiative providing eligible households with a £140 discount on their electricity bill between September and March each year. This is a one-off discount which is administered by energy suppliers;
- 2) The £140 discount has remained fixed for over 9 years;
- 3) There have been huge rises in energy prices in recent years, with the costs of energy increasing by 40% in the last year alone. Additionally, Ofgem has recently set an unprecedented price cap hike. According to the End Fuel Poverty Coalition, Ofgem’s price cap hike could propel a further 1.2 million people in to fuel poverty (rising from 4.1 million to 5.3 million);
- 4) The publication of the Government’s Energy White Paper (December 2020). Earlier this year, the Government also consulted on proposals to reform the Warm Home Discount Scheme in England and Wales until 2026. The Government has pledged to increase the size of individual rebates from £140 to £150 and expand the scheme so that an additional 780,000 households receive rebates off their energy bills each winter.

This Council believes:

- 1) That the Warm Home Discount is vital in helping to tackle fuel poverty. The rebate helps households that struggle to keep warm pay for their energy;
- 2) That it’s essential for households to be able to heat their homes to a safe level. Too many households are forced to make decisions about whether to heat or to eat;
- 3) The Government’s proposed changes to increase the Warm Home Discount Scheme by only £10 is insufficient given that

energy prices have risen higher in recent years and are likely to continue to increase. The Warm Home Discount Scheme has not kept up with the times and unless the rebate is increased further, many families will suffer and will struggle to keep warm. The Warm Home Discount Scheme should also be better designed, so that more eligible households are aware about the discount and there are more channels to apply for it.

This Council resolves:

That the Leader of the Council writes to the Minister of State at the Department for Business, Energy & Industrial Strategy, the Rt Hon Greg Hands MP, to urgently review and update the Warm Home Discount Scheme, to ensure the scheme is fit-for-purpose and that the rebate better reflects the rapid rises in energy costs, while also reviewing and updating the scheme so that it is better designed, to help ensure more households are aware about it.”

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By Order of the Council

A handwritten signature in cursive script, appearing to read 'J. Geelman'.

Chief Executive

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Contact Officer: Andrea Woodside

## **COUNCIL**

### **KIRKLEES COUNCIL**

**At the Meeting of the Council of the Borough of Kirklees held at  
Main Hall - Town Hall, Huddersfield on Wednesday 8 September 2021**

## **PRESENT**

**The Mayor (Councillor Nigel Patrick) in the Chair**

## **COUNCILLORS**

Councillor Masood Ahmed	Councillor Mahmood Akhtar
Councillor Karen Allison	Councillor Bill Armer
Councillor Timothy Bamford	Councillor Donna Bellamy
Councillor Martyn Bolt	Councillor Cahal Burke
Councillor Aafaq Butt	Councillor Andrew Cooper
Councillor Paola Antonia Davies	Councillor Paul Davies
Councillor Eric Firth	Councillor Charles Greaves
Councillor Adam Gregg	Councillor David Hall
Councillor Steve Hall	Councillor Erin Hill
Councillor James Homewood	Councillor Mumtaz Hussain
Councillor Yusra Hussain	Councillor Robert Iredale
Councillor Manisha Roma Kaushik	Councillor Viv Kendrick
Councillor Musarrat Khan	Councillor John Lawson
Councillor Vivien Lees-Hamilton	Councillor Susan Lee-Richards
Councillor Fazila Loonat	Councillor Gwen Lowe
Councillor Aleks Lukic	Councillor Andrew Marchington
Councillor Naheed Mather	Councillor Peter McBride
Councillor Matthew McLoughlin	Councillor Alison Munro
Councillor Darren O'Donovan	Councillor Shabir Pandor
Councillor Carole Pattison	Councillor Mussarat Pervaiz
Councillor Amanda Pinnock	Councillor Andrew Pinnock
Councillor Jackie Ramsay	Councillor Elizabeth Reynolds
Councillor Cathy Scott	Councillor Joshua Sheard
Councillor Will Simpson	Councillor Elizabeth Smaje
Councillor Anthony Smith	Councillor Richard Smith
Councillor Mohan Sokhal	Councillor Melanie Stephen
Councillor John Taylor	Councillor Mark Thompson
Councillor Sheikh Ullah	Councillor Harpreet Uppal
Councillor Lesley Warner	Councillor Michael Watson
Councillor Habiban Zaman	

**37 Announcements by the Mayor and Chief Executive**

The Mayor conveyed thanks to Members of the Council for invitations to local events and advised that he would welcome further invitations for the mayoral diary. Members were also reminded of the Mayor's Civic Dinner event which would be taking place on 5 October 2021.

Council received tributes to former Heckmondwike Ward Councillor, Tim Crowther, who had recently passed away. Tributes were paid by Councillors Pandor, Lukic, Bolt, S Hall and Butt.

The Strategic Director for Corporate Strategy, Commissioning and Public Health (present on behalf of the Chief Executive), invited Councillor Pattison to make a statement to Council in regards to the Afghanistan resettlement programme and the role of the Council in helping those affected following recent events.

**38 Apologies for absence**

Apologies for absence were received on behalf of Councillors Dad, D Firth, Holmes, Lyons, McGuin, K Pinnock, Sarwar, K Taylor and White.

**39 Minutes of Previous Meeting**

**RESOLVED** – That the Minutes of the previous meeting held on 14 July 2021 be approved as a correct record.

**40 Declaration of Interests**

Councillor J Taylor declared an 'other' interest in Agenda Item 9 on the grounds that he is an Alternate Director (Council representative) at Suez Recycling Ltd.

**41 Petitions (From Members of the Council)**

Councillor Burke submitted a petition with regards to tree planting at Longwood Edge, requesting that Council owned land at Longwood Edge fields be retained for such use.

Councillor Munro submitted a petition which requested road improvement resurfacing works to be carried out at Fenay Bankside.

The Mayor advised that, in accordance with Council Procedure Rule 9(3), the petitions be referred to the appropriate Service Director for investigation.

**42 Deputations & Petitions (From Members of the Public)**

Council received deputations from Leah Stuart, Heather Peacock and Hannah Longbottom with regards to the impact of the A629 (Phase 5) road widening scheme, and was advised of an online petition titled 'Save Edgerton's Iconic Trees'.

Council received a petition, submitted by Julie Whittaker, which requested that West Yorkshire Casualty Prevention Partnership install fixed speed cameras along A653 Leeds Road Dewsbury between Shaw Cross junction and Woodkirk Post Office.

**43 Public Question Time**

Council received questions from;

- (i) Keith Mallinson in regards to highway issues on new housing developments.

A response was provided by the Cabinet Member for Housing and Democracy (Councillor Scott)

- (ii) Greg Christoffe in regards to car parking restrictions in Holmfirth Town Centre.

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

- (iii) Leah Stuart, pursuant to her earlier deputation, requesting a meeting with the Cabinet Portfolio Holder.

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

**44 West Yorkshire Combined Authority - Minutes**

**RESOLVED** – That the Minutes of the Meeting of West Yorkshire Combined Authority held on 24 June 2021 be received and noted.

**45 Key Discussion - Covid 19 Recovery**

Council held a key discussion debate on Covid 19 recovery.

**46 Resources and Waste Strategy 2021-2030 (Reference from Cabinet)**

It was moved by Councillor Mather, seconded by Councillor Simpson, and

**RESOLVED** - That the Resources and Waste Strategy 2021-2030 be adopted.

**47 Financial Outturn Report 2020/21, including Revenue, Capital and Housing Revenue Account Outturn Position and Annual Report on Treasury Management (Reference from Cabinet)**

It was moved by Councillor P Davies, seconded by Councillor Pandor, and

**RESOLVED** –

- 1) That, in regards to General Fund, (i) the revenue outturn position for 2020/2021, including Covid-19 impacts, be noted (ii) the year end position on corporate reserves and balances including Covid-19 impacts be noted (iii) the proposed use of pre-existing reserves be reaffirmed and the proposed use of new reserves, as set out in section 1.9 of the report, be endorsed (iv) regular monitoring and review of corporate reserves in 2021/2022 be reported to Cabinet as part of the quarterly financial monitoring cycle and (v) the use of the Council's flexible receipts strategy for year end capitalisation of £2.3m transformation related costs in 2020/2021 be noted.
- 2) That the year end position on the Collection Fund including Covid-19 impacts be noted.

## Council - 8 September 2021

- 3) That the Housing Revenue Account revenue outturn and reserves position 2021/2022 be noted.
- 4) That, in regards to Capital, (i) the outturn position 2020-2021 be noted (ii) approval be given to £26.9m capital rollover from 2020-2021 to 2021-2022 (iii) approval be given to the revised capital plan for the period 2021-2026, having taken into account rollover, the re-phasing of schemes and changes to grant assumptions.
- 5) That the review of treasury management activity for 2020/2021 be noted.

### 48 **Committee System Proposal**

It was moved by Councillor Y Hussain, seconded by Councillor J Taylor, and

**RESOLVED** - That Corporate Governance and Audit Committee be asked to determine the next steps of the proposal, in accordance with the Local Government Association's key issues, as set out in paragraph 2 of the considered report.

(During the consideration of this item, it was moved by Councillor Bolt and seconded by Councillor Lukic that, in accordance with Council Procedure Rule 16(2), the meeting not be terminated at 9pm in order to enable further debate upon this item. The motion, upon being put to the vote, was not carried.)

### 49 **Written Questions to the Leader, Cabinet Members, Chairs of Committees and Nominated Spokespersons**

Item not considered (due to time constraints).

### 50 **Motion submitted in accordance with Council Procedure Rule 14 as to Mayoral Precept**

Item not considered (due to time constraints).



<b>KIRKLEES COUNCIL</b>			
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>			
<b>DECLARATION OF INTERESTS</b>			
Council			
Name of Councillor			
<b>Item in which you have an interest</b>	<b>Type of interest (eg a disclosable pecuniary interest or an "Other Interest")</b>	<b>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]</b>	<b>Brief description of your interest</b>

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.



## MINUTES OF THE MEETING OF THE WEST YORKSHIRE COMBINED AUTHORITY HELD ON THURSDAY, 24 JUNE 2021 AT CIVIC HALL, LEEDS

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### Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor Stewart Golton (Substitute)	Leeds City Council
Councillor James Lewis	Leeds City Council
Sir Roger Marsh OBE DL	Leeds City Region Local Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Matthew Robinson	Leeds City Council
Councillor Tim Swift MBE	Calderdale Council

### In attendance:

Councillor Peter Harrand	Chair, Overview & Scrutiny Committee
Ben Still	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

### 1. West Yorkshire Mayor

The Mayor welcomed everyone to the first meeting of the Combined Authority following the West Yorkshire mayoral elections in May 2021.

The Mayor thanked and paid tribute to the outgoing Chair, Councillor Hinchcliffe and the Members of the Combined Authority for all their significant achievements which included securing the devolution deal. This had provided new powers and responsibilities, unlocking more than £1.8 billion in investment for West Yorkshire and Members were reminded of the 10 mayoral pledges to build a strong and successful economy in West Yorkshire by investing in areas such as transport, skills, housing and regeneration.

Sir Roger Marsh was congratulated by the Mayor and Members on his recent knighthood and Councillor Matthew Robinson was welcomed to his first

meeting of the Authority.

## **2. Membership of the West Yorkshire Combined Authority**

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of the following:

- The election of the West Yorkshire Mayor and the appointment of Combined Authority Members and Substitute Combined Authority Members to the West Yorkshire Combined Authority (the Combined Authority) by the Constituent Councils (the West Yorkshire councils) and the Non-Constituent Council (the City of York Council).
- The Mayor's appointment of a Deputy Mayor.
- The appointment of the Leeds City Region Local Enterprise Partnership Combined Authority Member and Substitute LEP Member to the Combined Authority.
- Granting of voting rights to the Non-Constituent Council Combined Authority Member and to the LEP Member (and their Substitutes).

The membership of the Combined Authority, including the appointments made by the Constituent Councils to the Combined Authority, and the Non-Constituent Council was attached at Appendix 1 to the submitted report.

### **Resolved:**

- (a) That the Combined Authority notes the appointments set out in Appendix 1 of the submitted report for:
- the election of the Mayor;
  - the appointment by the Mayor of Councillor James Lewis as the Deputy Mayor;
  - the appointment of Constituent Combined Authority Members and their Substitutes by the Constituent Councils;
  - the appointment of the Non-Constituent Council Member and Substitute by York City Council.
- (b) That Roger Marsh be appointed as the LEP Member of the Combined Authority, and Mark Roberts as Substitute LEP Member.
- (c) That the Non-Constituent Council Combined Authority Member may exercise one vote as follows:
- on the Leeds City Region Partnership Committee (an advisory committee), and
  - at any other Combined Authority meeting (including any decision-making committee or sub-committee to which the Non-Constituent Council Combined Authority Member is appointed) only in respect of any decision which gives rise to a direct and significant financial liability for the Non-Constituent Council.
- (d) That the Substitute Non-Constituent Council Combined Authority

Member may exercise the voting rights granted to the Non-Constituent Council Combined Authority Member, when acting in the absence of the Non-Constituent Council Member.

- (e) That the LEP Member may vote at any meeting of the Combined Authority (including any committee or sub-committee to which the LEP Member is appointed) on any decision, subject to the following exceptions:
- decision-making in relation to budget and levy setting; and
  - the adoption of any implementation plans appended to the Local Transport Plan which relate specifically to the Combined Authority's area (that is, West Yorkshire).
- (f) That the Substitute LEP Member may exercise the voting rights granted to the LEP Member, when acting in the absence of the LEP Member.

### **3. Apologies for Absence**

Apologies for absence were received from Councillors Denise Jeffery, John Lawson and Andrew Waller.

### **4. Declarations of Disclosable Pecuniary Interests**

Tracy Brabin declared a disclosable pecuniary interest in relation to Agenda Item 13, Members Allowances Scheme. She advised that Councillor Lewis, Deputy Mayor, would be asked to take the chair and she would take no part in the discussion or determining of this item.

### **5. Exclusion of the Press and Public**

There were no items on the agenda that required the exclusion of the press and public.

### **6. Minutes of the Meeting of the Combined Authority held on 22 April 2021**

**Resolved:** That the minutes of the meeting of the West Yorkshire Combined Authority held on 22 April 2021 be approved.

### **7. Committee Arrangements and Appointments**

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of committee arrangements and appointments.

- To appoint committees of the West Yorkshire Combined Authority (the Combined Authority).
- To appoint or co-opt members onto the Combined Authority's committees.
- To appoint the Chairs and Deputy Chairs of committees of the Combined Authority.

- To grant voting rights to some members of the Combined Authority's committees.
- To agree portfolio arrangements.
- To note that Inclusivity Leads will be designated on thematic committees and on the Finance, Resources and Corporate Committee.
- To appoint Independent Persons.

It was reported that since publication of the agenda papers, the following outstanding appointments and nominations had been confirmed:

- (i) The appointment of Councillor Susan Hinchcliffe as the Chair, Councillor Tim Swift as Deputy Chair and Councillor Matthew Robinson as a member of the Governance & Audit Committee.
- (ii) The appointment of Helen Featherstone as Deputy Chair of the Culture, Arts & Creative Industries Committee.
- (iii) The appointment of Councillor Shabir Pandor as Chair of the Business Investment Panel.
- (iv) The appointment of Councillor Martyn Bolt (Kirklees) as the leader of the opposition on Transport Committee.
- (v) Councillor Neil Walshaw to replace Councillor Kayleigh Brooks on the Climate, Energy & Environment Committee.
- (vi) Councillor Kayleigh Brooks to replace Councillor Neil Walshaw on the Employment & Skills Committee.
- (vii) It was also agreed that in order to secure private sector representation on the Leeds City Region Partnership Committee that the LEP Member (Sir Roger Marsh) and the Chair of the York and North Yorkshire LEP be added as voting members.

In respect of scrutiny arrangements, the following appointments were confirmed:

(viii) Corporate Scrutiny Committee

Chair: Councillor Peter Harrand  
Kirklees Council have nominated Councillor Andrew Cooper as a member.

(ix) Transport Scrutiny Committee

Chair: Councillor Amanda Parsons-Hulse  
Kirklees Council have nominated Councillor Anthony Smith as a member.

The Authority agreed all the recommendations including the outstanding appointments, nominations and amendments outlined in (i) – (ix) above. Any

further nominations or changes to membership would be reported to the next meeting.

Members discussed the forthcoming internal review of the Transport Committee. It was reported that this would be undertaken during the summer and that terms of reference and scope would be shared in advance. Members asked that the findings be reported at the earliest opportunity.

**Resolved:**

- (a) That, in relation to appointment of committees –
- (i) That the following statutory committees be appointed with the terms of reference set out in the relevant appendix attached to the submitted report:
    - Governance and Audit Committee (Appendix 1)
    - Corporate Scrutiny Committee (Appendix 2)
    - Economic Scrutiny Committee (Appendix 3)
    - Transport Scrutiny Committee (Appendix 4)
  - (ii) That the Finance, Resources and Corporate Committee be appointed with the terms of reference set out in Appendix 5.
  - (iii) That the following thematic committees be appointed with the terms of reference set out in the relevant appendix attached to the submitted report:
    - Business, Economy and Innovation Committee (Appendix 6)
    - Climate, Energy and Environment Committee (Appendix 7)
    - Culture, Arts and Creative Industries Committee (Appendix 8)
    - Employment and Skills Committee (Appendix 9)
    - Place, Regeneration and Housing Committee (Appendix 10)
    - Transport Committee (Appendix 11)
  - (iv) That the following advisory committees be appointed with the terms of reference set out in the relevant appendix attached to the submitted report:
    - Business Investment Panel (Appendix 12)
    - Leeds City Region Partnership Committee (Appendix 13).
- (b) In relation to the appointment of committee members -
- (i) That the Combined Authority appoints its members to the Governance and Audit Committee, as set out in Appendix 14 together with Joanna Wardman and Debbie Simpson as Independent Members of the Governance and Audit Committee

for this municipal year.

- (ii) That the Combined Authority members set out in Appendix 14 be appointed to:
    - the Finance, Resources and Corporate Committee
    - each of the thematic committees
    - the Business Investment Panel
    - the Leeds City Region Partnership Committee.
  - (iii) That the members as set out in Appendix 14 and substitutes as set out in paragraph 2 of the report be appointed to the overview and scrutiny committees.
  - (iv) That the Combined Authority co-opts members to its committees as set out in Appendix 14, and in addition appoint a substitute for each Co-optee on the Leeds City Region Partnership Committee, as set out in paragraph 2 of the submitted report.
- (c) In relation to voting rights for committee members, (in addition to any Combined Authority Member exercising one vote) -
- (i) That any Independent Member of the Governance and Audit Committee shall be a voting member of that committee.
  - (ii) That it be noted that any member of a Constituent Council appointed to an overview and scrutiny committee has one vote and the Authority resolves that this may be exercised in their absence by their substitute.
  - (iii) That any Co-optee from a Constituent Council on any ordinary decision-making committee (including any thematic committee) shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee).
  - (iv) That any Co-optee who is Deputy Chair of a committee shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee).
  - (v) That any Co-optee on the Leeds City Region Partnership Committee shall be a voting member of that committee and that a vote may be exercised in their absence by their substitute.
- (d) That the Chairs and Deputy Chairs to committees, as set out in Appendix 14 be appointed.
- (e) That the portfolio arrangements as set out in paragraph 2 of the submitted report be approved.
- (f) That the appointments of a Lead Member, Public Transport, a Lead Member, Active Travel on Transport Committee and a leader of the



opposition for the committee, as set out in Appendix 14 be approved.

- (g) That each thematic committee designates an Inclusivity Lead.
- (h) That Ian Brown and Carolyn Lord continue as Independent Persons in relation to complaints concerning allegations of a breach of the Combined Authority's Members' Code of Conduct on the existing terms for remuneration, until the Combined Authority's annual meeting in 2022.
- (i) That the outstanding appointments, nominations and amendments set out in (i) – (ix) of minute 7 above be approved.
- (j) That the terms of reference for the forthcoming internal review of the Transport Committee be circulated to Members.

## **8. Officer Arrangements**

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of the Combined Authority's Officer Delegation Scheme for Non-Mayoral Functions and the Officer Codes of Conduct.

### **Resolved:**

- (a) That the Officer Delegation Scheme in relation to Non-Mayoral Functions attached at Appendix 1 to the submitted report be approved.
- (b) That the Officer Codes of Conduct set out in Appendices 2 and 3 of the submitted report be approved.

## **9. Appointment of Deputy Mayor for Policing & Crime and Arrangements for PCC Functions**

The Combined Authority considered a report of the Director of Corporate and Commercial Services on the appointment of a Deputy Mayor for Policing and Crime and the Mayor's arrangements for PCC Functions.

It was reported that since publication of the agenda papers, Alison Lowe had been confirmed by the Police and Crime Panel as the first Deputy Mayor for Policing and Crime (DMPC) in West Yorkshire and would start in August 2021. Details of the appointment had been published in the Police and Crime Panel's papers which would also be published on the West Yorkshire Police and Crime Panel's website.

The Mayor expressed her thanks to Mark Burns-Williamson for his help and on-going support with the new PCC arrangements to ensure a smooth transition over the next three months.

### **Resolved:**

- (a) That the appointment of Alison Lowe as the Deputy Mayor for Policing

and Crime be noted.

- (b) That the Mayor's arrangements for PCC Functions, as set out in Appendices 1, 2 and 3 of the submitted report be noted.

## **10. Constitutional Arrangements**

The Combined Authority considered a report of the Director of Corporate and Commercial Services on constitutional arrangements.

It was noted that the Combined Authority had previously agreed to adopt a formal Constitution and this had been amended to reflect the revised committee arrangements and further amendments for clarity and updating. The Constitution documents were attached at Appendices 1 – 5 of the submitted report.

**Resolved:** That the Constitution documents attached to the submitted report be approved.

## **11. Representation on Outside Bodies**

The Combined Authority considered a report of the Director of Corporate and Commercial Services regarding Combined Authority representation on outside bodies.

**Resolved:** That the appointments to the outside bodies for the municipal year 2021/22 as detailed in Appendix 1 to the submitted report be approved.

## **12. Corporate Governance Code & Framework**

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of the Corporate Governance Code and Framework and the Annual Governance Statement for inclusion in the annual statutory accounts.

**Resolved:**

- (a) That the Corporate Governance Code and Framework be noted.
- (b) That the Annual Governance Statement be endorsed.

## **13. Members' Allowances Scheme**

Tracy Brabin declared a disclosable pecuniary interest in relation to Agenda Item 13, Members Allowances Scheme. Councillor James Lewis, Deputy Mayor, took the Chair and the Mayor took no part in the discussion or determining of this item.

The Combined Authority considered a report of the Director of Corporate and Commercial Services in respect of the Members' Allowances Scheme.

In response to a question raised, it was noted that The West Yorkshire

Combined Authority Order 2014 precluded members of the Combined Authority receiving an allowance.

**Resolved:** That the Members' Allowances Scheme, attached as Appendix 1 to the submitted report, be adopted for the municipal year 2021-2022.

#### **14. Scrutiny Annual Report**

The Combined Authority considered a report of the Director of Corporate and Commercial Services on the scrutiny annual report 2020/21.

The report provided a summary and highlighted the work undertaken by the Overview and Scrutiny Committee during the 2020/21 municipal year and Councillor Harrant thanked officers for their support over the last 12 months.

Members discussed the rationale, benefit and importance of the three new committees which had been established to cover corporate, economic and transport scrutiny. It was noted that broadening scrutiny had been one of the elements of the devolution deal. It was considered that the increase in scrutiny membership would provide more transparency and broaden engagement. It was confirmed that a review of the new arrangements would be undertaken and a report prepared for a future meeting of the Authority.

**Resolved:** That the annual report summarising the work undertaken by the Overview and Scrutiny Committee in 2020/21 be noted.

#### **15. Calendar of Meetings**

The Combined Authority considered a report of the Director of Corporate and Commercial Services setting out a proposed calendar of meetings for 2021/22.

**Resolved:**

- (a) That the dates of meetings for the LEP Board as agreed by the LEP Board at its annual meeting be noted.
- (b) That the calendar of meetings of the Combined Authority, its committees and sub-committees for 2021/22, as detailed in Appendix 1 to the submitted report, be approved.

#### **16. Bus Reform - Next Steps**

The Combined Authority considered a report of the Director of Transport and Property Services on bus reform and the next steps.

Members discussed a proposal to start the process of introducing a bus franchising scheme into West Yorkshire and details of the next steps to deliver the Mayoral pledge to bring buses back into public control were set out in the submitted report. Such a scheme would enable the Mayor to define routes, fares and service levels to make bus services more affordable, accessible and improve connections between communities. A copy of the 'Notice To Prepare

An Assessment of the Need for a Franchising Scheme' was attached at Appendix 1.

It was noted that the statutory process leading to a formal decision being taken on franchising would take some time and the franchise assessment would be subject to public consultation. Therefore, in the interim, it was proposed to establish an Enhanced Partnership with operators which would deliver earlier improvements and provide a better bus service for passengers . Members discussed the proposal which would give access to Government funding next year. A copy of the 'Notice of Intent for the Enhanced Partnership' was attached at Appendix 2. A Bus Service Improvement Plan has to be developed in partnership with the operators and submitted as part of the bidding process by October 2021 and the Authority endorsed the vision and objectives for the Plan as set out in the submitted report. A further report would be brought to a future meeting.

The current position in respect of the emergency funding issued by Government to bus operators and Local Transport Authorities during the pandemic was noted. The Government had advised that further funding will be available to support the recovery of bus fare revenues for September 2021 until March 2022. The Authority was advised that details of the value and mechanism of the funding were still awaited and Members discussed and endorsed the principles for deploying emergency funding for the remainder of the year which were outlined in the submitted report. A report would be prepared for a future meeting when further details had been received from the Government.

The importance of devolving all public transport including rail to the regions was also highlighted and a report would be brought to a future meeting.

Members voted on the recommendations of the report with the following results:

For:	7
Against:	0
Abstentions:	2

The recommendations were therefore carried.

**Resolved:**

- (a) That the publication of the Notice To Prepare An Assessment of the Need for a Franchising Scheme be approved.
- (b) That the publication of the Notice of Intent for the Enhanced Partnership be approved.
- (c) That the Combined Authority notes the Government's publication of the National Bus Strategy and the requirement for the Bus Service Improvement Plan and endorses the vision and objectives for the Plan as set out in the submitted report.

- (d) That the approach to the deployment of emergency funding for bus services for the remainder of 2021/22 as set out in the submitted report be endorsed pending further guidance from Government.

## **17. West Yorkshire Investment Strategy**

The Combined Authority considered a report of the Director of Strategy, Communications and Policing on the West Yorkshire Investment Strategy.

It was noted that the Strategy had been updated in light of the Mayor's pledges and sets out the priorities that will guide how gainshare and the other funds that form part of the Single Investment Fund (SIF) are spent. A copy of the revised Strategy was attached at Appendix 1.

Members discussed the SIF which brought together existing growth funding with the new funding streams secured as part of the devolution agreement. It was suggested that for transparency, gainshare statements could be considered as part of the future scrutiny function. Further information in respect of the funding included within the SIF and the remaining timescale of the funding secured through the City Deal for the West Yorkshire plus Transport Fund would be clarified in future reports to Members.

**Resolved:** That the West Yorkshire Investment Strategy be endorsed.

## **18. Initial Funding Priorities**

The Combined Authority considered a report of the Director of Strategy, Communications and Policing on initial funding priorities.

The linkages between the Mayoral pledges and the Authority's objectives were set out. Members noted the areas that require immediate investment and action which had been identified to support the Authority's objectives linked to the priorities of the West Yorkshire Investment Strategy.

The Authority approved in principle some funding from gainshare to enable development work to be undertaken in the key priority areas of bus, culture, good work standard and skills. Details were outlined in the submitted report and it was agreed that approval for programmes to pass through Decision Point 2 of the Assurance Framework be delegated to the Finance, Resources and Corporate Committee.

**Resolved:**

- (a) That the Combined Authority indicatively approves funding from the Single Investment Fund to enable progress to be made in key priority areas, with full approval to spend being granted once the project has progressed through the assurance process in line with the Combined Authority's Assurance Process. The indicative funding requested is:
- £500k to support scheme development relating to culture and creative industries.
  - £1m to provide initial resources required to undertake an

assessment relating to Bus Franchising.

- £600k over three years to develop, launch and embed a West Yorkshire Good Work Standard
- £500k to support scheme development relating to employment and skills support for 16-30 year olds.

(b) That the approval for programmes to pass through Decision Point 2, totalling no more than £2.6m of funding from the Single Investment Fund be delegated to the Finance, Resources and Corporate Committee.

## **19. Capital Spending & Project Approvals**

The Combined Authority considered a report of the Director of Delivery on capital spending and project approvals.

Members noted the progress and funding for a number of schemes through the Combined Authority's assurance process which were outlined in the submitted report. These had been approved by the Investment Committee on 5 May 2021 and 8 June 2021 and included:

- The Transforming Cities Fund Programme Review 2021
- Intra City Fund Capacity Funding
- Real Time Information System
- East Leeds Demand Responsive Transport
- Leeds City Region Growth Services

In addition, it was noted that the following decision points and change requests had been assessed and approved through the agreed delegation process:

- Wakefield City Centre Package Phase 2: Ings Road
- Beech Hill Phase 2, Halifax
- A61 North Corridor: Scott Hall Road
- Net Zero Region Accelerator
- Health Innovation Support
- Entrepreneurship Package of Support
- TCF: Skipton Railway Station Gateway – Active Travel Improvement Scheme
- TCF: Harrogate Rail Station Gateway – Active Travel Improvement Scheme
- Steeton and Silsden Crossing

Details of all the schemes were provided in the submitted report.

### **Resolved:**

(a) In respect of the Transforming Cities Fund Programme Review –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the progress made in the delivery of the TCF programme be noted, in particular the key messages presented on milestones, finances and risks.
- (ii) That a further TCF Programme review is conducted over the next six months to report back to Committee in January 2022. This should consider opportunities to phase projects and accelerate delivery of schemes and associated spend.
- (iii) That partners develop plans to phase delivery of projects where possible to accelerate delivery to not only maximise spend but also deliver earlier benefits to users by March 2023.
- (iv) That the guiding principles around allocation of the remaining risk/contingency and inflation are noted.
- (v) That the changes to Indicative Funding Allocations set out in Appendix 2 to the submitted report be approved.
- (vi) That the £2.760 million uplift in Programme Management budget to £7.690 million to reflect the larger high scenario programme being delivered and anticipated longer timescales for delivery (set out in Appendix 2) be approved.
- (vii) That a further allocation of £1 million programme development funding be approved, to be overseen by the TCF Portfolio Board and approved by delegation to the Combined Authority's Managing Director (who in turn will delegate to the Director of Delivery, and who will then take decisions taking on board the views of the TCF Portfolio Board – which comprises officers from all the authorities with TCF schemes).
- (viii) That the following development funding be approved:
  - Huddersfield Trinity St Access Improvements - £103,773
  - Huddersfield Rail Station Access - £76,679
  - A61 Bus, Cycle and Walking Improvements - £79,990
  - Wakefield City Centre Bus, Cycle and Walking Improvements - £172,226
  - A639 Bus, Cycle and Walking Improvements - £110,000
  - York Tadcaster Road Corridor Improvement Scheme - £64,355

(b) In respect of the Intra City Fund Capacity Fund –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Intra City Fund Capacity Funding scheme proceeds through decision point 1 (Pipeline Identification and Gateway Assessment) and work commences on activity 2 (Strategic Outline

Case).

- (ii) That an indicative approval to the Combined Authority's contribution of £7.400 million (which will be funded from the DfT Intra City Fund Capacity Fund) be given.
- (iii) That development costs of £3 million are approved in order to progress the scheme to decision point 2 (Strategic Outline Case).
- (iv) That the Combined Authority enters into any Funding Agreements required with our Partner Councils for expenditure of up to £0.500 million from the DfT Intra City Fund Capacity Fund.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

(c) In respect of the Real Time Information System –

That following a recommendation of the Investment Committee, the Combined Authority approves, subject to the conditions set by the Programme Appraisal Team:

- (i) That the Real Time information System scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (delivery).
- (ii) That approval to the Combined Authority's contribution of £1.404 million (which will be funded from capital receipts or the Local Transport Plan (Integrated Transport Block) be given. The total scheme value is £2.376 million.
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (iv) The following conditions have been set by the Programme Appraisal Team to gain Approval to Proceed to Delivery:
  - 1. The total scheme cost is within those set out in the FBC approval.
  - 2. Confirmation that capital receipts or Local Transport Plan (LTP) funding is available.
  - 3. Confirmation of match funding from South Yorkshire Passenger Transport Executive (SYPTTE).
  - 4. Confirmation that a project board has been set up and met and that a Project Manager has been appointed.
  - 5. Confirmation of maintenance / revenue costs and how these will be funded.

(d) In respect of East Leeds Demand Responsive Transport (DRT) -



That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That approval to the Combined Authority's contribution for the capital cost of the electric buses of £1.544 million (which will be funded through £1.160 million from the Leeds Public Transport Investment fund and £0.384 million from the Local Transport Plan fund) be given.
- (ii) That, subject to the conditions set by the Programme Appraisal Team, the Combined Authority approves:
  - 1. That the East Leeds DRT scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (delivery).
  - 2. That approval to the Combined Authority's contribution of £1.334 million (which will be funded through £0.357 million from the Local Transport Plan fund, £0.753 million from the DfT Better Deal for Bus Users fund, £0.177 million from fare revenue and a contingency of £0.047 million identified from the tendered bus service budget) be given. The total scheme value is £3.400 million including revenue costs.
  - 3. That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (iii) The following conditions have been set by the Programme Appraisal Team to gain Approval to Proceed to Delivery:
  - 1. The total scheme cost is within those set out in the FBC approval.
  - 2. Confirmation that the Monitoring and Evaluation plan for the scheme has been developed and sets out what success means to allow the decision to be made on whether this trial should be extended beyond the initial 18 months.
- (iv) The following conditions have been set by the Programme Appraisal Team before the trial is extended beyond 18 months:
  - 1. Confirmation that the £0.297 million from Leeds City Council Supplementary Planning Document contributions and £0.225 million from Leeds City Council Section 106 contributions have been secured.
- (e) In respect of the Leeds City Region Growth Service –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the change request to the Growth Service Programme to

extend the delivery timescales to March 2023 and formal acceptance of £1.062 million of additional funding and approval of Combined Authority's contribution of £0.802 million, including the interim underwriting of the BEIS contribution from other combined authority resources, pending the Autumn 2021 budget outcome.

- (ii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

## **20. Minutes for Information**

The Combined Authority noted the minutes of the committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

**Resolved:** That the minutes of the Combined Authority's committees and panels be noted.

**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE COMBINED AUTHORITY  
HELD ON THURSDAY, 29 JULY 2021 AT COMMITTEE ROOMS 6&7,  
CIVIC HALL, LEEDS. THE MEETING WILL ALSO BE LIVESTREAMED  
HERE:**

**<https://www.youtube.com/channel/UCazjNSGpqZZT41Vibn2ZK9A/live>**

**(COPY AND PASTE THE LINK IN YOUR BROWSER)**

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**Present:**

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor John Lawson	Kirklees Council
Councillor James Lewis	Leeds City Council
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Matthew Robinson	Leeds City Council
Councillor Tim Swift MBE	Calderdale Council

**In attendance:**

Councillor Kim Groves	Lead Member for Public Transport, Transport Committee
Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Brian Archer	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Liz Hunter	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority
Dominic Martin	West Yorkshire Combined Authority

**21. Chair's Comments**

The Chair thanked Ruth Chaplin, the departing clerk of the Committee, paying tribute to her long career in public service and wishing her a happy retirement.

**22. Apologies for Absence**

Apologies for absence were received from Cllr Jeffery, Cllr Waller, and Sir

Roger Marsh, as well as from their substitutes.

**23. Declarations of Disclosable Pecuniary Interests**

There were no pecuniary interests declared during the meeting.

**24. Exempt Information - Possible Exclusion of the Press and Public**

**Resolved:** That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 1 to Agenda Item 8 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**25. Minutes of the Meeting of the Combined Authority held on 24 June 2021**

**Resolved:** That the minutes of the meeting of the West Yorkshire Combined Authority held on 24 June 2021 be approved.

**26. Economic Recovery**

The Combined Authority received an update on developments around the COVID-19 pandemic, including the delivery of products and services in response to the crisis.

The report highlighted that there had been a concerning rise in COVID-19 cases since the end of lockdown restrictions on July 19 2021, particularly among young people. It was noted that high numbers of people needing to self-isolate had caused disruption for both public services and private companies. In partnership with the region's Local Authorities and the LEP, the Combined Authority was working closely with local businesses and funding the Employment Hub and Reboot programmes. The delivery of extensions to these programmes was intended to commence from August.

Work to refresh the region's Economic Recovery Plan was underway and was hoped to be completed in September. This plan would have the Mayor's pledges at its heart, and would include a new central economic forecast. It was intended that the plan would primarily focus on what could be delivered through resources already available within the region, and that the Combined Authority would work with the government on targeted opportunities for co-investment.

Members were advised that their feedback on the plan was welcomed, and that it was intended that an updated version would be brought to the September meeting of the Combined Authority.

**Resolved:** That the report be noted.

## **27. Place Narrative**

The Combined Authority considered a report from the Director of Policy and Development updating them on the development of the Place Narrative and seeking endorsement for the adoption of the Place Narrative as part of the Strategic Economic Framework.

The Place Narrative had begun development in partnership with the Place Panel as a way to bring together spatial information about the region and its infrastructure priorities.

Members highlighted the importance of the Place Narrative, particularly in showing how both these priorities and the different communities of the region connected, and also noted its role in supporting the attraction of investment and new jobs into the region.

### **Resolved:**

- (a) That the Place Narrative be approved and its positioning as part of the Strategic Economic Framework be endorsed.
- (b) That approval of future updates of the Place Narrative be delegated to the Place, Regeneration and Housing Committee.

## **28. Housing Pledge & Housing Revenue Fund Approval**

The Combined Authority considered a report from the Director of Policy and Development setting out the opportunities and challenges of the Mayor's pledge to support the delivery of 5,000 sustainable homes, including council and affordable, in West Yorkshire over the next three years.

Members discussed the fundamental role of housing in assisting communities to thrive, as well as in working toward improving equality and inclusion throughout the region. Over the next three years an estimated financial and delivery capacity of some 8276 homes has been identified across the partnership. It was queried whether any specific standards were employed regarding the housing being sustainable and affordable. A wide range of factors were informing the sustainability of the housing, including accessibility to public transport, and successful models such as those of housing associations were being considered. The benefits of better housing on health, employment, and skills were also discussed.

Members welcomed news of these homes but questioned how they would be equitably and consistently distributed around the region, as well as how the Combined Authority would ensure that the housing provision reached the communities where it was most needed. Members also questioned whether the proposed development sites were all on brownfield land, and were advised that all identified sites were working within districts' Local Plans – though it was cautioned that these were at different stages of development for each Local Authority - and the Combined Authority was working with local partners when identifying opportunities for further development.

It was noted that the report discussed two new officer posts being created within the Combined Authority. Members questioned why, given the strong emphasis on partnership within the report, new posts were being created rather than working with planning partners in Local Authorities. It was advised that the additional posts were necessary in order to ensure that the Combined Authority had the necessary capacity to deliver these programmes and that the right skillsets were available. The funding was also expected to lead to further capacity within the Local Authorities.

**Resolved:**

- (a) That the Combined Authority notes and endorses the approach to delivery of the Mayor's housing pledge working closely with Partners, including Districts through their Directors of Development.
- (b) That following a recommendation from the Investment Committee, the Combined Authority approves:
  - (i) That the Housing Revenue Fund programme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) with Approval to Proceed to activity 5 (delivery).
  - (ii) That approval to the remainder of the Combined Authority's contribution of £2.95 million, funded from the West Yorkshire Devolution Deal, is given. The total scheme value is £3.2 million.
  - (iii) That allocation of the £2.95 million of funding for the individual work packages is delegated to the Managing Director.
  - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in appendix 1 of the submitted report.

**29. Brownfield Housing Fund Programme**

The Combined Authority considered a report from the Director of Delivery providing an update on the Brownfield Housing Fund Programme.

The Combined Authority had been allocated £66.7 million of funding from the Government to build a minimum 4,500 homes on brownfield land by 2025. This was noted as a challenging deadline, and it was cautioned that the Government reserved the right to withdraw all or part of the funding if milestones and targets were not met. The report identified a number of projects that could be delivered quickly and would support meeting these targets, as well as providing more sustainable and affordable housing throughout the region whilst also providing employment and training opportunities for young people. The majority of these homes would be near to transport hubs and over 1900 were expected to be categorised as 'affordable'.

Members welcomed the investment into the region, noting it would not have been possible if not for becoming a Mayoral Combined Authority, but questioned whether this funding would mean that viability concerns in regard

to renegotiating affordable homes and Section 106 monies were no longer an issue. It was noted that 60% of the scoring for schemes intending to enter the programme was set by the Government, and that the primary factor in this scoring was evidence of a market viability gap and a need for public investment, although deliverability, timescales, local priorities and other factors were also considered.

Clarification was requested on whether the 5000 homes needed to fulfil the Mayor's housing pledge would be delivered through the Brownfield Housing Fund or would additional homes be needed. Members were advised that potential sites from the Brownfield Housing Fund would make a contribution to the 5000 affordable homes pledge but would not deliver all of them. The Combined Authority will therefore need to work with Local Authorities and other providers with the expectation that they would identify development sites in their districts for affordable houses and the Combined Authority would work with them on delivery.

**Resolved:**

- (a) That the Combined Authority notes the work undertaken so far on the Brownfield Housing Fund Programme.
- (b) That the Combined Authority sequencing of Waves and associated projects in Exempt Appendix 1 be endorsed.
- (c) That in light of the proposed changes to Committees, future project approvals are made in accordance with the assurance pathway and approval route outlined and approved by the Combined Authority in September 2020, including at the next decision point through delegation to the Place, Regeneration and Housing Committee and at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team.
- (d) That to ensure the programme progresses at pace, to delegate to the Director of Delivery, in consultation with the Portfolio Holder for Place, Regeneration and Housing:
  - (i) The review and transfer of projects between the project prioritisation 'Waves' detailed in Exempt Appendix 1.
  - (ii) The acceptance of new projects on to the programme.
  - (iii) The transfer of projects which place greater risk on the programme back to the Strategic Housing pipeline for consideration as part of future investment programmes.

**30. Capital Spending & Project Approvals**

The Combined Authority considered a report from the Director of Delivery on proposals for the progression of, and funding for, a number of West Yorkshire

Combined Authority supported projects that had been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.

Due to the changes to committee arrangements made at the Combined Authority meeting of 24 June 2021, the projects discussed in the report were brought directly to the Combined Authority due to expediency of delivery.

These included projects relating to:

- British Library for the North (Temple Works)
- TCF Network Navigation
- CityConnect Phase 3 Canals: Leeds & Liverpool Shipley
- CityConnect Phase 3 Canals: Huddersfield Narrow Canal Phase 2
- Halifax Bus Station

The report also included an additional recommendation that Calderdale Council retain future business rates income generated from the Clifton Enterprise Zone (up to March 2042) under the conditions set out in the report.

Members questioned whether discussion of linking settlements and towns under the City Connect Phase 3 Canals scheme could be extended past the West Yorkshire boundary, such as linking Silsden to Skipton, and were advised that work to extend this provision was already underway with collaboration with North Yorkshire partners.

It was also questioned whether the battery-operated screens discussed within the report for use at bus stations could be replaced with solar power. It was noted that solar powered screens would still require a battery and that evaluation of the options available had indicated that solar power would not significantly extend this battery's lifespan. Technical details on this could be shared after the meeting, and it was requested that this be reevaluated when appropriate with regard to the progression of technology in this area.

Members also queried whether the British Library Temple Works project discussed in the report would be creating new jobs or moving existing ones to the Boston Spa facility; it was confirmed that the jobs would be newly created positions, with the Temple Works facility fulfilling a public-facing role and Boston Spa remaining a storage facility.

The report noted that the following decision points and change requests had been assessed and approved through the agreed delegation process to the Combined Authority's Managing Director:

- Lanthwaite Business Park Enterprise Zone
- York Northern Outer Ring Road
- Leeds Station Sustainable Active Travel Gateway
- Selby Station Gateway

**Resolved:**



- (a) That in respect of the Clifton (Calderdale) Enterprise Zone Business Rates Receipt, the Combined Authority approves that, subject to the conditions in the submitted report, Calderdale Council retains future business rates income generated from the Clifton Enterprise Zone (up to March 2042).
- (b) That in respect of the British Library for the North (Temple Works), the Combined Authority approves:
  - (i) That the British Library for the North (Temple Works) scheme proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
  - (ii) That an indicative approval of £25 million (to be funded through the Combined Authority's devolution deal) is given. The total forecast scheme value is £69.810 million.
  - (iii) That approval of £5.35 million development costs to progress the scheme to decision point 3 (outline business case) be given.
  - (iv) That the Combined Authority enters into a funding agreement with Leeds City Council for expenditure of up to £5 million from the Combined Authority's devolution deal.
  - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (c) That in respect of the TCF Network Navigation, the Combined Authority approves:
  - (i) That the TCF Network Navigation project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case)
  - (ii) That an indicative approval to the total project value of £15.500 million, comprising of £15.200 million from the Transforming Cities Fund, and £0.300 million from Local Transport Plan Integrated Transport Block, is given.
  - (iii) That development costs of £0.200 million are approved to progress the scheme to decision point 4 (full business case) taking the total scheme approval to £0.360 million.
  - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (d) That in respect of the CityConnect Phase 3 Canals - Leeds Liverpool Shipley, the Combined Authority approves, subject to the conditions set

by PAT stated in the submitted report:

- (i) That the CityConnect Phase 3 Canals - Leeds Liverpool Shipley scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (Delivery).
  - (ii) That approval to the Combined Authority's contribution of £1.981 million which will be funded from West Yorkshire plus Transport Fund (£1.057 million), Getting Building Fund (£0.500 million) and £0.424 million yet to be secured is given. The total scheme value is £1.981 million.
  - (iii) That the Combined Authority enters into an addendum to the existing funding agreement with the Canal and River Trust for expenditure of up to £1.981 million.
  - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (e) That in respect of the CityConnect Phase 3 Canals - Huddersfield Narrow Canal (HNC) Phase 2, the Combined Authority approves, subject to the conditions set by PAT stated in the submitted report:
- (i) That the CityConnect Phase 3 Canals – Huddersfield Narrow Canal Phase 2 scheme proceeds through Decision Point 4 (full business case) and work commences on Activity 5 (Delivery).
  - (ii) That approval to the Combined Authority's contribution of £1.371 million (which will be funded through £0.643 million from the West Yorkshire plus Transport Fund and £0.728 million from the Active Travel Fund) is given. The total scheme value is £1.371 million.
  - (iii) That the Combined Authority enters into an addendum to the existing funding agreement with the Canal and River Trust for expenditure of up to £0.643 million from the West Yorkshire plus Transport Fund.
  - (iv) That the Combined Authority enters into an addendum to the existing funding letter with Kirklees Council for expenditure of up to £0.728 million from the Active Travel Fund.
  - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (f) That in respect to Transforming Cities Fund Halifax Bus Station, the Combined Authority approves:

- (i) That the Transforming Cities Fund Halifax Bus Station scheme proceeds through decision point 5 and work commences on activity 6 (Delivery).
- (ii) That approval to total scheme costs of £17.700 million is given, of which the Combined Authority to contribute £17.295 million from the Transforming Cities Fund and £0.405 million from the West Yorkshire plus Transport Fund.
- (iii) That the Combined Authority enters into a Memorandum of Understanding Agreement with Calderdale Council for expenditure up to £50,000 from the Transforming Cities Fund.
- (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

### **31. Mayoral Pledge Funding**

The Combined Authority considered a report from the Director of Strategy, Communications and Policing on funding for the West Yorkshire Mayor's pledges relating to business support and inclusive growth.

To support equality, diversity and inclusion in the recovery of the region, £400k was requested to progress a pipeline of inclusive growth work over three years. This would enable recruitment of an Inclusivity Champion as well as the development of a new programme focusing on areas of intervention that would complement the existing business support offered by the Combined Authority and local partners. This would build on the work done by the Inclusive Growth and Public Policy Panel prior to becoming a Mayoral Combined Authority.

A package of £500k was also requested to support local businesses and to allow the Mayor to act as a champion for the regional economy through the development of new programmes and business support measures. It would also be used to support the growth of co-operative, social-enterprise and worker-owned businesses; these businesses were praised as being resilient and community-focused, and a strong partner in sustainable growth. Members requested clarification on whether the requested package would be delivered over a three year period as in the case of the inclusive growth package; officers advised that the development funding was expected to take place over a shorter period of time.

Members supported the push for greater inclusivity in business, but questioned whether a benchmark of some sort would be used regarding this, what the benefits of such an approach may be, and whether sanctions would potentially exist for businesses that did not meet any of the suggested standards. The Fair Work Charter, which launched its development earlier in the week, would set out aspects of businesses the Combined Authority

wanted to do business with and promote. Measures such as paying a real living wage, taking steps to promote inclusivity, or working to eliminate the gender pay gap would all be celebrated as examples of good business practices, and similar work already done in the Greater Manchester and Liverpool regions was being used to inform the development of this charter. There was no legislation in place to support sanctions against businesses choosing not to follow the charter, but it was hoped that businesses would be encouraged and incentivised to work toward its goals.

Members questioned whether the Mayor had noticed any issues with inclusivity not being considered thoroughly enough within the Combined Authority in decision-making. Officers advised that a great deal was being done to try to improve inclusivity within the Combined Authority, but noted it was always possible to achieve more, and the hope was that the Inclusivity Champion would be of great assistance in this. Although the specifics of the role had not yet been decided, the experience and skills needed to maintain the needed independence for effective challenge would be built into the role profile.

The historical work on inclusivity that had been done by the Inclusive Growth and Public Policy Panel was discussed by Members, and the importance of preserving both the passion for this work as well as the talent that had been developed was noted. The Covid-19 pandemic had highlighted serious inequalities that still existed, and it was hoped that the opportunities afforded by devolution and through measures such as the introduction of an Inclusivity Champion would allow new heights to be reached in combatting these inequalities.

It was noted that following the approval of the Creative New Deal funding at the previous meeting of the Combined Authority, £190k of this funding would be used to fund the Beyond Bronte's programme, which worked to support 18-24 year olds from diverse and disadvantaged communities in the Leeds City Region in gaining skills and contacts in the creative industries through work placements.

**Resolved:**

- (a) That the Combined Authority indicatively approves funding from the Single Investment Fund to enable progress to be made in key priority areas, with full approval to spend being granted once the project has progressed through the assurance process in line with the Combined Authority's Assurance Process. The indicative funding requested is:
- £500k to support scheme development relating to business support.
  - £400k over three years to enable the recruitment of the Inclusivity Champion and further progress a pipeline of inclusive growth work.

- (b) That the Combined Authority notes that £190k from the £500k of SIF funding which was previously provisionally allocated to support scheme development relating to culture and creative industries and lead a creative new deal, is to be used to fund the Beyond Bronte's programme, subject to Assurance Framework approvals.
- (c) That the Combined Authority delegates to the Finance, Resources and Corporate Committee, the approval for the programmes set out in the report to pass through Decision Point 2, totalling no more than £0.9m of funding from the Single Investment Fund.

### **32. Intra City Transport Settlements**

The Combined Authority considered a report from the Director of Policy and Development on the Government's approach to Intra City Transport Settlements, and on the government's Active Travel Fund.

It was noted that the Intra City Transport Settlements scheme had now been renamed to the City Region Sustainable Transport Settlement. The project was recognised as an exciting and valuable opportunity of £4.2 billion for long-term transport settlements to be divided between eight Mayoral Combined Authorities, for a five year settlement running from 2022-23 to 2026-27.

It was cautioned that there was a match fund element to the scheme, and bids would need to be completed by the end of August. Because this timetable prevented bids being returned to the Combined Authority before the submission deadline, it was recommended that approval of the detail of the final bid be delegated to the Managing Director in consultation with the Mayor and the Chair of the Transport Committee. Details of the bid would be circulated to all Members.

Members expressed reservations about the match fund element of the scheme, questioning what might have to be sacrificed if funding that had already been pledged elsewhere had to be recycled, and noted that this and the bidding requirement ran the risk of leading to the richest areas of the country taking the greatest benefits. However, Members praised the opportunities this funding would provide in propelling the economy forward and in supporting inclusive growth throughout the region. Plans were already in place for how the funding could be used. The social prescribing and active travel elements of the Active Travel fund were also welcomed.

Members noted that different geographies throughout the region, particularly in its valleys, would provide their own restrictions on what might be possible to deliver, highlighting this as an important factor to consider going forward.

The recommendation put to the Combined Authority regarding the bid to the DfT Active Travel Fund Local Authority Capital Fund was noted to be different than that in the published report, which had mistakenly recommended delegation to the Chair of the Active Travel Working Group rather than to the Managing Director in consultation with the Mayor and the Chair of the Active

Travel Working Group.

**Resolved:**

- (a) That the Combined Authority notes the Government's proposals for the City Region Sustainable Transport Settlement and agrees to submit a CRSTS proposal for the 5-year period 2022/23 to 2026/27 to the Department for Transport, which is aligned to accelerating the delivery of the West Yorkshire Connectivity Infrastructure Plan.
- (b) That the Combined Authority agrees to delegate the decision on the detail of the final City Region Sustainable Transport Settlement submission to the Managing Director in consultation with the Mayor and Chair of Transport Committee.
- (c) That the Combined Authority notes the Government's proposals for Active Travel Fund Local Authority Capital Funding for 2021/22 and agrees to submit a bid proposal and Expressions of Interests to the Department for Transport.
- (d) That the Combined Authority agrees to delegate the decision on the detail of the final bid proposal and Expression of Interests to the DfT Active Travel Fund Local Authority Capital Fund for 2021/22 to the Managing Director in consultation with the Mayor and Chair of the Transport Committee's Active Travel Members Working Group.

**33. Governance Arrangements**

The Combined Authority considered a report from the Director of Corporate and Commercial Services requesting the approval of changes to the Governance Arrangements of the Combined Authority and its committees. These included:

- Confirmation of outstanding nominations from the previous meeting of the Combined Authority to the Culture, Arts and Creative Industries Committee as well as nominations to all three Scrutiny Committees.
- A recommendation from the LEP Board to extend the term of office of a private sector member of the Business Investment Panel by one year.
- A request to approve minor amendments to the Officer Delegation Scheme as set out in Appendix 2 of the submitted report.
- Confirmation of outstanding nominations for appointment to the Rail North Committee.

It was noted that since the publication of papers for the meeting, there had been changes to some of the listed nominated candidates. York Council had requested that Cllr Ian Cuthbertson replace Cllr Keith Orrell on the Employment and Skills Committee. Similarly, the representative from Calderdale Council informed Members that Cllr Dot Foster would now be

nominated for the Transport Scrutiny Committee, and that Cllr Susan Press would be nominated to replace Cllr Foster as nominee for the Economy Scrutiny Committee.

**Resolved:**

- (a) That the Combined Authority appoints the following members as set out in paragraph 2.1 of the submitted report:
- Cllr Michael Graham (Wakefield Council): Culture, Arts & Creative Industries Committee
  - Cllr Darryl Smalley (York City Council): Culture, Arts & Creative Industries Committee
  - Cllr Dot Foster (Calderdale Council): Transport Scrutiny Committee
- (b) That the Combined Authority notes and approves the following changes to appointments as set out in paragraph 2.2 of the submitted report:
- Transport Scrutiny Committee – Cllr David Green (Bradford Council) to replace Cllr Joanne Dodds.
  - Economy Scrutiny Committee – Cllr Jonathan Bentley (Leeds City Council) to replace Cllr Colin Campbell, and Cllr Susan Press (Calderdale Council) to replace Cllr Dot Foster.
  - Employment & Skills Committee – Cllr Ian Cuthbertson (York) to replace Cllr Keith Orrell.
- (c) That the Combined Authority appoint the following chairs and deputy chairs as set out in paragraph 2.3 of the submitted report:
- Chair of Economy Scrutiny Committee: Cllr Richard Smith
  - Deputy Chair, Corporate Scrutiny Committee: Cllr Geoff Winnard
  - Deputy Chair, Economy Scrutiny Committee: Cllr Stephen Baines
  - Deputy Chair, Transport Scrutiny Committee: Cllr Peter Caffrey
- (d) That the Combined Authority approve the recommendation of the LEP Board to extend the term of office of Colin Glass for a further one year to 26 September 2022 as detailed in paragraphs 2.4 and 2.5 of the submitted report.
- (e) That the Combined Authority approve amendments to the Officer Delegation Scheme as set out in Appendix 2.
- (f) That the Combined Authority approve the following appointments to the Rail North Committee as set out in paragraph 2.8 of the submitted

report:

- Representative: Cllr Susan Hinchcliffe
- Substitute: Mayor Tracy Brabin

**34. Minutes for Information**

The Combined Authority noted the minutes of the committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

**Resolved:** That the minutes of the Combined Authority's committees and panels be noted.



**Name of meeting: Council**

**Date: 13 October 2021**

**Title of report: Council Budget Strategy Update; 2022/23 and future years**

**Purpose of 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.

<b>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?</b>	<b>Yes</b>
<b>Key Decision - Is it in the <a href="#">Council’s Forward Plan (key decisions and private reports?)</a></b>	<b>Yes</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>Yes</b>
<b>Date signed off by <a href="#">Strategic Director</a> &amp; name</b>	<b>Rachel Spencer Henshall 4 October 2021</b>
<b>Is it also signed off by the Service Director for Finance IT and Transactional Services?</b>	<b>Eamonn Croston 4 October 2021</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning Support?</b>	<b>Julie Muscroft 4 October 2021</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Councillor Paul Davies</b>

**Electoral wards affected: All**

**Ward councillors consulted: None**

**Public or private: Public report**

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

## 1. **Summary**

The appended report is submitted to the meeting of Cabinet on 12 October 2021 for consideration, and for Cabinet to make a recommendation to Council.

## 2. **Information required to take a decision**

(see appended report)

## 3. **Implications for the Council**

(see appended report)

## 4. **Consultees and their opinions**

(see appended report)

## 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. **Recommendations submitted to the Meeting of Cabinet on 12 October 2021**

6.1 note the funding and spend assumptions informing the updated budget forecasts as set out in section 2.3 to 2.12 of this report;

6.2 note current and forecast earmarked reserves and general balances as set out at Appendix B;

6.3 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;

6.4 note the updated multi-year capital budget plans as set out at Appendix D;

6.5 approve the financial planning framework set out in Section 1.4 of the report;

6.8 note the corporate budget timetable and approach set out at Appendix F; and

6.9 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.

6.10 note the following amended wording to paras 1.5.13; delete ...Huddersfield market high street fund bid at £18m... and at para 1.8.6, add in "...and consider options for the previously unsuccessful Huddersfield Market High Street fund bid at £18m...."

The above amended wording as set out at 6.10 will be reported verbally by the relevant portfolio-holder at Cabinet on 12 October.

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.

**7. Contact officer**

James Anderson, Head of Accountancy

[james.anderson@kirklees.gov.uk](mailto:james.anderson@kirklees.gov.uk)

Sarah Hill, Finance Manager

[sarahm.hill@kirklees.gov.uk](mailto:sarahm.hill@kirklees.gov.uk)

**8. Background Papers and History of Decisions**

Cabinet Report – 12 October 2021 (attached)

**9. Service Director responsible**

Eamonn Croston, Service Director – Finance.

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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.

<b>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?</b>	<b>Yes</b>
<b>Key decision - is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?</b>	<b>Key decision - Yes</b>
<b>The Decision - Is it eligible for "call in" by <u>Scrutiny</u>?</b>	<b>No</b>
<b>Date signed off by Strategic Director &amp; name</b>	Rachel Spencer-Henshall, 4 October 2021
<b>Is it also signed off by the Service Director for Finance</b>	Eamonn Croston, 4 October 2021
<b>Is it also signed off by the Service Director – Legal, Governance &amp; Commissioning ?</b>	Julie Muscroft, 4 October 2021
<b>Cabinet member <u>portfolio - Corporate</u></b>	<b>Cllr Paul Davies</b>

**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)	-	-	-
<b>Budget Gap (MTFP 21-26)</b>	<b>14.6</b>	<b>17.1</b>	<b>24.3</b>	<b>21.0</b>

- 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	<b>75.4</b>
Best Start	3.4	4.1	1.7	0.0	0.0	<b>9.2</b>
Independent	6.1	8.0	2.2	8.9	0.2	<b>25.4</b>
Sustainable Economy	126.6	199.6	81.4	48.9	118.4	<b>574.9</b>
Well	13.5	4.6	3.8	2.4	1.8	<b>26.1</b>
Safe & Cohesive	0.2	0.0	0.0	0.0	0.0	<b>0.2</b>
Clean & Green	11.4	8.3	26.1	4.6	2.3	<b>52.7</b>
Efficient & Effective	4.5	2.2	1.5	1.5	2.2	<b>11.9</b>
General Fund	<b>190.3</b>	<b>247.2</b>	<b>131.8</b>	<b>77.9</b>	<b>128.6</b>	<b>775.8</b>
HRA - Independent	<b>38.8</b>	<b>38.3</b>	<b>32.1</b>	<b>35.2</b>	<b>39.5</b>	<b>183.9</b>
<b>Council Total</b>	<b>229.1</b>	<b>285.5</b>	<b>163.9</b>	<b>113.1</b>	<b>168.1</b>	<b>959.7</b>

- 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**

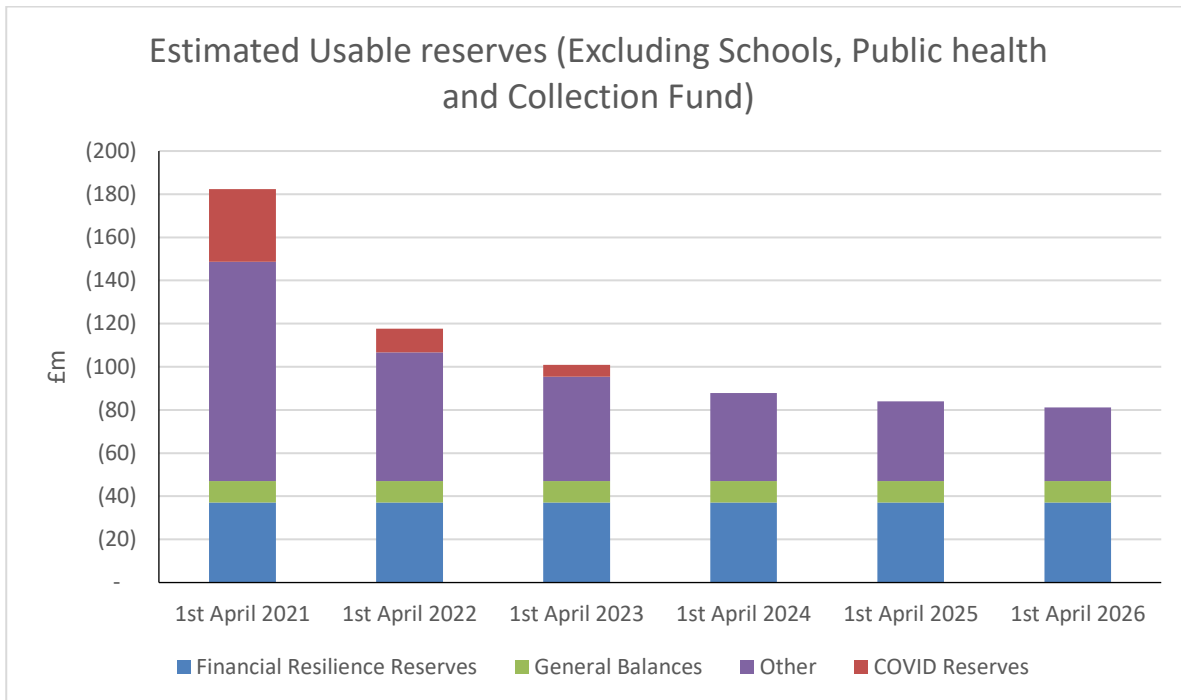
- 2.8.7 Existing budget plans include pay awards at 2% per annum from 2022/23, with National Living Wage annual uplifts across social care provider contracted services assumed to be in the region of 4.6% per annum to 2026; notwithstanding the actual 2.2% National Living Wage (NLW) increase in 2021/22. 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.

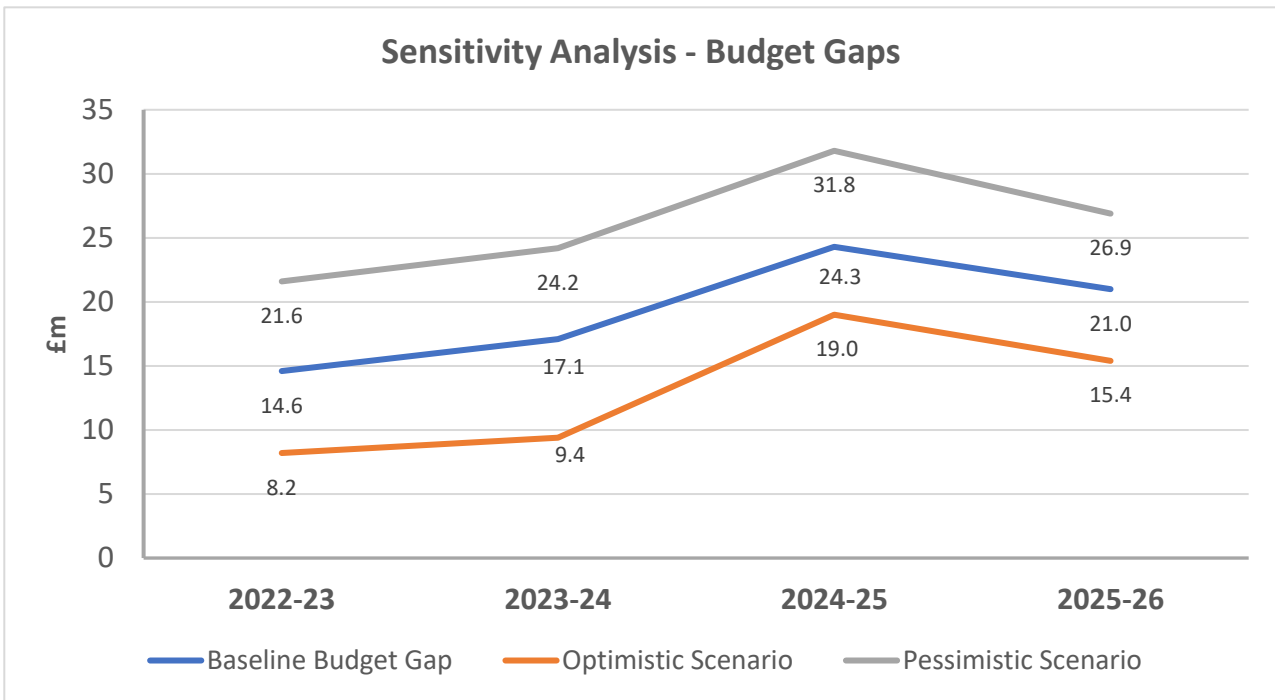
2.9.9 A further assessment of reserves requirements will be undertaken throughout the remainder of the budget round and will be reported as part of the Annual Budget report to Council in February 2022.

## **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

Eamonn Croston, Service Director, Finance  
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James Anderson, Head of Service, Accountancy  
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Sarah Hill, Finance Manager, Finance  
[sarahm.hill@kirklees.gov.uk](mailto:sarahm.hill@kirklees.gov.uk)

## 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
<b>2021/22 FUNDING LEVEL</b>	<b>(296,642)</b>	<b>(296,642)</b>	<b>(296,642)</b>	<b>(296,642)</b>
<b>2022-26 Assumptions:</b>				
<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)
	<b>(6,092)</b>	<b>(13,152)</b>	<b>(20,428)</b>	<b>(27,079)</b>
<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)
	<b>(2,862)</b>	<b>(4,344)</b>	<b>(7,300)</b>	<b>(8,290)</b>
<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
	<b>18,277</b>	<b>18,428</b>	<b>20,478</b>	<b>20,628</b>
<u>Collection Fund</u>				
Collection Fund Repayment	(24,200)	(24,200)	(26,730)	(26,730)
<b>Total 2022-26 Funding Assumptions:</b>	<b>(14,877)</b>	<b>(23,268)</b>	<b>(33,980)</b>	<b>(41,471)</b>
<b>FUNDING BASELINE 2022-26</b>	<b>(311,519)</b>	<b>(319,910)</b>	<b>(330,622)</b>	<b>(338,113)</b>

## 2022-26 BASELINE SPENDING ASSUMPTIONS

	2022/23	2023/24	2024/25	2025/26
	£k	£k	£k	£k
<b>NET 2021/22 BUDGET</b>	<b>317,925</b>	<b>317,925</b>	<b>317,925</b>	<b>317,925</b>
<b>2022-26 Spending Assumptions:</b>				
<b><u>Children</u></b>				
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
	<b>1,310</b>	<b>1,814</b>	<b>2,364</b>	<b>2,914</b>
<b><u>Adults</u></b>				
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)
	<b>(919)</b>	<b>(1,323)</b>	<b>(1,573)</b>	<b>(1,823)</b>
<b><u>Environment and Climate Change</u></b>				
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
	<b>1,250</b>	<b>4,450</b>	<b>4,450</b>	<b>4,450</b>
<b><u>Corporate</u></b>				
Leisure Commissioning review	100	100	100	100
	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b><u>Central Budgets</u></b>				
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
	<b>8,417</b>	<b>14,067</b>	<b>31,617</b>	<b>35,567</b>
<b>Total 2022-26 Net Spending Changes</b>	<b>10,158</b>	<b>19,108</b>	<b>36,958</b>	<b>41,208</b>
<b>SPENDING BASELINE 2022-26</b>	<b>328,083</b>	<b>337,033</b>	<b>354,883</b>	<b>359,133</b>



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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
<b>Statutory (School Reserves)</b>									
Schools Balances	(13,562)	-	(13,562)	(13,562)	(13,562)	(13,562)	(13,562)	(13,562)	(13,562)
<b>Total Statutory (School Reserves)</b>	<b>(13,562)</b>	<b>-</b>	<b>(13,562)</b>	<b>(13,562)</b>	<b>(13,562)</b>	<b>(13,562)</b>	<b>(13,562)</b>	<b>(13,562)</b>	<b>(13,562)</b>
<b>Earmarked</b>							-		
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)
<b>Sub Total Earmarked Reserves</b>	<b>(111,280)</b>	<b>(2,237)</b>	<b>(113,517)</b>	<b>(98,208)</b>	<b>(86,917)</b>	<b>(79,334)</b>	<b>(75,584)</b>	<b>(72,735)</b>	<b>(69,995)</b>
<b>Earmarked (COVID Reserves)</b>									
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>(33,551)</i>	<i>(11,000)</i>	<i>(5,500)</i>	-	-	-	-
<b>Earmarked (Collection Fund Technical Reserves)</b>									
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>	-	-	-	-	-	-
<b>TOTAL EARMARKED</b>	<b>(173,788)</b>	<b>21,283</b>	<b>(152,505)</b>	<b>(109,208)</b>	<b>(92,417)</b>	<b>(79,334)</b>	<b>(75,584)</b>	<b>(72,735)</b>	<b>(69,995)</b>
GENERAL BALANCES	(10,003)	-	(10,003)	(10,003)	(10,003)	(10,003)	(10,003)	(10,003)	(10,003)
<b>GRAND TOTAL</b>	<b>(197,353)</b>	<b>21,283</b>	<b>(176,070)</b>	<b>(132,773)</b>	<b>(115,982)</b>	<b>(102,899)</b>	<b>(99,149)</b>	<b>(96,300)</b>	<b>(93,560)</b>
<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
<b>School Reserves</b>	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).
<b>Financial Resilience</b>	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.
<b>Rollover</b>	To fund deferred spend commitments against approved rollover
<b>Revenue Grants</b>	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been occurred.
<b>Public Health</b>	Timing issues on Public Health grant spend commitments (Public health grant is statutorily ring-fenced)
<b>Stronger Families</b>	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
<b>Insurance</b>	Mitigates against risk from increased liabilities and insurance claims.
<b>Ward Based Activity</b>	Set aside reflecting timing issues on ward based activity spend commitments
<b>Social Care</b>	Set aside to cover phased rollout of a range of social care expenditure commitments as agreed at Cabinet, August 2018.
<b>Property and Other Loans</b>	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.
<b>Adverse Weather</b>	Mitigates against budget risk arising from severe weather events in the District (replaced by base budget provision from 2021/22 onwards).
<b>Strategic Investment &amp; Support</b>	To address the scale of development costs required to support the upscaling of capital investment activity and major project activity over the MTFP.
<b>Waste Management</b>	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.
<b>Mental Health (including Domestic abuse)</b>	To support a number of local area based mental health initiatives.
<b>Inclusive Investment Reserve</b>	Set aside for a range of targeted development activity that supports the Council's inclusive investment ambition.
<b>Schools PFI Reserve</b>	Will be utilised to cover reduced DSG budget contributions to council services in 2020/21 and 2021/22
<b>Demand Reserve</b>	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity
<b>Place Partnership Theme</b>	To encourage Place specific local initiatives
<b>Treasury Smoothing Reserve</b>	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.
<b>Transformation Reserve</b>	Set aside for strategic transformation developments over the next 12 to 24 months.
<b>Place Standard Reserve</b>	Set aside to support the resourcing of emerging Place Standard action plans.
<b>Local Welfare Provision Initiatives</b>	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
<b>Apprenticeship Levy</b>	Set aside to fund future payments into the Apprenticeship levy

RESERVE	DESCRIPTION
<b>Transferred KNH Reserves</b>	Reserves to be transferred in-year from Kirklees Neighbourhood Housing, following the transfer of KNH back to the Council from April 2021.
<b>Other Earmarked</b>	A range of smaller reserves earmarked for specific purposes.
<b>COVID Response Reserve</b>	Specific reserve set aside to cover the costs of the Council's COVID-19 response.
<b>COVID Grants (various)</b>	Represents specific COVID grants recognised in the Comprehensive Income and Expenditure Statement in 2020/21 before expenditure was occurred.
<b>COVID Business Grants reserve</b>	Reflects the balance of COVID-19 Business Grants received and recognised in 2020/21 before expenditure was incurred.
<b>Extended Business Rate Relief Compensation</b>	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.
<b>Local Tax Income Loss Compensation</b>	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.
<b>General Fund Balances</b>	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
<b>Repair &amp; Maintenance</b>	26,895	27,170	27,580	24,659
<b><u>Housing Management</u></b>				
Home & Neighbourhoods Recharge	20,091	19,799	20,195	20,599
Other	18,469	18,469	18,469	18,469
<b>Sub-total</b>	<b>38,560</b>	<b>38,268</b>	<b>38,664</b>	<b>39,068</b>
<b><u>Other Expenditure</u></b>				
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
<b>Sub-total</b>	<b>25,382</b>	<b>25,177</b>	<b>25,096</b>	<b>25,096</b>
<b>Total Expenditure</b>	<b>90,837</b>	<b>90,615</b>	<b>91,340</b>	<b>88,823</b>
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)
<b>Total Income</b>	<b>(93,510)</b>	<b>(95,093)</b>	<b>(98,639)</b>	<b>(98,587)</b>
<b>Net Operating Expenditure</b>	<b>(2,673)</b>	<b>(4,478)</b>	<b>(7,299)</b>	<b>(9,764)</b>
<b>Planned funding support to Capital</b>	<b>2,673</b>	<b>4,478</b>	<b>7,299</b>	<b>9,764</b>
<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

HRA RESERVES 2021-26	2021/22	2022/23	2023/24	2024/25	2025/26
	£k	£k	£k	£k	£k
<b>As at 1 April</b>	<b>(58,418)</b>	<b>(36,725)</b>	<b>(28,270)</b>	<b>(21,883)</b>	<b>(20,160)</b>
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				
<b>As at 31 March (capital sinking fund rolled forward)</b>	<b>(36,725)</b>	<b>(28,270)</b>	<b>(21,883)</b>	<b>(20,160)</b>	<b>(18,763)</b>

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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	
<b>General Fund:</b>						
Aspire & Achieve	24,567	20,366	15,100	11,600	3,750	<b>75,383</b>
Best Start	3,369	4,100	1,750	0	0	<b>9,219</b>
Independent	6,133	7,980	2,161	8,863	250	<b>25,387</b>
Sustainable Economy	126,616	199,645	81,356	48,863	118,451	<b>574,931</b>
Well	13,548	4,627	3,760	2,433	1,688	<b>26,056</b>
Safe & Cohesive	172	0	0	0	0	<b>172</b>
Clean & Green	11,353	8,307	26,139	4,580	2,378	<b>52,757</b>
Efficient & Effective	4,518	2,170	1,555	1,550	2,128	<b>11,921</b>
<b>General Fund Capital Plan</b>	<b>190,276</b>	<b>247,195</b>	<b>131,821</b>	<b>77,889</b>	<b>128,645</b>	<b>775,826</b>
<b>Housing Revenue Account:</b>						
Independent - Strategic Priorities	12,701	16,965	14,387	18,740	19,197	<b>81,990</b>
Independent - Baseline	26,086	21,291	17,700	16,503	20,333	<b>101,913</b>
<b>HRA Capital Plan</b>	<b>38,787</b>	<b>38,256</b>	<b>32,087</b>	<b>35,243</b>	<b>39,530</b>	<b>183,903</b>
<b>TOTAL EXPENDITURE</b>	<b>229,063</b>	<b>285,451</b>	<b>163,908</b>	<b>113,132</b>	<b>168,175</b>	<b>959,729</b>

## 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	<b>383,015</b>
Earmarked Capital Receipts	4,761	8,280	4,390	8,670	390	<b>26,491</b>
Service Funded Prudential Borrowing	5,915	2,460	7,655	450	950	<b>17,430</b>
Revenue Contributions	250	250	250	225	0	<b>975</b>
<i>Pooled Resources</i>						
Non-Earmarked Capital Receipts	3,100	3,352	3,500	3,500	3,500	<b>16,952</b>
Corporate Prudential Borrowing	104,072	116,446	44,909	43,365	22,171	<b>330,963</b>
<b>GENERAL FUND FUNDING</b>	<b>190,276</b>	<b>247,195</b>	<b>131,821</b>	<b>77,889</b>	<b>128,645</b>	<b>775,826</b>

	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	<b>2,351</b>
Earmarked Capital Receipts	3,473	7,430	7,282	7,621	4,848	<b>30,654</b>
Reserves / Revenue Contributions	15,313	8,795	7,599	5,523	13,766	<b>50,996</b>
Reserves - MRR	14,836	17,757	13,814	18,474	18,843	<b>83,724</b>
Corporate Prudential Borrowing	3,318	4,148	3,266	3,499	1,947	<b>16,178</b>
<b>HRA FUNDING</b>	<b>38,787</b>	<b>38,256</b>	<b>32,087</b>	<b>35,243</b>	<b>39,530</b>	<b>183,903</b>




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	
<b>ASPIRE &amp; ACHIEVE</b>								
<b>Strategic Priorities</b>								
	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>		<b>13,053</b>	<b>3,486</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>17,539</b>
	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 &amp; Public Buildings</i>		<b>1,116</b>	<b>2,331</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,447</b>
	<b>Strategic Priorities Total</b>		<b>15,075</b>	<b>14,866</b>	<b>10,850</b>	<b>7,600</b>	<b>500</b>	<b>48,891</b>

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	
<b>Baseline</b>								
	Basic Need	G/B	604	500	500	500	0	<b>2,104</b>
	Capital Maintenance	G	6,025	3,200	3,000	2,800	2,600	<b>17,625</b>
	Capital Maintenance (Newsome High)	B	387	0	0	0	0	<b>387</b>
	Devolved Formula Capital	G	837	800	750	700	650	<b>3,737</b>
	<b>Baseline Total</b>		<b>7,853</b>	<b>4,500</b>	<b>4,250</b>	<b>4,000</b>	<b>3,250</b>	<b>23,853</b>
<b>One Off Projects</b>								
	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
	<b>One Off Projects Total</b>		<b>1,639</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,639</b>
	<b>ASPIRE &amp; ACHIEVE TOTAL</b>		<b>24,567</b>	<b>20,366</b>	<b>15,100</b>	<b>11,600</b>	<b>3,750</b>	<b>75,383</b>
<b>BEST START</b>								
<b>Strategic Priorities</b>								
	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
	<b>Strategic Priorities Total</b>		<b>3,260</b>	<b>4,100</b>	<b>1,750</b>	<b>0</b>	<b>0</b>	<b>9,110</b>
<b>One Off Projects</b>								
	Liquid Logic Portal	B*	109	0	0	0	0	109
	<b>One Off Projects Total</b>		<b>109</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>109</b>
	<b>BEST START TOTAL</b>		<b>3,369</b>	<b>4,100</b>	<b>1,750</b>	<b>0</b>	<b>0</b>	<b>9,219</b>



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	
<b>INDEPENDENT</b>								
<b>Strategic Priorities</b>								
	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
	<b>Strategic Priorities Total</b>		<b>4,304</b>	<b>6,897</b>	<b>2,161</b>	<b>8,863</b>	<b>250</b>	<b>22,475</b>
<b>One Off Projects</b>								
	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
	<b>One Off Projects Total</b>		<b>1,829</b>	<b>1,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,912</b>
<b>INDEPENDENT TOTAL</b>			<b>6,133</b>	<b>7,980</b>	<b>2,161</b>	<b>8,863</b>	<b>250</b>	<b>25,387</b>



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	
<b>SUSTAINABLE ECONOMY</b>								
<b>Strategic Priorities</b>								
	A62 & A644 Corridors to Cooper Bridge	G	646	1,522	1,000	3,300	61,519	<b>67,987</b>
	A629 Ainley Top to Huddersfield (Phase 5)	G	1,260	2,558	4,470	980	1,646	<b>10,914</b>
	A653 Leeds to Dewsbury Corridor (M2D2L)	G	1,640	4,460	5,884	0	0	<b>11,984</b>
	CityConnect Phase 3:							
	Cooper Bridge	G	1,641	3	0	0	0	<b>1,644</b>
	Huddersfield Town Centre	G/B	1,549	0	0	0	0	<b>1,549</b>
	Corridor Improvement Programme:							
	A62 Smart Corridor	G	3,690	2,250	138	0	0	<b>6,078</b>
	Holmfirth Town Centre Access Plan	G	370	1,470	1,450	154	0	<b>3,444</b>
	Huddersfield Southern Corridors	G/B	3,500	7,363	60	20	0	<b>10,943</b>
	Huddersfield Station Gateway Phase 1&2	G	50	1,350	50	3,900	4,475	<b>9,825</b>
	North Kirklees Orbital Route (NKOR)	G	18	46	0	0	0	<b>64</b>
	West Yorkshire Integrated UTMC:							
	UTMC Urban Traffic Management	G	314	0	0	0	0	<b>314</b>
	WYTF Land Acquisition	B	625	0	0	0	0	<b>625</b>
*	Council Underwrite (A62 to Cooper Bridge, A629 Halifax Rd, A62 Smart Corridor, Huddersfield Southern Corridor)	B	0	2,350	0	883	5,858	<b>9,091</b>
	<i>West Yorkshire plus Transport Schemes</i>		<b>15,303</b>	<b>23,372</b>	<b>13,052</b>	<b>9,237</b>	<b>73,498</b>	<b>134,462</b>

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	
<b>SUSTAINABLE ECONOMY</b>								
	<b>Strategic Priorities</b>							
	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	
<b>SUSTAINABLE ECONOMY</b>								
	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	
<b>SUSTAINABLE ECONOMY</b>								
	Better Spaces Strategy	B/G	905	2,250	4,522	7,500	0	<b>15,177</b>
	Dewsbury Revival	B/G	250	1,350	2,450	250	97	<b>4,397</b>
	Heritage Action Zone (incl Daisy Hill)	B/G	354	3,452	2,000	3,000	0	<b>8,806</b>
	Dewsbury Market Upgrade	B/G/R	789	10,020	3,992	0	0	<b>14,801</b>
	The Arcade	B/G	400	1,929	40	0	0	<b>2,369</b>
	Regeneration of Strategic Town Centres – Dewsbury	B/G/R	369	5,075	1,000	780	0	<b>7,224</b>
	Dewsbury	T	<b>3,067</b>	<b>24,076</b>	<b>14,004</b>	<b>11,530</b>	<b>97</b>	<b>52,774</b>
	<i>Town Centre Action Plans</i>		<b>17,094</b>	<b>39,923</b>	<b>24,159</b>	<b>11,555</b>	<b>97</b>	<b>92,828</b>
	Regeneration and Greening of Smaller Towns and Villages	B	2,652	5,453	1,895	0	0	<b>10,000</b>
	Market Hall Multi-Storey Car Park	R	1,105	5,500	3,000	0	0	<b>9,605</b>
	Queensgate Underpass	R	70	0	0	0	0	<b>70</b>
	Dewsbury Staff Move & Regeneration	B	260	750	3,500	3,990	0	<b>8,500</b>
	Cultural Heart	B/G	564	368	1,500	5,000	26,800	<b>34,232</b>
	<i>Additional Investment into Strategic Town Centres</i>		<b>1,999</b>	<b>6,618</b>	<b>8,000</b>	<b>8,990</b>	<b>26,800</b>	<b>52,407</b>
	Strategic Acquisition Fund	B	5,017	1,000	0	0	0	<b>6,017</b>

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	
<b>SUSTAINABLE ECONOMY</b>								
<b>Strategic Priorities</b>								
	103 New Street	B**	5,018	0	0	0	0	<b>5,018</b>
	Economic Recovery Fund	B/B* */R	7,825	16,497	4,250	225	0	<b>28,797</b>
	<i>Property Investment Fund</i>		12,843	16,497	4,250	225	0	<b>33,815</b>
	Dewsbury Riverside	B/G	6,241	15,975	0	0	0	<b>22,216</b>
	Site Development + Homes England (Accelerated Construction Programme)	G	4,454	59	48	0	0	<b>4,561</b>
	Public Realm Improvements	B	172	0	0	0	0	<b>172</b>
	<b>Strategic Priorities Total</b>		<b>74,569</b>	<b>162,392</b>	<b>62,517</b>	<b>31,007</b>	<b>100,395</b>	<b>430,880</b>
<b>Baseline</b>								
	Housing Private	G/R	3,643	6,297	3,584	3,584	3,584	<b>20,692</b>
	Highways							
	Maintenance							
	Principal Roads	G	5,320	1,692	2,068	2,068	2,068	<b>13,216</b>
	Roads Connecting Communities	G	2,309	1,096	926	926	926	<b>6,183</b>
	Local Community Roads	B/G	7,580	5,178	1,742	1,742	1,742	<b>17,984</b>
	Structures	G	1,423	1,685	1,037	1,037	1,037	<b>6,219</b>
	Unadopted Roads	B	100	50	50	50	50	<b>300</b>
	Streetlighting	B*	4,475	0	0	0	0	<b>4,475</b>
	Locality Based U Roads Improvements	B	5,621	6,728	0	0	0	<b>12,349</b>
	<i>Highways Maintenance Sub-Total</i>		26,828	16,429	5,823	5,823	5,823	<b>60,726</b>



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	
<b>SUSTAINABLE ECONOMY</b>								
	<b>Baseline</b>							
	Integrated Transport							
	Integrated Public Transport	G	725	168	168	168	168	<b>1,397</b>
	Network Management	B/G	370	100	100	100	100	<b>770</b>
	Cycling and Walking	B/S278 /G	238	120	120	120	120	<b>718</b>
	Safer Roads	B/G	2,473	1,011	1,011	1,011	1,011	<b>6,517</b>
	Flood Management and Drainage Improvements	B/G	755	680	450	450	450	<b>2,785</b>
	Developer Funded Schemes	S278	422	0	0	0	0	<b>422</b>
	<i>Highways Integrated Transport Sub-Total</i>		4,983	2,079	1,849	1,849	1,849	<b>12,609</b>
	<i>Highways Total</i>		31,811	18,508	7,672	7,672	7,672	<b>73,335</b>
	Corporate Landlord Asset Investment	B	10,729	5,300	2,133	2,800	2,800	<b>23,762</b>
	Corporate Landlord Compliance	B	1,665	1,000	1,000	1,000	1,000	<b>5,665</b>
	<i>Corporate Landlord</i>		12,394	6,300	3,133	3,800	3,800	<b>29,427</b>
	Corporate Landlord Suitability Programme	B	1,000	1,000	1,000	1,000	1,000	<b>5,000</b>
	Sustainability of Huddersfield Town Hall - Conditions	B	150	1,500	1,750	100	0	<b>3,500</b>
	<i>Corporate Landlord Asset Strategy Review</i>		1,150	2,500	2,750	1,100	1,000	<b>8,500</b>
	Bereavement	B	618	100	100	100	450	<b>1,368</b>
	Vehicle Replacement Programme	B	355	2,250	1,250	1,250	1,250	<b>6,355</b>
	School Catering	B	343	200	200	200	200	<b>1,143</b>
	<b>Baseline Total</b>		<b>50,314</b>	<b>36,155</b>	<b>18,689</b>	<b>17,706</b>	<b>17,956</b>	<b>140,820</b>

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	
<b>SUSTAINABLE ECONOMY</b>								
<b>One-Off Projects</b>								
	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
	<b>One-Off Projects Total</b>		<b>1,733</b>	<b>1,098</b>	<b>150</b>	<b>150</b>	<b>100</b>	<b>3,231</b>
	<b>SUSTAINABLE ECONOMY TOTAL</b>		<b>126,616</b>	<b>199,645</b>	<b>81,356</b>	<b>48,863</b>	<b>118,451</b>	<b>574,931</b>
<b>WELL</b>								
<b>Strategic Priorities</b>								
	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
	<b>Strategic Priorities Total</b>		<b>10,118</b>	<b>836</b>	<b>1,150</b>	<b>200</b>	<b>0</b>	<b>12,304</b>
<b>Baseline</b>								
	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
	<b>Baseline Total</b>		<b>3,430</b>	<b>3,791</b>	<b>2,610</b>	<b>2,233</b>	<b>1,688</b>	<b>13,752</b>
	<b>WELL TOTAL</b>		<b>13,548</b>	<b>4,627</b>	<b>3,760</b>	<b>2,433</b>	<b>1,688</b>	<b>26,056</b>




# 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	
<b>SAFE AND COHESIVE</b>								
	<b>Strategic Priorities</b>							
	Youth Offending Team	B	172	0	0	0	0	172
	<b>Strategic Priorities Total</b>		<b>172</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>172</b>
	<b>SAFE AND COHESIVE TOTAL</b>		<b>172</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>172</b>
<b>CLEAN AND GREEN</b>								
	<b>Strategic Priorities</b>							
	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
	<b>Strategic Priorities Total</b>		<b>10,950</b>	<b>8,207</b>	<b>26,039</b>	<b>4,480</b>	<b>2,278</b>	<b>51,954</b>
	<b>Baseline</b>							
	Environment & Strategic Waste	B	100	100	100	100	100	500
	<b>Baseline Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>500</b>
	<b>One Off Projects</b>							
	Electric Vehicle Charge Points	G	303	0	0	0	0	303
	<b>One Off Projects Total</b>		<b>303</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>303</b>
	<b>CLEAN AND GREEN TOTAL</b>		<b>11,353</b>	<b>8,307</b>	<b>26,139</b>	<b>4,580</b>	<b>2,378</b>	<b>52,757</b>





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	
<b>EFFICIENT AND EFFECTIVE</b>								
<b>Baseline</b>								
	Information Technology	B	900	900	900	900	900	<b>4,500</b>
	One Venue Development	B	427	300	100	100	200	<b>1,127</b>
	Sustainability of Major Town Halls - Service Development	B*	561	520	105	100	550	<b>1,836</b>
	<b>Baseline Total</b>		<b>1,888</b>	<b>1,720</b>	<b>1,105</b>	<b>1,100</b>	<b>1,650</b>	<b>7,463</b>
<b>One Off Projects</b>								
	Transformation Capitalisation	B	2,000	0	0	0	0	<b>2,000</b>
	Information Technology (Digital)	B	450	450	450	450	478	<b>2,278</b>
	Information Technology	B	73	0	0	0	0	<b>73</b>
	Internal Renovation works	B	107	0	0	0	0	<b>107</b>
	<b>One Off Projects Total</b>		<b>2,630</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>478</b>	<b>4,458</b>
<b>EFFICIENT AND EFFECTIVE TOTAL</b>			<b>4,518</b>	<b>2,170</b>	<b>1,555</b>	<b>1,550</b>	<b>2,128</b>	<b>11,921</b>
<b>GENERAL FUND CAPITAL PLAN TOTAL</b>			<b>190,276</b>	<b>247,195</b>	<b>131,821</b>	<b>77,889</b>	<b>128,645</b>	<b>775,826</b>

**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
<b>INDEPENDENT</b>							
<b>Strategic Priorities</b>							
Housing Growth	H/R	3,082	2,880	2,880	3,240	8,322	<b>20,404</b>
New Build Phase 1 - Ashbrow Extra Care	H/G	3,003	3,041	707	0	0	<b>6,751</b>
Remodelling / High Rise	H	275	750	1,000	5,000	4,975	<b>12,000</b>
IT System (Universal Housing Replacement)	H	853	0	0	0	0	<b>853</b>
Council House Building	B/R/ H	5,488	10,294	9,800	10,500	5,900	<b>41,982</b>
<b>Strategic Priorities Total</b>		<b>12,701</b>	<b>16,965</b>	<b>14,387</b>	<b>18,740</b>	<b>19,197</b>	<b>81,990</b>
<b>Baseline</b>							
Housing Capital Plan	H	10,041	10,960	10,606	10,606	11,647	<b>53,860</b>
Estate Improvements (Neighbourhood Investment)	H	551	700	800	900	3,897	<b>6,848</b>
Compliance	H	8,832	5,505	2,505	1,244	1,000	<b>19,086</b>
Fuel poverty	H/ G	3,155	826	825	825	825	<b>6,456</b>
Adaptations	H	3,507	3,300	2,964	2,928	2,964	<b>15,663</b>
<b>Baseline Total</b>		<b>26,086</b>	<b>21,291</b>	<b>17,700</b>	<b>16,503</b>	<b>20,333</b>	<b>101,913</b>
<b>HRA CAPITAL PLAN TOTAL</b>		<b>38,787</b>	<b>38,256</b>	<b>32,087</b>	<b>35,243</b>	<b>39,530</b>	<b>183,903</b>

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
	<b>Community Impacts &amp; Risks</b>	<b>Delivering service that customers and citizens need</b>			
<b>A1</b>	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"> <li>• Infection control and management- as a council activity (see also risk 6)</li> <li>• Management of financial consequences including seeking to spend national grants effectively, and mitigation against the risk of fraud</li> <li>• Social and economic consequences (including appropriate council interventions therein)</li> <li>• Recognition of long covid and other consequent diseases</li> </ul> <p><i>Responsible for this risk –R. Spencer-Henshall and all strategic directors</i></p>	<b>M</b>	  5X4=20	
<b>A2</b>	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"> <li>• Disclosure &amp; Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated.</li> <li>• 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</li> <li>• Active management of cases with media interest</li> <li>• Review of current practices following the child sexual exploitation in other authorities and the emerging requirements.</li> <li>• Ensure that workloads are balanced to resources.</li> <li>• Staff and skill development to minimise dependence on key individuals.</li> <li>• Use of agency staff and or contractors when necessary</li> <li>• Ideal manager training</li> <li>• Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally.</li> </ul>	<b>H</b>		





		<ul style="list-style-type: none"> <li>• Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes</li> <li>• Adults Safeguarding Board has own specific risk register</li> <li>• Effective listening to messages about threats from other parts of the council and partner agencies</li> <li>• Proactive recognition of Members role as “corporate parent”</li> <li>• Childrens Improvement Board to assist governance and quality improvement</li> <li>• Additional work to ensure that corporate safeguarding activities include appropriate control arrangements.</li> <li>• Ensure effective record keeping</li> <li>• Ensure routine internal quality assessment</li> <li>• Training to ensure that there is a proportionate reaction,</li> <li>• Recognise that referrals may have been suppressed as a result of lockdown and other coronavirus related concerns</li> </ul> <p style="text-align: right;"><i>Responsible for this risk – R Parry and M Meggs</i></p>		4X5=20	
<b>A3</b>	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"> <li>• Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required.</li> <li>• Risk matrix and risk management approach implemented with the police and partners.</li> <li>• Understand relationship with the Prevent strategy, and issues linked to counter terrorism</li> <li>• Take steps per risk 7 to seek to avoid ongoing issues</li> <li>• Ensure effective record keeping</li> </ul> <p style="text-align: right;"><i>Responsible for this risk –M Meggs</i></p>	<b>LM</b>	  4x4=16	
<b>A4</b>	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"> <li>• Prevent Partnership Action Plan.</li> <li>• Community cohesion work programme</li> <li>• Local intelligence sharing and networks.</li> <li>• Status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding.</li> <li>• Counter terrorism local profile.</li> <li>• Awareness that campaigns such as black lives matter may give cause to action and reaction.</li> </ul>	<b>M</b>		












		<ul style="list-style-type: none"> <li>Global events can create ongoing potential issues and tensions, (national risk status raised recently) which the council needs awareness and mitigations strategies</li> <li>West Yorkshire Violence Reduction Unit will assist</li> </ul> <p><i>Responsible for this risk – R Parry and M Meggs (&amp; J Greenfield)</i></p>		4x5=20	
<b>A5</b>	Significant environmental events such as severe weather impact on the Council’s ability to continue to deliver services.	<ul style="list-style-type: none"> <li>Effective business continuity and emergency planning (including mutual aid) investment in flood management, gritting deployment plans.</li> <li>Winter maintenance budgets are supported by a bad weather contingency.</li> <li>Operational plans and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding.)</li> <li>Emergency Planning risks for current year reflect risks of (e.g.) staff sickness for both services such as gritting and meeting home care commitments-</li> </ul> <p><i>Responsible for this risk – C Parr</i></p>	<b>M</b>	As a long-term environmental trend  ↑ 4x5=20	
<b>A6</b>	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"> <li>Understand the impacts</li> <li>Consider what types of support the council might provide</li> <li>Engagement in resilience discussions with NHS partners</li> <li>Secure funding as appropriate (e.g consider extension of pooled funds</li> <li>Understanding potential impacts on demand for council services</li> <li>Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced.</li> <li>Assess dependency on voluntary organising, and impacts that coronavirus has on their sustainability, and consider actions.</li> <li>Determine which of these are really adverse</li> </ul> <p><i>Responsible for this risk – R Parry and M Meggs * all strategic directors</i></p>	<b>H</b>	↑  4x4=16	
	<b>The finances of the Council</b>	<b>Keeping the Council solvent</b>			
<b>A7</b>	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"> <li>Significant impacts on incomes and cost pressures on certain service areas</li> <li>Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level</li> <li>Escalation processes are in place and working effectively.</li> <li>Alignment of service, transformation and financial monitoring.</li> </ul>	<b>MH</b>	↔	



		<ul style="list-style-type: none"> <li>Tracker developed which allows all change plans to be in view and monitored on a monthly basis</li> <li>Monthly (and quarterly) financial reporting</li> </ul> <p style="text-align: center;"><i>Responsible for this risk - E Croston &amp; ET</i></p>		4x5=20	
<b>A8</b>	<p>The council has significant financial risks related to</p> <p># Volumes (in excess of budget) of;</p> <ul style="list-style-type: none"> <li>Complex Adult Care services</li> <li>Childrens Care Services</li> <li>Educational high needs</li> </ul> <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"> <li>Monitor short term loss of income</li> <li>Monitor additional costs (&amp; be sure they are all captured)</li> <li>Recognise in budget plans</li> <li>Scenario plan for reduced level of demand, post current crisis (e.g. changed customer tastes and priorities)</li> <li>Scenario plan for recurrences of coronavirus or similar</li> <li>Scenario plan for default by debtors- council tax and rents (individual citizens), business rates and commercial rents (businesses), sundry debtors (both)</li> <li>Consider impacts from rent deferrals</li> <li>Seek to recover additional costs where budgets held by other parties or partners</li> <li>Significant service pressures recognised as part of resource allocation</li> <li>Responsibility for budgetary control aligned to Strategic and Service Directors.</li> <li>Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs</li> <li>Utilise supplementary resources to cushion impact of cuts and invest to save.</li> <li>Continue to lobby, through appropriate mechanisms, for additional resources</li> <li>Proactive monitoring as Universal Credit is introduced</li> </ul> <p style="text-align: center;"><i>Responsible for this risk - E Croston &amp; ET</i></p>	<b>M</b>	<p style="text-align: center;"></p> <p style="text-align: center;">5x5=25</p>	
<b>A9</b>	<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"> <li>Monitor quality and performance of contracts.</li> <li>Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices</li> <li>Renegotiate or retender contracts as appropriate.</li> <li>Ensure that budgets anticipate likely cost impacts</li> <li>Seek additional funding as a consequence of government-imposed costs</li> </ul> <p style="text-align: center;"><i>Responsible for this risk - E Croston &amp; all strategic directors</i></p>	<b>LM</b>	<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"> <li>• Effective due diligence prior to granting loans and careful monitoring of investment decisions.</li> <li>• Effective challenge to treasury management proposals by both officers and members (Corporate Governance &amp; Audit Committee) taking account of external advice</li> </ul> <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"> <li>• Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services.</li> <li>• Consider risks and most cost-effective appropriate approach to responding to these (internal or external insurance provision).</li> <li>• Awareness of risk activity that is not insured or uninsurable.</li> </ul> <p style="text-align: center;"><i>Responsible for this risk - E Croston &amp; 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"> <li>• Monitor government proposals and legislation, and their impact on council and partner services.</li> <li>• Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA)</li> <li>• Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources</li> <li>• Ensure that budgets anticipate likely impacts</li> <li>• Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services.</li> </ul> <p style="text-align: center;"><i>Responsible for this risk - E Croston &amp; all strategic directors</i></p>	L	 5x5=25	

	<b>Governance</b>	<b>Operating legally and ethically</b>			
<b>A13</b>	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"> <li>• Open policy development</li> <li>• Open decision making, including full consultation</li> <li>• Effective challenge (between officers, officers and members, and between member)</li> <li>• Proper recording of all decisions</li> <li>• Carefully following all rules and requirements, particularly those related to Financial Procedures Rules and Contract Procedure Rules</li> <li>• Doing basis well- strong training and effective assurance</li> <li>• Clarity of management responsibility and understanding</li> </ul> <p><i>Responsible for this risk – chief executive and all strategic directors</i></p>	<b>H</b>		
	<b>Resource Utilisation</b>	<b>Operating successfully and effectively</b>			
<b>A14</b>	Council supplier and market relationships, including contractor failure leads to; <ul style="list-style-type: none"> <li>• loss of service,</li> <li>• poor quality service</li> <li>• an inability to attract new suppliers (affecting competition, and to replace any incumbent contractors who have failed)</li> <li>• complexities and difficulties in making arrangements in respect of significant and long running major outsource contracts, and their extension and renewal.</li> </ul>	<ul style="list-style-type: none"> <li>• Avoid, where possible, over dependence on single suppliers</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Consideration of social value, local markets and funds recirculating within the borough</li> <li>• Understanding supply chains and how this might impact on the availability of goods and services</li> <li>• Be realistic about expectation about what the market can deliver, taking into account matter such as national living wage, recruitment and retention issues etc.</li> </ul>	<b>MH</b>		




		<ul style="list-style-type: none"> <li>• Develop and publish in place market position statement and undertake regular dialogue with market.</li> <li>• Effective consultation with suppliers about proposals to deal with significant major external changes</li> <li>• Early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements</li> <li>• Realign budgets to reflect real costs</li> <li>• Commission effectively</li> <li>• Ensuring adequate cash flow for smaller contractors</li> </ul> <p style="text-align: center;"><i>Responsible for this risk – J Muscroft</i></p>		5x4=20	
<b>A15</b>	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"> <li>• Thorough, understandable information security policies and practices that are clearly communicated to workforce and councillors</li> <li>• Effective management of data, retention and recording.</li> <li>• Raised awareness and staff and councillor training</li> <li>• Compliance with IT security policy.</li> <li>• Compliance with retention schedules.</li> <li>• Compliance with information governance policy.</li> <li>• Business continuity procedures.</li> <li>• 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.</li> </ul>	<b>H (INFO)</b>	 4x5=20	
	Cyber related threats affecting data integrity and system functionality.	<ul style="list-style-type: none"> <li>• Comply with new legislation around staff access to sensitive data.</li> <li>• Council has a Senior Information Risk Owner (“SIRO”) officer and a Data Protection Officer (DPO) who are supported by an Information Governance Board</li> <li>• Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate</li> <li>• Increased awareness of officers and members as to their obligations</li> <li>• Proactive management of cyber issues, including additional web controls</li> </ul> <p style="text-align: center;">Responsible for this risk – J Muscroft</p>	<b>M (CYBER )</b>		

<b>A16</b>	<p>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,)</p>	<ul style="list-style-type: none"> <li>• Ensuring appropriate H&amp;S responses re Coronavirus (appropriately balancing statutory obligations, desirable positions and commerciality/business risk)</li> <li>• New Fire Safety Policy approved and being implemented with improved monitoring of fire risk</li> <li>• Prioritised programme of remedial works to buildings to tackle fire safety and other issues</li> <li>• Review work practices to address H&amp;S risks</li> <li>• Monitor safety equipment</li> <li>• Improved employee training as to their responsibilities, as employees and (where appropriate) as supervisors. Improved employee work practices</li> <li>• Approval of additional resources to improve corporate monitoring regime.</li> </ul> <p><i>Responsible for this risk – R Spencer Henshall</i></p>	<b>H</b>	  3x5=15	
<b>A17</b>	<p>Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, cladding and fire controls with reputational and financial implications.</p>	<ul style="list-style-type: none"> <li>• Active site management</li> <li>• Routine servicing and cleansing regimes (including coronavirus compliance in both operational and managed tenanted commercial property)</li> <li>• Work practices to address risks from noxious substances</li> <li>• Property disposal strategy linked to service and budget strategy</li> <li>• Review of fire risks</li> <li>• Establishment of Housing Building Safety Assurance Board</li> <li>• Develop management actions, categorised over the short to medium term and resource accordingly.</li> <li>• Prioritisation of funding to support reduction of backlog maintenance</li> <li>• Clarity on roles and responsibilities particularly where property management is outsourced</li> </ul> <p><i>Responsible for this risk – C Parr/ D Shepherd</i></p>	<b>H</b>	  4x4=16	
<b>A18</b>	<p>The risk of retaining a sustainable, diverse, workforce, including</p> <ul style="list-style-type: none"> <li>• aging and age profile</li> <li>• encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks)</li> </ul>	<ul style="list-style-type: none"> <li>• Effective Workforce Planning (including recruitment and retention issues)</li> <li>• Modernise Human Resources policies and processes</li> <li>• Increased accessibility to online training managers/ employees.</li> <li>• Selective use of interim managers and others to ensure continuity of progress regarding complex issues</li> <li>• Ensure robust change processes including Equality Impact Assessments (EIA's) and consultation.</li> </ul>	<b>H</b>		

	<ul style="list-style-type: none"> <li>encouraging entrants to professional roles where pay is often below market levels.</li> <li>and ensuring that the workforce is broadly content, without whom the council is unable to deliver its service obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Understanding difficult to recruit areas</li> <li>Understand market pay challenges</li> <li>Promote the advantages of LG employment</li> <li>Emphasise the satisfaction factors from service employment</li> <li>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)</li> <li>Ensuring awareness to ensure employees safety and health (including stress)</li> <li>Consider issues about a workforce reflective of the community, inclusion, diversity and coronavirus issues</li> </ul> <p><i>Responsible for this risk – R Spencer Henshall</i></p>		4x4=16	
<b>E18</b>	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"> <li>Reconsideration of priorities and potential achievability within timescales</li> <li>Monitoring of achievements/effective project planning and costing</li> <li>Awareness of local consequences such as ensuring appropriate levels of energy efficiency in residential and commercial property, and the financial consequences</li> <li>Being climate aware in design- such as ensuring temperature appropriate road surfacing products, heating and ventilation in new and refurbished property</li> <li>Lobbying for financial and other government support in relation to the costs of meeting obligations</li> <li>WYCA related projects will require assessment of carbon impacts</li> </ul> <p><i>Responsible for this risk – C Parr</i></p>	<b>M</b>	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**

<b>Year</b>	<b>Date</b>	<b>Forum</b>	<b>Milestone activity</b>
<b>2021</b>	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
<b>2022</b>			
	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)
<b>Net Impact on Council Tax Base</b>	<b>(3.4)</b>	<b>(4.7)</b>	<b>(4.3)</b>	<b>(4.6)</b>
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)	-	-
<b>Net Impact on Business Rates</b>	<b>(2.0)</b>	<b>(2.0)</b>	<b>-</b>	<b>-</b>
Service Income Reduction	(1.0)	(1.0)	(1.0)	(1.0)
<b>Total Changes from Baseline</b>	<b>(6.4)</b>	<b>(7.7)</b>	<b>(5.3)</b>	<b>(5.6)</b>
<b>Optimistic Scenario – Updated Budget Gap</b>	<b>8.2</b>	<b>9.4</b>	<b>19.0</b>	<b>15.4</b>

<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	-
<b>Net Impact on Council Tax Base</b>	<b>1.3</b>	<b>2.0</b>	<b>1.5</b>	<b>0.9</b>
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	-
<b>Net Impact on Business Rates</b>	<b>1.3</b>	<b>0.7</b>	<b>1.6</b>	<b>0.6</b>
Service Income Reduction	2.0	2.0	2.0	2.0
3% Pay Inflation 2022/23	2.4	2.4	2.4	2.4
<b>Total Changes from Baseline</b>	<b>7.0</b>	<b>7.1</b>	<b>7.5</b>	<b>5.9</b>
<b>Pessimistic Scenario – Updated Budget Gap</b>	<b>21.6</b>	<b>24.2</b>	<b>31.8</b>	<b>26.9</b>

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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: Council**

**Date: 13 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: 30 September 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 <a href="#">portfolio</a>	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.

The recommendations made by Cabinet on 12 October will be reported at the Full Council meeting.

## 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](http://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.

### 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**

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. Council is asked to approve 'Our Council Plan' and the supporting document 'Achieving Our Outcomes' 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.

## **6. Cabinet Portfolio Holder's recommendations**

That 'Our Council Plan' (Appendix 1) and the supporting document 'Achieving our Outcomes' Appendix 2) both be approved by Council.

The recommendations made by Cabinet on 12 October will be reported at the Full Council meeting.

## **7. Contact officer(s)**

Kate McNicholas, Head of Policy, Partnerships and Corporate Planning

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

## **8. 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](#)

## **9. Service Director responsible**

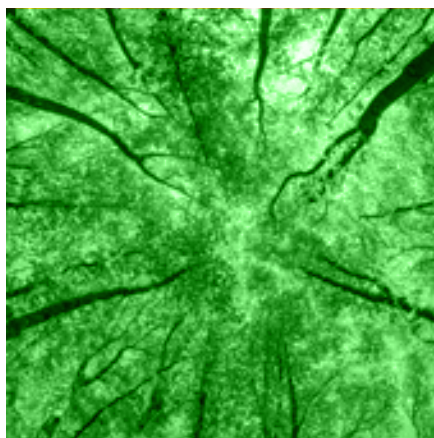
Andy Simcox, Service Director Strategy and Innovation



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, appearing to read 'Alan B.' with a stylized flourish at the end.

**Cllr Shabir Pandor**  
Leader of the Council



## Introduction from the Chief Executive

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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

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# 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

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



## Independent

People in Kirklees live independently and have control over their lives



## Aspire and achieve

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



## Sustainable economy

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## Safe and cohesive

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



## 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.



*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](http://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)
<p><b>Championing a place based approach in all the council’s business and ensuring our policies reflect one size does not fit all.</b></p>	<p>Cllr Cathy Scott</p>	<p>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</p>	<p>Dec 2021</p>
		<p>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.</p>	<p>April 2022</p>
<p><b>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.</b></p>	<p>Cllr Cathy Scott</p>	<p>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:</p> <ul style="list-style-type: none"> <li>• delivering training for young people and staff in participating high schools across Kirklees.</li> <li>• creating opportunities for young people to connect with their local councillors and work together on a project or activity in their local place.</li> </ul>	<p>Autumn 2021 - Spring 2022</p> <p>Winter 2021 - Summer 2022</p>
		<p>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:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>	<p>Autumn - Winter 2021</p> <p>Autumn 2021 - Summer 2022</p>
		<p>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.</p>	<p>Ongoing</p>
<p><b>Oversee the delivery of place standard engagement and the establishment of ward partnerships in Kirklees.</b></p>	<p>Cllr Cathy Scott</p>	<p>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.</p>	<p>Apr 2022</p>
		<p>Recruit and appoint 5 Tenant Board members to actively participate and contribute to the work of the Board.</p>	<p>Done and ongoing</p>
<p><b>Tenant voice: ensure robust governance arrangements via the Housing Advisory Board, including a clear and effective role for all tenant panel members.</b></p>	<p>Cllr Cathy Scott</p>	<p>Begin to consider areas of special interest where tenant members capture the voice of, for example, young tenants.</p>	<p>Dec 2021</p>
		<p>Respond to Star Survey results, communicate action plan to tenants and implement delivery plan.</p>	<p>Nov 2021</p>
		<p>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.</p>	<p>Apr 2022</p>
<p><b>The changed relationship between council and citizens will be reflected in the new Access to Services Strategy.</b></p>	<p>Cllr Paul Davies</p>	<p>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</p>	<p>Jun 2022 and ongoing</p>
		<p>Improve our current response times to enquiries and contacts.</p>	<p>Apr 2022 and ongoing</p>



## 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)
<b>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.</b>	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
<b>To improve the number of places for young people to go.</b>	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
<b>To improve the targeted Early Support available in local places this year.</b>	Cllr Viv Kendrick	Provide support for families through our integrated Families Together (our Family Hubs) offer.	Oct 2021
<b>To achieve outstanding Children's Social Care this year</b>	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)
<b>Leveraging the opportunities that come from working as a whole council and wider system rather than just those that come from being individual services.</b>	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
<b>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.</b>	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
<b>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.</b>	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
<b>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</b>	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
<b>Working with KAL to promote physical activity and wellbeing interventions amongst communities least likely to use existing KAL resources</b>	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
<b>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</b>	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)
<b>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.</b>	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
<b>Review and improvements to the adaptations policy and process.</b>	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
<b>The continued development of the library service will include investment into the library estate.</b>	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:**

<b>Action</b>	<b>Portfolio Holder</b>	<b>Deliverable</b>	<b>By (timescale)</b>
<b>To improve learning outcomes for all our children particularly those where the attainment gap is the widest.</b>	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
<b>Produce an Employment &amp; Skills strategy.</b>	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)
<b>Cultural Heart:</b> 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
<b>Station 2 Stadium Enterprise Corridor:</b> 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
<b>Dewsbury Town Plan:</b> 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
<b>Levelling Up Fund:</b> 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)
<b>Smaller towns:</b> 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
<b>Smaller towns:</b> 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
<b>Develop an inclusive procurement strategy</b> to support our 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 assessment of our procurements as part of the Inclusive Procurement Strategy.	Mar 2022
		Develop a first draft of an Inclusive Procurement Strategy.	Jan 2022
<b>Destination marketing:</b> 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
<b>West Yorkshire Transport Fund:</b> 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
<b>Trans Pennine Upgrade:</b> 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)
<b>Tenant safety:</b> 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
<b>Community support:</b> 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
<b>Working alongside the voluntary and community sector</b> 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"> <li>• promoting our co-created statement of shared values</li> <li>• 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.</li> </ul>	Winter 2021 Spring 2022
<b>Make our community buildings more inclusive and inclusive asset transfers.</b>	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)
<b>Housing supply:</b> 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)
<b>Greening the fleet:</b> 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
<b>Tree planting and improving bio-diversity.</b>	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
<b>Develop the Climate Change Roadmap to 2038</b>	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
<b>Delivery of the Resources and Waste Strategy:</b> 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
<b>Recovery of Frontline Services</b>	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
<b>Making our roads greener.</b>	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
<b>Making our roads better:</b> 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
<b>Making our roads safer:</b> 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:**

<b>Action</b>	<b>Portfolio Holder</b>	<b>Deliverable</b>	<b>By (timescale)</b>
<b>Effective financial management to deliver our ambitious plans.</b>	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
<b>Making citizens proud of the places of Kirklees through effective communications.</b>	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
<b>Digital inclusion.</b>	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
<b>Become an inclusive employer of choice</b>	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
<b>Have highly skilled, flexible and engaged staff</b>	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.

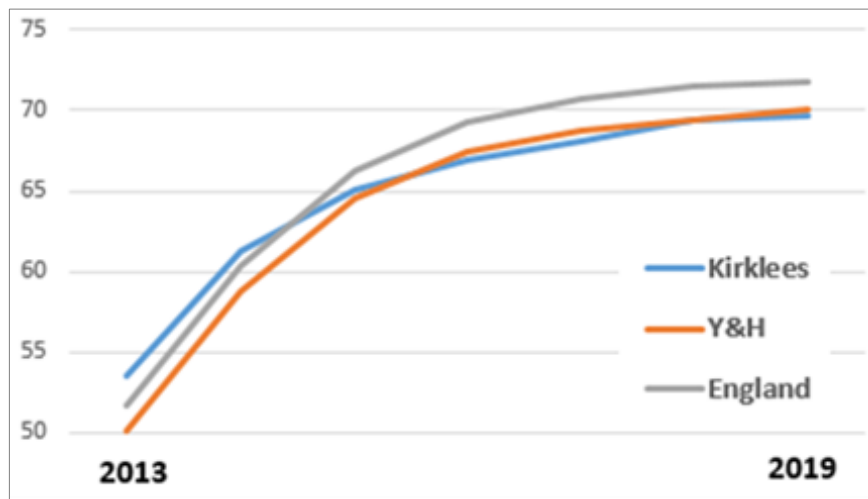
### Over the last 12 months:

- 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.

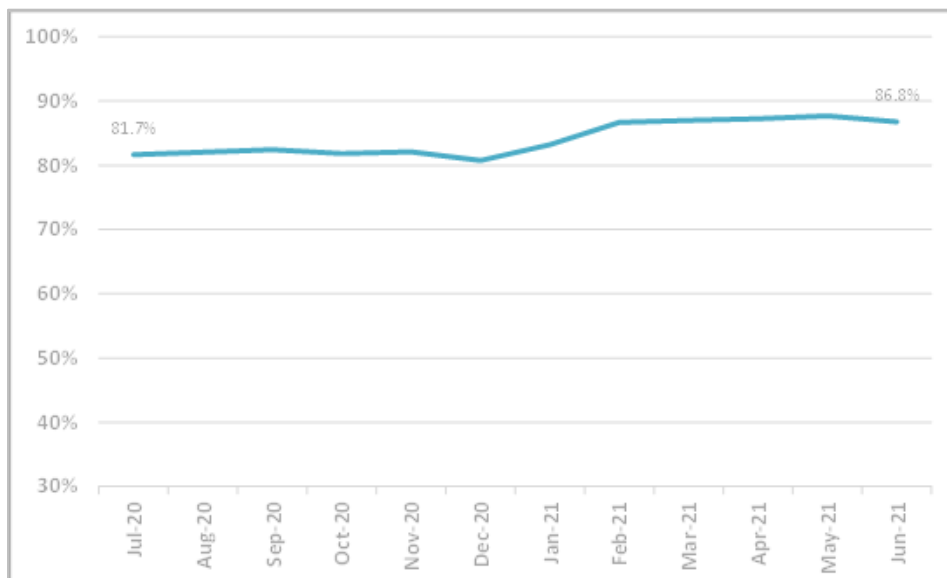
In 2019, 69.7% of Reception children in Kirklees were school ready. This compares with 71% for the region and 71.8% for England. In the previous year, Kirklees was the same as the regional average (69.4%). The gap between Kirklees and the England average remained the same at 2.1%.

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.

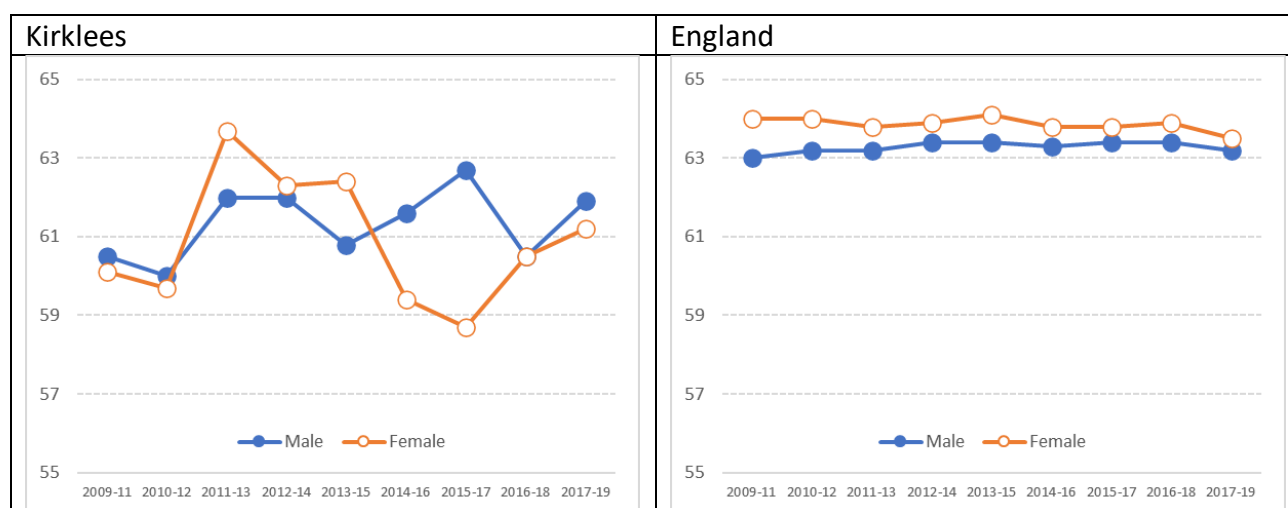
### Piloting a new approach to Health Checks

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**

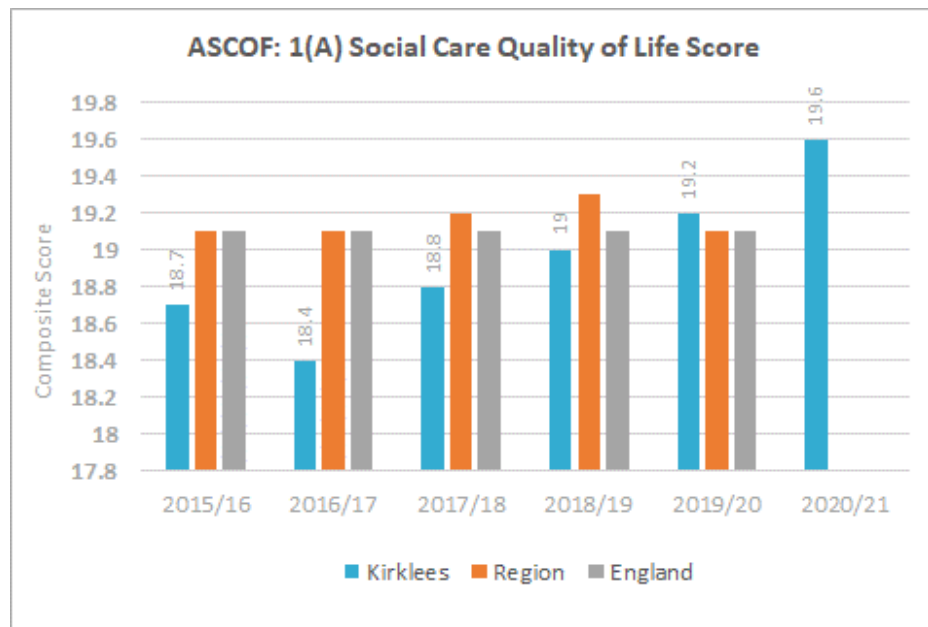
The Housing Solutions Service works proactively and holistically to address both housing needs and other factors which lead to vulnerability. During the pandemic, under the Government's 'Everyone In' initiative, all verified rough sleepers were offered accommodation. When restrictions began to be lifted, 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**



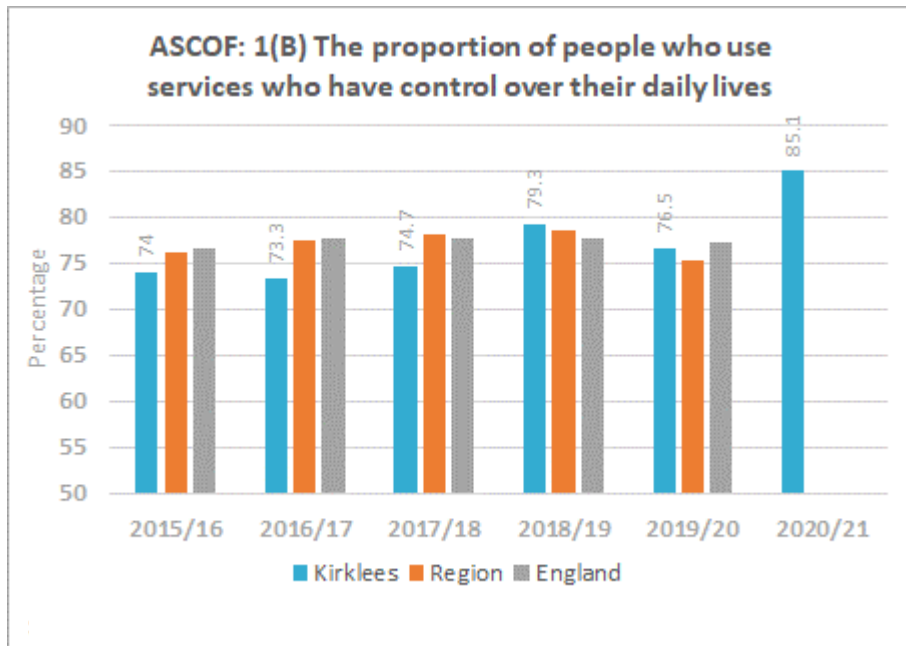
Source: Adult Social Care Survey 2020/21

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.

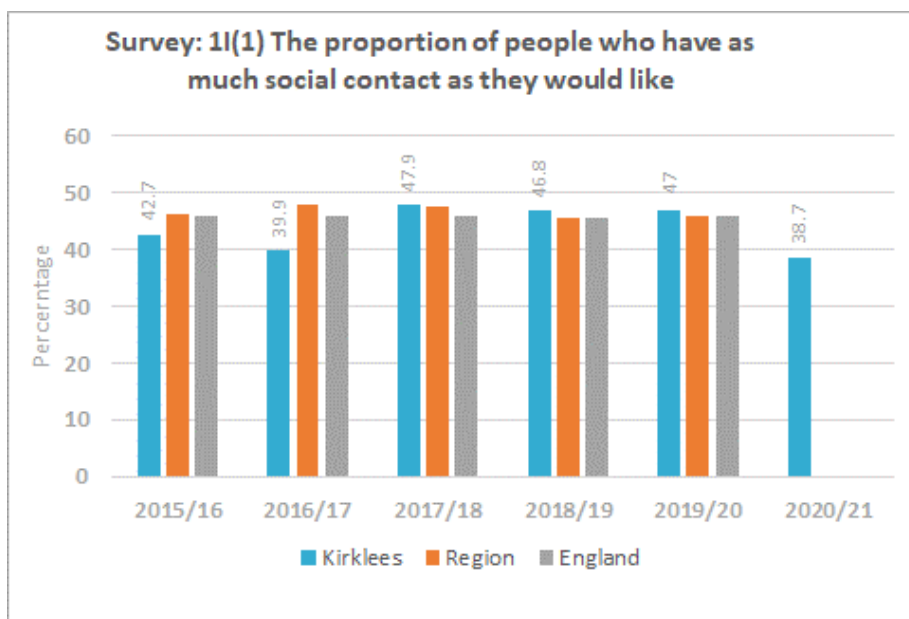
The proportion of people who use services who say they have control over their daily life is included in the overarching quality of life indicator described above. This domain is the one that is considered by the public to be the most important.

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.

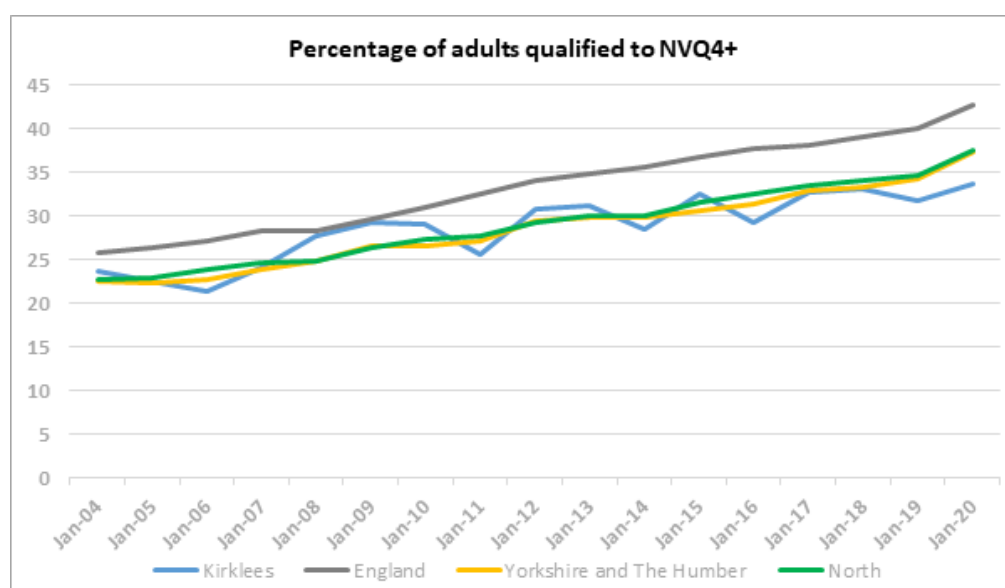
## Adults qualified to level 4 or above

### **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.

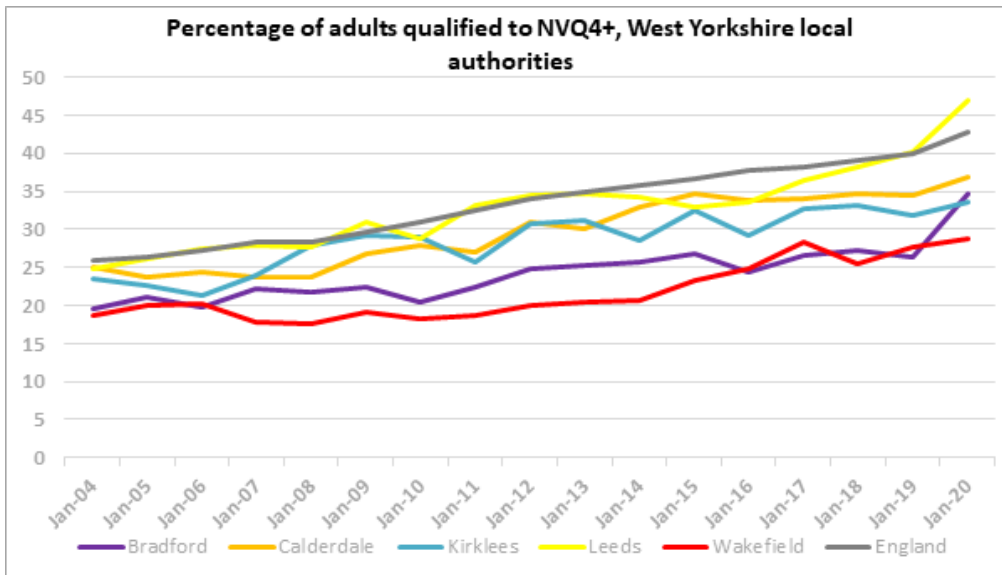
Since 2004 the proportion of working age adults in Kirklees qualified to level 4 or above has increased from 23.6% to 33.6% which represents an increase of 42%. This is much lower than the 65% increase in both Y&H and England over the same time period.



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.

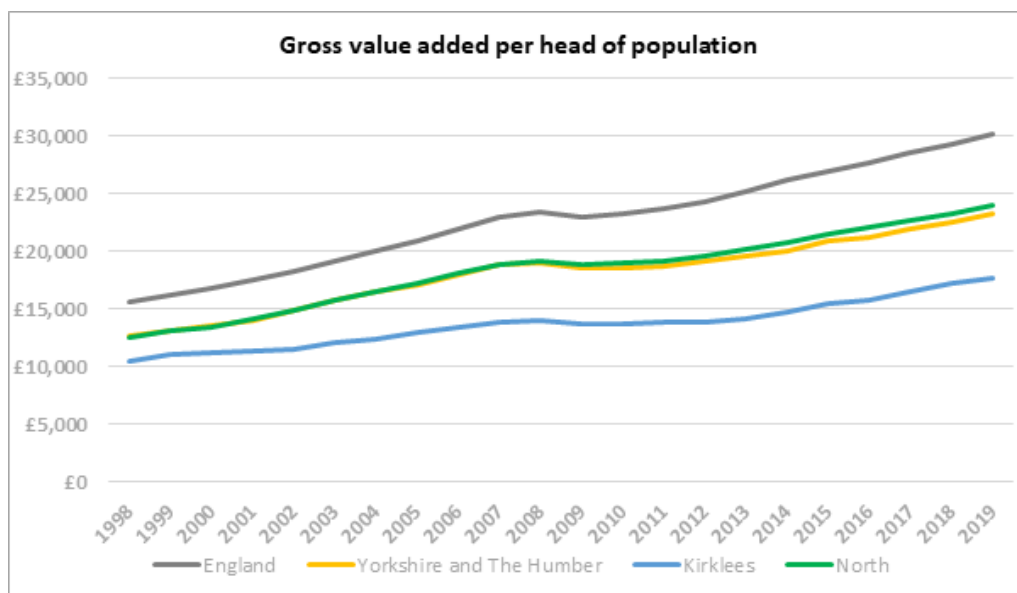
We have supported the Lawrence Batley Theatre to create new online performances featuring renowned stars, selling globally and being featured by the BBC and the New York Times placing Kirklees creative industries on the international stage.

### **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

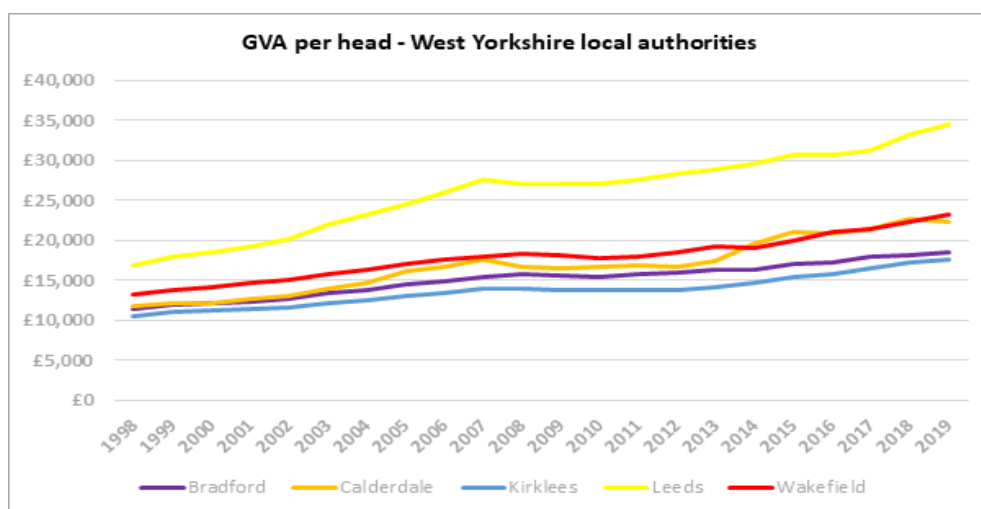
Note: Reported one-year lagging (pre-pandemic)

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.

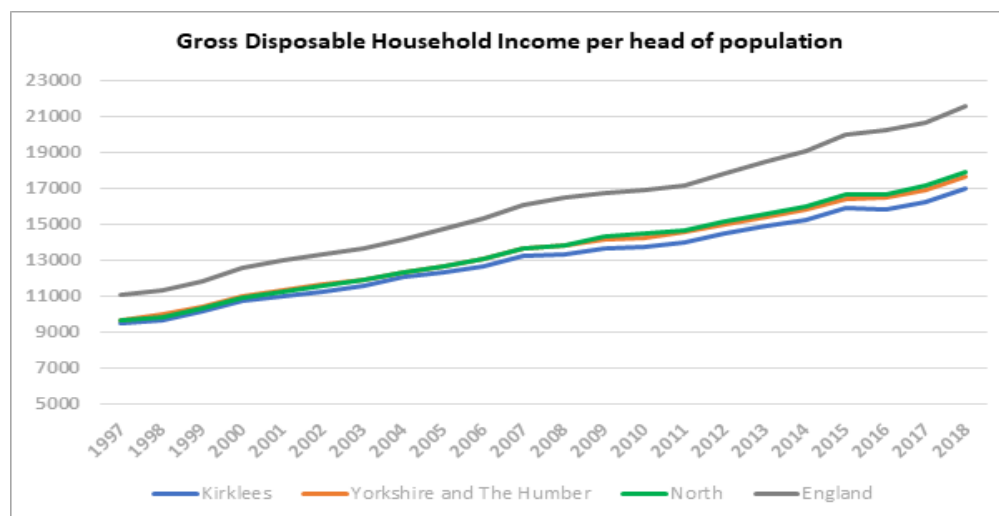
GVA per head is lower in Kirklees than in other West Yorkshire districts. While it is only 4.5% lower than Bradford, it is substantially below other parts of West Yorkshire and 51% of the level in Leeds.



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.

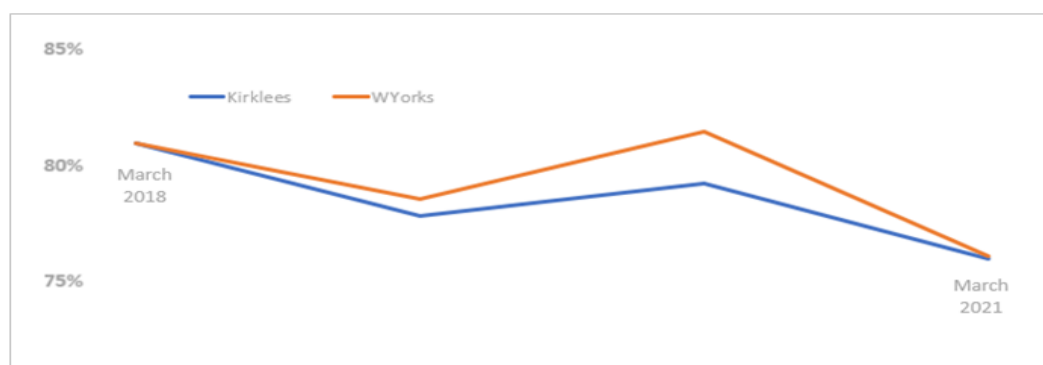
**Over the last 12 months, we have also:**

- 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**



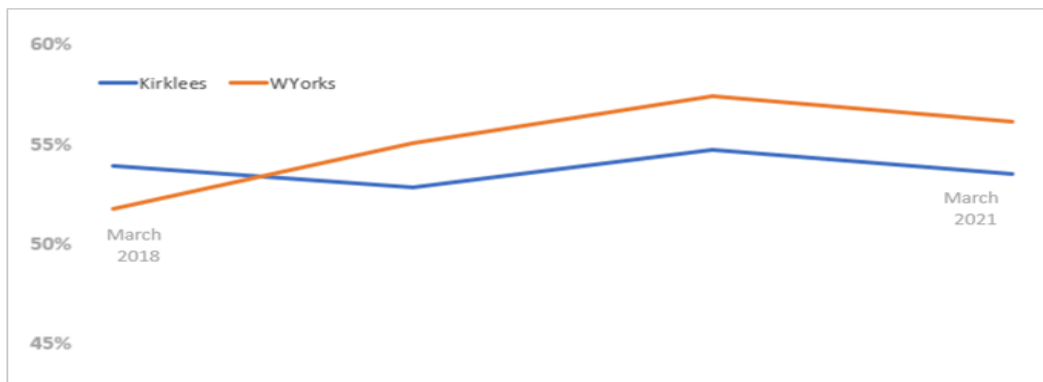
Source: WY Police & Crime Commissioner, March 2021

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



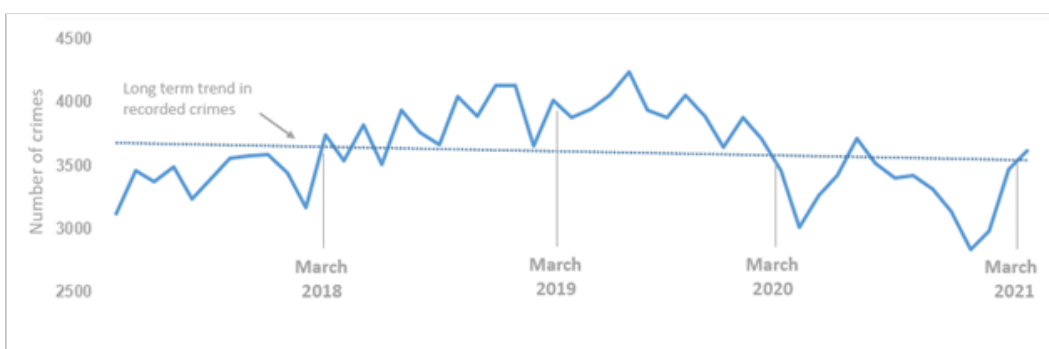
Source: WY Police & Crime Commissioner, March 2021

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 CO<sub>2</sub>e.
- 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**

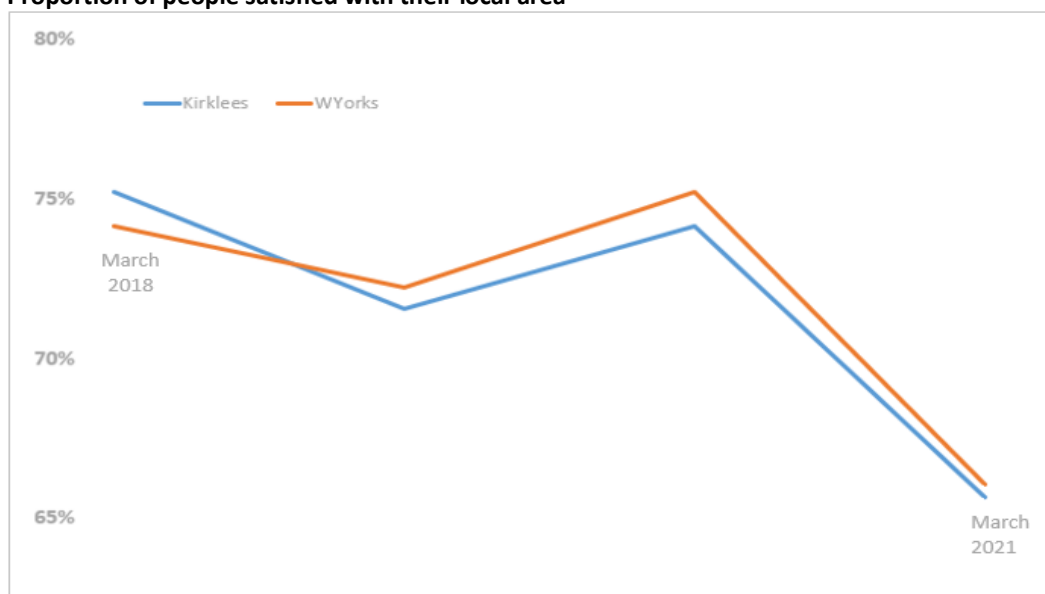
The district of Kirklees is blessed with green spaces which we not only want to protect but also expand by creating pathways for flora and fauna and developing a green, biodiverse Kirklees for future generations. With the pressure on resource caused by the pandemic, we have successfully kept up with 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.

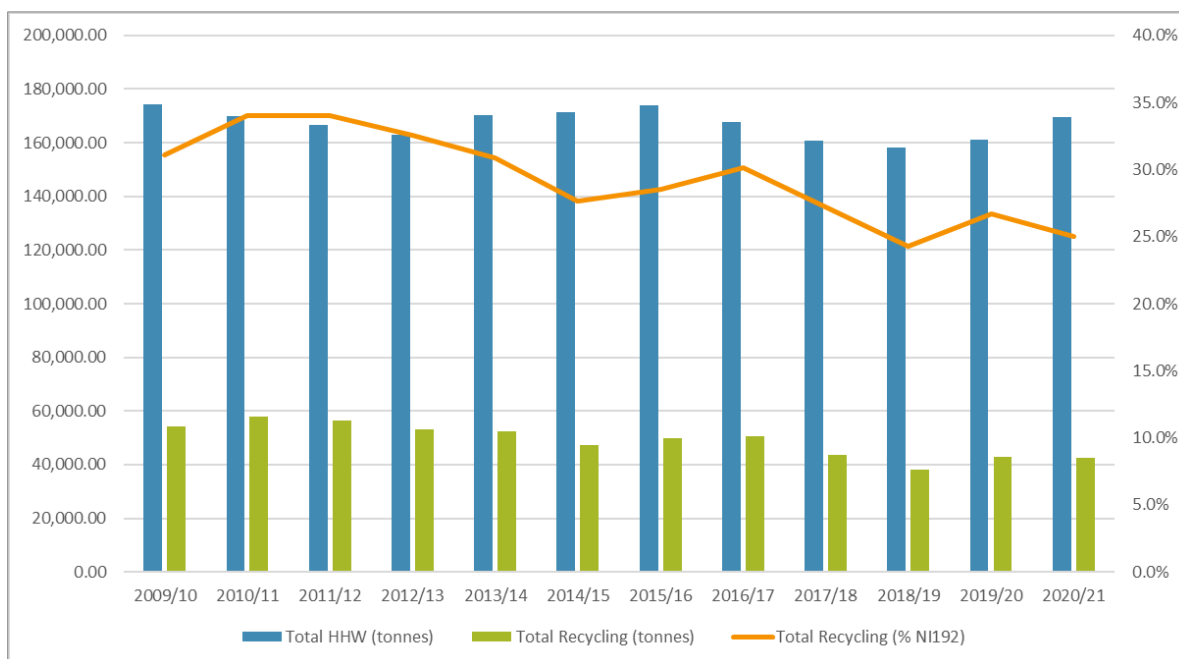
Kirklees has similar satisfaction levels to West Yorkshire as a whole (66.8%) and all other areas have seen similar reductions in satisfaction. Satisfaction rates in West Yorkshire are highest in Calderdale (73.8%) and lowest in Wakefield (63.7%).

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).

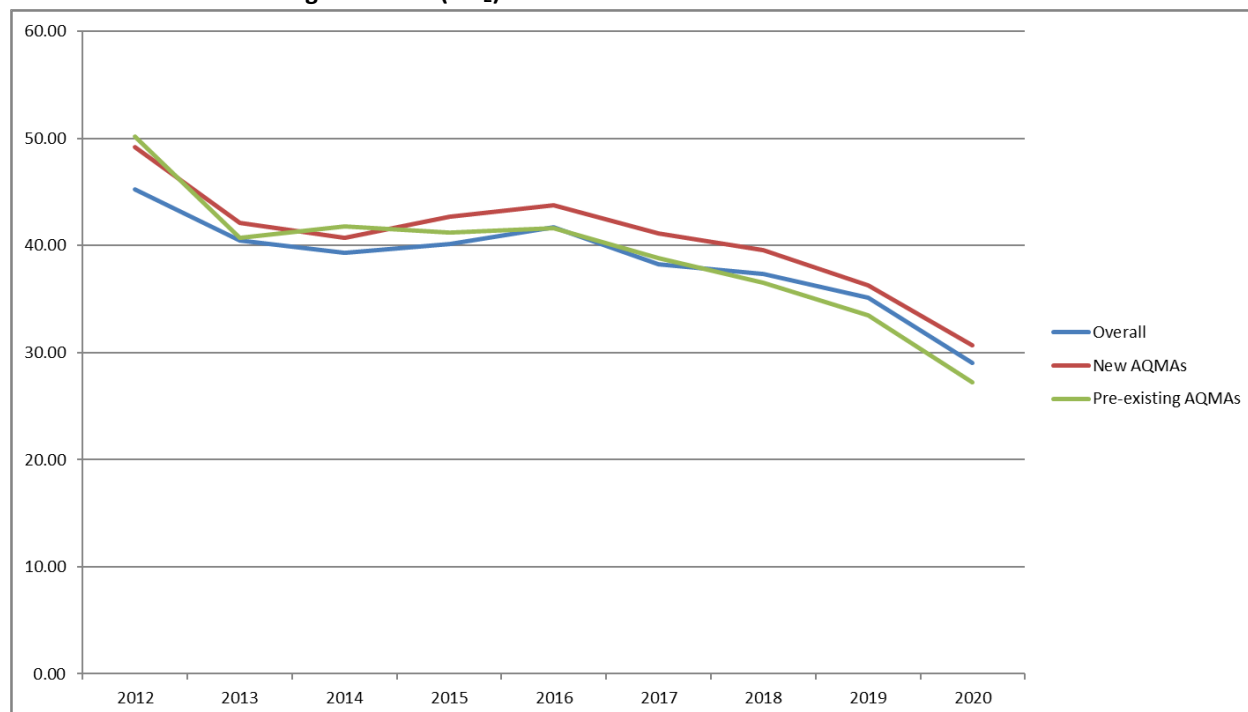
In 2019-20 Kirklees had a lower recycling rate (26.7%) than all other Local Authorities in the Yorkshire & Humber region (44.2%) and, nationally, Kirklees ranked 321 out of 342 local authorities. The national average recycling rate in 2019-20 was 43%.

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 (NO<sub>2</sub>) 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 (PM2.5) concentrations across the district are compliant with UK target levels, although Kirklees would not be compliant with the lower World Health Organisation PM2.5 targets if these were to be adopted in the UK. The council will continue to monitor PM2.5 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.

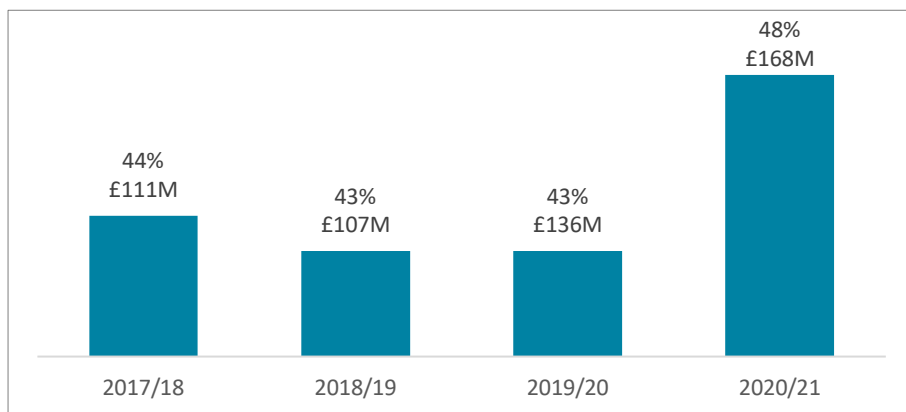
We've successfully managed our finances over the course of the last year. The Council's general fund which supports operational revenue costs (the running costs to support services), normally spends about £600 million per year. However in 2020/21 this went up to an unprecedented £800m – overall a 30% 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.

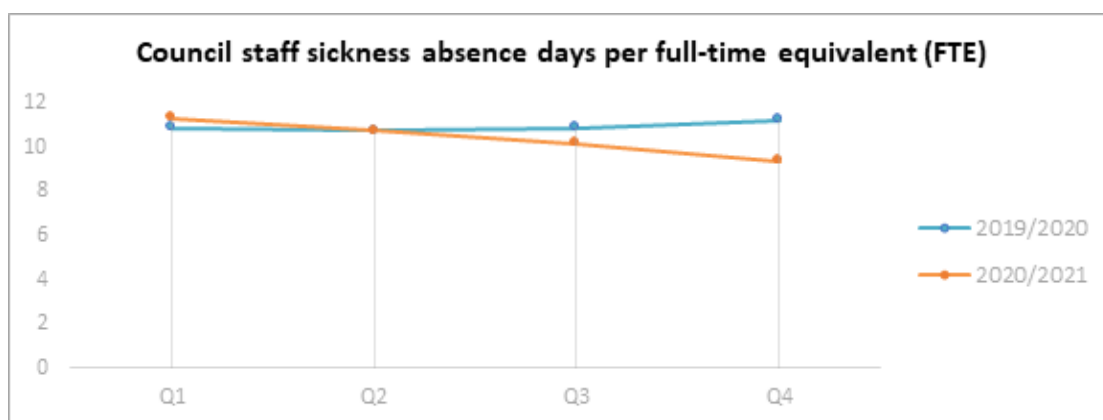
In 2020/21, £168M was spent with local suppliers, up from £136M in the previous financial year.

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: Council**

**Date: 13<sup>th</sup> October 2021**

**Title of report: Reappointment of Independent Person**

**Purpose of report:** To seek agreement from Council that the Independent Person be reappointed for a further period of 2 years and to note recruitment of a further Independent Person.

<b>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?</b>	<b>No</b>
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	<b>No</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>No</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>N/A</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>N/A</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Yes</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Paul Davies</b>

**Electoral wards affected: All**

**Ward councillors consulted: GBMs and**

**Standards Committee members**

**Public or private: Public**

**Has GDPR been considered? Yes**

## **1. Summary**

- 1.1** This report seeks agreement by Council that the current Independent Person be reappointed for a further two year term.
- 1.2** It also asks Council to note that steps will be taken by the Monitoring Officer to advertise and recruit a further Independent Person.

## **2. Information required to take a decision**

- 2.1** Kirklees is required by the Localism Act, 2011, to have appointed at least one Independent Person to assist and advise with standards complaints.
- 2.2** A report was taken to the Standards Committee in September 2021 (Appendix A) and it was recommended that Council be asked to approve the reappointment of the existing Independent Person and to note the proposed steps to recruit a further one.
- 2.3** Council is therefore asked to approve the reappointment of the current Independent Person and to note that a further one will now be recruited.

## **3. Implications for the Council**

The Council is required under the Localism Act 2011 to have at least one Independent Person appointed to consult in relation to code of conduct complaints. If the council fails to appoint an Independent Person they would be in breach of this requirement and could face a potential legal challenge in respect of any decisions taken that required input from an Independent Person.

### **3.1 Working with People**

Not applicable.

### **3.2 Working with Partner Not applicable.**

### **3.3 Place Based Working**

Not applicable.

### **3.4 Climate Change and Air Quality**

Not applicable.

### **3.5 Improving outcomes for children**

Not applicable.

### **3.6 Other (eg Legal/Financial or Human Resources)**

Not applicable.

**4. Consultees and their opinions**

Not applicable

**5. Next steps and timelines**

**5.1** The Monitoring Officer will issue an extension to the existing Independent Person's contract.

**5.2** The Monitoring Officer will take steps to advertise for and recruit one further Independent Person.

**6. Officer recommendations and reasons**

**6.1** Members are asked to approve the reappointment of the existing Independent Person for a further two years.

**6.2** Members are asked to note that the Monitoring Officer will take the necessary steps to advertise for and appoint a further Independent Person.

**7. Cabinet Portfolio Holder's recommendations**

Not applicable

**8. Contact officer**

David Stickley – Senior Legal Officer  
Telephone: 01484 221000  
Email: [david.stickley@kirklees.gov.uk](mailto:david.stickley@kirklees.gov.uk)

**9. Background Papers and History of Decisions**

Report to Standards Committee 15<sup>th</sup> September 2021.

**10. Service Director responsible**

Julie Muscroft – Service Director – Legal, Governance & Commissioning

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**Name of meeting: Standards Committee**

**Date: 15<sup>th</sup> September 2021**

**Title of report: Update on the appointment of independent persons**

**Purpose of report:**

To ask Standards Committee to agree to recommend to Council the reappointment of the current independent person and to note the steps to appoint one further independent person.

<b>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?</b>	<b>NO</b>
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	<b>NO</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>NO</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>Yes</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Yes</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Yes</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Paul Davies</b>

**Electoral wards affected: All**

**Ward councillors consulted: NO**

**Public or private: Public**

**Has GDPR been considered? YES**

## **1. Summary**

- 1.1 This report is intended to update the Standards Committee on the current position with Kirklees' Independent Persons (IP).
- 1.2 Authority was previously given by Council to the Monitoring Officer, in May 2019, to appoint a second Independent Person following the best practice recommendation of the CSPL for a local authority to have access to at least two Independent Persons. This has been delayed. The current IP's term expires shortly. As it has not been possible to appoint a second IP in the timescales it is proposed to renew the current IP's contract for a further period of two years and to continue with the appointment for a second IP.
- 1.3 The present IP has been in post for a number of years and has significant experience, having been involved in working closely with the Monitoring Officer on a number of standards investigations and decisions. He has also worked with and advised other Councils as an IP and so has wide experience and knowledge. The view of the Monitoring Officer is that the present IP is a valuable member of the team with good insight and understanding of the Standards process and working with members in Kirklees and in light of the delay in recruiting a further IP it is important that the appointment is made.

## **2. Information required to take a decision**

- 2.1 The present Independent Person's two year contract will expire shortly and it is proposed that a new contract is issued, appointing him for a further two years.
- 2.2 Alongside this, it is proposed that the Monitoring Officer continue to take steps to recruit an additional Independent Person, to provide some resilience and to act as a potential successor to the present Independent Person.

## **3. Implications for the Council**

The Council is required under the Localism Act 2011 to have at least one Independent Person appointed to consult in relation to code of conduct complaints. If the council fails to appoint an Independent Person they would be in breach of this requirement and could face a potential legal challenge in respect of any decisions taken that required input from an Independent Person.

### **3.1 Working with People**

N/A

### **3.2 Working with Partners**

N/A

### **3.3 Place Based Working**

N/A

### **3.4 Climate Change and Air Quality**

In order to minimise any impact, printing is kept to a minimum.

### **3.5 Improving outcomes for children**

N/A

### **3.6 Other (eg Legal/Financial or Human Resources) Consultees and their opinions**

The promotion and maintenance of high standards of conduct by councillors is an important part of maintaining public confidence in both the council and its members. Failure to do so could have significant reputational implications. The role of IP is paid an allowance of £500 p.a.

## **4. Next steps and timelines**

This committee's recommendation will be put before Council.

The recommendation will be considered by Council and, subject to approval, the Monitoring Officer will arrange to issue a fresh contract to the existing Independent Person.

The Monitoring Officer will arrange for the post of Independent Person to be advertised again in order to appoint a second independent person.

## **5. Officer recommendations and reasons**

Members are asked to recommend to Council to appoint the current IP for a further term of 2 years.

Members are asked to note that the Monitoring Officer will arrange for the post of Independent Person to be advertised again in order to appoint a second independent person.

## **6. Cabinet Portfolio Holder's recommendations**

N/A

## **7. Contact officer**

David Stickley  
Senior Legal Officer  
01484 221000  
[david.stickley@kirklees.gov.uk](mailto:david.stickley@kirklees.gov.uk)

## **8. Background Papers and History of Decisions**

Report to Annual Council dated 22<sup>nd</sup> May 2019 - [Report to Annual Council May 2019](#)

## **9. Service Director responsible**

Julie Muscroft  
Service Director – Legal, Governance and Commissioning  
01484 221000  
[julie.muscroft@kirklees.gov.uk](mailto:julie.muscroft@kirklees.gov.uk)





**Name of meeting: Council**

**Date: 13<sup>th</sup> October 2021**

**Title of report: Elected Member Attendance at Meetings**

**Purpose of report:** To seek agreement from Council that the requirement for an Elected Member to attend a relevant number of qualifying Council meetings be relaxed until 6th May 2022.

<b>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?</b>	<b>No</b>
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	<b>No</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>No</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>Jacqui Gedman</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Eamonn Croston</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Julie Muscroft</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Shabir Pandor</b>

**Electoral wards affected: All**

**Ward councillors consulted: Group Leaders**

**Public or private: Public**

**Has GDPR been considered? Yes**

## 1. Summary

- 1.1 This report seeks agreement by members that for the period until 6<sup>th</sup> May 2022 the provisions of section 85(1) Local Government Act 1972 shall not apply. This is as a result of the ongoing Coronavirus pandemic and the difficulty that some members may have in attending qualifying meetings during this period
- 1.2 The power for the council to lawfully hold virtual meetings that was given by *The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020* ended on the 7<sup>th</sup> May 2021 and it has been confirmed by the High Court, following a claim for judicial review, that attending a meeting held under the 1972 Act means 'physical presence at that location'.
- 1.3 This means that many of the council meetings held entirely virtually prior to the 7<sup>th</sup> May 2021 are no longer possible. Many meetings must now be held physically and that all Members must now be physically present at meetings in order to be classed as having attended them and to be able to vote.

## 2. Information required to take a decision

- 2.1 Section 85 (1) of the Local Government Act 1972 makes provision in relation to Elected Member attendance at meetings. It provides that if a Member fails to attend a qualifying meeting for a period of 6 consecutive months from the date of their last attendance, they shall cease to be a Member of the authority unless, before the expiry of that period the authority has approved such non-attendance.
- 2.2 At Council Procedure Rule 25 - Failure to Attend Meetings it provides as follows:
  - (1) In accordance with the Local Government Act 1972, if a Councillor attends no meetings of the Authority for six months the Chief Executive will tell the Council (unless the Member has been granted leave of absence by the Council). The Council will consider whether the absence was caused by some reason approved by them. If they are not satisfied about the cause of the failure, the Member will cease to be a Member of the Council.
  - (2) For the purpose of this Rule a meeting of the Authority shall include:
    - the Council, Cabinet or any Committee, Sub-Committee or Panel; or
    - any Joint Committee or Joint Board which has Council function delegated to it;
    - any other body at which the Member represents the Council.
- 2.3 For the purposes of the 1972 Act and the Council Procedure Rules attending a meeting virtually will no longer be considered as a valid attendance for all meetings and a member who is unable to physically attend for reasons related to the pandemic is therefore at risk of potential disqualification if they are not involved in any meetings where attendance virtually is still possible.
- 2.4 Given that the previous regulations now no longer permit any vulnerable or shielding members to attend virtually members may be faced with either

exposing themselves to potential risk or putting themselves in a position where they may be disqualified if they choose to avoid any risks involved in attending meetings physically.

- 2.5** Council is therefore asked to agree that the absence of a Councillor from meetings of the authority which would ordinarily lead to their disqualification as a Councillor shall be authorised to 6<sup>th</sup> May 2022 in order that any Members not having the opportunity to attend a qualifying meeting during the ongoing period of the Pandemic are not at risk of inadvertent disqualification.

### **3. Implications for the Council**

#### **3.1 Working with People**

Not applicable.

#### **3.2 Working with Partners**

Not applicable.

#### **3.3 Place Based Working**

Not applicable.

#### **3.4 Climate Change and Air Quality**

Not applicable.

#### **3.5 Improving outcomes for children**

Not applicable.

#### **3.6 Other (eg Legal/Financial or Human Resources)**

Not applicable.

### **4. Consultees and their opinions**

Not applicable

### **5. Next steps and timelines**

- 5.1** Members will not face disqualification for failure to attend sufficient council meetings during the current pandemic.

### **6. Officer recommendations and reasons**

- 6.1** Members are asked to agree that the absence of a Councillor from qualifying meetings of the authority which would ordinarily lead to their disqualification as a Councillor shall be authorised to 6<sup>th</sup> May 2022 in order that any Members not having the opportunity to attend a qualifying meeting during the period of the Pandemic are not at risk of inadvertent disqualification.

**7. Cabinet Portfolio Holder's recommendations**

Not applicable

**8. Contact officer**

Julie Muscroft – Service Director – Legal, Governance & Commissioning  
Telephone: 01484 221000  
Email: julie.muscroft@kirklees.gov.uk

**9. Background Papers and History of Decisions**

Not applicable.

**10. Service Director responsible**

Julie Muscroft – Service Director – Legal, Governance & Commissioning

Contact Officer: Yolande Myers

## KIRKLEES COUNCIL

### CABINET

**Tuesday 22nd June 2021**

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

In attendance: Councillor Martyn Bolt  
Councillor Andrew Cooper  
Councillor Yusra Hussain  
Councillor Alison Munro  
Councillor Elizabeth Smaje

**9. Membership of Cabinet**

All Cabinet Members were present.

**10. Minutes of Previous Meetings**

**RESOLVED** – That the Minutes of the Meetings of the Cabinet held on 13 April 2021 and 1 June 2021 be approved as a correct record.

**11. Declarations of Interest**

No interests were declared.

**12. Admission of the Public**

It was noted that the information contained at Agenda Items 17 and 18 would be considered in private session (Minutes No. 25 and 26 refer).

**13. Deputations/Petitions**

Cabinet received a Petition from Jamie Elliott which asked Kirklees Council to allow and support the planting of trees on the council-owned fields at Longwood Edge.

**14. Questions by Members of the Public**

Cabinet received the following questions;

**Question from Jamie Elliott**

“Will the Council consider tree planting at the Council owned fields at Longwood Edge, in the Golcar and Lindley wards. This will support the Kirklees carbon neutral vision and could also create a mix of recreational opportunities including cycling and walking routes.”

A response was provided by the Cabinet Member for Culture and Greener Kirklees (Councillor Will Simpson)

**Question from Gideon Richards**

“Whilst I appreciate the Council’s efforts to bring climate change to the forefront of planning, we need meaningful and material contributions when considering climate change. Can you confirm that this planning applications climate change guidance has not been put out to public consultation as the Town and Country Planning Act requires of supplementary planning documents. Can you also explain why the act allows this SPD not to require consultation, after all, whatever the title of the document, the document is supplementary to the planning process, is being introduced as part of the planning applications process and is a document, which can, under legitimate expectations, be considered a supplementary planning document. Will the Cabinet pause the approval of this document until, as required, I believe, under the Town and Country Planning Act Part 5 it follows its statutory process?”

A response was provided by the Cabinet Member for Regeneration (Councillor Peter McBride)

**Question from Gideon Richards**

Have the Cabinet members seen the evaluation process against the document before approving it, and how will that evidence be scored, and against what metrics, to ensure the integrity and consistency of the outcomes has been maintained across developers? It will not be good enough, as appeared to happen with Castle Hill, that the planning department can just determine that something passes or fails without the members of planning committees and the public understanding how the determination is made. It needs to be very transparent. How will the forms be verified and validated and by whom? What will happen if this document is not submitted in a form that allows for material and meaning full understanding of climate change mitigation and adaption actions? After all, both the essential and desired efforts are only to be considered by the applicants.

A response was provided by the Cabinet Member for Regeneration (Councillor Peter McBride)

**15. Questions by Elected Members (Oral Questions)**

Cabinet received the following questions from Members of the Council;

**Question from Councillor Cooper**

“Thank you for the opportunity I had to input into the climate change guidance, all I really did was to seek to get developers to describe what they had done over and above building regulations. I think if I hadn’t have put that in, it would have been ‘what have you done about energy efficiency’ and it would be ‘we have complied with Part L of the building regulations’. Well, everybody has to, so without asking them, that would have been a problem. I’ve heard the response about consultation on both these documents, and I think, yes, there would have been an opportunity to perhaps have had a period of dialogue, that would have been helpful to have a point at which interested parties beyond the Council could have come forward. Do we think that there is a role for that, in that although it may not be formal consultation, that we have a period of dialogue with interested parties who may be able to add something above and beyond what we have before us?”

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

#### **Question from Councillor Bolt**

“We just heard about there about consultation from Cllr McBride, does Cabinet believe that for a consultation to be meaningful and to engage with the audience, that you should provide evidence so that those you are consulting can clearly understand what they are being asked to give opinions on.”

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

#### **16. Appointment of Cabinet and Portfolios (Notice Under Article 7)**

Cabinet received notice from the Leader of the Council of the Membership of Cabinet, in accordance with articles 7.2.4 and 7.3.4 of the Constitution.

#### **RESOLVED -**

That the Membership of Cabinet, as pointed by the Leader of the Council under Articles 7.2.4 and 7.3.4 of the Council’s Constitution, be noted.

#### **17. 2020 Kirklees Annual Educational Quality and Standards Report**

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

Cabinet considered a report which summarised the challenges faced by the school systems during the pandemic and the impact seen on educational outcomes for learners. The report noted that there was little assessment and examination data to report. Schools provided remote education to the majority of pupils for up to half of the 2019/20 academic year and almost one full term in 2020 /2021. Nevertheless, there was still much positive activity to highlight. Local authority officers, services and the wider school system had implemented new systems and processes at speed to respond to the changing priorities during the unprecedented period during COVID-19.

The report asked Cabinet to note the priorities with the focus for the 2020/21 academic year being to work in partnership with the education learning and partnership board and other Council teams to support schools to: continue to operate safely during the COVID-19 period; and recover to the best of their abilities to help all pupils catch up while ensuring they can continue to receive a high-quality education within a challenging context.

**RESOLVED** – That the Annual Educational Quality and Standards report be noted.

**18. Kirklees Active Travel Fund; Tranche 2**

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

Cabinet considered a report which sought approval to facilitate the Huddersfield Narrow Canal project, to enter into a grant agreement with the Canal and River Trust (CRT), to allow the CRT to carry out the approved scheme within the agreed timelines. Cabinet was asked to note and approve the additional Active Travel Fund Tranche 2 projects within the programme – noting that the council would proceed with drawing up scheme proposals for projects within Spen Valley and Dewsbury and designing, consulting on, and delivering these schemes within the agreed timelines.

The report advised that the Department for Transport gave notice that West Yorkshire Combined Authority had been awarded the full indicative allocation of £10.053 Million from Tranche 2 of the Department for Transport's Emergency Active Travel Fund (EATF). The award to Kirklees was £1,983,983. A programme had been developed as detailed below: -

- Huddersfield Narrow Canal.
- Improved walking and cycling access to Spen Valley Greenway from Primrose Lane, Liversedge and Cleckheaton Town Centre.
- Dewsbury Station Access – Calder Valley Greenway Link.

The report highlighted the timescales involved and Cabinet noted that the schemes would be substantially completed by March 2022.

**RESOLVED** –

- 1) That the Huddersfield Narrow Canal (HNC) project which is to be carried out by the Canal & River Trust be endorsed.
- 2) That approval be given to enter into a grant agreement with the West Yorkshire Combined Authority (WYCA) for the carrying out of the HNC project.
- 3) That authority be delegated to the Strategic Director Growth & Regeneration to negotiate and agree the terms of that grant agreement with WYCA.
- 4) That approval be given to enter into a funding agreement with the Canal & River Trust for the carrying out of the HNC project.



- 5) That authority be delegated to the Strategic Director Growth & Regeneration to negotiate and agree the terms of that funding agreement with the Canal & River Trust.
- 6) That authority be given to the Service Director Legal Governance & Commissioning to enter into and execute any grant agreement and funding agreement referred to in (2) and (4) above together with any ancillary documents.

**19. Quality Places Supplementary Planning Documents (SPD) and Biodiversity Net Gain Technical Advice Note**

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

Cabinet considered a report which sought approval to adopt several Supplementary Planning Documents (SPD) and a Technical Advice Note (TAN) and to revoke superseded Supplementary Planning Guidance.

The report outlined the main implications for the Council in producing the Supplementary Planning Documents and guidance were the promotion of greater clarity, consistency, and improved certainty in relation to the implementation of Local Plan open space, design, and biodiversity policies. This should enable more effective decision making through the planning application process, from pre-application to determination.

Cabinet noted that the suite of Quality Places SPDs and Biodiversity Net Gain TAN aimed to improve the quality of residential development in Kirklees through good design, including responding to the climate change emergency.

**RESOLVED –**

- 1) That the quality places Supplementary Planning Documents be adopted, and that approval be given to the Biodiversity Net Gain Technical Advice Note.
- 2) That the related Supplementary Planning Guidance ('Design Guidance for Local Distinctiveness: Erection of Domestic Extensions' and 'Householders Guide to Dormer and Other Roof Extensions') be revoked and be replaced by the House Extensions and Alterations Supplementary Planning Document.
- 3) That authority be delegated to the Strategic Director for Growth & Regeneration to make any further minor modifications to the documents that relate exclusively to factual updates, grammatical and formatting corrections for the purposes of publishing the documents.
- 4) That an impact assessment be carried out and the report be considered at a future meeting.

**20. Planning Applications Climate Change Guidance**

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

Cabinet considered a report which sought approval of Climate Change Guidance to support the planning applications process. The Climate Change Guidance would provide clarity about the content of a Climate Change Statement which was to be submitted as part of future planning applications. It would therefore provide clarity for the community, officers, elected members, and developers about how climate change had been considered as development proposals had been formulated.

The report noted that the main implications for the Council in producing the Climate Change Guidance were the promotion of greater clarity; consistency; and improved certainty in relation to the implementation of climate change related Local Plan policies. This would enable more effective decision making through the planning application process, from pre-application enquiries through to implementation of proposals.

**RESOLVED –**

- 1) That approval be given to the ‘Planning Applications Climate Change Guidance’.
- 2) That authority be delegated to the Strategic Director for Growth & Regeneration to make any further minor modifications to the Climate Change Guidance that relates exclusively to factual updates, grammatical and formatting corrections for the purposes of publishing the Guidance.

**21. Huddersfield Station Gateway and Trinity Street Access**

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

Cabinet received a report which requested that, in taking account of Network Rail’s plans for Transpennine Route Upgrade, the Council carry out public consultation and make revised applications to West Yorkshire Combined Authority under the Transforming Cities Fund and the West Yorkshire-plus Transport Fund for complementary transportation infrastructure schemes in the Station Gateway and at Trinity Street Huddersfield.

The report highlighted that the Railway Station Gateway was one of six key areas for regeneration in Huddersfield. Trinity Street divided the Gateway from a second key area, the Civic Quarter which contained the Bus Station. The Transforming Cities Fund aimed to deliver, by March 2023, transformational new infrastructure and help create a step change in travel across the City Region, by improving people’s access to public transport, cycling and walking. The West Yorkshire-plus Transport Fund, 2016-2036, was targeted at enabling key development areas. Strategic transport projects included enhanced rail station gateways with increased capacity for park and ride.

**RESOLVED –**

- 1) That the re-scoped Transforming Cities Fund project and the re-scoped and re-profiled West Yorkshire-plus Transport Fund project for public consultation be endorsed.
- 2) That approval be given to the re-profiled West Yorkshire-plus Transport Fund project being entered into the Kirklees Capital Plan.
- 3) That authority be delegated to the Strategic Director Growth & Regeneration to carry out public consultation and to develop and work up project options and designs.
- 4) That authority be delegated to the Strategic Director Growth & Regeneration to submit business cases to the West Yorkshire Combined Authority for funding from the Transforming Cities Fund and the West Yorkshire-plus Transport Fund.
- 5) That authority be delegated to the Strategic Director Growth & Regeneration to negotiate and agree the terms of any agreement with West Yorkshire Combined Authority for the purpose of providing development funding from Transforming Cities Fund and West Yorkshire-plus Transport Fund.

**22. Cultural Heart, part of the Huddersfield Blueprint - Next Steps**

(Under the provision of Council Procedure Rule 36(1) Cabinet received representations from Councillor Munro and Councillor Cooper).

Cabinet considered a report that sought approval to proceed with the appointment of consultants to help with the next stages of delivery of the Huddersfield Blueprint. The report provided an update on progress and set out the strategy for making the appointments. The report also set out the budget for the next steps.

Cabinet noted that the Council's vision for a new Cultural Heart, built around the Queensgate Market and the existing library and art gallery building, was a significant undertaking that would require an equally significant team to deliver it. From information currently available it had an estimated value of £170-200m and would take five to six years to deliver. It's dossier of projects (programme) are anticipated to include:

- Events/live music venue and food court
- Museum and art gallery
- Town park,
- New Restaurants and bars
- A new library
- Replacement multi storey car park
- Links to the University

In noting the significant undertaking beyond the normal resources and operation of the Council, Cabinet was asked to approve the appointment of a team of external consultants who would be knowledgeable and have the necessary skills and experience of programmes of the scale and complexity of the brief.

**RESOLVED –**

- 1) That approval be given to proceed with an accelerated programme so that the Cultural Heart master plan and Outline Business Case can be completed as soon as is practical.
- 2) That approval is given to use Public Sector Body frameworks for all external appointments to achieve the acceleration and to delegate authority to the Strategic Director for Growth and Regeneration in liaison with the Service Director – Legal Governance and Commissioning and the Service Director – Finance to make all necessary appointments in compliance with the Contract Procedure Rules and the Financial Procedure Rules.
- 3) That authority be delegated to the Strategic Director for Growth and Regeneration in liaison with the Service Director – Legal Governance and Commissioning and the Service Director – Finance to appoint a Strategic Development Partner/Project Manager by direct award from the SCAPE, Place Shaping Framework in compliance with the Contract Procedure Rules and the Financial Procedure Rules.
- 4) That approval be given to allocate the necessary Council staff and resources to support the programme and to note that in the absence of sufficient internal resources that additional resources will be sourced from existing / future framework agreements.
- 5) That approval is given to the recommended stage break at Gateway 1 and the budget of £6.55m to deliver the Cultural Heart programme up to Gateway 2.
- 6) That authority be delegated to the Strategic Director for Growth and Regeneration to deliver the programme to Gateway 2, subject to further Cabinet approval at the conclusion of Gateway 1.

(Cabinet gave consideration to the exempt information at Agenda Item 17 (Minute No. 25 refers) prior to the determination of this agenda item).

**23. Strategic Acquisition of a property in relation to the Huddersfield Blueprint Cultural Heart project**

Cabinet considered a report which sought approval of the acquisition of a Strategic Long Leasehold asset (subject to existing tenancies) in Huddersfield Town Centre in line with the Huddersfield Town Centre Masterplan.

The report outlined that the acquisition of this strategic asset would provide an opportunity for the Council to further control the ownership in the proposed Cultural Heart and support the implementation of the Masterplan, building on other recent acquisitions such as the Piazza.

**RESOLVED –**

- 1) That approval be given to the strategic acquisition, as detailed in the red line boundary and in accordance with the details as set out within the exempt report at Agenda Item 18.
- 2) That approval be given for the required capital funding from the Strategic Acquisitions Fund for Huddersfield Town Centre as identified in the Council's Capital Plan.

- 3) That authority be delegated to the Service Director for Legal, Governance and Commissioning to enter into and execute any agreements or instruments relating to the acquisition.
- 4) That authority be delegated to the Service Director for Development to undertake the strategic and operational management, working with the Service Director for Legal, Governance and Commissioning, to agree relevant leases and management agreements as required.

(Cabinet gave consideration to the exempt information at Agenda Item 18 (Minute No. 26 refers) prior to the determination of this agenda item).

**24. Exclusion of the Public**

**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during the consideration of the following item of business, on the grounds that it involves the likely disclosure of exempt information, as defined in Schedule 12A of the Act.

**25. Cultural Heart, part of the Huddersfield Blueprint - Next Steps**

(Exempt information within Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, namely Information relating to the financial or business affairs of any particular person (including the authority holding that information) and it is considered that the disclosure of the information would adversely affect a third party, therefore the public interest in maintaining the exemption, which would protect the rights of an individual or the Council, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making).

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 14 (Minute No. 22 refers).

**26. Strategic Acquisition of a property in relation to the Huddersfield Blueprint Cultural Heart project**

(Exempt information within Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, namely Information relating to the financial or business affairs of any particular person (including the authority holding that information) and it is considered that the disclosure of the information would adversely affect a third party, therefore the public interest in maintaining the exemption, which would protect the rights of an individual or the Council, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making).

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 15 (Minute No. 23 refers).

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Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CABINET

**Tuesday 27th July 2021**

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

Observers: Councillor M Bolt  
Councillor D Hall  
Councillor Lawson  
Councillor Smaje  
Councillor Taylor

**27 Membership of Cabinet**

All Cabinet Members were present.

**28 Declarations of Interest**

Councillor Kendrick declared an 'other interest in Agenda Item 15 (Minute No 41 refers) on the grounds that a family member is employed by Third Sector Leaders.

**29 Admission of the Public**

It was noted that exempt information had been submitted in respect of Agenda Items 16 and 17 (Minute No.s 45 and 46 refer).

**30 Deputations/Petitions**

No deputations or petitions were received.

**31 Questions by Members of the Public**

No questions were asked.

**32 Questions by Elected Members (Oral Questions)**

**Question from Councillor Bolt**

"On 29 April the Leaders of Councils across the country were written to by the Minister of State, Luke Hall, reflecting upon the High Court decision by Mr Justice

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Chamberlain which removed the ability of the Council to have decision making meetings remotely. Could you tell me why Kirklees is still having decision making meetings remotely?"

A response was provided by the Leader of the Council.

### **Question from Councillor Smaje**

"We have a lot of concerns regarding speeding traffic in Birstall and Birkenshaw and we have previously purchased two speed indicator devices which are rotated around the ward. However, highways withdrew these devices last September/October to have them updated but they have not yet been returned. Can the Cabinet Member please update us as to why the speed indicator devices are not being updated and put back in position, and what is happening in respect of the speed indicator device programme?"

A response was provided by the Cabinet Member for Environment (Councillor Mather).

### **Question from Councillor Lawson**

"Could we have an update on the progress of the report to Corporate Governance and Audit Committee that was requested at the AGM regarding committee system models from surrounding areas? What progress has been made by officers and are we on track to have a report to Council in September or October this year?"

A response was provided by the Leader of the Council.

### **Question from Councillor Munro**

"What options are being considered for the former Almondbury Community School site as King James School will be vacating the site premises in December 2021? Bearing in mind, the Council continues to discharge the PFI at the rate of, I understand, to be in the region of £650k a month?"

A response was provided by the Cabinet Member for Learning, Aspiration and Communities (Councillor Pattison).

### **Question from Councillor D Hall**

"There are clearly problems with planning decisions being behind schedule which has been causing problems. Could Councillor McBride tell us how the service intends to try and catch up with the applications that are behind schedule?"

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

### **Question from Councillor J Taylor**



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“Is Councillor Mather aware of the problem with brown bins?”

A response was provided by the Cabinet Member for Environment (Councillor Mather).

The A62/A644 major highways scheme has been promoted on road-side boards as ‘Have your say on Cooper Bridge’ campaign. The residents I’ve met from Leeds Road/Oak Road/Bradley Road/Brooklands and the immediate areas around there, feel that this didn’t convey the impact that this huge scheme would have upon their houses and standard of living. Please will Cabinet provide officer support to help residents to understand the impact of this major highways scheme upon them and their surroundings?”

A response was provided by the Leader of the Council.

### **Question from Councillor D Hall**

“I am dealing with a ward issue whereby a builder has been sent a summons for non-payment of council tax for unfinished properties. I understand that it is policy and that the Council takes a judgement as to when the habitations should be finished, then apply council tax even if there is no one living in them. We are now trying to come to an agreement so that he doesn’t have to go to court. Would the Cabinet Member look at the policy that we are applying and, in light of covid, delays to suppliers, resource issues etc and make sure that people being caught by it are being treated leniently, at least during covid?”

A response was provided by the Cabinet Member for Corporate Services (Councillor P Davies).

### **Question from Councillor J Taylor**

“With regards to capacity issues, highways, enforcement etc, what is being done to address the staff shortages and skillset across the Council? You refer to the ambitious plans of the Council but we need the people behind them to actively do the work.”

A response was provided by the Leader of the Council.

### **33 Kirklees Resource & Waste Strategy (Reference to Council)**

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

Cabinet gave consideration to a report which set out details of the outcome of the public engagement exercise regarding the Resources and Waste Strategy 2021-2030, prior to its submission to Council on 8 September 2021. The report advised that the strategy had been developed following feedback from a comprehensive public engagement exercise which had been undertaken during Autumn 2020 and generated approx. 8000 responses.

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The findings of the engagement exercise were set out at appendix 1 to the report. The proposed strategy, which was attached at appendix 2, set out how the Council aimed to achieve a clean, green and sustainable future, with zero waste to landfill and to value waste as a resource through re-use, recycling and recovery.

Cabinet noted the key aims of the strategy which were to (i) work with residents, businesses and communities using a place based approach (ii) achieve a recycling rate of at least 70% at household waste and recycling centres by 2025 (iii) double the recycling rate and recycle at least 55% of municipal waste by 2025 (iv) re-use or recycle as much of the resources collected via bulky waste collections as possible (v) ensure that the environment across the district delivers a clean, green and sustainable future and (vi) set a precedent of good practice to reduce waste, re-use materials and increase recycling.

The report advised that the strategy was comprised of three thematic sections of (i) delivering modern, sustainable services (ii) leading by example and (iii) supporting families and ensuring inclusion.

### **RESOLVED -**

- 1) That the Kirklees Resources and Waste Strategy 2021-2030 be endorsed and submitted to the meeting of Council in September 2021 with a recommendation of approval.
- 2) That, pursuant to (1) above, authority be delegated to the Strategic Director (Environment and Climate Change), in consultation with the relevant Cabinet Member and S151 Officer, to drawdown transformation reserve resources as appropriate to support the development and implementation of the Kirklees Resources and Waste Strategy 2021-2030.

### **34 2021/22 - 2025/26 Bereavement Services Capital Plan - Proposed allocation as of 2021/22**

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

Cabinet gave consideration to a report which sought (i) approval for projects to be funded from the 2021/22 to 2022/23 Bereavement Services Capital Plan and (ii) officer delegations to manage the plan.

The report advised that the reprofiled five year capital plan, as approved by Council on 10 February 2021, allocated £495k for 2021-2022 and £100k for 2022-2023. Para. 2.6 of the report set out the proposed programme of works for the next two financial years which included condition works and investment to improve facilities at various cemeteries. Para 2.8 set out details of current financial delegations and it was requested that additional powers be delegated in order to enable the efficient delivery of schemes.

### **RESOLVED –**

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- 1) That approval be given to the programmes of work for 2021/2022-2022/2023, as detailed within the considered report, within a budget of £595k, enabling Bereavement Services to (i) invest and maintain its portfolio of cemeteries and crematoria and (ii) ensure that works undertaken provide safe and accessible facilities for visitors and families.
- 2) That authority be delegated to the Service Director (Culture and Visitor Economy), in consultation with the relevant Cabinet Members (i) to add new urgent projects to the programmes (2021-2022 and 2022-2023), as detailed within the report, provided that the total cost of the programmes remains within the approved capital allocations set by the Council and (ii) to slip, delete or reallocate budget between projects during the course of the plan provided that the total cost of the programmes remains within the approved capital allocations set by the Council to enable the effective management of the programmes concerned.
- 3) That officers be authorised to design, tender and implement the delivery of the projects and work streams identified within the report.

### **35 2021/22 - 2022/23 Corporate Landlord Asset Investment Capital Plans - Proposed allocation of capital funding**

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

Cabinet gave consideration to a report which outlined themes of funding, to be funded from the 2021/2022 and 2022/2023 Corporate Landlord Asset Investment, Compliance and Sustainability Programme baselines of the Capital Plan, and sought approval for delegations to manage the programmes. The report identified programmes of work, all of which were referenced in the five year capital plan, as approved by Council on 10 February 2021.

Cabinet were asked to give approval to the baseline programmes along with the broad themes of investment, as set out in Appendix A to the considered report, and to authorise delegated powers for officers to manage the programmes within the overall budget in order to enable priority projects to be identified, designed and delivered. It was noted that the baseline investment to maintain facilities and address urgent disrepair was a two year rolling programme, complimenting the wider capital programme.

#### **RESOLVED -**

- 1) That approval be given to the themes of work for 2021/2022, as detailed at Appendix A to the considered report.
- 2) That approval be given to the proposed delegated powers as set out at para. 2.17 to 2.19 of the report.
- 3) That officers be authorised to identify, design, tender and implement the delivery of projects aligned with the work themes as identified in Appendix A.

**36 Place Standard Investment Fund - Funding Criteria and Decision-Making Process**

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

Cabinet received a report which sought approval of the establishment, criteria and decision making process for the Place Standard Investment Fund. The report explained that, in order to facilitate the implementation of emerging Place Standard Action Plans, it was proposed that an initial £500k reserve be established, created from slippage against the 2020/2021 place infrastructure capacity base budget.

The report advised that the fund would be released through 2021/2022 in line with emerging plans, criteria and decision making processes which would help to focus upon local priorities and initiatives. Cabinet were informed that funding would be prioritised in wards and neighbourhoods that undertake place standard engagement and develop a Place Standard Action Plan whereby Councillors would work with citizens, partners and services to ensure a collaborative and place based approach to problem solving and priority setting.

It was noted that Councillors would be key to the process in terms of engagement, action planning, priority setting and endorsing the Place Standard Action Plan for their respective areas. Cabinet were asked to approve the creation of a specific reserve, with an initial £500k allocation, to fund endorsed action plans throughout 2021/2022, and to consider subsequent proposals for place standard funding as part of the annual budget process.

Cabinet noted that the new fund was aimed at delivering a positive difference to communities and improving places via place standard engagement, working together with local partners and communities in order to co-design services, maximise all available assets and resources, and developing shared priorities that are informed by local knowledge and experiences.

**RESOLVED -**

- 1) That approval be given to the establishment of a Place Standard Fund and the criteria and decision-making process for the Place Standard Investment Fund, as detailed within the considered report.
- 2) That approval be given to the creation of a specific reserve, with an initial £500k allocation, to fund endorsed action plans through 2021/2022.
- 3) That approval be given to the Chief Executive, in consultation with the Cabinet Member (Housing and Democracy), to make decisions on the allocation of this fund up to a maximum of £50k per ward per financial year.
- 4) That subsequent proposals for Place Standard Funding in future years be considered as part of the annual budget process for 2022/2023.

**37 Staying Put Policy Refresh**

Cabinet received the Staying Put Policy, as revised in January 2021. It was noted that it was a requirement for local authorities to set out how they would operate the scheme and that the refreshed policy set out arrangements in Kirklees for care

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leavers aged 18 and above to continue living with foster families, up until the age of 21.

The report advised that the policy set out an improved support and financial offer which reflected the importance of the role that staying put carers play in equipping young people with the emotional confidence and practical skills needed to live independently. Para.2.7 of the report set out details of payments and allowances within the proposed new model, which was designed to ensure that care leavers have the best possible start to their adult life.

Cabinet were advised that the policy needed to be considered alongside the Care Leavers Support and Finance Guidance policy and noted that care leavers who take up the opportunity of a Staying Put arrangement were entitled to receive support, advice and guidance as set out in the Care Leavers support and Financial Guidance Policy.

The report provided information in regards to (i) staying put payments and weekly allowances (ii) responsibility for rent (iii) staying put allowances at university and (iv) the proposed model three year financial forecast against existing annual costs.

Cabinet were asked to give consideration to three options, as set out at para. 2.14 of the report, with regard to the application of the policy. It was recommended that option 3 be adopted, enabling the policy to apply only to new staying put arrangements going forward at a point in time. The benefits associated with this option included a reduction in financial impact, nil impact upon capacity of staff and more generous allowances for new staying put carers.

It was noted that, subject to approval, the policy would be implemented, with an intended timescale of September 2021.

### **RESOLVED -**

- 1) That the updated Staying Put Policy (2020-2021) be approved.
- 2) That Option 2 be agreed as the operational model for the policy, thereby the proposal payment model and arrangements are agreed and implemented across all existing and new Staying Put arrangements.

**38**

### **Care Leavers Guidance and Financial Guidance Policy Refresh**

Cabinet received the Support Policy for Young People Leaving Care, which presented a refresh of the Care Leavers Support and Financial Guidance Policy. It was noted that it was a requirement for local authorities to set out how they meet their duties in supporting young people when they leave care. The report advised that the refreshed policy aimed to create a restorative approach, enabling the voice, strength and needs of young people to take priority over process, and be sighted upon how young people could be nurtured to have ambition, achieve good outcomes and gain the skills needed to live successful, independent adult lives.

It was noted that the policy should be considered in conjunction with the refreshed Staying Put Policy and that care leavers who live in staying put arrangements were entitled to the support as set out within the policy due to their status as former

relevant care leavers. Cabinet were advised that, subject to approval, the policy would be implemented, with an intended timescale of September 2021.

**RESOLVED –**

- 1) That the Support Policy for Young People Leaving Care (2020-2021) be approved.
- 2) That the Service Director (Family Support and Child Protection) be delegated authority to make any future updates to the policy as required.

**39 Financial Outturn Report for 2020/21 to include the Revenue, Capital and Housing Revenue Account Outturn Position and Annual Report on Treasury Management**

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

Cabinet received the Council's financial outturn and rollover report 2020/2021, incorporating general fund revenue, housing revenue account and capital plan, including proposals for revenue and capital rollover from 2020/2021 and 2021/2022, and an annual review of treasury management activity.

The report advised that the Council's revised general fund controllable (net) revenue budget for 2020/2021 was £274.7m which included planned (net) revenue savings in-year of £2.8m. Cabinet were advised that the revised budget was net of a number of planned transfers to reserves during the year, the most significant being £9.8m to the revenue grants reserve, £8m to the Covid-19 business grants reserve, £6.5m to the Covid-19 response reserve, £3.6m to the demand reserve, £2.4m to the transformation reserve and £1m to the inclusive treatment reserve.

Cabinet noted that Council spend was £274.7m in 2020/2021, which reflected an overall break-even financial performance against budget. Appendix 1 to the considered report illustrated a summary of revenue outturn position. The report provided information as to Covid-19 impacts, budget information by service area, general fund reserves, the collection fund, housing revenue account, capital budget programme and prudential indicators.

**RESOLVED –**

- 1) That, in regards to General Fund, (i) the revenue outturn position for 2020/2021, including Covid-19 impacts, be noted (ii) the year end position on corporate reserves and balances including Covid-19 impacts be noted (iii) the proposed use of pre-existing reserves be reaffirmed and the proposed use of new reserves, as set out in section 1.9 of the report, be endorsed (iv) regular monitoring and review of corporate reserves in 2021/2022 be reported to Cabinet as part of the quarterly financial monitoring cycle and (v) the use of the Council's flexible receipts strategy for year end capitalisation of £2.3m transformation related costs in 2020/2021.
- 2) That the year end position on the Collection Fund including Covid-19 impacts be noted.

- 3) That the Housing Revenue Account revenue outturn and reserves position 2021/2022 be noted.
- 4) That the Council capital outturn position for 2020/2021 be noted.
- 5) That approval be given to £26.9m capital rollover from 2020/2021 to 2021/22
- 6) That approval be given to the revised capital plan for the period 2021-2026, after taking into account rollover, the re-phasing of schemes and changes to grant assumptions.
- 7) That the review of treasury management activity for 2020/2021 be noted.
- 8) That the report be submitted to the meeting of Council on 8 September 2021.

**40 St John's CE (VC) Infant School Governing Body statutory proposal to change the upper age limit of the school**

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

Cabinet gave consideration to a report which provided details of representations that had been received following the publication of statutory proposals by St John's CE (VC) Infant School's Governing Body to change the upper age limit of the school and reduce the published admission number of the school from 60 to 30. Cabinet were advised that, on 29 April 2021, the Governing Body had published a statutory proposal to change the age range of the school from 4 to 7 years, to 4 to 11 years to create an all-through primary school, with effect from September 2022. The report set out detail of (i) the statutory process that had been undertaken by the proposer (ii) the rationale for the proposal and (iii) representations received during the formal consultation period. It was noted that the statutory four week period of representation had concluded on 27 May 2021 and that during this time consultation meetings had taken place, a response paper within the consultation document could be completed and comments could also be submitted in writing. The report indicated that, during this period, 193 responses had been received and were set out at Appendix 1 to the report.

Paragraph 2.8 of the report provided a breakdown of the review of the proposal and received representations by the School Organisation Advisory Group, using DfE statutory guidance for decision makers. It was noted that the factors considered were derived from guidance issued by the Department for Education and that each relevant factor had been examined by the School Organisation Advisory Group. The factors considered relevant to this proposal were (i) consideration of consultation and representation period (ii) related proposals (iii) conditional approval (iv) education standards and diversity of provision (v) equal opportunity issues (vi) community cohesion (vii) travel and accessibility (viii) funding (ix) right of appeal against a decision (x) implementation (xi) modification post-determination (xii) revocation of proposals and (xiii) school premises and playing fields. The report provided officer advice for each of these factors, for Cabinet to consider in determining the proposal and it was noted that Cabinet must have regard to the relevant statutory guidance in making its decision.

Paragraph 6 of the report provided officer advice to Cabinet, that the proposal not be approved at this time, and the reasons and rationale for this recommendation. The report set out advice that, should Cabinet be minded to approve the proposal, it was recommended that the approval be conditional upon both planning permission

and the variation to the admission arrangements for 2022/2023 being approved. The recommendation of the Cabinet Member, as set out at Paragraph 7, endorsed the officer advice and concluded that the proposal should not be approved and that there are other options that could be explored in terms of maximising the outcomes for children within the areas.

**RESOLVED** – That the request by St John’s CE (VC) Infant School Governing Body to change the upper age limit of the school not be approved, for the reasons as set out in the considered report.

**41 Building Community & Voluntary Capacity through Integrated Approaches - Grant Funding Distribution to Anchor Organisations**

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

Cabinet received a report that sought approval for a grant payment to be made over a period of two years to third sector leaders to enable the development and funding of local voluntary, community and social enterprise anchors that support primary care networks, as part of an integrated model.

The report advised that third sector leaders had been appointed via a recent competitive tender process to build upon the success of localised co-ordination between anchor organisations within communities during Covid-19. It was anticipated that the contract would be on place from July 2021 until March 2023, concluding with a final report and recommendations for the future of the work in order to ensure the continuation of effective and high-quality levels of activity. The report explained that the work would also help to embed place based working, strengthening the voice of the third sector, and supporting community and citizen involvement in finding local solutions to local needs, value and priorities that are aligned within the Adult Social Care vision.

Cabinet were advised that third sector leaders would provide recommendations for the allocation of £360k, which the Council would make available within the contract for the express purpose of awarding grants to support the activity of anchor organisations to address specific local need. It was noted that the funding would be released quarterly with the Council retaining financial oversight.

**RESOLVED -**

- 1) That approval be given to the distribution of £360,000 grant funding over the 2021-2022 and 2022-2023 periods, available to anchor organisations in Kirklees via third sector leaders, appointed as provider, as detailed within the considered report.
- 2) That authority be delegated to the Service Director (Customer and Communities) to manage the appropriate financial and performance arrangements.



**42 Kirklees Active Leisure - Funding and Partnership Framework Update**

Cabinet received a report which provided an update on the forecast irrecoverable losses for Kirklees Active Leisure (KAL), as a consequence of Covid-19, details of financial support to date and the forecast impact for 2021/2022. The report requested that Cabinet give consideration, following a request from KAL, for the provision of further financial support.

The report advised that the previously approved Council underwrite of up to £4m was expected to be fully utilised, along with an additional £1.1m government funding that had been secured through a successful bidding process. It explained that the next 12 months and beyond remained challenging for KAL and that it was anticipated that a further Council underwrite requirement of up to £3.5m would be needed in the latter half of 2021-2022, to be met from earmarked reserves.

The report also provided an update on the draft KAL Partnership Framework, as attached at Appendices C to G of the considered report., which outlined the key outcomes, partnership approach and inclusive, place-based ways of working for the future provision of KAL services. It advised that the framework would make a significant change, over time, to the KAL offer and that progress would be continually monitored.

(Cabinet gave consideration to the exempt information at Agenda Item 19 (Minute No.45 refers) prior to the determination of this Agenda Item).

**RESOLVED –**

- 1) That the information as set out at Appendices A to I be noted.
- 2) That approval be given to the Council's commitment to underwrite irrecoverable KAL income loss, as a direct consequence of covid, of up to £3.5m through 2021/2022 from earmarked Council reserves.
- 3) That approval be given to the accompanying KAL Partnership Framework as part of the broader inclusive ambition agenda and that the incorporation of the underwrite of up to £3.5m into the updated general reserves position as part of the Council's 2020/2021 financial outturn and rollover report be noted.
- 4) That it be noted that, as part of the forthcoming Medium Term Financial Strategy review, Officers will review the KAL Partnership and Framework in line with emerging priority outcomes, including consideration of attendant resourcing implications that might emerge.

**43 To consider the outcome of Tenant and Leaseholder consultation and Proposals on the future of four of the Council's high-rise blocks - Bishop's Court, Holme Park Court at Berry Brow and Buxton House and Harold Wilson Court to improve fire safety**

Cabinet received a report which requested that consideration be given to options for three high rise blocks at Berry Brow (Bishops Court and Holme Park Court) and at Buxton House, New Street, and for a decision to be made as to which options should be delivered. The report included the results of recent tenant and leaseholder consultation undertaken at

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Bishops Court and Holme Park Court in Berry Brow and Buxton House based.

Cabinet were asked to give approval to a programme of major fire safety remediation works to Harold Wilson Court and the report provided information regarding the procurement process, anticipated costings and timescales for the completion of works. The report also provided (i) outline proposals, and provisional costs, for the regeneration of Berry Brow through a programme of demolition and new build (ii) outline proposals and costs to refurbish and remediate Buxton House and (iii) feedback from tenants of Harold Wilson Court following engagement on proposals to carry out major fire safety improvements.

Appendix 1 to the considered report set out key real estate considerations. Appendix 2 (exempt) provided information relating to commercial implications relating to Buxton House.

(Cabinet gave consideration to the exempt information at Agenda Item 20 (Minute No.46 refers) prior to the determination of this Agenda Item).

### **RESOLVED -**

- 1) That authority be delegated to the Strategic Director (Growth and Regeneration) to negotiate and agree terms (including payment of Zurich's fees and costs) with Zurich as landlord for the surrender of the current ground floor access and terms for a new lease of alternative ground premises (yet to be identified) in order to facilitate access to the refurbished Buxton House.
- 2) That authority be delegated to the Strategic Director (Growth and Regeneration) to negotiate and agree terms with Zurich (consistent with the content of the underlease, including payment of Zurich's fees and costs) for a licence to carry out alterations by Zurich, as landlord, permits the work to be done to Buxton House.
- 3) That approval be given to demolish Holme Park Court and Bishops Court at Berry Brow, and new build design within an estimated total budget envelope of £37m.
- 4) That approval be given to improve/remediate Buxton House and a programme of work to ensure safe homes within an estimated budget envelope of £16m.
- 5) That approval be to the Decant Plan for Holme Park Court and Bishops Court at Berry Brow, and also at Buxton House.
- 6) That authority be delegated to the Strategic Director (Growth and Regeneration) to serve Interim Demolition Notices and Final Demolition Notices on tenants occupying Holme Park Court and Bishops Court, Berry Brow.
- 7) That approval be given to the changes to the Allocations Policy as set out in paras. 2.3 and 2.4 of the considered report.
- 8) That the fire safety improvement works and provisional budget of £4m to Harold Wilson Court be noted.
- 9) That authority be delegated to the Strategic Director (Growth and Regeneration) to carry out further work to finalise the designs and schemes

and, in consultation with the Service Director (Finance), a financial viability for each scheme relating to the proposed developments and/or works at Holme Park Court and Bishops Court, Berry Brow, and at Buxton House, and implement the schemes as finalised, as referred to in (3) and (4) above.

10) That it be noted that, if following the financial viability appraisal, (9) above refers, any one or more of the schemes is not considered to be viable a further report be submitted to Cabinet for consideration.

11) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to finalise and enter into all appropriate contracts, deeds and documents in relation to the appointment of the successful bidder for the delivery of fire safety remediation at Harold Wilson Court, the refurbishment and remodelling of Buxton House and the regeneration and new build of two high rise blocks at Berry Brow, in consultation with the Service Director (Homes and Neighbourhoods).

**44 Exclusion of the Public**

**RESOLVED** – That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during the consideration of the following items of business, on the grounds that they involve the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

**45 Kirklees Active Leisure - Funding and Partnership Framework Update**

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

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 16 (Minute No. 42 refers).

**46 To consider the outcome of Tenant and Leaseholder consultation and Proposals on the future of four of the Council's high-rise blocks - Bishop's Court, Holme Park Court at Berry Brow and Buxton House and Harold Wilson Court to improve fire safety**

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

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 17 (Minute No. 43 refers).

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Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CABINET

**Tuesday 31st August 2021**

Present: Councillor Shabir Pandor (Chair)  
Councillor Viv Kendrick  
Councillor Musarrat Khan  
Councillor Peter McBride  
Councillor Naheed Mather  
Councillor Carole Pattison  
Councillor Cathy Scott  
Councillor Will Simpson

Observers: Councillor Martyn Bolt  
Councillor Elizabeth Reynolds  
Councillor Mohan Sokhal  
Councillor John Taylor

Apologies: Councillor Paul Davies  
Councillor Eric Firth

**47 Membership of Cabinet**

Apologies for absence were received on behalf of Councillor P Davies and E Firth.

**48 Minutes of Previous Meetings**

**RESOLVED** – That the Minutes of the Meetings held on 22 June and 27 July 2021 be approved as a correct record.

**49 Declarations of Interest**

No interests were declared.

**50 Admission of the Public**

It was noted that all agenda items were considered in public session.

**51 Deputations/Petitions**

No deputations or petitions were received.

**52 Questions by Members of the Public**

No questions were received.

**53 Questions by Elected Members (Oral Questions)**

Cabinet received the following questions in accordance with Executive Procedure Rule 2.3;

**Question from Councillor Bolt**

“I was contacted by the media today in regards to the Atkins report and visitor economy and transport in the north of England. I was quite surprised and disappointed that there are no visitor attractions listed in Kirklees in the Transport for the North report. Why is this?”

A response was provided by the Leader of the Council (Councillor Pandor)

**Question from Councillor Bolt**

“Could we look at what can be done to stimulate the visitor economy, and working with our aspirations for reducing carbon and journeys, the visitor economy for active travel. A cyclist can spend £15 a day and if we can encourage people to spend a night here that increases to £27. If we can attract cycle tourism and active travel, can we look at how we can stimulate this?”

A response was provided by the Cabinet Member for Culture and Greener Kirklees (Councillor Simpson)

**Question from Councillor Bolt**

All Cabinet Members will be aware of the situation of HGV driver shortages and the conditions for drivers. There is nowhere secure and suitable for overnight HGV parking in Kirklees. The only HGV parking area that I’m aware of is in Dewsbury. Shouldn’t we be looking to make sure that there is somewhere safe and secure to park overnight with goods? The site in Dewsbury has no toilet or wash facilities.”

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

**Question from Councillor J Taylor**

“Is road safety around schools a priority for this authority?”

A response was provided by the Cabinet Member for Environment (Councillor Mather)

**Question from Councillor J Taylor**

“With regards to the number of vacancies across the Council, what are the administration doing about this, and specifically in regard to planning enforcement, as I am aware of enforcement action that is not being carried out as there are not the staff to do the work. In my ward there are outstanding enforcement issues and residents are suffering. What is the administration doing to tackle the issue?”

## **Cabinet - 31 August 2021**

A response was provided by the Leader of the Council (Councillor Pandor)

### **Question from Councillor Bolt**

“Cabinet and Council have previously said that they are in favour of a Tour of Yorkshire but I understand that there has been no commitment to the 2022 event. Could we have an update on that?”

A response was provided by the Leader of the Council (Councillor Pandor)

### **Question from Councillor Bolt**

“On 27 August 2019 I emailed Councillor McBride and his Cabinet colleagues and raised an issue regarding lack of planning compliance and lack of maintenance on one of our active travel routes within Dalton ward. This greenway hasn't been built according to planning permission and subsequent planning conditions on road safety have not been made. When I raised this Councillor McBride said it wasn't a priority. Is it appropriate for me to raise this now and ask why this isn't a priority?”

A response was provided by the Leader of the Council (Councillor Pandor)

### **Question from Councillor Bolt**

“Given the failure of the Council to adequately enforce planning conditions on the Mirfield 25 site, what confidence can the people of Cleckheaton have that if and when Amazon is passed, the planning conditions imposed and negotiated will be delivered?”

## **54 Holme Valley Neighbourhood Development Plan Examiner's Report and Next Steps**

Cabinet gave consideration to a report which sought approval to progress the Holme Valley Neighbourhood Development Plan to a local referendum.

The report advised that the Plan had been subject to an independent examination process and that Cabinet were asked to agree that the recommendations as outlined in the independent Examiner's report on the Holme Valley Neighbourhood Development Plan were acceptable and that, subject to the Examiner's recommended modifications, the Plan be subject to referendum. Cabinet were also requested to give approval to (i) the referendum ballot question (ii) decision statement and (iii) statutory recommended documents.

Cabinet were informed that, subject to a successful local referendum in support of the Holme Valley Neighbourhood Development Plan, it would be recommended that Council 'make' the Holme Valley Neighbourhood Development Plan, whereby it would form part of the development plan alongside the Kirklees Local Plan.

Appended to the considered report were (i) a summary of representations submitted to the independent Examiner (ii) the Examiner's report (received 15 June 2021) and (iii) the decision statement.

## Cabinet - 31 August 2021

It was noted that, subject to approval, Electoral Services would commence the statutory process for a referendum to be held on 4 November 2021 and that should the referendum not support the plan, no further decision would be required.

### **RESOLVED –**

- 1) That approval be given to the Independent Examiner's recommendations (as at Appendices 2 and 3) to amend the Holme Valley Neighbourhood Development Plan (as at Appendix 4) and for the plan to proceed to referendum in accordance with the requirements as set out in the Neighbourhood Planning (General) Regulations 2012 (as amended) and the Neighbourhood Planning (Referendum) Regulations 2012.
- 2) That approval be given for the following ballot question to be asked at the local referendum, 'Do you want Kirklees Council and the Peak District National Park Authority to use the neighbourhood plan for the Holme Valley Neighbourhood Area to help it decide planning applications in the neighbourhood area?'
- 3) That approval be given to the Decision Statement on the Examiner's recommendations and its publication, as set out at Appendix 3.
- 4) That authority be delegated to the Strategic Director for Growth and Regeneration to make any further modifications to Holme Valley Neighbourhood Development Plan that relate exclusively to factual updates, grammatical and formatting corrections for the purposes of finalising the Neighbourhood Development Plan.
- 5) That, subject to a referendum result which supports the Holme Valley Neighbourhood Development Plan (ie, more than 50% of votes favour the plan), Cabinet recommend that Council 'make' the Holme Valley Neighbourhood Development Plan, at which point it forms part of the development plan for the Holme Valley Neighbourhood Area alongside the Kirklees Local Plan.

### **55 Food Safety Service Plan 2021**

Cabinet received the Food Safety Service Plan 2021, which had been produced in accordance with the expectations of the Food Standards Agency. The plan set out a summary of main actions, issues and outcomes to date from the 2019/20 and 2020/21 Local Authority Returns Data, and provided an outline of future work priorities and direction.

The report advised that the plan provided information regarding services provided, the means by which services are provided, and how performance targets or performance standards will be met. Appendices to the plan included (i) the environmental health budget breakdown (ii) communicable diseases figures and (iii) food hygiene rating scheme compliance.

**RESOLVED** - That the Food Safety Plan 2021 be approved and adopted.



**56 Determination of a mandatory revision to The Kirklees Admission Arrangements for community and controlled schools for 2021/22 and 2022/2023.**

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

Cabinet gave consideration to a report which set out details of statutory revisions required to the previously determined and published admission arrangements for Kirklees community and voluntary controlled schools for 2021/2022 and 2022/2023 following the publication of the new School Admissions Code 2021 which would take effect on 1 September 2021.

The report advised that the main purpose of the revised code was to improve the in-year admission process, particularly for vulnerable children and that the changes included (i) introducing more detail on the process for managing in-year admissions (ii) improving the effectiveness of Fair Access Protocols (iii) giving children adopted from state care outside of England equal admissions priority as children who were previously looked after in England and (iv) clarification of which address to use for the admission of service or crown servant children. The revised arrangements were set out at the appendix to the report.

Cabinet were advised of a duplication error within the report and that bullet 4, page 5, shall be deleted. It was noted that, subject to approval, the revised admission arrangements would be published on the Council's website and that a further report would be submitted to Cabinet in February 2022, pursuant to the next admission consultation.

**RESOLVED –**

- 1) That the revised Kirklees Admission Arrangements for community and controlled schools for 2021/2022, as set out at Appendix 1, be approved.
- 2) That the revised Kirklees Admission Arrangements for community and controlled schools for 2022/2023, as set out at Appendix 2, be approved.
- 3) That Officers be directed to work with the Education Learning Partnership Board to develop protocols to ensure that families receive a service which, at the very least, complies with the Admissions Code 2021 regardless of the Admission's Authority.

**57 Corporate Financial Monitoring Report; Quarter 1 for 2021-22**

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

Cabinet received the Corporate Financial Monitoring report for General Fund Revenue, Housing Revenue Account and Capital Plan, as at Quarter 1, 2021/2022. The report advised that the Council's revised General Fund controllable (net) revenue budget 2021/2022 was £321.0m, which included planned (net) revenue savings in-year of £1.8m.

## Cabinet - 31 August 2021

Cabinet were advised that the revised budget was net of a number of planned transfers from reserves during the year, with the most significant being £1.7m from the revenue grants reserve, £0.7m from the strategic investment reserve and £0.4m from the rollover reserve. It was noted that there was a forecast overspend of £1.6m against the £321.0m revised budget at Quarter 1, equivalent to 0.5%. The forecast revenue outturn as at Quarter 1 was summarised at Appendix 1 of the report and the headline variances, including covid impact, were set out at paras. 1.3 to 1.8.

The report provided a summary of quarter 1 monitoring information in regards to service areas, general fund reserves, collection fund, housing revenue account and capital and 2021/2022 budget proposals regarding (i) invest to save, street lighting (ii) day service support for vulnerable adults (iii) Batley Town Hall and (iv) Oakwell Hall.

### **RESOLVED -**

- 1) That, in regards to General Fund, (i) the forecast revenue outturn position at Quarter 1 be noted (ii) the forecast year end position on corporate reserves and balances at Quarter 1 be noted and (iii) it be noted that the regular monitoring and review of corporate reserves in 2021/2022 will be reported to Cabinet as part of the quarterly financial monitoring cycle.
- 2) That the forecast position on the Collection Fund as at Quarter 1 be noted.
- 3) That the Quarter 1 forecast Housing Revenue Account position and forecast year-end reserves position be noted.
- 4) That, in regards to Capital, (i) the Quarter 1 forecast capital monitoring position for 2021/2022 be noted (ii) approval be given to the re-profiling across years of the capital plan as set out in the report and at Appendix 6, and that it be recommended that Council give approval at its meeting of 8 September 2021 (iii) that approval be given to £2.4m additional self-funding for 2021/2022 within the Highways Capital Plan towards the extension of the existing Invest to Save Street Lighting Scheme (iv) that approval be given to the reprofiling of budgets within the Adults Day Care Support for Vulnerable Adults Programme line to manage the £600k increase required for Knowl Park House and Homestead and the reallocation of £629k from Adults Social Care One Off Projects line towards supporting Knowl Park Scheme within Day Services Support for Vulnerable Adults (v) that approval be given to the release of £65k funding from Regeneration and Greening if Smaller Towns and Villages capital programme for Batley Town Hall illuminations, as detailed within the report and (vi) that approval be given to the release of £40k funding from One Venue Development Programme to fund expenditure on the existing Oakwell Hall café, as detailed within the report.

Contact Officer: Jodie Harris

## KIRKLEES COUNCIL

### CABINET COMMITTEE - LOCAL ISSUES

**WEDNESDAY 23 JUNE 2021**

Present: Councillor Peter McBride (Chair)  
Councillor Musarrat Khan  
Councillor Paul Davies

In attendance: Elizabeth Twitchett, Operational Manager, Environment Services – Highways Design and Road Safety  
Andrew Perry – Senior Engineer, Street scene and Housing – Area Working and Safety  
Ken Major, Principal Engineer - Environment Services  
Muhammad Qadri, Principal Engineer - Environment Services

Councillor Bernard McGuin

Margaret Shaw

Apologies: Councillor Naheed Mather

#### **1. Appointment of the Chair**

The Committee put forward nominations to appoint a Chair for the 2021/22 municipal year. Councillor Naheed Mather nominated Councillor Peter McBride and Councillor Davies seconded the nomination.

**RESOLVED:** It was agreed that Cllr Peter McBride be appointed Chair for the 21/22 municipal year.

#### **2. Membership of the Committee**

Councillor Musarrat Khan attended as a substitute for Councillor Naheed Mather.

#### **3. Minutes of the Previous Meeting**

Councillor Peter McBride approved the Minutes of the meeting held on 24 March 2021.

#### **4. Interests**

No interests were declared.

#### **5. Admission of the Public**

All agenda items were considered in public session.

**6. Deputations/Petitions**

No deputations or petitions were received

**7. Member Question Time**

No member questions were asked.

**8. Objection to Kirklees TRO No 19 Order 2020, Proposed Permit Holder, Limited Waiting, and No Waiting at Any Time/No Loading at Any Time restrictions for Northgate, Almondbury.**

The Committee considered a report presented by Ken Major, Principal Engineer - Environment Services in respect of an objection received to TRO No 19 Order 2020, Proposed Permit Holder, Limited Waiting, and No Waiting at Any Time/No Loading at Any Time restrictions for Northgate, Almondbury.

It was explained that following local consultations with residents' concerns were raised about the loss of 12 metres of residential parking. The Committee were advised that in response to the consultations, the scheme had been revised to extend the length of Permit Holder parking by 12 metres to the south-east, thus maintaining the original length provided prior to the development. This meant that the combined Limited Waiting and Permit Holder parking bay covered the same length of roadside as it previously had.

An objection had been received in writing from Councillor Bernard McGuin, which highlighted further concerns in respect of residential parking and requested an extension of the permit parking scheme on the road.

In response to the objection, it was advised that the requirement to extend the No Waiting at Any Time restriction by 12 metres was the result of a planning condition and was required to allow delivery vehicles clear access to the site. To accommodate it the existing Limited Waiting area needed to be shortened by 12m and in doing so the current length of Permit Holder bays had been maintained.

It was noted that some of the challenges were an inevitable result of the loss of parking facility at the Rose and Crown pub, but the proposed scheme maintained the on street parking provision.

Councillor Bernard McGuin advised that he agreed with officers' responses, he understood that there was limited parking for residents and had therefore requested the extension, however it was importance to balance this against other conflicting needs such as access for deliveries. He added that it was important to articulate this clearly to residents.

The Committee considered all the information received both verbally and in writing and;

**RESOLVED** : It was agreed that the objection be overruled, and TRO No 19 Order be implemented as advertised.

**9. Objection to Kirklees TRO No 4 Order 2017, Proposed No Waiting at Any Time restrictions, Thorpe Lane, Almondbury**

The Committee considered a report presented by Ken Major, Principal Engineer - Environment Services in respect of an objection received in response to the public advertisement of 'No Waiting at Any Time' parking restrictions on Thorpe Lane, Almondbury in Kirklees (TR) (No 4) Order 2017.

The Traffic Regulation Order was advertised between 21 February 2020 and 21 March 2020, and followed complaints from residents, including a petition. Site visits showed that drivers regularly park on the footway on the blind bend on Thorpe Lane, Almondbury on the right hand side of the junction of Thorpe Grange Gardens. The proposed restrictions aim to improve road safety for all road users and increase visibility for drivers exiting from Thorpe Grange Gardens

During the consultation Councillor Bernard McGuin objected on the basis that that these proposals would have had an adverse effect on one of the residents .

The response given to the objection was that the proposed parking restrictions were to extend up to the boundary of the residential property that Councillor McGuin believed to be affected. As part of the consultation process, prior to the advertisement of the traffic regulation order, affected local residents were consulted and at that time no adverse comments were received.

Councillor Bernard McGuin advised that after considering the information presented that he formally withdrew his objection.

**RESOLVED:** That Councillor Bernard McGuin formally withdrew his objection for TRO No 4 Order 2017 and that the order be implemented as advertised.

**10. Objection to Kirklees TRO No 27 Order 2020, Proposed Mandatory Left Turn on Colne road and No Right Turn in to Queen Street South, Huddersfield**

The Committee considered a report which outlined an objection received in response to the public advertisement of Traffic Regulation) (No. 27) Order 2020 Vehicle Movement Restrictions Folly Hall Road/Colne Road and Queen Street South, Huddersfield.

Elizabeth Twitchett, Operational Manager, Environment Services - Highways Design and Road Safety advised that the Moving Traffic Order Number (No. 27) Order 2020 had been brought in to support a major traffic scheme funded by the West Yorkshire Plus Transport Fund.

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The Traffic Regulation Order was advertised between 24 March 2021 and 24 April 2021. During this time one objection was received specifically to the implementation of the mandatory left turn.

In response to the objection, it was advised that the mandatory left turn was needed as the road layout at the new junction did not allow for a turn to the right. The Committee also noted that there were other routes to allow residents of Almondbury, Lowerhouses, Castle Hill, Dog Hill Bank and Longley to access the town centre.

The Committee considered all the information received both verbally and in writing and;

**RESOLVED:** It was agreed that the objections be overruled, and the Mandatory Left Turn be implemented as advertised.

**11. Objection to Traffic Regulation Order- Proposed Traffic Calming Jackroyd Lane, New Laithe Hill, and Fanny Moor Lane, Newsome, Huddersfield.**

The Committee considered a report which outlined two objections received to Traffic Regulation Order- Proposed Traffic Calming Jackroyd Lane, New Laithe Hill, and Fanny Moor Lane, Newsome, Huddersfield.

The Traffic Regulation Order for the implementation of the traffic calming measures was advertised between 10th March 2021 and 1st April 2021 and during that time two objections were received.

Member of the Public, Margaret Shaw, also attended the meeting to speak under the item. The Committee noted that:

- There had never been a collision on the route and therefore it was felt that the proposed traffic calming measures were not needed;
- Funding, in the context of the Covid-19 pandemic, may be put to better use.
- There were concerns that mobility scooters may be unable to transverse any speed bumps, and therefore would be unable to use the road where the pavements were too narrow for mobility scooters.
- The use of bollards, a 20mph speed limit zone and the introduction of traffic lights were suggested as possible alternatives.

In response, Elizabeth Twitchett, Operational Manager, Environment Services - Highways Design and Road Safety advised that this proposal was funded by the Public Realm budget ,which did not have a collision reducing element attached to it, thus enabling the delivery of highway schemes that are generating genuine concern but fall short of reaching the criteria required for funding from mainstream budgets. There had been no collisions on the route along which the traffic calming has been proposed but concerns regarding the flow of traffic and vehicle speeds had been highlighted via the Ward Councillors who requested the scheme.

Andrew Perry – Senior Engineer, Street scene and Housing – Area Working and Safety, added that:

- The decision was taken to use round top speed bumps to achieve a maintained speed of 20-30mph along the route.

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- The funding for the scheme was derived from the Public Realm budget for 2019/20 and had been allocated before the pandemic.

The Committee asked questions around the issue of mobility scooters raised and highlighted the importance of supporting residents and ensuring accessibility for all.

Elizabeth Twitchett reassured the Committee that the height and shape of the speed bumps detailed in the proposals were the FDA approved design and that a mobility scooter would be able to transverse the speed bumps. It was also advised that any individuals with any concerns could contact the Council directly to receive support and advice if needed. The Committee also noted that the alternative traffic calming options put forward by objectors had been explored as possible options but were not viable and the reasons for this were explained.

The Committee thanked Margaret Shaw for her contributions and highlighted that her comments provided the Committee with a wider perspective on the proposals from the point of view of the resident. Overall, members were satisfied that the responses given to the objections demonstrated that the concerns raised, and the possible alternative options had been explored.

In considering all the all the information received both verbally and in writing;

**RESOLVED:** It was agreed that the objections to the proposed traffic calming Jackroyd Lane, New Laithe Hill, and Fanny Moor Lane, Newsome, Huddersfield, be overruled and the Traffic Regulation Order be implemented as advised.

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Contact Officer: Yolande Myers

## KIRKLEES COUNCIL

### CORPORATE GOVERNANCE AND AUDIT COMMITTEE

**Friday 25th June 2021**

Present: Councillor Yusra Hussain (Chair)  
Councillor Paola Antonia Davies  
Councillor Steve Hall  
Councillor Melanie Stephen  
Councillor John Taylor

Observers: Councillor Elizabeth Smaje (Ex-Officio) – Chair of  
Overview and Scrutiny Committee  
Councillor Erin Hill (Ex-Officio) – Chair of Standards  
Committee

Apologies: Councillor Susan Lee-Richards  
Councillor Kath Pinnock  
Councillor Paul Davies (ex-Officio)

#### **1 Minutes of Previous Meeting**

**RESOLVED** – That subject to the following amendments, the minutes of the Meeting held on 22 April 2021 be approved as a correct record:

#### **Annual Report of Internal Audit 2020/21 and Issues for 2021/22**

1. That the 2021/22 Internal Audit Strategy and Charter be approved.
2. That the Committee notes that it is content with (i) the effectiveness of the internal audit function and its conformance with Public Sector Internal Audit Standards and Code of Ethics (ii) the effectiveness of the Council's overall system of internal control (iii) the effectiveness of the broader control environment, risk management and governance arrangements of the Council and (iv) proposed audit plans.
3. That the internal audit plan for 2021/22 be approved and that the Committee give authority to the Head of Internal Audit to vary the proposed audit plan as considered necessary, subject to reporting back as part of the quarterly review process.

#### **2 Membership of the Committee**

Apologies for absence were received from Cllrs K Pinnock, Lee-Richards and P Davies.

#### **3 Declarations of Interest**

There were no declarations of interest.

**4 Admission of the Public**

It was noted that there were no matters listed for consideration in exempt session.

**5 Deputations/Petitions**

No deputations or petitions were received.

**6 Public Question Time**

No questions were received.

**7 Proposed amendments to Council Procedure Rule 35**

The Committee received a report relating to an amendment to Council Procedure Rule 35, pursuant to the submission of a Motion to the meeting of Annual Council on 19 May 2021. The report explained that the effect of the amendment, if adopted, would be to exclude Members of the Cabinet from being appointed to Strategic Planning Committee, or a Planning Sub-Committee.

The report outlined the proposed amendment, applicable to Council Procedure Rule 35 (2) (iii) (as shown in italics);

(2) The Council subject to any statutory provision:-

(iii) shall not appoint the Leader, the Deputy Leader of the Council or any Members of the Cabinet as members of the Overview and Scrutiny Committee or its Panels *or the Strategic Planning Committee or Sub-Committee thereof.*

The Committee was advised that, in debating the Motion at Council, it had been proposed that it was not appropriate for Councillors who have involvement in executive and strategic decision making, by virtue of being a Cabinet Member, to then participate in decision making processes at Strategic Planning Committee or either of the Sub Committees.

Discussion took place as to the implications of the proposed amendment and the Committee were asked to make a recommendation to Council as to whether the amendment to Council Procedure Rule 35 should be adopted.

**RESOLVED** – That a report be submitted to the next meeting of Council with a recommendation that the proposed amendment be adopted.

Contact Officer: Yolande Myers

## KIRKLEES COUNCIL

### CORPORATE GOVERNANCE AND AUDIT COMMITTEE

**Friday 23rd July 2021**

Present: Councillor Yusra Hussain (Chair)  
Councillor Paola Antonia Davies  
Councillor Susan Lee-Richards  
Councillor Kath Pinnock  
Councillor Mohan Sokhal  
Councillor Melanie Stephen  
Councillor John Taylor

Observers: Councillor Elizabeth Smaje, Chair of Overview & Scrutiny  
Committee  
Councillor Erin Hill, Chair of Standards Committee

Apologies: Councillor Paul Davies

**1 Membership of the Committee**

Apologies for absence were received on behalf of Councillor Paul Davies.  
Councillor Mohan Sokhal substituted for Councillor Steve Hall.

**2 Minutes of Previous Meeting**

**RESOLVED** – That subject to the following amendment, the minutes of the Meeting held on 25 June 2021 be approved as a correct record:

**Proposed amendments to Council Procedure Rule 35**

**RESOLVED –**

- (ii) that a report be submitted to the next available committee meeting explaining the relevant parts of the constitution which meant that this committee had to consider the amendment (and explaining whether the Council had a permissive constitution).

**3 Declarations of Interest**

There were no declarations of interest.

**4 Admission of the Public**

It was noted that Agenda Items 15 and 16 would be considered in private session.

**5 Deputations/Petitions**

The Committee received a deputation from Nick Hughes in relation to Agenda Item 12.

A response was provided by the Cabinet Member for Learning, Aspiration and Communities (Councillor Carole Pattison)

**6 Public Question Time  
Question from Nick Hughes**

It has taken Kirklees Council five and a half years to produce this flimsy, one side of A4 report. What possible justification can there be for the Council taking five and a half years to produce this one side of A4?

A response was provided by the Cabinet Member for Learning, Aspiration and Communities (Councillor Carole Pattison)

**Question from Nick Hughes**

At the start of 2016, Kirklees Council assured the public that the investigation would be transparent and honest. In Sept 2017 the Council said that a written report would be produced setting out the findings of the review / investigation. Do you think the Council's investigations have been transparent and honest and why are there no findings in this report, as promised?

A response was provided by the Cabinet Member for Learning, Aspiration and Communities (Councillor Carole Pattison)

**7 Annual Report on Treasury Management 2020/21**

The Committee received the annual report on Treasury Management activities for the previous financial year. The report reviewed borrowing and investment performance.

Investments averaged £63.6 million and were largely deposited in instant access accounts earning an average interest rate of 0.13%. Total external borrowing decreased by £1.1 million to £425.8 million. The Committee heard that the main highlight was a new £10 million Government long loan from the Public Works Loan Board in March 2021. Temporary borrowing increased for the year by £0.6 million to £41.5 million. Most borrowing was on fixed rate terms and the average long-term borrowing rate for 2020-21 was 4.46%. Short-term borrowing rates averaged 0.20%.

Due to a previous revision in its Minimum Revenue Provision Policy the Council over-provided in previous years the re-payment of debt to the sum of £91.1 million. Within the Treasury Management Strategy 2018-19 the Council set out its approach to unwind this over-provision at £9.1 million each year over the next 10 years, starting from 2017-18 onwards. The actual MRP calculation for 2020-21 was £14.3 and hence the maximum unwind allowable. However in 2020-21 the unwind increased by only a further £0.2 million to £13.7 million. Treasury management costs incurred in the year include £9.0 million on net interest payments. The Council complied with its treasury management prudential indicators in the year.

**RESOLVED –**

## Corporate Governance and Audit Committee - 23 July 2021

- (i) That the Committee note the treasury management performance as set out in this report.
- (ii) That the Committee thank officers for successfully navigating a difficult year regarding unexpected additional work to allocate funding sources for local businesses.

### 8 **Update on the Redmond Review and the Council's final accounts for 2020/21**

The Committee received a report which outlined the outcome of the Redmond Review and the final accounts and audit processes for 2021/21. The Independent Review into the Oversight of Local Audit and the Transparency of Local Authority Financial Reporting, reported to the Secretary of State for Housing, Communities and Local Government in September 2020 outlining 23 recommendations. Several remedial measures were then announced by the Government in May 2021.

The Committee heard that the COVID pandemic had brought significant challenges to the Council. In prioritising workloads, the finance team ensured that the draft accounts were produced as close to the original statutory deadline for the draft accounts, of 31 May, as possible. The team capitalised on the early year end preparation work pre-COVID, which allowed the auditors scope to commence aspects of their audit work earlier in the process, given the auditor's own logistical and capacity challenges.

The draft accounts were completed and signed by the Council's Service Director - Finance on 9 July, ahead of this year's revised statutory sign off deadline of 31 July 2021.

#### **RESOLVED –**

- (i) That the new audit regulator and the new local government audit framework be noted,
- (ii) That the revised statutory deadlines for the production of the Unaudited Statement of Accounts (31 July) and for the Audited Statement of Accounts (30 September) be noted,
- (iii) That the Unaudited Statement of Accounts published on the Council's website be noted and to note the dates of the public inspection period, from 9 July to 19 August.

### 9 **External Audit Plan**

The Committee received the External Audit Report, for year end 31 March 2021, as submitted by Grant Thornton. The Committee noted that the Covid-19 pandemic had placed a strain on the financial accounting timetable.

Jon Roberts and Stephen Nixon, representing Grant Thornton, endorsed the findings of the Redmond Review and provided the Committee with highlights which notably included the importance of Systems Leadership. In acknowledging the review, the Committee noted that it would have more responsibility around estimates that appeared within the accounts and acknowledged that the Committee would be expected to have a good understanding of estimates contained therein, including in technical areas.

## Corporate Governance and Audit Committee - 23 July 2021

The report set out several key issues to be considered as part of the end of year closedown. Specific reference was made regarding the level of Dedicated Schools Grant overspend. The Committee noted that the overspend was relatively large in relation to other authorities.

**RESOLVED** – That the External Audit Findings Report, for Year end March 2021, be received and noted.

### 10 Legal advice

The Committee received a verbal update in relation to a request to clarify the legal advice given before the Council's AGM on 19<sup>th</sup> May 2021 relating to the relevant parts of the Council constitution which applied.

The Committee heard that the Terms of Reference for the Corporate Governance and Audit Committee included to keep under review the Council Procedure Rules (CPR) and make recommendations to Council. The AGM considered a motion which set out several amendments to the CPRs, previously considered by this Committee, but that motion did not contain any amendment to CPR 35. The advice given, prior to the AGM, was that the amendment to CPR35 should firstly be considered by this Committee before being considered at Council as it was a new change not an amendment to something previously discussed and considered by this Committee. The Monitoring Officer explained that a note containing the advice would be circulated to Members of the Committee and Group Leaders for information.

The Committee requested further information in relation to whether the Council had a permissive constitution. A verbal response to this was provided in the meeting the Monitoring Officer confirmed that the note would also contain a response to this.

**RESOLVED** – That the advice be noted.

### 11 Nomination of Representative

The Committee received a report regarding the nomination of a representative to a Community Trust, to be established by Thomas Crompton Demolitions Ltd. The Committee noted that the ward affected was Dalton, and not Mirfield as outlined within the report.

The report outlined that the planning permission for the site was subject to the establishment of a Community Trust, which would operate as a liaison Group for the local community. The Committee was asked to consider the addition of the trust to the schedule of organisations (outside bodies).

**RESOLVED** – That the Committee agree to establish the Trust and to the appointment of nominations to the Trust.

### 12 Recommendations for the Council in ensuring its services to schools are provided appropriately and effectively

## Corporate Governance and Audit Committee - 23 July 2021

The Committee received a report which set out the recommendations from an investigation into matters relating to the involvement of the council in the operation and management of schools.

Following complaints being raised about the Council's involvement in the operation of a school, the Chief Executive requested the Head of Internal Audit and Risk to carry out an investigation. The Committee noted that the issues raised within the complaints related principally to issues that were outside of the Council's control or responsibility.

The report produced following the investigation, found scope for improving services to schools in several areas. The recommendations were set out in the appendix to the report, and the Committee noted that the Chief Executive had accepted all the recommendations. Senior managers within the Council had committed to implementing all the recommendations.

**RESOLVED** – That the Committee note the report and recommendations and was satisfied with the outcome of the investigation.

### 13 **Quarterly report of Internal Audit Q1 2021/22 April 2021 to June 2021**

The Committee received a report relating to the internal audit work in quarter 1 of 2021/22.

Quarter 1 contained 12 pieces of completed work, of which 5 were schools. One follow-up identified that no progress had been made but the service was in progress to address issues. Two of the 11 had limited assurance, both of which were into activity areas identified as inadequate circa 2 years ago and related to elements of school meals and building control.

**RESOLVED** –

- (i) That the Internal Audit Quarterly Report be noted and that no further action was sought on any matter identified.
- (ii) That it be noted that there has been no Regulation of Investigatory Powers Act activity during the period quarter 1 2021/22.
- (iii) That the Committee thank officers for succeeding in their audit work despite the ongoing pandemic.

### 14 **Exclusion of the Public**

**RESOLVED** – That acting under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act, as specifically state in the undermentioned minute.

### 15 **Quarterly report of Internal Audit Q1 2021/22 April 2021 to June 2021**

Exempt information within Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information (Variation)

## Corporate Governance and Audit Committee - 23 July 2021

Order 2006, namely Information relating to the financial or business affairs of any particular person (including the authority holding that information).

The Committee noted the exempt information, which was an appendix to Agenda Item 13.

### **16 Recommendations for the Council in ensuring its services to schools are provided appropriately and effectively**

Exempt information within Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information (Variation) Order 2006, namely Information relating to the financial or business affairs of any particular person (including the authority holding that information).

The Committee noted the exempt information, which was an appendix to Agenda Item 12.



Contact Officer: Yolande Myers

## KIRKLEES COUNCIL

### CORPORATE GOVERNANCE AND AUDIT COMMITTEE

**Friday 13 August 2021**

Present: Councillor Yusra Hussain (Chair)  
Councillor Paola Antonia Davies (via MS Teams)  
Councillor Susan Lee-Richards  
Councillor Kath Pinnock  
Councillor Steve Hall  
Councillor Melanie Stephen  
Councillor John Taylor

Observers: Councillor Paul Davies, Councillor Elizabeth Smaje, Chair  
of Overview & Scrutiny Committee (via MS teams)

Apologies:

**1 Membership of the Committee**

No apologies had been received

**2 Minutes of Previous Meeting**

**RESOLVED** – That the minutes of the Meeting held on 23 July 2021 be approved as a correct record:

**3 Declarations of Interest**

There were no declarations of interest.

**4 Admission of the Public**

It was noted that all agenda items would be discussed in public

**5 Deputations/Petitions**

There were no deputations or petitions received

**6 Public Question Time**

No public questions had been submitted

**7 information Governance Response to the Pandemic**

The Committee received a report setting out the response of the Information Governance (IG) service to the pandemic. The report set out details of the activities carried out in respect of information sharing, data protection, information security

and requests and provided an outline of the targeted support offered to services throughout the pandemic.

Katy Deacon, Information Governance Manager, explained that the Information Governance Strategy had been refreshed in light of the pandemic. It was reported that the Executive Team had approved the new IG strategy in July 2021 and the strategy is currently being shared with councillors during August. Going forward Council services will each be asked to complete an IG strategy self-assessment, which will help them determine where their Information Governance strengths and weaknesses are in order to allow them to create an action plan, to enable them to improve their IG compliance.

With regard to governance, it was reported that the Council's Information Governance Board will oversee the implementation of the IG strategy. The IG board will review the implementation every six months, to ensure services have the support they need to achieve the strategy outcomes.

During discussion of this item, Councillor John Taylor stressed the importance of involving all Councillors as part of any refresh of the Information Governance Strategy.

**RESOLVED –**

- (i) That the Committee recognise the excellent work of the Information Governance Team during the pandemic
- (ii) That the report be noted

**8 Draft Annual Governance Statement 2020/21**

The Committee received a report setting out the latest version of the Draft 2020/21 Annual Governance Statement, prior to it being signed off by the Chief Executive and Leader of the Council, which concluded that overall the governance arrangements remain fit for purpose. The Committee were requested to consider whether the issues raised reflect the state of the governance and control framework during 2020/21.

It was explained that as the Statement covers the period up until the Annual Financial Accounts 2020/21 are approved, there may be need for revisions to be made in the text to reflect the findings from the external audit and anything material in the intervening period. In this respect any further significant impacts directly or indirectly consequent from the pandemic will need to be reflected in the Statement. In recognition of this situation, the draft document includes a separate conclusion and commentary as recommended by CIPFA / SOLACE.

Simon Straker, Audit Manager, reported that the Statement is a statutory requirement and accompanies the Statement of Accounts in order to provide readers with assurance about the governance and internal control environment in which they have been compiled and to which they relate. The draft Statement has been compiled following the annual review of the effectiveness of the overall internal control and governance arrangements and draws on a number of forms of assurance which have been presented to various parts of the Council.

## **Corporate Governance and Audit Committee – 23 July 2021**

Within the draft Statement a number of ‘Significant Governance Issues’ were highlighted which reflected the unique demands faced during the pandemic as well as the wide-ranging nature of the issues and action required. It was reported that organisational resilience and new funding relationships had been slightly refocussed, with Staff wellbeing being identified as a new Issue in its own right.

Details of the actions and controls the Council is taking were contained within the recommended Action Plan.

In response to a question from Councillor Kath Pinnock, the Audit Manager undertook to look into the omission of governance arrangements of the Local Resilience Forum and make any necessary revisions to the draft statement.

### **RESOLVED –**

That the Committee note the draft report in advance of a finalised version of the Statement being considered by the Committee ahead of the approval of the Annual Accounts later in the year.

### **9 Update on Audit Process 2020/21**

The Committee received a verbal update from Stephen Nixon from Grant Thornton. It was reported that further to the submission of the Audit Plan at the last meeting of the Committee work has progressed well good with engagement and prompt responses from finance team.

Work has started on the vast majority of the balance sheet. Areas of significant risk in audit plan have been focussed on including land and buildings valuations; pension fund liabilities; examination of samples of journals; work on debtors, creditors and income. It is hoped to conclude the work by the government deadline of 30 September 2021.

**RESOLVED –** That the External Audit update be noted

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Contact Officer: Jodie Harris

## KIRKLEES COUNCIL

### CORPORATE PARENTING BOARD

**Tuesday 29<sup>th</sup> June 2021**

Present: Councillor Viv Kendrick (Chair)  
Councillor Carole Pattison  
Councillor Richard Smith  
Councillor Karen Allison  
Councillor Andrew Marchington (ex-officio)  
Stewart Horn, Head of Joint Commissioning - Children and Families  
Elaine McShane, Service Director - Family Support and Child Protection  
Sanna Mahmood, Care Leavers Advocate – Family Support and Child Protection  
Colleen Kenworthy - Kirklees Fostering Network  
Anna Gledhill, Service Manager , Quality Assurance and Social Work Practice Lead – Children and Families  
Dale O'Neill – Children's Scrutiny Panel Co-optee

In attendance: Melanie Tiernan, Service Manager, Family Support and Child Protection  
Lisa Warnes, Programme Manager – Children's Services Improvements , Children and Families.

Apologies: Jo-Anne Sanders, Service Director, Learning and Early Support - Learning and Skills  
Christine Carmichael - Kirklees Fostering Network  
Ophelia Rix, Principal Social Worker  
Keith Fielding, Kirklees Fostering Network  
Tom Brailsford, Service Director (Resources, Improvement and Partnerships)

#### **1 Membership of the Board/Apologies**

The Chair welcomed Board Members to the meeting. Apologies had been received from Gill Addy , Tom Brailsford , Sara Miles , Christine Carmichael, Cllr Fazila Loonat, Barry Lockwood and Janet Tolley.

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**2. Interests**

No interests were declared.

**3. Minutes**

The Board considered the minutes of the last meeting held on the 23<sup>rd</sup> March 2021.

**RESOLVED-**

- 1) That the Minutes of the previous meeting be approved as a correct record.
- 2) That the reports agreed to be presented to the Board as detailed in the Minutes be added to the Boards work programme for 2020/21.

**4 Admission of the Public**

It was agreed that all agenda items would be held in public session.

**5 Deputations/Petitions**

No deputations or petitions were received.

**6 Public Question Time**

No questions from the public were received.

**7. Children's Performance Highlight Report**

The Board considered a report giving key highlights on Performance Monitoring data for Children's Services.

Ophelia Rix ,Head of Corporate Parenting, presented the performance data relating to 'children entering care, children in care and placement stability'. It was reported that the data as of 31 May 2021 continued to show a decreasing trend in the number and rate of children in care in Kirklees. The positive trend was attributed to clear and robust procedures. The following areas of work were highlighted:

- The Legal Gateway and Permanence Panel continued to oversee the decision making and planning around Placement moves and care planning for children and young people.
- The continuation of strong partnership working was helping to ensure that children and young people remained within their families where possible.
- Where children needed to become looked after, clear processes ensured that matters were presented before courts in a timely manner.

The Board commented that the data presented was reassuring and that it was positive that the services provided were enabling children and young people to remain with their families where possible.

Elaine McShane, Service Director - Family Support and Child Protection advised that the introduction of the Multisystemic therapy (MST) Teams was beginning to have a positive impact as reflected in the data presented. It was explained that the MST approach was a restorative, evidenced-based intervention that aimed to prevent children from entering care by working with families. Elaine further suggested that an update on the work of the MST teams be presented to a future meeting of the Board.

The Board members welcomed this suggestion and agreed that the report to be presented to the Board should be focused on how the multisystemic approaches were helping to keep children with their families and on understanding data in respect of the outcomes produced. The Board further agreed that it would be helpful for Board members to visit the MST Teams to gain greater understanding of their work.

The Board noted that partnership work between Children's Services and the Police was ongoing in respect of the Philomena Protocol (a scheme that asks carers to identify children and young people who are at risk of going missing, and to record vital information about them that can be used to help find them quickly and safely). Ophelia Rix advised that there was an improving picture in respect of timelines, but more work was required to increase understanding and fully implement the protocol across the partnership.

In relation to educational outcomes, Cllr Carole Pattison reported that the number of in-year school moves had continued to decrease over 2018-19 and 2019- 20 and the Board were advised that continuing to reduce the number of young people with a break in educational provision whenever possible was a priority of the virtual school.

Stewart Horn, Head of Joint Commissioning – Children and Families presented the data for 'Children Looked After Health' and reported that, there was a steadily improving picture of review health assessment data. 93% of assessments were achieved on time, and for most of the year 100% were completed within the statutory timescales. There was also an increase in the number of dental registrations and immunisations continued to go well.

Elaine McShane presented the data in relation to 'Children Looked After Convictions' and explained that offending rates were decreasing. It was advised that a Youth Justice Inspection was taking place and the Board requested that a report setting out the outcomes of the inspection be presented to a future meeting of the Board.

In relation to Care Leavers and 'Staying Put' placements, the Board asked some questions around Personal Advisors (PA's) and how a change of PA related to disengagement with services. It was requested that a report detailing the number of PA changes be produced to identify any correlation between changes to PA's and care leavers levels of disengagement with services.

In response, Elaine McShane agreed with Board members comments and advised that modernisation of the PA service was being undertaken within the 'Staying Put Policy' which was currently being developed. Ophelia Rix added that it was important to continuously review and improve the ways PA's are matched with young people to build positive sustainable relationships.

In response to question from the Board about how often children and young people are contacted by PA's, Elaine McShane advised the standard frequency was 6 weekly, but this was not a one size fits all approach. Following a discussion around PA contact with Care Leavers, Ophelia Rix suggested that a review took place around how often young people were visited by their PA's against the individual's circumstances and to help take a more bespoke approach to visit frequency going forwards . The Board welcomed this suggestion.

In relation to Adoption figures, the Board welcomed the data showing that Kirklees was significantly below the England rate of 12.0% and the Statistical Neighbours rate of 19.0%.

**RESOLVED –**

1. That the Board noted the Children’s Performance Highlight Report.
2. It was agreed that an update on the work of the MST Teams be presented at a future meeting of the Board. This report should contain information on how the multisystemic approaches were helping to prevent children from entering care and on understanding the data in respect of the outcomes.
3. It was agreed that Board members may choose to visit the MST Teams to gain a greater understanding of their work.
4. It was agreed that a report setting out the outcomes of the Youth Justice Inspection be presented to a future meeting of the Board.
5. It was requested that a report detailing the number of PA changes be provided to a future meeting of the Board. This report should include data in respect of changes to PA’s and , levels of disengagement with services as a part of the ‘Staying Put/Fostering Modernisation Update’.
6. It was agreed that information was collected around how often young people were visited by their PA’s and that this should be reviewed against the young person’s circumstances to help take a more bespoke approach to visit frequency’s that is based on the individual’s needs.

**8. Overview of Number and Age of Children in Care**

The Board considered the report ‘Overview of Number and Age of Children in Care’ which was presented by Ophelia Rix, Head of Corporate Parenting. The report included information relating to the number and profile of children in care in Kirklees as well as the number of Children placed outside of the District.

Following a discussion about the retainment of foster carers and the inclusion of out of area carers, the Board agreed that data relating to the number of Kirklees foster carers who had moved out of the area be provided to the Board.

Elaine McShane, Service Director - Family Support and Child Protection advised that over the next 6-12 months significant work was being undertaken around supporting foster carers through the ‘Mockingbird Model’ which aimed to modernise the support given in terms of improving the stability of fostering placements. The Board requested any estimated dates for the completion of the ‘Mockingbird’ policy. Elaine advised that progress was been made and September was anticipated to be the next phase of moving forward.

**RESOLVED –**

1. The Board noted the report ‘Overview and Age of Children in Care’ and Ophelia Rix was thanked for her contributions.



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2. It was agreed that data relating to the number of Kirklees foster carers who had moved out of the area be provided to the Board.

## 9. Children's Rights Team Annual Report

The Board considered the Annual Report from the Children's Rights Team relating to service delivery from 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021 which was presented by Melanie Tiernan, Service Manager, Family Support and Child Protection.

Melanie Tiernan explained that the key priorities for the Children's Rights Team in 2021/22 were to:

- Increase children and young people's participation in Looked After Reviews and Child Protection conferences.
- Increase membership of both the Children in Care Council and Care Leavers Forum, to ensure that the voices of children and young people inform future service delivery and that there is representation of all groups of young people.
- Work with others across Children's services to capture children's voices and experiences and to help support participation inform service development and design.
- Introduce improved quality assurance mechanisms, to support the development of the Children's Rights Service and the team.
- Develop the Independent Visitor Scheme to provide a consistently high service to children, young people, and volunteers

In relation to point 9.1 in the report, under Child Protection Conference Advocacy, the Board asked a question as to why no referral from a social worker was listed as a reason for children not been seen. In response, Melanie Tiernan reassured the Board that instances of no referral were always followed up by a social worker and explained that the reason given may have been because the referral wasn't received on time. Further to this, it was advised that work was been done to make the referral process smoother and more efficient. The Board noted the positive feedback given by young people highlighting that this showed the value having an independent visitor can provide.

In response to this, Anna Gledhill, Service Manager, Quality Assurance and Social Work Practice Lead, advised that part of the campaign was increasing the publicity of the Independent Visitors work and the positive outcomes achieved. The Board welcomed this approach. In the discussion to follow, the Board suggested that as a part of recruiting volunteers to be Independent Visitors, that information about being an independent visitor could be advertised to the Councils internal retirement.

The Board responded to a number of questions submitted in a letter to the Chair of the Board from the National Independent Visitor Network (via Barnardo's) in relation to reviewing and monitoring Independent Visitor provision, ensuring that statutory responsibilities are met and that children in care are receiving the support they are entitled to. It was agreed that Anna Gledhill would respond to the letter reflecting the discussion held during the meeting of the Board in response to the questions.

The Chair of the Board verbally reported under this item, that Sanna Mahmood, Care Leavers Advocate – Family Support and Child Protection, would be resigning as the Boards standing care leaver representative. The Board thanked Sanna for her time and valuable contributions to the Board.

To follow a further discussion was held about how best to represent the voice of care leavers during meetings of the Board. Melanie Tiernan suggested that a new care leaver be appointed as the standing representative, alongside periodical submissions from the Children in Care Council and Care Leavers Forum which would showcase their work, highlight issues raised by young people as well as representing the collective voice of children and young people in care.

It was also suggested that members of the Board visit meetings of the Children in Care Council and Care Leavers Forum. The Board welcomed this suggestion and agreed that periodically 1 or 2 different Board members should be invited to these meetings and requested that Melanie Tiernan provide dates of future meetings to the Board.

Social media platforms were also highlighted as a mechanism for engagement with young people. A discussion concerning privacy and safeguarding followed and in response to Board members concerns, Sanna Mahmood advised that Facebook discussions could be made confidential by using a closed group. The Board agreed this was a work in progress and that it was important to be careful about the information that is shared on social media and that use of a closed Facebook group may be the safest method to use if taken forward.

#### **RESOLVED –**

1. The Board noted the Children’s Rights Team Annual Report.
2. The Board thanked Sanna Mahmood, Care Leavers Advocate – Family Support and Child Protection for her contributions to the work of the Board in her role as care leaver representative.
3. It was agreed that information about volunteering as an Independent Visitor be added if possible, to the Councils internal retirement course.
4. It was agreed that a written response be given to the National Independent Visitor Network reflecting the Boards responses to their questions.
5. That the dates of future meetings of the Children in Care Council and Care Leavers Forum be provided to the Board and that 1 to 2 members would be invited to attend these meetings periodically.
6. That the matter of Care Leaver representation on the Board and the use of social media be a work in progress considering suggestions made.

#### **10. Overall Financial Policy for Care Leavers**

Elaine McShane, Service Director - Family Support and Child Protection gave a presentation setting out the refreshed Care Leavers Support and Financial Guidance Policy.

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Board members welcomed and fully supported the draft policy and highlighted that a clearer and more flexible financial support policy was an important part of supporting looked after children post 18 and fulfilling the Councils role of a Corporate Parent. The Board also recognised that the draft policy was a good starting point that would evolve as work was taken forward.

**RESOLVED:-** The Board noted the Care Leavers Support and Financial Guidance Policy and thanked Lisa Warnes, Programme Manager – Children’s Services Improvements, Children and Families and Elaine McShane, Service Director - Family Support and Child Protection for their contributions.

## 11. **Virtual School Governing Body Update**

Cllr Carole Pattison gave verbal update on the work of the Virtual School Governing Body. It was reported that

- Attainment in primary schools had improved and had stayed the same in secondary schools over the course of the pandemic to date.
- 100% of Personal Education Plans (PEP’s) were completed within the Spring Term in-line with the new termly processes.
- Children looked after by virtual school attended approximately 220 educational settings. Of those 220, 101 children were based within Kirklees and the rest were out of area.
- A grant had been awarded to extend the role of the Virtual school Head Teacher include children with a social worker in addition to Looked After Children.
- The focus going forward was to maintain the completion of termly PEP’s, attendance/persistent absence and the reduction of school moves remained a high priority.

**RESOLVED:-** The Board noted the Virtual School Governing Body Update.

## 12. **OFSTED Ambition Board Update**

Elaine McShane, Service Director - Family Support and Child Protection gave a verbal update on the work of the Ofsted and Ambition Board. It was noted that the Board now had broadened its scope of focus to include the SEND transformation programme. Elaine suggested that a report on SEND Transformation be provided to the Board in relation to Looked After Children, the Board noted the update and agreed that the report be presented to a future meeting.

**RESOLVED:-**

1. The Board noted the Ofsted Ambition Board Update
2. It was agreed that a report on SEND Transformation be presented to the Board in relation to Looked After Children within the Calendar year.

### **13. Membership of the Board**

The Chair of the Board verbally reported that:

- Cllr Fazila Loonat was to be removed from the membership and be replaced by Cllr Elizabeth Reynolds
- Sanna Mahmood was to be removed as Care Leaver representative and future care leaver representation on the Board be reviewed as discussed under item 9.

#### **RESOLVED –**

1. The Board noted the membership changes and thanked Sanna Mahmood and Cllr Fazila Loonat for their time and contributions to the Board.
2. That the Boards new membership be formally agreed at the next meeting of the Board.

### **14. Updates from Board Members on Interactions with Services**

Board members were advised that the Chair of the Board had been to visit 3 children's social work teams based in Batley, Huddersfield, and Colne valley. It was noted that the committed, positive and enthusiastic attitude that the social workers had towards their work was clear. The Chairs visit also gave members of those teams the opportunity to put forward various ideas and concerns. The Chair highlighted the value in visiting services and encouraged other Board members to visit teams.

#### **RESOLVED:-**

1. Board members noted the update on Interactions with Services.
2. It was agreed that Board Members would contact the Chair or Jodie Harris to arrange any visits to services.

### **14. Corporate Parenting Board Work Programme and Agenda Plan for 2020/21.**

The Board considered the work plan for 2021/22.

#### **RESOLVED –**

1. The Board noted the forward work programme for the 2021/22 municipal year,
2. It was agreed that all reports agreed within the meeting of the Board as of 29 June 2021 be added to the forward plan.

Contact Officer: Jenny Bryce-Chan

## **KIRKLEES COUNCIL**

### **HEALTH AND WELLBEING BOARD**

**Thursday 15th July 2021**

Present: Councillor Viv Kendrick (Chair)  
Councillor Musarrat Khan  
Councillor Carole Pattison  
Councillor Kath Pinnock  
Mel Meggs  
Carol McKenna  
Dr Khalid Naeem  
Richard Parry  
Rachel Spencer-Henshall  
Helen Hunter

In attendance: Tim Breedon, Deputy Chief Executive South West  
Yorkshire Partnership NHS Foundation Trust  
Tim Breeley-Fox, Commercial Director Locala  
Catherine Riley, Assistant Director of Strategic Planning  
Calderdale and Huddersfield NHS Foundation Trust  
Trudie Davies, Mid Yorkshire Hospitals NHS Trust  
Kelsey Clark-Davies, Kirklees Council  
Debra Taylor-Tate, NHS England and NHS Improvement  
– (NE and Yorkshire)  
Diane McKerracher, Chair, Locala  
Phil Longworth, Senior Manager, Integrated Support  
Cllr Habiban Zaman, Lead Member for the Health and  
Adults Social Care Scrutiny Panel  
Alex Chaplin, Strategy and Policy Officer, Integration  
Tom Brailsford, Service Director, Resources,  
Improvement and Partnership  
Mary White, Commissioning and Partnership Manager  
Richard Dresser, Local Offer, Development and  
Engagement Lead

Apologies: Karen Jackson  
Beth Hewitt  
Jacqui Gedman

- 1 Membership of the Board/Apologies**  
Apologies were received from the following Board members Karen Jackson Beth Hewitt and Jacqui Gedman.

## Health and Wellbeing Board - 15 July 2021

Tim Breeley-Fox attended as sub for Karen Jackson.

### 2 **Appointment of Deputy Chair**

That Dr Khalid Naeem be appointed Deputy Chair of the Health and Wellbeing Board for 2021/22.

### 3 **Minutes of previous meeting**

That the minutes of the meeting held on the 25 March 2021 be approved as a correct record.

### 4 **Interests**

No interests were declared.

### 5 **Admission of the Public**

All agenda items were considered in public session.

### 6 **Deputations/Petitions**

No deputations or petitions were received.

### 7 **Public Question Time**

No questions were asked.

### 8 **Covid-19 Update**

Rachel Spencer-Henshall, Strategic Director, Corporate Strategy, Commissioning and Public Health, provided an update on the current position regarding Covid-19 in Kirklees. The Board was informed that the roll out of the vaccination programme has been a huge achievement and is a testament to joint partnership working. The work to get local pop ups in place has been particularly heartening as the aim is to try and have drop-ins in some of the communities with the lowest vaccination uptake.

Referring to information within the presentation, the Board was advised that the information on the map depicts the areas with the lowest uptake of the vaccine and this correlates to historically where the highest Covid infections have been throughout the pandemic. It is therefore important to make sure that the areas with a low uptake are targeted to encourage people to get their first and second doses of the vaccine.

The Board was informed that a Community Champion Scheme is in operation which is working on the ground. There are 70 different groups across Kirklees who are trying to work with local people to try and encourage uptake. Recognising that sometimes this can be time consuming, conversations are taking place regarding the approach to move people from a position of being unsure about taking the vaccine to one where they feel confident. It is important that momentum is not lost as this will help the local population not to experience serious illness or death and the vaccine programme is definitely the best way to protect people.

The Board was advised that in terms of the vaccine impact so far, the link between serious illness and death is definitely what has changed in terms of this pandemic. There have been no deaths in hospital (within 28 days of a positive Covid test) since early June and although the number of patients across the two trusts being treated

## Health and Wellbeing Board - 15 July 2021

for Covid has risen, it is nowhere near the peaks previously seen because of the vaccination programme.

It is still important to monitor this because there are still people within the population who are vulnerable, and everything needs to be done to support them to ensure they have access to the vaccination programme.

The Board was informed that with regard to the road map there are two key dates, the 19<sup>th</sup> July and the 16<sup>th</sup> August 2021. On the 19<sup>th</sup> July, the expectation and the legal position in relation to hands, face, space is being removed and the expectation is that if an individual is a contact of a positive case there will still be a requirement to self-isolate. This will present some challenge in the system for partners on the Board and also other settings in terms of managing how they keep the risk low whilst not having any regulatory powers.

Post the 16<sup>th</sup> August the rules for self-isolation will be removed for contacts and if individuals are a close contact of a positive case they will be encouraged to undertake a PCR test to determine if they are positive also. Things are changing based on the obvious impact of the vaccination programme in terms of serious illness and death. It is important to emphasise that wearing a face covering, washing hands regularly, keeping a distance from people and plenty of ventilation will still help to keep the virus levels down.

In response to the information presented, the Board raised a number of questions and comments as follows:

- What will happen when lateral flow tests are charged for and the availability of free tests ends and what the likely cost will be?
- With such high levels of the virus in the local population, what impact is this having on the delivery of health and care services particularly with people having to self-isolate because of their contact with someone who has tested positive?
- Information from some health partners suggests that they are planning to do vaccinations for people aged 16+ is this being looked at in this area?

The Board was advised that from an NHS England perspective it is hoped that guidance will shortly be issued around self-isolating for health and care staff. It should also include guidance around mask wearing for NHS and care staff.

### **RESOLVED**

That Rachel Spencer-Henshall be thanked for providing an update on the current position with regard to Covid-19

### **9 Showcasing Innovation - The Kirklees Local Offer**

Kelsey Clarke-Davies, Head of Safeguarding and Inclusion and Richard Dresser, Local Offer, Development and Engagement Lead provided the Board with an update on the relaunched Kirklees Local Offer.

## Health and Wellbeing Board - 15 July 2021

In summary, the Board was informed that the local offer aims to provide a one-stop-shop for children, families and professionals working with children and young people with additional needs. It provides a signpost to all the services that are available and also identifies services that are not currently available and enables work with commissioners to develop and implement them.

There is some really innovative practice, for example, a new service that was recently launched called Inclusion Support Offer (ISO) which acts as a front door for professionals working with children and young people with additional needs.

The Board was provided with the following information:

- 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
- The local offer is constantly evolving therefore requires ongoing development for the life of it and there is a team of six people working on the offer
- It provides relevant information (inc advice and guidance) or service across education, health, social care and third sector information
- The aim of the local offer; is to provide timely information, early-intervention, and prevention, enable families and young people to use self-service principles; and to provide feedback on engagement and surveys which informs commissioning and service delivery

The Board was informed that this the third local offer that the council has had, and the previous iterations were not very comprehensive and did not have the capacity to do what it needed to do. The code of practice and the Children's and Families Act specifies that it is co-produced in conjunction with those that would use it such as children and young people. The key principles are that it is comprehensive, collaborative, up to date, transparent and assessable.

The Inclusion Support Offer is a project that has been worked on alongside Partners in Power and the aim is to provide direct support for SENCOs, who are the special needs co-ordinators who work in schools. This gives them someone they can talk to, to talk through cases and receive support, information, and resources. SENCO schools have found this very useful.

Board members were encouraged to visit the website ([link](#)) and share and promote it with others and if they identified any gaps in the information, they should contact the key officers.

The Chair of the Board suggested that a link to the local offer website should be emailed to councillors who may be able to promote it through their social media links.

### **RESOLVED:**

That Richard Dresser and Kelsey Clarke-Davies be thanked for providing an update on the Kirklees Local Offer



**10 The Kirklees SEND system**

Tom Brailsford, Service Director, Resources, Improvement and Partnerships attended the meeting to provide the Board with an overview of the current developments in the Kirklees SEND system, advising on the draft Kirklees Self-Assessment Summary, Special Educational Needs and Disability and the Draft Kirklees SEND Transformation Plan.

In summary, the Board was informed that a joint CQC and Ofsted SEND inspection is overdue. Kirklees is one of the five areas in Yorkshire and Humber that has not been inspected since the changes were introduced in 2014.

The inspection will look at:

- The effectiveness of the local area in identifying children and young people who have special educational needs and/or disabilities
- The effectiveness of the local area in assessing and meeting the needs of children and young people who have special educational needs and/or disabilities
- The effectiveness of the local area in improving outcomes for children and young people who have special educational needs and/or disabilities

As part of the preparation for the inspection, an assessment of strengths and weaknesses across the board was undertaken. In addition, NHS England and the Department for Education (DfE) requested a meeting with the five areas that have not yet had an inspection to look at readiness in relation to the following nine themes

- Strategic leadership and governance
- Collaborative commissioning / JSNA
- Data and intelligence / outcomes
- Co-production / voice of children young people and families
- Local offer and provision across education, health and care
- Quality assurance, including EHCPs
- Workforce and training
- DCO/DMO roles
- Response to Covid and post recovery planning

The conversations with the DfE went very well and supportive conversations with the DfE will continue to be held.

The Board was informed that the local approach to SEND is to develop strong strategic oversight and ambitions for children and young people with additional needs to deliver the expectations of Children and Families Act. The aspirations for the children and young people with SEND are no different to all children that they have the best start in life. The aim is to move to a strength based restorative model where the focus is on less on weakness and areas for development and more on strengths and doing two co-producing plans and making sure families are really involved in person centred planning.

In addition, the approach to SEND will also include:

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- Developing a strength based, restorative approach with children and families
- Encouraging innovation and diverse range of services to meet need with a Kirklees focus
- Health and Social Care White Paper offers providers opportunity for further integration
- The coronavirus pandemic has clearly brought unprecedented challenges to the way in which we deliver services how we work
- Delivering the best SEND outcomes is a significant challenge which many authorities and partners face but are we doing the best we can?

The Board was provided with information regarding the local SEND picture in Kirklees. Currently, there are approximately just over 104,000 Children and Young People of which 69,638 are school aged and 3812 children and young people have an Education, Health and Care Plan (EHCP) a 44% rise since 2015. The percentage of pupils with a statement or EHCP from 2016/17 to 2019/20 has increased in line with the national average.

In terms of outcomes, it is a mixed picture for example, exclusions for SEN Support & EHCP cohort of pupils have a fixed period exclusion rate of 21.76% which is higher than the national rate for all pupils at 5.36% and national rate for pupils with EHCPs and SEN Support at 15.7%. Educational outcomes for SEN support/EHCP learners are also less favourable than the national average in key stages. The statutory compliance in terms of completing plans has increased from 43.8% to 83.4% in 2020 an increase of 90% which is positive.

The Board was informed that some of the key achievements from the self-assessment includes re-commissioning the Local Offer produced and co-designed with parents and carers and launching the Inclusion and Support Offer to provide support to practitioners such as SENCOs to support families and young people. Self-assessment challenges include some systems and services being under pressure, for example children's therapies, Neurodevelopmental provision and SENDACT capacity.

The aim of pulling together one single transformation plan is:

- Data and Intelligence led
- Sequenced in the right way
- Re-orientate whole system to early help and earlier intervention
- Transform local sufficiency, in order for children and young people to be educated and live locally
- Significant reduction in our exclusions
- Improving outcomes for our children and young people whilst controlling spending
- Having a restorative culture and system "No decision about me, without me"

The Board was informed that the SEND Transformation Programme has five workstreams, models of practice, inclusion, early intervention, commissioning, and sufficiency and preparing for adulthood. The last workstream is enablers which aims to embed young people's family engagement throughout the process it aims to

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ensure that the right support services are in place, producing the self-evaluation and making sure there is good governance.

In response to the information presented as number of questions were asked as follows:

- What are the risks associated with data sharing across the different organisations and institutions, in terms of GDPR?
- Early intervention makes a huge difference, however with the rise in the numbers of children needing help now where does the funding come from to shift the resources to where it is most needed?
- Would it be helpful to include the police, youth justice and probation in some of these discussions to try and prevent young people in teenage years becoming involved in gangs, county lines, grooming as it appears, they are not included in discussions
- Young people have missed approximately 115 days of school on average since Covid and are 3-4 months behind in literacy, and children who are in the SEND category are even further behind, how as a group is this going to be addressed to achieve the ambitions?

### RESOLVED

That Tom Brailsford be thanked for providing an update on the Kirklees SEND system and the board notes the content of the information presented.

- 11 Children and Young People's Plan priority updates**  
Mary White, Commissioning and Partnership Manager provided the Board with an update on the Children and Young People's Priority Plan. The Board was informed that the Kirklees Children and Young Peoples Partnership is a partnership that is open to anyone who works with and cares about children and young people who live in the area.

The partnership looks at a range of qualitative and quantitative evidence regarding children's experiences and what works to promote good outcomes for them, and the Health and Wellbeing Board provides the governance for the children's and young people plan.

There have been a lot of conversations about children and young people's mental health as a result of the pandemic as well as it being a general concern at all times. At the last partnership session there was a particular focus around children and young people's emotional health and wellbeing and mental health. The aim is to take an asset-based approach for example what provides the right circumstances, support, and environment to support good mental health outcomes for children and young people. There were good presentations which highlighted some good practice and the next step will be to reflect on the is and how this can be taken forward which might feed through into some future priorities.

The children and young people's plan is a non-statutory plan, produced with partners across the children's systems which includes some of the organisations

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represented on the Health and Wellbeing Board, faith, community and voluntary organisations a whole range of organisations.

The plan intentionally focuses on complicated issues that need changes in culture. The appended report outlines the rationale for the chosen priorities. Currently, there are three priority areas of focus:

- 1) Improving Inclusion and Outcomes for LGBT+ Young People – this work is managed by a strategic group which is made up of representatives from the council, Kirklees Youth Alliance the Brunswick centre who are the specialist LGBT local organisation, the Base Northorpe Hall which provides tier 2 mental health support services and colleagues from the university.
- 2) To grow our youth offer – place to go, people to see, things to do – this became a priority because of the loss in youth work provision in the borough over a three-to-four-year period up until 2019. It was recognised that the provision was important for providing an opportunity for early intervention with children and families having a trusted place in the community where people can go and a trust adult to talk to. The youth development programme was launched in 2019 with five different work streams Community Youth Work, prevention pathway, practice model, places to go and tackling inequality.
- 3) Reducing the effects of poverty on children – children who live in poverty are most likely to achieve the poorest outcomes, in terms of education, health etc therefore one of the ways to improve children's outcomes is by working to tackle poverty. At the same time as the children's partnership was looking at this, the poverty partnership was being relaunched and therefore it was prudent to bring the two pieces of work together and collaborate and have children, young people, and family poverty as one of the key themes in the new action plan. Over the last few months, a lot of the focus has moved to pandemic response as opposed to the longer-term developmental work, however, the next step is moving back towards that.

The Board was provided with statistical information which highlights the impact of the pandemic. In January 2020, just before the pandemic, 19.1% of the school cohort were eligible for free school meals, 1 in 5 of children. When the census was conducted in January 2021, that figure had gone up to 23.9% 1 in 4 children. This highlights the need to focus on poverty.

### RESOLVED

That

- a) Mary White be thanked for providing an update on the Children and Young People's Plan priority;
- b) The Board notes and endorses the working arrangements for the Children's Partnership

**12 Developing the Kirklees Joint Health and Wellbeing Strategy**

Phil Longworth, Senior Manager, Integrated Support and Alex Chaplin, Strategy and Policy Officer updated the Board on Developing the Kirklees Joint Health and Wellbeing Strategy. The Board was reminded that one of its responsibilities is to ensure that there is an up-to-date Joint Health and Wellbeing Strategy that reflects the joint strategic assessment that the Board signs off on an annual basis.

The Board was reminded that the first joint health and wellbeing strategy was published in 2014 and in September 2020, the Board agreed that a new Joint Health and Wellbeing Strategy should be developed in 2021. The context within which the strategy is being developed has changed significantly and some of the key changes include Covid-19 and its wide-ranging impacts and the development of new structures for example, the West Yorkshire Integrated Care System, Primary Care Networks and Provider Alliances and bringing together commissioners and providers in the Kirklees Integrated Health and Care Leadership Board.

The Kirklees Partnership has endorsed an approach to developing and inter-linked set of three top level strategies covering, Health and Wellbeing Strategy, Economy Strategy, and Inclusive Communities Framework. A common focus for these strategies in terms of outcome, inclusion and inequalities with inequalities being a theme that runs through everything.

There is already a vision, outlined in the current Joint Health and Wellbeing Strategy and a set of values, behaviours and leadership principles and part of the work will be to reflect on those to ensure they are still appropriate. Board members were reminded of the Kirklees outcomes and advised that it will be important to monitor progress against those outcomes and there are a suite of indicators to reflect on and update. Work is being undertaken on an additional citizens outcome and what the focus on that might be and trying to capture how much in control people feel of their own lives and how much they can influence what is going on.

The Board was advised that more work will be required than just developing the joint health and wellbeing strategy. The bill on the Health and Care white paper has been published and there is need to introduce a new set of partnership arrangements for our Kirklees place-based health and care partnership. There is also a need to translate the Health and Wellbeing Strategy into a plan which outlines the specific actions to be taken. While the Health and Wellbeing Plan will provide the overarching plan, there is a recognition that there will need to be locality plans, organisations will need their own plans and there will also need to be workstreams covering specific issues such as Starting Well, Living Well and Ageing Well.

The current Health and Wellbeing Plan has been summarised as a plan on a page and the aim is not to have a large document but to try and distil the key points, actions and approach into a format that is more compelling and engaging with the local offer.

A summary of the information from the Board's workshop session on the 24 June includes:

**Ambitions**

Maintaining Momentum

- new ways of working have been tested and momentum needs to be maintained
- Learning from previous wins and mistakes
- Covenant between people, places, and organisations
- Not just general populations, and people with care/health needs, but also staff and volunteers
- Impact of Covid and 'long Covid' on health, the fabric of communities, and the resilience of organisations
- Covid has highlighted and exacerbated inequalities – this must underpin everything we do
- Embedding co-production

Beyond Eligibility

- Increased focus on equality of access
- Self-directed support for both individuals and communities
- Eligibility to meet needs and support wellbeing throughout the pandemic, a positive risk-taking approach should be continued

The Board was advised that in terms of next steps:

- a) throughout the summer and autumn to work with partners to develop a draft Joint Health and Wellbeing Strategy using the approach outlined above.
- b) Hold an informal workshop with Health and Wellbeing Board members and other key senior leader in September 2021 to help shape the early draft of the new Strategy.
- c) Present a draft Joint Health and Wellbeing Strategy to the Health and Wellbeing Board meeting for approval.

**RESOLVED**

That:

- a) Phil Longworth and Alex Chaplin be thanked for presenting information on developing the Kirklees Joint Health and Wellbeing Strategy

Contact Officer: Jenny Bryce-Chan

## KIRKLEES COUNCIL

### LICENSING AND SAFETY COMMITTEE

**Wednesday 4th August 2021**

Present: Councillor Amanda Pinnock (Chair)  
Councillor Mahmood Akhtar  
Councillor Adam Gregg  
Councillor Andrew Marchington  
Councillor Carole Pattison

In attendance: Fiona Goldsmith, Public Protection Group Leader  
Martin Wood, Acting Head of Public Protection

Apologies: Councillor James Homewood  
Councillor Mumtaz Hussain  
Councillor Mohan Sokhal  
Councillor David Hall  
Councillor Kath Taylor  
Councillor Michael Watson  
Councillor Paola Antonia Davies  
Councillor Karen Allison  
Councillor Terry Lyons

**1 Membership of the Committee**

Apologies were received from the following members: Cllrs Watson, Taylor, Hall, Allison, Davies, Sokhal, Lyons, Hussain and Homewood.

No subs were in attendance.

**2 Minutes of Previous Meeting**

That the minutes of the Committee meetings held on the 17 December 2020 and the 19 May 2021 be approved as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

All agenda items were considered in public session.

**5 Deputations/Petitions**

No deputations or petitions were received.

**6 Public Question Time**

No public questions were asked.

**7 Department of Transport - Statutory Taxi and Private Hire Vehicle Standards**

Fiona Goldsmith, Public Protection Group Leader, presented a report seeking approval to consult on the review of the Kirklees Hackney Carriage and Private Hire Policy in light of the new Statutory Taxi and Private Hire Vehicle Standards.

At the Committee meeting on the 17<sup>th</sup> December, the Committee was advised that the Department for Transport (DfT) had published the guidance 'Statutory Taxi and Private Hire Vehicle Standards' and it was agreed that the current hackney carriage and private hire policy be reviewed in accordance with the guidance.

The DfT produces statutory standards which set out a wide range of robust measures to protect taxis and private hire vehicle passengers particularly those who are most vulnerable. The standards cover, driver and vehicle and operator standards.

The Government advises that licensing authorities must work together to ensure that the taxi and private hire vehicle services used by the public are safe and suitable. As a result of the standards, a review of existing policies in relation to the hackney carriage and private hire trades has been undertaken.

The Committee's attention was drawn to appendix one of the appended report which showed a table summarising the changes made to the existing policy and highlighting where the existing policy is already compliant with the guidance that has been issued.

The Committee was advised that in addition to the proposed changes shown at appendix 1 and 2 of the appended report, there are a number of other specific areas that will need further consideration, if the Committee is in agreement for the Licensing Department to go out to consultation on the proposed changes to the policy.

- 1) In vehicle visual and audio recording (CCTV) – currently there is no policy in place that covers CCTV in vehicles, however this has been on the agenda for the work being undertaken by the licensing managers from each of the West Yorkshire Licensing Authorities including York. These authorities have been working to align policies to establish minimum standards in certain areas of the taxi licensing regime. The guidance suggests that all licensing authorities should consult to identify if there are local circumstances which indicate that the installation of CCTV in vehicles would have either a positive or an adverse net effect on the safety of taxi and private hire vehicle users, including children or vulnerable adults, and considering potential privacy issues.
- 2) Stretched Limousines - although the Council accepts and issue licences for these types of vehicles, at this time there is no specific policy in relation to stretched limousines. It is the Department's view that it is not a legitimate



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course of action for licensing authorities to adopt policies that exclude limousines as a matter of principle thereby excluding these services from the scope of the private hire regime and the safety benefits this provides. This will relate solely to those vehicles which operate less than eight passengers.

- 3) Decision making - currently the decision making in relation to the grant, refusal, suspension or revocation of hackney carriage and private hire licensing is delegated to the Group Leader for licensing. The guidance suggests that individual cases be considered by a panel of elected and suitably trained councillors. As this is a deviation from the current policy, it was felt that this needed to be considered as a separate entity or more detailed within the consultation.

The Committee was advised that in addition to the statutory guidance, there has also been a request via the new private hire and hackney carriage liaison meetings, that the Council review the current policy in relation to the upper age limit of licensed vehicles.

Although this is not within the DfT guidance, as it will result in a policy change, it is proposed to include this review in the consultation and seek approval from the Committee to either go out to consult now with regard to that or whether the Committee would prefer the Licensing Department look at a more sustainable vehicle policy with regard to air quality.

The Committee was asked to consider the following options:

- 1) Instruct officers to commence a three-month consultation period in relation to the hackney and private hire licensing policy following regard of the guidance issued by the Department for Transport, and the request to review the upper age limit; or
- 2) Instruct officers commence a three-month consultation in relation to the proposed changes to the hackney and private hire licensing policy following regard to the guidance issued by the Department for Transport and note the request from the trade and instruct officers to consider this matter as a wider piece of work in relation to vehicle ages limits and vehicle specifications in light of climate change

In response to the information presented the Committee asked for further information with regard to the wider piece in relation to vehicle ages limits and vehicle specifications in light of climate change. In response, the Committee was advised that climate change is a high-profile issue at the moment and while there are some specifications within the current policy with regard to air quality a detailed look at vehicle specification and the effect the taxi trade may be having on air quality has not been undertaken. This work could include consultation, a feasibility for the taxi trade and introduce them to a greener way of operating such as electric vehicles.

**RESOLVED**

The committee resolved that

- a) the report be noted
- b) officers commence a three-month consultation exercise in relation to the proposed changes to the Hackney Carriage and Private Hire Licensing Policy with regard to the guidance issued by the Department for Transport; and
- c) officers consider the trade request in relation to the age limits of vehicles as a wider piece of work in relation to vehicle age limits and vehicle specifications in light of climate change.
- d) the results of the consultation be presented to a future meeting of the Licensing and Safety Committee

**8 Licensing Service Standards**

The Committee was presented with a report, for information, which outlined proposed service standards in relation to the processing of private hire and hackney carriage applications.

The Committee was advised that the Licensing Department processes applications and enforce against a wide range of range of areas, including:

- Taxi and Private Hire Licensing
- Licensing Act – Premises licenses, club premises certificates, personal licences, Temporary Event Notices
- Gambling Act
- Street trading, street activities, pavement licensing, A-boards, house to house and street collections, car boots and distribution of free printed matter
- Scrap Metal,
- Sexual Entertainment Venues and Sex Establishments,

The majority of the general licensing areas are governed by strict statutory timescales within which applications must be processed. Hackney and Private hire licensing do not have those same statutory timescales.

Within the regulatory framework governing the private hire and hackney carriage trades, there are three types of licences:

- Driver licenses (in Kirklees all drivers have dual badge driving license)
- Vehicle licenses (Hackney Carriage and Private Hire)
- Private hire operator licenses

Kirklees currently licences:

Drivers	2835
Vehicles	2215

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Operators	128
<b>Total</b>	<b>5178</b>

The Committee was informed that between April 2020 and March 2021, the service processed 4,114 hackney carriage and private hire applications. These figures do not include applications for new drivers which, pre-pandemic, averaged 278 per financial year over the previous 5 years. The service had to cease accepting applications for new drivers due the restrictions on the training they are required to do. The training providers have been unable to offer the training for them to progress an application.

Following the Government's roadmap out of lockdown the service has seen applications for other licence types increase, and it is anticipated once all restrictions are lifted, levels of applications will be close to or exceeding, pre-pandemic levels. Pre-pandemic the service received on average 9,234 applications per financial year over the previous 5 years.

It has been reported to members previously that the pandemic has seen the service move away from accepting applications face-to-face to accepting them via email. As the restrictions cease, the service will need to transition to a new working model, amending processes and procedures to ensure a more streamlined application process, with open and transparent standards.

Moving to a new way of working is more important than ever because the service has seen an increase in the number of complaints from both licence holders and Elected Members, in relation to the time it is taking applications to be processed.

In response to these complaints, the Group Leader for Licensing has conducted a review of how applications are processed and has implemented changes that will see applications processed in a timelier manner. This should provide clarity not only to licence holders but elected members and the public, The Group Leader for Licensing is proposing to implement a set of service standards, that will inform licence holders, elected members, and the public of the expected timescales within which applications should be processed.

The Committee was informed that while the service accepts the way in which it has been processing applications was causing delays, some of the delays can also be attributed to the applicants themselves. Despite issuing guidance, and a number of reminders, applicants continue to submit applications late, submit incomplete applications or send multiple documents on individual emails, not necessarily at the same time.

Given the number of applications being received which is anticipated to increase, operating in this way cannot be sustained without impacting on the proposed service standards. Incomplete applications will therefore have to be returned to the applicant with specific information as to why it has been returned, and what steps are required to be completed before it can be accepted, and that a completed application needs to be re-submitted with all required documents in one email. In addition, further communication will be sent to licence holders reminding them of the timescales in which they should submit their applications, and that the service

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cannot guarantee a renewal will be processed before a previous licence expires if applications are submitted late.

The Committee was further informed that another reason for delays relates to the processing of DBS checks by the DBS service. The timescales within which these are processed largely out of the services control. The service is working with the Council's approved supplier for DBS checks to streamline the process and make it easier for drivers to register for the DBS online update service which, over time, will significantly improve the time it takes to conduct a DBS check.

The Licensing Department is also looking at improving the current procedure for issuing vehicle identification plates, company door signs and driver badges.

### **RESOLVED**

The Committee resolved that the proposed service standards be approved.

Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Tuesday 15th June 2021**

Present: Councillor Elizabeth Smaje (Chair)  
Councillor Andrew Marchington  
Councillor Harpreet Uppal  
Councillor Habiban Zaman

**3 Membership of Committee**

Apologies were received from Councillor Andrew Cooper.

**4 Minutes of Previous Meeting**

The minutes of the meeting of the Committee held on 15th April 2021 were agreed as a correct record.

**5 Interests**

No interests were declared.

**6 Admission of the Public**

All items were considered in public session.

**7 Deputations/Petitions**

No deputations or petitions were received.

**8 Public Question Time**

No public questions were received.

**9 Inclusion Commission - Update**

A report was presented which provided an update on the work undertaken by the Shadow Kirklees Inclusion Commission (SKIC) to lay the groundwork for the formation of the formal Kirklees Inclusion Commission.

Councillor Shabir Pandor, Leader of the Council and Councillor Amanda Pinnock, Chair of the SKIC attended the meeting and introduced the report, with the following key points:

- The pandemic had highlighted inequalities in a number of areas, such as housing and health.
- There was an ambition to provide levelling-up across the district. The Commission would make recommendations for solutions, based on a strong intelligence and evidence base developed using conversations with real people.

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- It was important that all residents were able to connect and communicate effectively with the Council.
- The impact of the start in life on an individual's life journey was recognised and the Commission was an opportunity to break the cycle of deprivation and inequalities.
- The Shadow Commission was laying the foundations for the formal Commission. It aimed to provide a clear framework and operating model for the full Commission, including identifying prime areas of focus and who the Commission would need to work alongside to achieve its aims.
- The importance of engagement with not just the usual cohort of partners, but also reaching those people that the Council did not usually reach and who did not normally engage using the traditional methods.
- Evidence of lived experience would be essential to Commission's understanding of the impact of deprivation.
- Legacy and the continuation of dialogue, further to the Commission completing its work, was very important.

Naz Parkar, Service Director for Homes and Neighbourhoods and Kate McNicholas, Head of Policy, Partnerships and Corporate Planning were also in attendance and explained that:

- Creative and innovative ways of working were being developed to ensure effective engagement; with the aim of meeting with people where they were comfortable and building relationships and trust.
- The importance of the language that was used was acknowledged.
- In forthcoming meetings, the SKIC would be giving consideration to its overall ambitions, the establishment of an evaluation framework to measure outcomes and would also consider the potential input and role of co-optees.
- The Commission would be asked to focus on a number of areas including: quality of life, the impact of inequalities and inclusion; life course (impact of an individual's start in life and early years); educational attainment, employment, health and wellbeing, neighbourhoods and housing, and control and influence.
- The need to join-up the work with that being undertaken by the Climate Commission had been recognised.
- The recommendations of the Shadow Commission would be submitted to Leading Members in July.

Questions and comments were invited from Committee Members and the following key issues were raised during discussion:

- The Shadow Commission had been established as a precursor to the formal Commission to ensure that the work did not falter whilst energies were being focussed on the necessary response to the pandemic and to undertake some of the initial preparatory work.
- In response to a question about representation on the formal Commission it was explained that it was important that the Commission had high level cross-party buy-in and thus it was comprised of the leaders of each group; they were supported by a diverse management team.

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- The recommendations of the Shadow Commission would be taken to Leading Members.
- The issue of the evaluation of longer-term change would be raised with the Shadow Commission. The legacy and the frameworks left behind once the work had been completed were recognised as a very important issue. Engagement needed to be undertaken in a way that became sustainable for the future and work would be undertaken on the model to achieve that goal.
- By its nature, addressing inequalities was a long term piece of work and the work that the Commission was doing would need to be embedded within the organisation to ensure it could achieve this aim.
- In terms of capacity to undertake the significant number of strands of work, within the timeframe, it was explained that an Officer Programme Board had been established to manage and consider the necessary resources.
- Evidence would also be gathered from outside Kirklees and from within the wider region to aid learning and provide context, although the core data would, by necessity, be from Kirklees.
- Independent voices were very important and there was a need to make use of outside experience and expertise. It would be a good idea for an inequalities expert and people with lived experience to have a role with the formal Commission perhaps with a input into some of the decision-making.
- The acknowledgment of the impacts of inequality on life course was welcomed.
- It was agreed that it was crucial that the voice of young people was heard, from an early age, and that account was taken of their experiences, for example in terms of education and any barriers they had experienced.
- The Commission would look at risks, issues and opportunities but should also identify strengths.
- Consideration of influence and control was a very important aspect of the work; people needed to be assured that they were being listened to but further to this that their input received a response.

### RESOLVED –

(1) That the points and suggestions raised by the Committee, including those noted below, be taken into account in the work of the shadow and formal Inclusion Commissions:

- Consideration should be given to representation on the Commission.
- The importance of independent voices and the engagement of expert knowledge and experience.
- The importance of hearing the voice and experience of children and young people.
- The importance of influence and control.

(2) That a further report be submitted to the Committee later in 2021 to update Members on the work of the Commission. The report to include, in particular, more detail in relation to the process for engagement; how this will work and encompass the whole of Kirklees; and the life course strand of work.

**10 Development of Inclusive Communities Framework**

Jill Greenfield, Service Director - Customer and Communities, and Jo Richmond, Head of Communities, attended the Committee and gave a presentation which shared early thoughts in respect of the development of an Inclusive Communities Framework to guide work alongside communities. The following points were highlighted:

- The approach aimed to build on the experiences of, and strengths identified during, the pandemic and reflect the shift in thinking from cohesion to a broader, more holistic inclusion agenda.
- It would embed the role of organisations and institutions as enablers, co-producers and convenors, using the building blocks that were already in place.
- There was a need to hear a range of voices and act on the information received.
- It would aim to create the right conditions for communities to thrive; the core of which was building local trust and connectivity. People wanted to feel; safe, that life is fair, connected to their neighbours, that they have a voice and influence, a sense of belonging, and that they had access to work.
- There were significant interdependencies with other strategies (Economic Strategy and Health and Wellbeing Strategy) and initiatives such as the Inclusion Commission. Consideration was being given to how to conduct one conversation with people so that inclusion was not being looked at in isolation.
- Work was being done to explore and develop indicative outcomes.

Members asked questions and commented on the issues raised, with the following key issues being covered:

- The work of the Inclusion Commission would feed into this developmental process.
- The work was at a very early stage. It was intended to provide a framework to establish a set of principles for ways of working with communities to reach across the whole system and to provide some checks, balances and challenges. It would be a high-level document, but it was important that it had an impact. An example was given in respect of the Integrated Care System: the framework would provide a set of principles and approaches that organisations and agencies could adopt when considering what services should look like.
- In response to a question about when this work would be delivered and concern that inequalities had become more amplified during the pandemic and about people becoming disenfranchised, it was explained that, during the pandemic, inclusion work had proved much more difficult to undertake due to the restrictions on face-to-face contact. The right conditions were important for these conversations particularly when discussing the more difficult subjects. Work was ongoing and it was acknowledged that there was a need to proceed as a matter of urgency, but it was also important that this was balanced against the need to progress at the speed of trust.
- The pandemic had also strengthened some communities and helped to establish trusted relationships and the team would be working to build on these foundations.
- This approach positioned the Council as convenor and enabler: the message being that this was not about the Council trying to fix an issue but rather ensuring that it did not get in the way, or have any barriers in place, for communities



## Overview and Scrutiny Management Committee - 15 June 2021

coming together. It was also about enabling safe spaces that would naturally bring people together and ensuring the approach became embedded within mainstream work.

- The level of overlap with other work being undertaken, and other strategies, had been recognised and this would be taken into account in order to reduce repetition and confusion in engagement. The aim would be to achieve one conversation with the results directed to a number of different destinations.
- The overall goal was to establish a sustained conversation over the long term.
- The feedback provided by scrutiny in relation to the concepts and the language used would be really helpful.
- The work undertaken and intelligence gathered using the Place Standard Tool provided a good base.
- Influence and control was an important issue to consider and a key concern was considered to be online information and misinformation.
- The pandemic had provided a lot of useful learning in terms of how the Council and partners had worked quickly with community groups and transferred power.
- The importance of the visibility of this work was stressed..

### **RESOLVED –**

That further reports be presented to the Committee as work on the framework progresses.

#### **11 Re-Appointment of Co-optees for 2021/22**

The Committee was asked to consider the allocation of co-optees to the Scrutiny Panels, for the 2021/22 municipal year.

Members paid tribute to the co-optees, in particular those who were retiring, for their valued contributions to the work of scrutiny. Their knowledge, experience and insight were very much appreciated.

### **RESOLVED-**

(1) That the allocation of co-optees for the 2021/22 municipal year be agreed, as set out in the report.

(2) That the serving co-optees be thanked for their continued commitment and contribution to the work of Scrutiny in Kirklees.

(3) That Peter Bradshaw and Eilidh Ogden be formally thanked for their contribution to the Health and Adult Social Care, and the Economy and Neighbourhoods Scrutiny Panels respectively.

#### **12 Re-Establishment of Ad Hoc Scrutiny Panel - Residential Housing Stock Health and Safety Compliance**

The Committee was asked to consider the re-establishment of the Ad Hoc Scrutiny Panel in respect of Residential Housing Stock – Health and Safety Compliance.

**RESOLVED –**

That the Ad Hoc Scrutiny Panel be re-established with the Terms of Reference and membership details set out in the report.

**13 Work Programme 2021-22**

The Work Programme for 2021-22 was noted.

Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Tuesday 3rd August 2021**

Present: Councillor Elizabeth Smaje (Chair)  
Councillor Andrew Cooper  
Councillor Andrew Marchington  
Councillor Harpreet Uppal  
Councillor Habiban Zaman

**14 Membership of Committee**

All Members of the Committee were in attendance.

**15 Minutes of Previous Meetings**

The minutes of the meetings of the Committee held on 19<sup>th</sup> May and 15<sup>th</sup> June 2021 were agreed as a correct record.

**16 Interests**

No interests were declared.

**17 Admission of the Public**

All items were considered in public session.

**18 Deputations/Petitions**

No deputations or petitions were received.

**19 Public Question Time**

No public questions were received.

**20 Leader of the Council Priorities 2021-22**

Councillor Shabir Pandor, the Leader of the Council gave a presentation in respect of his portfolio priorities. Jacqui Gedman, the Chief Executive was also in attendance.

Councillor Pandor highlighted the following points in respect of the Council's response to the pandemic:

- The value of the approach whereby Council staff, Councillors, partner organisations, including the voluntary sector, and communities had worked together was recognised.
- The pioneering work undertaken in respect of Covid testing and vaccination centres, alongside partners in the health sector.
- Significant business grants support had been rolled out to local businesses.
- Core services, such as social care, children's services and refuse collection had remained operational throughout.

## Overview and Scrutiny Management Committee - 3 August 2021

In addition, he reported the following achievements:

- A new dementia-friendly library service had been established in Fartown.
- The Kirklees Climate Commission had been established, further to a resolution of Council, and a two-day Youth Summit held to engage with young people about climate issues.
- Investment of £2 million was to be made into new electric/hybrid vehicle fleet and electric vehicle public infrastructure.
- A Youth Engagement Service had been established.
- There had been a focus on apprenticeships, with the aim of engaging 1,700 participants during the life of the project.
- Refurbishment and extension of respite care facilities had been undertaken, to assist families dealing with complex care needs.
- Work was being undertaken with the Local Government Association to put the case forward at a national level for adult and children's services funding.
- The Adult Social Care Vision had been endorsed and the Children's Transformation Plan continued to be implemented.
- Large scale investment plans had been approved, including the Huddersfield Blueprint and Dewsbury Masterplan. Work was also being progressed in relation to smaller centres, improvements to the Penistone Line and the Transpennine hub.

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

- The Youth Engagement Service had been established to work directly with young people and their families, with a focus on providing information and support to empower them to make decisions and implement positive changes to their lives.
- Other priority areas related specifically to children and young people included: a focus on improving learning outcomes and closing the attainment gap; fulfilling transformation ambitions, such as those in respect of special educational needs provision; and ensuring that young people have the ability and skills to live independently. The introduction of 'family hubs' would facilitate the offer of a wide range of support for children and young people across Kirklees.
- In respect of the Peer Challenge feedback in relation to the roles of Cabinet Members and senior officers; examples were given of the establishment of policy by the Cabinet in a number of areas, such as the Investment Plan for Huddersfield, Dewsbury and smaller towns; inclusivity and diversity; the development of Kirklees role within the West Yorkshire Combined Authority to ensure that the district benefited from large infrastructure schemes; and the Penistone Line bid submission. It was recognised that there may be some work to do but it was considered that the Cabinet and its Members were in control of the organisation and taking the lead, whilst recognising the importance of working in a collaborative manner.
- The introduction of the dementia-friendly library was welcomed; there was a need for more such spaces.
- The Climate Commission needed to be progressed as soon as possible.

## Overview and Scrutiny Management Committee - 3 August 2021

- Thanks were expressed to all staff who had made sure that services continued during the pandemic and it was acknowledged as important that they now had a chance to rest and recover.
- The first meeting of the Climate Commission had recently taken place.
- In response to a question about support to small businesses, Councillor Pandor explained that he would be taking a lead on business, economy and innovation matters for the West Yorkshire Combined Authority and would look to provide opportunities for all businesses. The importance of small and medium business enterprises for the economy was recognised; the West Yorkshire Mayor had recently visited Huddersfield and support for local businesses had been one of the issues that had been discussed. The Mayor would be taking a lead on the Economy Recovery Board and Plan.
- In respect of support for the real living wage, a recently launched initiative, across a number of the northern city regions, would not only consider the implementation of the real living wage but would also look at working conditions and how to be a good employer.
- In terms of business and economy ambitions specific to Kirklees, the aims were to ensure that the workforce had the right skills and to secure availability of quality, high paid jobs. There was a need to ensure that the right conditions existed to allow for new small and medium enterprises (SMEs) to form and to develop their chances to link into national transformations such as those associated with climate change. There was also a need to retain the right businesses in the right locations and to continue to support the key anchor institutions.
- In response to queries about reviewing the effectiveness and value for money of work commissioned by the Council to undertake jobs such as filling potholes, it was explained that the background of cuts in funding over a number of years was a considerable problem. Procurement practices were in place and were transparent and accountable. Reference was made to a related piece of work, undertaken a few years previously, and Councillor Pandor agreed that there was a need to identify the best way possible to undertake such tasks.
- In respect of progress in respect of the Council working with the business community, it was explained that the Council was looking to ensure sustainability and encourage investment. An example was given of an initiative which aimed to revitalise local shopping centres. A Business Engagement Strategy was in development, in partnership with the Combined Authority. Links with the private sector and partnership with the Combined Authority were important in this area to ensure that the approach was inclusive and that standards were developed across the region.
- Engagement with the business community was part and parcel of the work being undertaken on regeneration. The Business Forum and representatives of the business community, from various sectors, had met with the Mayor when she visited.
- In terms of Councillors being at the heart of the organisation and how this could be taken ensured post pandemic, Councillor Pandor explained that, as part of the place based working approach, citizen engagement principles were being developed and Councillors would be central to this process. Plans were in place through the Place Partnership Leads to make a difference on the ground and Councillors were involved the process of making this happen.

## Overview and Scrutiny Management Committee - 3 August 2021

- In respect of plans for other town/village centres; although there were limited resources; consideration would be given to what could be done. Significant data gathering and planning would need to be undertaken prior to any decisions being made.
- In response to concerns about the delivery of major highway, regeneration and infrastructure projects on schedule and how engagement would be undertaken with the wider Council membership on these decisions, it was explained that a Workforce Development Plan was being put into place, to ensure that the right staff and resources were in place to deliver programmed projects. An example of ongoing engagement was highways officers contacting Ward Councillors in respect of their priorities. It was proposed that ideas to assist with recruiting the right staff and timely delivery could be explored at the Leading Members Group.
- Capacity in other areas across the authority was also of concern, including the potential impact of this on existing staff.
- In respect of Cabinet's plans to maximise the consequential benefits of the Transpennine Rail upgrade it was stressed that the wider benefits of such schemes were always considered. In that particular case the Portfolio Holder was keen to engage young people to develop their skills and contractors would be encouraged to take local initiatives forward and also to work with local community groups on creative projects.
- In relation to the adoption of the real living wage; anything that will enable the Council become an even better employer was to be welcomed and such a move would also help to promote the message the private sector. The social and business value associated with in being a good employer was recognised.

The Chief Executive commented in respect of the Workforce Development Plan and the work to achieve the challenging ambitions set by the Cabinet for the next few years. She explained that the pandemic had had a significant impact on working practices but also in respect of people reconsidering their life decisions. There was currently a huge demand for people with technical skills and a number of pieces of work were ongoing in respect of talent management and ensuring that Kirklees was an employer of choice and remained an attractive organisation to potential employees. One of the benefits of the new ways of working was that people did not need to live as close to their place of work and the organisation needed to ensure that it could benefit from this.

It was confirmed that the Inclusion Commission was a priority that was well supported within the Council and fell within the inclusivity and diversity heading.

### **Resolved –**

That Councillor Pandor be thanked for attending the meeting to discuss his portfolio priorities and that he be invited to a future meeting of the Committee to update Members on progress.

**21**

**Our Council Plan**

Kate McNicholas, the Head of Policy Partnerships and Corporate Planning gave a presentation in respect of the development of the latest version of 'Our Council Plan'.

Kate highlighted the following points:

- It was anticipated that a draft of the refreshed plan would be completed by the end of September.
- The refresh would take the plan up to Spring 2023 with the aim being to undertake a full review for that point forward.
- The well-established shared outcomes were to be retained.
- The plan would be updated to reflect the emphasis on people, partners and place that had further developed through the pandemic.
- Three new values had been introduced in the 2020 refresh; inclusion, kindness and pride and these were to be reviewed to consider if any development, refining or amendment would be appropriate.
- Tackling inequalities had also been introduced as a 'mission critical' issue and there was a need to now embed this.
- There were a number of other areas of development to be included such as: the 'citizen's outcome', to measure whether citizens felt able to influence what happens in their local place; the approach to recovery planning; and the organisational priorities as they aligned to the outcomes.
- In response to concern that there had been insufficient engagement with Councillors previously, in refreshing the plan, the leaders of the political groups had been offered the facility to have an input at an early stage.
- The refreshed plan would be submitted for consideration by the Corporate Scrutiny Panel, prior to progression to Cabinet and Council for endorsement.
- Alongside the refreshed plan, a progress report would be produced which would set out; changes against population level indicators, delivery against ambitions and other key achievements.
- In looking forward, connections would be made to the Economic and Health & Wellbeing strategies and the development of a new Inclusive Communities Framework.

Questions and comments were invited from Committee Members and the following key issues were raised during discussion

- Councillors should be asked for their view on the three new values introduced last year.
- The opportunity to have an input to the refreshed plan was welcomed.
- In response to a comment that priority should be given to using and supporting locally owned/managed businesses to maximise the amount of money that would then be retained within the local economy, it was explained that the Economic Strategy did have, and would continue to have, an emphasis on the inclusive economy and growing productivity. The importance of local businesses as an element of the economic recovery plan had been recognised. It was also considered that there may be opportunities associated with different business models, such as social enterprise.

## Overview and Scrutiny Management Committee - 3 August 2021

- It was acknowledged that 'we're kirklees' was an internal branding intended to reinforce values and pride for staff; but perhaps did not sit comfortably externally and with the place-based approach.
- The need for a specific offer for youth, in light of the particular disadvantages they had experienced during the last few years, had been recognised. The plan would reflect the ongoing recovery and impact, across many areas, for young people. The 'best start' outcome and increased recognition of the importance of life course would capture this approach.
- The 'effective and efficient' outcome had particular relevance for Councillors as they were approached by residents when the system did not work. It was believed that the citizen's outcome should help to measure performance against this outcome and whether the Council was 'working with' rather than 'doing to'. Work was in progress to determine how the citizens outcome could be measured. A number of helpful tools were already in place, such as the CLIK (Current Living in Kirklees) survey, and it was likely that it would also incorporate Place Standard results and intelligence from Councillors.
- In relation to questions about progression of a sustainable economy and community wealth building, it was explained that over the past twelve months the focus had been towards embedding this approach into wider economic regeneration activity and the work on social value. The Inclusive Economy Group had to pause during the response to the pandemic but consideration was being given to how this could be incorporated into a revitalised and sustainable economic partnership.
- The Fair Work Charter was recognised as an important piece of work to develop with colleagues across the wider northern region.
- It was believed that there would be a strong emphasis on social enterprise and co-operatives at sub-regional level and there was considerable good practice in Kirklees to build upon.
- Further information could be provided in respect of customer experience and the ongoing work on how the Council could support customer access to services.

### Resolved –

- (1) That officers take account of the points made by Members of the Committee in working on the refresh of 'Our Council Plan'.
- (2) That further information in respect of how the citizen's outcome will be measured be provided, once this work has been further developed.

## 22 Kirklees Scrutiny Work Programme 2021-22

The Chair of each of the Scrutiny Panels and the Chair of the Overview and Scrutiny Management Committee gave a brief outline of their work programmes for 2021/22 and upcoming meetings.

### Resolved –

That the Work Programmes be agreed and that thanks be expressed to all Panel Members for the work undertaken in the development of these plans.



Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### STRATEGIC PLANNING COMMITTEE

Thursday 1st July 2021

Present: Councillor Steve Hall (Chair)  
Councillor Donna Bellamy  
Councillor Charles Greaves  
Councillor Alison Munro  
Councillor Carole Pattison  
Councillor Mohan Sokhal  
Councillor Mark Thompson

Apologies: Councillor Andrew Pinnock

**1 Membership of the Committee**

Councillor Alison Munro substituted for Councillor Andrew Pinnock.

**2 Minutes of the Previous Meeting**

The Minutes of the meeting of the Committee held on 3<sup>rd</sup> June 2021 were agreed as a correct record.

**3 Declaration of Interests and Lobbying**

Councillor Steve Hall advised that he had been lobbied in relation to Applications 2020/92546 and 2019/90902.

**4 Admission of the Public**

All items on the agenda were taken in public session.

**5 Public Question Time**

No questions were asked.

**6 Deputations/Petitions**

No deputations or petitions were received.

**7 Planning Application - Application No: 2020/92546**

The Committee considered Application No: 2020/92546, an outline application (with details of points of access only) for the development of up to 770 residential dwellings (Use Class C3), including up to 70 care apartments (Use Classes C2/C3) with doctors' surgery of up to 350 sq m (Use Class D1); up to 500 sq m of Use Class A1/A2/A3/A4/A5/D1 floorspace (dual use), vehicular and pedestrian access points off Blackmoorfoot Road and Felks Stile Road and associated works on land at and off, Blackmoorfoot Road and Felks Street, Crosland Moor, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Dominic Page (in support).

## Strategic Planning Committee - 1 July 2021

### RESOLVED -

That approval of the application and issue of the decision notice be delegated to the Head of Planning and Development in order to complete the list of conditions, including those contained within the Committee report, as set out below, subject to the amendment of Condition 7 to include a requirement for the undertaking of community consultation:

1. Application for approval of the reserved matters for the first phase of development not later than 3 years from the date of this permission. Application for approval of the reserved matters for Phase 2 not later than 5 years from the date of this permission and all remaining phases not later than 7 years from the date of this permission.
2. Development to begin not later than, whichever is the later of the following dates - the expiration of 2 years from the date of approval of the last reserved matters application for the first phase or before the expiration of 5 years from the date of this permission.
3. Details of the reserved matters for each phase before that phase commences.
4. Construction of the accesses into the site in accordance with the approved plans.
5. Development of the reserved matters in broad accordance with the Design and Access Statement up to a maximum of 770 dwellings, including up to 70 care apartments.
6. Submission of a Phasing Plan.
7. Submission of a Construction Environment Management Plan (CEMP).
8. Details of off-site highway improvements (to include the relocation of the 30mph sign).
9. Provision of visibility splays in accordance with the approved plans.
10. Details of the junction and associated highway works, between the proposed estate road(s) and Blackmoorfoot Road/Felks Stile Road.
11. Full Travel Plan.
12. Method for collection and storage of waste.
13. Details of temporary waste collection.
14. Closure of redundant accesses.
15. Highways condition survey.
16. Details of retaining walls/structures adjacent to the adoptable highway.
17. Submission of details relating to internal adoptable roads.
18. Details of surface water drainage works including the means of restricting the discharge for the relevant area of the site to the public sewer network at a maximum rate of 27 (twenty seven) litres per second.
19. Separate systems of drainage for foul and surface water.
20. Details of the proposed means of disposal of foul water drainage for the whole site.
21. Petrol, oil and grease interceptors for large parking areas.
22. No development to take place/commence until a written scheme of archaeological investigation (WSI) has been submitted and approved.
23. Submission of an Ecological Design Strategy.
24. Requirement to achieve a Bio-diversity Net Gain.
25. Landscape and Ecological Management Plan (LEMP).
26. Lighting Design Strategy for Bio-diversity.

## Strategic Planning Committee - 1 July 2021

27. Air Quality Impact Assessment prior to the submission of the each phase of reserved matters.
28. Dust mitigation measures for each phase.
29. Electric Vehicle Charging Points for each phase.
30. Submission of a Phase 2 Intrusive Site Investigation Report.
31. Submission of Remediation Strategy.
32. Implementation of the Remediation Strategy.
33. Submission of Validation Report.
34. Noise assessment where ventilation required.
35. Details of external artificial lighting.
36. Tree Protection measures.
37. Details of crime prevention measures in accordance with guidance from West Yorkshire Police.
38. Finished site levels (including existing and proposed cross-sections).
39. Implementation of noise mitigation measures.
40. Submission of a ventilation scheme for habitable rooms.
41. Details of noise from fixed plant and equipment.

and to secure a Section 106 agreement to cover the following matters:

1. Affordable housing – 20% provision with a tenure split of 55% social or affordable rent to 45% intermediate housing unless otherwise agreed at reserved matters stage.
2. Open space – On-site provision to be assessed at reserved matters stage and to include any off-site contribution to address any on-site shortfalls in specific open space typologies.
3. Education – Contribution of up to £1,312,000, based on 770 dwellings, to be spent upon priority admission area schools or within the geographical vicinity of this site to be determined at reserved matters stage. Payments would be made in instalments and on a pre-occupation basis, per phase. Instalment schedule to be agreed.
4. Highway Improvements - Up to £552,980 towards the Longroyd Bridge Junction Improvement scheme – based on 770 dwellings.
5. Sustainable transport – Measures to the value of approximately £397,000 to encourage the use of sustainable modes of transport, implementation of a Travel Plan as well as £15,000 towards Travel Plan monitoring – based on 770 dwellings and £46,000 towards the provision of 2 new bus shelters within the vicinity of the site with Real Time Information displays (£23,000 per stop). Additionally, the potential to include for 2 bus stop poles within the site at reserved matters stage (£500 per stop).
6. Management – The establishment of a management company for the management and maintenance of any land not within private curtilages or adopted by other parties, and of infrastructure (including surface water drainage until formally adopted by the statutory undertaker).
7. Bio-diversity – Contribution (amount to be confirmed) towards off-site measures to achieve bio-diversity net gain in the event that it cannot be delivered on site.
8. Air Quality – Contribution (amount to be confirmed) up to the estimated damage cost, to be spent on air quality improvement projects within the locality.

## Strategic Planning Committee - 1 July 2021

In circumstances where the Section 106 agreement has not been completed within 3 months of the date of the Committee's resolution then the Head of Planning and Development shall consider whether permission should be refused on the grounds that the proposals are unacceptable in the absence of the benefits that would have been secured; if so, the Head of Planning and Development be authorised to determine the application and impose appropriate reasons for refusal under delegated powers.

A recorded vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Greaves, Hall, Munro, Pattison and Sokhal (5 votes)

Against: Councillors Bellamy and Thompson (2 votes).

### 8 **Planning Application - Application No: 2019/90902**

The Committee considered Application No. 2019/90902, an outline application for the demolition of 1 dwelling and erection of 98 dwellings, with consideration for access, landscaping and layout to the rear of 271 Cliffe Lane, Gomersal, Cleckheaton.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Emma Winter (in support).

#### **RESOLVED -**

That the application be refused for the following reason:

In the absence of a completed Section 106 agreement the development fails to provide for affordable housing, education, public open space, landscape maintenance and management, sustainable travel, flood risk and drainage management and maintenance. Without such contributions, the proposal would fail to accord with Policies LP4, LP11, LP20, LP21, LP27, LP28, LP32 and LP63 of the Kirklees Local Plan as well as Chapters 4, 5, 9, 14 and 15 of the National Planning Policy Framework.

A recorded vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Greaves, Hall, Munro, Pattison, Sokhal and Thompson (6 votes)

Against: (0 votes)

Abstain: Councillor Bellamy

### 9 **Planning Application - Application No. 2019/93644**

The Committee considered Application No. 2019/93644 relating to a change of use and alterations to existing building to; workshop, catering business (B1) and restaurant cafe (A3) and business/storage and distribution (B1/B8); and change of use of land to form associated parking area (within a Conservation Area) - former agricultural building at Field Lane, Farnley Tyas, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Lynette Swinburne and Amanda Guest (in support).

**RESOLVED –**

That approval of the application and issue of the decision notice be delegated to the Head of Planning and Development in order to complete the list of conditions, including those contained within the Committee report and the Planning Update, as set out below:

1. Development in accordance with plans.
2. Electric vehicle charging points.
3. Hours of operation:  
Mondays and Tuesdays (excluding bank holidays): Closed to the public, however the premises would be open for the preparation of food for outside events.  
Wednesdays and Thursdays: 10.30 – 22.00  
Fridays and Saturdays: 08.30 – 23.00  
Sundays and Bank Holidays: 10.30 - 20.00  
(12 month temporary hours of opening for A3 use).

A recorded vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Bellamy, Hall, Pattison, Sokhal and Thompson (5 votes)

Against: Councillor Greaves (1 vote).

Abstain: Councillor Munro

- 10 Planning Application - Application No. 2021/90119**  
The Committee considered Application No. 2021/90119 relating to the installation of a 30 metre high valmont slimline climbable monopole on 6.6 x 6.6 x 1.4m depth concrete base with 6 no. antenna apertures at 330°/90°/210° and 4 no. proposed 600 dishes. RRU's, MHA's, active routers and BOBs to be fixed to headframe below antennas and associated ancillary works at Focal Community Centre, New Hey Road, Huddersfield.

**RESOLVED –**

That consideration of the item be deferred to allow for clarification/further information to be provided in respect of:

- Permitted Development Rights for telecommunication installations.
- Protected areas, as defined under permitted development rules.
- Why it is necessary for the mast to be 30 metres in height and in the proposed location.
- The connected infrastructure that will be required.
- An assessment of the visual impact of the proposal and the potential for mitigation.

A recorded vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Bellamy, Greaves, Hall, Munro, Sokhal and Thompson (6 votes)

Against: (0 votes)

Abstain: Councillor Pattison

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Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### STRATEGIC PLANNING COMMITTEE

Thursday 29th July 2021

Present: Councillor Steve Hall (Chair)  
Councillor Donna Bellamy  
Councillor Charles Greaves  
Councillor Carole Pattison  
Councillor Mohan Sokhal  
Councillor Anthony Smith

Apologies: Councillor Mark Thompson

**1 Membership of the Committee**

In accordance with Council Procedure Rule 35(8)(ii) Councillor Anthony Smith substituted for Councillor Andrew Pinnock.

Apologies were received from Councillor Mark Thompson.

**2 Minutes of the Previous Meeting**

The Minutes of the meeting of the Committee held on 1<sup>st</sup> July 2021 were agreed as a correct record.

**3 Declaration of Interests and Lobbying**

Councillor Steve Hall advised that he had been lobbied in relation to Application 2021/92086.

**4 Admission of the Public**

All items on the agenda were taken in public session.

**5 Public Question Time**

No questions were asked.

**6 Deputations/Petitions**

No deputations were received.

Councillor Steve Hall reported that he had received a petition, in relation to an application that was not on the agenda for this meeting, and that he would pass this to the Governance Team for processing.

**7 Planning Application - Application No. 2018/93676**

The Committee considered Application 2018/93676, relating to the infill of land and formation of access and turning facilities, temporary fence and restoration to agricultural use, on land to the north west of Hog Close Lane, Holmfirth.

## Strategic Planning Committee - 29 July 2021

Under the provisions of Council Procedure Rule 37, the Committee received representations from Chris Ballam (Agent, in support).

Under the provisions of Council Procedure Rule 36 (3) the Committee received a representation from Councillor Donald Firth.

### **RESOLVED –**

That consideration of the application be deferred to allow for further information to be provided in respect of:

- quantitative details (figures) of the amount of capacity available at each landfill site.
- quantitative details (figures) of benefits to agricultural production (increase in livestock or crop production) associated with the infill/restoration of the site.

A recorded vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Hall, Pattison, Smith and Sokhal (4 votes)

Against: Councillors Bellamy and Greaves (2 votes)

### **8 Planning Application - Application No. 2021/90119**

The Committee considered Application 2021/90119 relating to the installation of a 30 metre high valmont slimline climbable monopole on a 6.6 x 6.6 x 1.4 metre depth concrete base with 6 antenna apertures at 330°/90°/210° and 4 proposed 600 dishes. RRU's, MHA's, active routers and BOB's to be fixed to headframe below antennas and associated ancillary works, at Focal Community Centre, New Hey Road, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Damien Hosker (Agent, in support).

### **RESOLVED –**

That approval of the application and issue of the decision notice be delegated to the Head of Planning and Development in order to complete the list of conditions, including those contained within the Committee report, as set out below:

1. Development shall be begun within three years of the date of the permission.
2. Development to be in complete accordance with plans and specifications.
3. Netting shown on the drawings to be installed before monopole is brought into use.
4. Development to be implemented in full accordance with recommendations in the Arboricultural Impact Assessment.
5. The palisade fencing to have a dark green or dark brown colour finish.

A recorded vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Greaves, Hall, Pattison, Smith and Sokhal (5 votes)

Against: (0 votes)

Abstain: Councillor Bellamy



**9 Position Statement - Application No. 2021/92086**

The Committee was presented with a Position Statement in respect of Application 2021/92086 for the erection of 270 residential dwellings and associated infrastructure and access on land at Bradley Villa Farm, Bradley Road, Bradley, Huddersfield.

Under the provisions of Council Procedure Rule 36 (3) the Committee received a representation from Councillor James Homewood.

The Committee noted the contents of the report and made comments on the proposed development.

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Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### STRATEGIC PLANNING COMMITTEE

Thursday 26th August 2021

Present: Councillor Steve Hall (Chair)  
Councillor Donna Bellamy  
Councillor Charles Greaves  
Councillor Carole Pattison  
councillor Andrew Pinnock  
Councillor Mohan Sokhal  
Councillor Mark Thompson

**1 Membership of the Committee**

All Committee Members were present.

**2 Minutes of the Previous Meeting**

**RESOLVED** – That the Minutes of the previous meeting held on 29 July 2021 be approved as a correct record.

**3 Declaration of Interests and Lobbying**

Councillor A Pinnock declared an 'other' interest in Agenda Item 8 (Application 2012/91544) on the grounds that his wife is a Member of the University Council.

**4 Admission of the Public**

It was noted that all agenda items were considered in public session.

**5 Public Question Time**

No questions were asked.

**6 Deputations/Petitions**

No deputations or petitions were received.

**7 Planning Application - Application No: 2021/91544**

The Committee gave consideration to Application 2012/91544 – Outline application for erection of health and research innovation campus comprising: Class F1 (a) education; Class E (e) medical/health services; Class E (g) (i) Offices; Class E (g) (ii) research/development of products/processes; multi storey car park; Class E display/retail of goods; Class E (b) sale of food/drink; Class E (d) indoor/sport/recreation/fitness at Southgate/Leeds Road, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Iain Bath (applicant's agent).

**RESOLVED –**

1) That authority be delegated to the Head of Planning and Development to approve the application, issue the decision notice and complete the list of conditions including matters relating to;

- Application for approval of the reserved matters for each phase – access, appearance, layout, landscaping and scale
- Development to begin not later than, whichever is the later of the following dates - the expiration of 2 years from the date of approval of the last reserved matters application for the first phase or before the expiration of 3 years from the date of this permission
- Details of the reserved matters for each phase before that phase commences
- Submission of a Phasing Plan.
- Submission of a Masterplan to be submitted as part of any Reserved Matters for each phase. This will include a requirement to consider the pattern of movement and make provision within the development for travel by means other than the private car (e.g. to include for cycle provision)
- Submission of a Design Code based upon the principles of the Masterplan
- Submission of a Construction Environment Management Plan for each phase
- Details of the highway access
- Details of the site layout (highways)
- Details of all new retaining walls/building retaining walls adjacent to the highway
- Construction details for all new surface water attenuation pipes/manholes located within the proposed highway
- Details of a detailed design scheme for foul, surface water and land drainage
- Details of overland flow routing
- Details of temporary surface water drainage for the construction phase
- No building or other obstruction within the protected strips of the sewers that run across the site (unless diverted)
- Site to be developed with separate systems for of drainage for foul and surface water
- Bio-diversity Management Plan (BEMP)
- Landscape and Ecological Management Plan (LEMP)
- Bio-diversity Net Gain Condition
- Details of Air Quality Mitigation Measures based on the cost damage calculation
- Details of mechanical ventilation
- EVCP for each phase
- Submission of a Phase 2 Intrusive Site Investigation Report
- Submission of a Remediation Strategy
- Implementation of a Remediation Strategy
- Submission of a Validation Report
- Details of Noise Mitigation Measures
- Restriction on noise from plant and equipment
- External lighting details
- Kitchen Extract system
- Cycle parking for each phase
- Travel Plan

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- Submission of a Climate Change Statement for each phase to demonstrate how the development would incorporate measures to promote carbon reduction and enhance resilience to climate change

2) That authority be delegated to the Head of Planning and Development to secure a S106 Agreement to cover (i) contribution of £10k to fund the removal of Traffic Regulation Orders and (ii) contribution of £23k to provide a shelter and real-time information to the bus stop on Leeds Road.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Bellamy, Greaves, S Hall, Pattison, A Pinnock, Sokhal and Thompson (7 votes)

Against: (no votes)

### 9 **Planning Application - Application No: 2020/90640**

The Committee gave consideration to Application 2020/90640 – Formation of artificial grass pitch with associated features, including eight 15m high floodlights, fencing up to 4.5m, pedestrian circulation and access route, vehicular maintenance and emergency access with Springwood Road, erection of store, grass mounds, retaining structures and landscaping works at Holmfirth High School, Heys Road, Thongsbridge.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Karen Franklin (local resident) and Ryan Blezzard (Holmfirth High School).

Under the provisions of Council Procedure Rule 36(1), the Committee received a representation from Councillor D Firth.

**RESOLVED** – That the consideration of the application be deferred to enable further discussions to take place with the applicant with regards matters including community use, times of use, drainage and parking.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Bellamy, Greaves, A Pinnock and Thompson (4 votes)

Against: Councillors S Hall, Pattison and Sokhal (3 votes)

### 10 **Planning Application - Application No: 2017/93980**

The Committee gave consideration to Application 2017/93980 – Erection of detached shed/store at Woodside Farm, Grange Moor, Huddersfield.

**RESOLVED** – That the application be refused on the grounds that; (i) the proposed development is, by definition, inappropriate development in the green belt, and very special circumstances (which clearly outweigh this inappropriateness and other harm) have not been demonstrated, and due to its scale, design, appearance and location, the proposed development would harm the openness and visual amenities of the site, its context and the green belt - the proposed development is therefore contrary to policies LP24, LP32 and LP54 of the Kirklees Local Plan and guidance in

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the National Planning Policy Framework (ii) in the absence of adequate supporting information relating to flood risk and drainage, it has not been demonstrated that those material considerations have appropriately informed the proposed development, nor that the proposed development does not pose unacceptable flood risk and risks to public safety - the proposed development is therefore contrary to policies LP27 and LP28 of the Kirklees Local Plan and guidance in the National Planning Policy Framework (iii) the proposed development, due to its proximity to the root protection areas and crowns of trees protected under Tree Protection Orders 18/16/t1 and 18/16/g1, would result in unacceptable harm to trees of significant amenity value - the proposed development is therefore contrary to policies LP24 and LP33 of the Kirklees Local Plan and guidance in the National Planning Policy Framework and (iv) in the absence of supporting information relating to biodiversity, it has not been demonstrated that the proposed development would achieve a biodiversity net gain - the proposed development is therefore contrary to policy LP30 of the Kirklees Local Plan and guidance in the National Planning Policy Framework.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Bellamy, Greaves, S Hall, Pattison, A Pinnock, Sokhal and Thompson (7 votes)

Against: (no votes)

### 11 **Planning Application - Application No: 2021/92487**

The Committee gave consideration to Application 2021/92587 – Erection of two temporary single storey modular classroom buildings at Taylor Hill Centre, Close Hill Lane, Newsome.

**RESOLVED** – That authority be delegated to the Head of Planning and Development to approve the application, issue the decision notice, complete the list of conditions including the following matters and allow the applicant to resolve the objection of the coal authority;

- three years to commence development
- approved plans and documents
- temporary permission for 5 years – the removal of the building (and land to be restored)
- details of replacement motorcycle and bicycle parking to be set out in plans

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Greaves, S Hall, Pattison, A Pinnock, Sokhal and Thompson (6 votes)

Against: (no votes)

Abstained: Councillor Bellamy

### 12 **Planning Application - Application No: 2021/92122**

The Committee gave consideration to Application 2021/92122 – Variation of Condition 1 (Plans) on previous permission 2019/94152 Reserved Matters Application pursuant to Application 2018/90802 for development of 16,723 sq

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metres employment floor space together with associated internal roads, parking and landscaping in relation to the reserved matters of layout, scale, appearance and landscaping, and the discharge of conditions 3, 6, 13, 14, 15, 16, 19, 20, 21, 22, 23, 24, 25, 26, 28, 29, 32, 33 and 34 in so far as they relate to Phase 2 Land at Slipper Lane, Leeds Road, Mirfield.

**RESOLVED** – That authority be delegated to the Head of Planning and Development to approve the application, issue the decision notice and complete the list of conditions including matters relating to;

- development to be in accordance with plans (sought to be varied)
- material samples to be provided and used
- parking areas to be provided and retained
- prior to occupation of each unit a servicing plan is to be provided
- the landscaping scheme shall be completed and maintained
- details on unit 4 elevations to be provided
- drainage strategy to be implemented unless appropriate replacement strategy is approved

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Greaves, S Hall, Pattison and A Pinnock (4 votes)

Against: Councillor Sokhal (1 vote)

Abstained: Councillors Bellamy and Thompson

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