

Public Document Pack

Kirklees Council



Council Chamber - Town Hall, Huddersfield

Tuesday 27 February 2024

Dear Member

The Council will meet on Wednesday 6 March 2024 at 5.30 pm in the Council Chamber - 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.

2: Apologies for absence

Group Business Managers to submit any apologies for absence.

3: Minutes of Previous Meeting

1 - 8

To approve the Minutes of the Meeting of the Council Meeting held on 7 February 2024.

4: Declaration of Interests 9 - 10

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

5: Allocation of Seats - Update Report 11 - 14

To consider (i) the adjustment of the allocation of seats pursuant to the formation of Kirklees Community Independents Group and (ii) the appointment of the Chair of Environment and Climate Change Scrutiny Panel.

Contact: Leigh Webb, Acting Head of Governance

6: Our 2024/2025 Council Plan (Reference from Cabinet) 15 - 46

To consider the 2024/2025 Council Plan and the adoption of the document as part of the Council's Policy Framework.

Contact: Stephen Bonnell – Policy, Partnerships and Corporate Planning

7: Council Annual Budget Report 2024-2025 and following years; incorporating Capital, Treasury Management, General Fund, Revenue and Housing Revenue Account (Reference from Cabinet)

1) To consider the recommendations of Budget Cabinet, held on 13 February 2024 that:

(i) General Fund Revenue

- the draft Revenue Budget for 2024-2025, as attached at Appendix F, be approved
- the forecast spending and funding plans for the 2024-2027 period, as set out at Appendix F, be noted
- the forecast levels of statutory and other council reserves, as set out at Appendix H, be noted
- the strategy for the use of balances and reserves (paragraph 2.15 refers) be approved
- the Council's participation in the Leeds City Region

Business Rates Pool for 2024-2025 be noted and that authority be delegated to the Chief Executive and Service Director (Finance), in consultation with the Leader and Cabinet Member (Finance), to agree the governance arrangements for 2024-2025, to be approved by the Business Rates Joint Committee (paragraph 2.20 refers)

- it be noted that discussions regarding the uplifts on the rates paid to external providers for demand-led activities are ongoing, and that authority be delegated to the Strategic Director (Adults and Health) to agree the final uplifts to rates for 2024-2025 (paragraph 2.4.3 refers)
- approval be given to the Council's flexible capital receipts policy for 2024-2025 (paragraph 2.8 and Appendix E refer)
- approval be given to the Council Tax requirement for 2024-2025 (Appendix N refers)
- the Council's Statutory 151 Officer's positive assurance statement as to the robustness of the forecasts and estimates and adequacy of financial reserves be noted (paragraph 2.21 refers)
- authority be delegated to the Council's statutory s151 Officer to amend how the finally approved precepts are recorded in the Council's revenue budget in line with the final notifications received following decisions by the West Yorkshire Mayor Police and Crime Commissioner, the Fire and Rescue Authority and the Parish Councils, should these be received after 6 March 2023 (paragraph 3.1.3 refers)

(ii) Treasury Management

- the borrowing strategy be approved (paragraphs 2.16 to 2.29 refer)
- the investment strategy be approved (paragraphs 2.30 to 2.38 and Appendices A and B refer)
- the policy for provision of repayment of debt (minimum revenue provision) be approved (paragraphs 2.39 to 2.41, Appendix C refer)
- the treasury management indicators be approved (Appendix D refers)
- the investment strategy (non treasury investments) be approved (Appendix F refers)

(iii) Capital

- the updated Capital Plan 2023-2032 be approved (Appendix Kiii refers)
- the Capital Strategy (including prudential indicators) be approved (Appendix K refers)

(iv) Housing Revenue Account

- the draft Housing Revenue Account Budget for 2024-2025 be approved (Appendix L refers)
- the strategy for the use of the Housing Revenue Account reserves be approved (Appendix L refers)

2) To consider the recommendations of Cabinet, held on 20 February 2024 that, in relation to Council Tax provisions within the Levelling Up and Regeneration Act 2023 in regard to long term empty properties and second homes, it be agreed;

- (i) That the qualifying period for the long term empty property premium in Council Tax be reduced to one year, effective from 1 April 2024
- (ii) That approval be given to a 100% Council tax premium for second homes with effect from 1 April 2025.
- (iii) That authority be delegated to the Section 151 Officer, in conjunction with the relevant Cabinet Member, to enable the amendment of the policy and/or any associated procedures to ensure alignment with the regulations or statutory guidance relating to the exemptions from the premiums, when these are issued or subsequently amended by Government.

Amendments will be published in accordance with Council Procedure Rules 19(3) and 19(4) on 28 February 2024.

Contact: Isabel Brittain – Interim Service Director, Finance

By Order of the Council



Steve Mawson
Chief Executive

Contact Officer: Andrea Woodside

COUNCIL

KIRKLEES COUNCIL

**At the Meeting of the Council of the Borough of Kirklees held at
Council Chamber - Town Hall, Huddersfield on Wednesday 7 February 2024**

PRESENT

The Mayor (Councillor Cahal Burke) in the Chair

COUNCILLORS

Councillor Beverley Addy	Councillor Itrat Ali
Councillor Karen Allison	Councillor Ammar Anwar
Councillor Zarina Amin	Councillor Bill Armer
Councillor Timothy Bamford	Councillor Donna Bellamy
Councillor Aafaq Butt	Councillor Martyn Bolt
Councillor Andrew Cooper	Councillor Moses Crook
Councillor Nosheen Dad	Councillor Ebrahim Dockrat
Councillor Paola Antonia Davies	Councillor Paul Davies
Councillor Eric Firth	Councillor Charles Greaves
Councillor Adam Gregg	Councillor David Hall
Councillor Steve Hall	Councillor Tyler Hawkins
Councillor Lisa Holmes	Councillor James Homewood
Councillor Yusra Hussain	Councillor Manisha Roma Kaushik
Councillor Viv Kendrick	Councillor Jo Lawson
Councillor John Lawson	Councillor Vivien Lees-Hamilton
Councillor Susan Lee-Richards	Councillor Andrew Marchington
Councillor Harry McCarthy	Councillor Tony McGrath
Councillor Bernard McGuin	Councillor Hannah McKerchar
Councillor Matthew McLoughlin	Councillor Paul Moore
Councillor Alison Munro	Councillor Darren O'Donovan
Councillor Shabir Pandor	Councillor Carole Pattison
Councillor Mussarat Pervaiz	Councillor Amanda Pinnock
Councillor Andrew Pinnock	Councillor Kath Pinnock
Councillor Jackie Ramsay	Councillor Imran Safdar
Councillor Cathy Scott	Councillor Joshua Sheard
Councillor Will Simpson	Councillor Anthony Smith
Councillor Elizabeth Smaje	Councillor Richard Smith
Councillor Mohan Sokhal	Councillor John Taylor
Councillor Mark Thompson	Councillor Graham Turner
Councillor Sheikh Ullah	Councillor Adam Zaman
Councillor Habiban Zaman	

110 Announcements by the Mayor and Chief Executive

The Mayor conveyed sympathy, on behalf of the Council, to HM King Charles upon his recent cancer diagnosis, and sent best wishes for a speedy recovery.

The Mayor advised of an event that would be held at Huddersfield Town Hall in recognition of the invaluable role that volunteers play within communities and invited Ward Councillors to advise the Civic Office of nominations for volunteers within their respective wards whom they felt should be recognised for their contributions.

The Mayor advised that he had been present at the 50th anniversary of the M62 coach bombing memorial service which had taken place on 4 February 2024, and thanked all those who had also attended.

111 Apologies for absence

Apologies for absence were received on behalf of Councillors Ahmed, D Firth, Khan, Lowe, Mather, Reynolds and Stephen.

112 Minutes of Previous Meeting

RESOLVED – That the Minutes of the Meeting held on 17 January 2024 be approved as a correct record.

113 Declaration of Interests

No interests were declared.

114 Petitions (From Members of the Council)

Council received petitions from (i) Councillor Gregg opposing the proposed increase in car parking charges in Kirklees and (ii) Councillor Bolt opposing the introduction of car parking charges in Mirfield.

In accordance with Council Procedure Rule 9(3) the Mayor directed that the petitions be referred to the relevant Service Director.

115 Deputations & Petitions (From Members of the Public)

Council received a deputation on behalf of the Friends of Batley Library in regards to the proposed relocation of the library service from Batley Library to the Town Hall and the pivotal role which it has in the community, including the provision of Andy's Man Club.

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

116 Public Question Time

Council received the following public questions from David Heathcote;

- 1) As the Council is required to keep a separate account of income and expenditure in respect of designated parking spaces including parking charges, would the cabinet member tell me what was the financial position of that separate account before the decision to increase car parking charges by £2.6m, including information on the projected position

in 12 months' time and specifically what will the increased fees and any surplus be spent on?

- 2) Will funds or surpluses raised from car parks in Honley and Meltham be used for local projects in these areas?

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

117

Motion submitted in accordance with Council Procedure Rule 14 as to recognise Care Experience as a Protective Characteristic

It was moved by Councillor Kendrick, seconded by Councillor Scott and

RESOLVED –

“That this Council notes:

- Care experienced people face significant barriers that impact them throughout their lives;
- Despite the resilience of many care experienced people, they too often experience stigma and disadvantage;
- Care experienced people often face discrimination and stigma across housing, health, education, relationships, employment and in the criminal justice system;
- Care experienced people may encounter inconsistent support in different geographical areas;
- As corporate parents, councillors have a collective responsibility for providing the best possible care and safeguarding for the children who are looked after by us as an authority;
- All corporate parents should commit to acting as mentors, hearing the voices of looked after children and young people and to consider their needs in any aspect of council work;
- Councillors should be champions of the children and care leavers in our care and challenge the negative attitudes and prejudice that exists in all aspects of society;
- The Public Sector Equality Duty requires public bodies, such as councils, to eliminate unlawful discrimination, harassment, and victimisation of people with protected characteristics.

This Council therefore resolves:

- That it recognises that care experienced people are a group who are likely to face discrimination;
- That it recognises that Councils have a duty to put the needs of disadvantaged people at the heart of decision-making through co-production and collaboration;
- That future decision, services and policies made and adopted by the Council should be assessed through Equality Impact Assessments to determine the

Council - 7 February 2024

impact of changes on people with care experience, alongside those who formally share a protected characteristic;

- That in the delivery of the Public Sector Equality Duty the Council includes care experience in the publication and review of Equality Objectives and the annual publication of information relating to people who share a protected characteristic in services and employment;
- That this Council will treat care experience as if it were a Protected Characteristic;
- To formally call upon all other bodies to treat care experience as a protected characteristic until such time as it may be introduced by legislation;
- For the Council to continue proactively seeking out and listening to the voices of care experienced people when developing new policies based on their views;
- For the Leader of the Council to lobby government to introduce legislation to recognise Care Leavers as a protected group.

118 **West Yorkshire Combined Authority - Minutes**

Council received and noted the Minutes of the Meeting of West Yorkshire Combined Authority held on 12 October 2023.

119 **Dates of Council Meetings 2024/2025 (Reference from Corporate Governance and Audit Committee)**

It was moved by Councillor Homewood, seconded by Councillor Taylor and

RESOLVED - That the schedule of dates of the Meetings of Council for the 2024/2025 municipal year be agreed as set out in the report.

120 **Key Discussion - Fifty Years of Kirklees**

Council held a key discussion in recognition of Kirklees reaching its 50 year milestone on 1 April 2024 and Councillors were invited to celebrate the positive aspects of the communities which they represent.

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

Council received the following written questions in accordance with Council Procedure Rule 12;

Question from Councillor Taylor to the Cabinet Member for Housing and Highways – Councillor Crook

“How important to this administration is the safety of children when walking to school?”

A response was provided by the Cabinet Member.

Question from Councillor Taylor to the Cabinet Member for Communities – Councillor Pervaiz

“Building resilient communities is an aspiration I am sure that we all support. What is the Council doing to make it easier for Communities to do things for themselves

and not get in the way?”

A response was provided by the Cabinet Member.

Question from Councillor Taylor to the Cabinet Member for Culture and Greener Kirklees – Councillor Butt

“Since the changes to refuse collection rounds in the Autumn the service to residents has continued to decline. Does Councillor Butt think that the service is fit for purpose and what has the administration done since we discussed this at December Council to improve the service?”

A response was provided by the Cabinet Member.

Question from Councillor Armer to the Cabinet Member for Culture and Greener Kirklees – Councillor Butt

“As the Cabinet Member will recall, I asked three questions about the household refuse collection service in my ward of Kirkburton at the last Council meeting on 17th January. I hope that the Cabinet Member will be as appalled as I am to learn that some of my residents, especially in Denby Grange Lane, Grange Moor, still do not receive a reliable bin collection service, and the reason given for this is that new household refuse collection vehicles are too large to complete the round, although I am informed that smaller vehicles are available.

As the Cabinet Member responsible for the household waste collection service, what effective steps to ensure that all of my residents receive the service for which they are paying through their Council Tax will the Councillor now take?”

A response was provided by the Cabinet Member.

Question from Councillor Armer to the Cabinet Member for Culture and Greener Kirklees – Councillor Butt

“A simple and unequivocal question, to which I would like a straightforward and unambiguous answer: what was the unit cost, including any and all selected optional extras, of each of the new household waste collection vehicles?”

A response was provided by the Cabinet Member.

Question from Councillor Armer to the Cabinet Member for Culture and Greener Kirklees – Councillor Butt

“It is clear to me that the Cleansing Service does not have an effective protocol for communicating with service users. What will the Cabinet member do to improve this?”

A response was provided by the Cabinet Member.

Question from Councillor Greaves to the Cabinet Member for Learning and Aspiration – Councillor Reynolds

“How many millions would the Council have saved on school transport in the past five years if it had always used all of the policies that it is now finally bringing in?”

It was noted that, in the absence of Councillor Reynolds, a written response would be provided.

Question from Councillor Greaves to the Cabinet Member for Culture and Greener Kirklees – Councillor Butt

“When will the financial details supporting the introduction of parking charges to villages be made available?”

A response was provided by the Cabinet Member.

Question from Councillor Greaves to the Cabinet Member for Culture and Greener Kirklees – Councillor Turner

“When will the S106 school funding be released to the Meltham schools?”

A response was provided by the Cabinet Member.

Question from Councillor Bellamy to the Cabinet Member for Housing and Highways – Councillor Crook

“What technology is used to inform the winter maintenance team that Kirklees will need to be gritted apart from forecasts?”

A response was provided by the Cabinet Member.

Question from Councillor Bellamy to the Cabinet Member for Housing and Highways – Councillor Crook

“Recently in Holme Valley North there were six consecutive days of below freezing temperatures and this was not seen as exceptional weather, meaning grit bins were not refilled. Can the Cabinet Member tell me what exceptional weather would see grit bins refilled?”

A response was provided by the Cabinet Member.

Question from Councillor R Smith to the Leader of the Council – Councillor Scott

“Is fifty years of Kirklees a milestone we should be dedicating a key discussion in Council about?”

A response was provided by the Leader of the Council.

Question from Councillor R Smith to the Leader of the Council – Councillor Scott

“As this is the last time we have the opportunity to ask questions before the voters in Kirklees are asked to elect their representatives, please can you give us your view on the state of the services provided by the Council that you lead?”

A response was provided by the Leader of the Council.

Question from Councillor R Smith to the Leader of the Council – Councillor Scott

“Do the residents of Kirkburton Ward receive value for money from this Council?”

A response was provided by the Leader of the Council.

122

Response to Motion - A Permanent Ceasefire in Gaza

Council received and noted the correspondence from the Foreign, Commonwealth and Development Office in response to the Motion approved by Council on 17 January 2024.

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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



REPORT TITLE: Allocation of Seats - Update

Meeting:	Council
Date:	6 March 2024
Cabinet Member (if applicable)	N/A
Key Decision Eligible for Call In	No No – If no give reason – Not an executive function/decision
<p>Purpose of Report To recommend that Council approve the adjustments in the allocation of Committee places, arising from a recent change in the membership of political groups and formation of the Kirklees Community Independents Group.</p>	
<p>Recommendations</p> <ul style="list-style-type: none"> • That the allocation of seats to groups and to independent councillors be in accordance with the schedule as attached an Appendix A of the report. • That the finalisation of the allocation of seats on the Committees and Panels set out at Appendix A be delegated to the Group Business Managers and to advise the Acting Head of Governance on the allocation of the places accordingly. • That any changes to joint authorities or outside bodies be delegated to the Monitoring Officer in consultation with the Group Business Managers and to advise the Acting Head of Governance on the membership accordingly. • That Council consider the appointment to the position of Chair of Environment and Climate Change Scrutiny Panel as set out at paragraph 2. <p>Reasons for Recommendations To comply with the Local Government and Housing Act 1989 and associated regulations in relation to the appointment of members to Committees in accordance with the political groups to which seats have been allocated.</p>	
<p>Resource Implications: The associated allowances for Group Leader and Group Business Manager arising from the formation of a new political grouping on the Council will be paid in line with the current Members Allowance Scheme and met from the current Members Allowances budget.</p>	
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer Hensall 26.02.24

Is it also signed off by the Service Director for Finance?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft 23.02.24

Electoral wards affected: N/A

Ward councillors consulted: N/A

Public or private: Public

Has GDPR been considered? Yes

1. Executive Summary

The report recommends that Council approve the adjustments in the allocation of Committee places, arising from a recent change in the membership of political groups and formation of the Kirklees Community Independents Group.

2. Information required to take a decision

Following the resignation of Councillors Ammar Anwar, Ebrahim Dockrat, Jo Lawson and Imran Safdar from the Labour Group and subsequent formation of the Kirklees Community Independents Group, the allocation of places on Committees has been recalculated in order to ensure overall proportionality.

The amended proportionality has been based upon the current composition of the Council which is as follows;

Labour Group	35 seats
Conservative Group	18 seats
Liberal Democrat Group	8 seats
Kirklees Community Independents Group	4 seats
Green Group	3 seats
Independents	1 seat

The revised allocation of seats to Committees and Panels is attached at Appendix A.

Pursuant to the changes, Council are also asked to appoint a Chair of the Environment and Climate Change Scrutiny Panel for the remainder of the Municipal Year 2023/24.

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 **Financial Implications**
The associated allowances for Group Leader and Group Business Manager arising from the formation of a new political grouping on the Council will be paid in line with the current Members Allowances Scheme and met from the current Members Allowances budget.
- 3.7 **Legal Implications**
Section 15 of the Local Government and Housing Act 1989 places a duty on the Council to review the representation of political groups on its committees where the members of the Council are split into different political groups.
- The Act requires that the Council should allocate seats on committees in accordance with the principles set out in the Act.
- Once political group allocations have been determined, it is the duty of the Council to exercise the power to make appointments committees to give effect to the nominations of the political groups concerned.
- 3.8 **Other (eg Risk, Integrated Impact Assessment or Human Resources)**
There are no human resources implications associated with this report.
4. **Consultation**
The Group Leaders of each political group have been consulted in relation to the proposed allocations.
5. **Engagement**
6. **Options**
- 6.1 **Options considered**
- 6.2 **Reasons for recommended option**
To ensure that seat allocations reflect the changed composition of the Council.
7. **Next steps and timelines**
Subject to the approval of Council, the changes will be implemented.
8. **Contact officer**
Leigh Webb – leigh.webb@kirklees.gov.uk
Acting Head of Governance
9. **Background Papers and History of Decisions**
10. **Appendices**
Appendix 1 – Seat Allocation March 2024
11. **Service Director responsible**
Julie Muscroft – Legal, Governance and Commissioning

APPENDIX A

Committees/Panels/Boards	Total No. of members	Labour 35	Cons 18	Lib Dem 8	Ind Group 4	Greens 3	Ind 1
Appeals Panel	15	8	4	2	1		
Statutory Officer Dismissal Committee	5	3	1	1			
Licensing and Safety Committee	15	8	4	2	1		
Standards Committee	7	4	2	1			
Personnel Committee	9	5	2	1	1		
Strategic Planning Committee	7	4	2	1			
District Wide Planning Committee	9	5	2	1	1		
Corporate Governance and Audit	7	4	2	1			
Overview and Scrutiny Panels x 4	24	13	6	3	1	1	

REPORT TITLE: Our 2024/25 Council Plan

Council date	6 March 2024
Council Member	ClIr Cathy Scott
Key Decision Eligible for Call In	No
Purpose of Report	
This report seeks Council approval for the adoption of the 2024/25 Council Plan.	
Recommendations	
1. Consider and approve the adoption of the 2024/25 Council Plan (Appendix 1) as part of the Council’s Policy Framework	
Reasons for Recommendations	
<ul style="list-style-type: none"> • The Council Plan is included in the Policy Framework for the Council, requiring approval at Full Council • The Council Plan provides the overarching strategic direction and framework for the services and activities relating to the business of the Council, helping to prioritise in allocating and managing council resources • The plan is an accurate reflection of our aims and priorities, and has been produced in collaboration with the Cabinet, the Executive Leadership Team, and other key council officers from across all directorates. Feedback from the Overview and Scrutiny Management Committee and the public budget engagement have also informed its development. 	
Resource Implications: The Council Plan sets the strategic framework for the allocation of resources across the whole council, which is set out and decided in the supporting annual budget.	
Date signed off by <u>Strategic Director</u>	Rachel Spencer Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health 22.02.24
Is it also signed off by the Service Director for Finance?	Isabel Brittain Service Director - Finance 27.02.24
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft Service Director - Legal, Governance and Commissioning 26.02.24

Electoral wards affected: All.

Ward councillors consulted: Overview and Scrutiny Management Committee have been consulted in the development of this plan.

Public or private: Public.

Has GDPR been considered? The Council Plan contains no personal information relating to individuals. Pictures are GDPR compliant.

1. Executive Summary

Our 2024/25 Council Plan summarises the Council's long-term commitments, mid-term priorities, and annual deliverables.

The plan restates our ongoing commitment to the long-term vision, shared outcomes, and key partnership strategies. A summary of the areas of focus and indicators for measuring progress against the shared outcomes is set out in the plan. The plan also restates our commitment to our organisational values (kindness, inclusion, and pride) and ways of working (people, partners, and place and our People Strategy).

In the context of the economic and financial challenges currently facing both the Council and the borough, the plan sets out four three-year priorities for the Council:

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

To help to make progress against these priorities in the coming financial year, a set of deliverables for the next 12 months are set out against each priority.

Reports on progress against the priorities will be provided to Cabinet.

The plan is based on the input of a wide range of stakeholders, including Cabinet, Executive Leadership Team, Overview and Management Scrutiny Committee, and residents through the recent budget engagement.

2. Information required to take a decision.

2.1 Background

The Council Plan sets the overarching strategic direction for the services and activities relating to the business of the council. It summarises the council's role alongside partners in delivering our vision and shared outcomes and sets out how the council is prioritising our activity in the current context with the resources available. It helps us to prioritise, plan, understand our performance, and communicate with staff, partners, and residents.

The Council Plan restates our commitment to our vision and shared outcomes, agreed with partners.

Together with partners, we use eight shared outcomes to describe:

- the impact we want our shared plans and actions to have
- what we need to focus on to deliver positive outcomes
- how well things are going against the outcomes (through a set of indicators)

These outcomes and indicators are not in any one organisation's control. They are heavily influenced by regional, national, and even international events. Nonetheless, all our collective services and programmes have an impact on them every day, so the council and our partners can use them to help us prioritise collectively and understand the local impact of our collective action. Through improvements in our shared outcomes, our intention is to realise our vision 'for Kirklees 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'.

Alongside the eight shared outcomes, the Council has an 'efficient and effective' outcome, which is a commitment that 'Kirklees Council works smart and delivers efficiently and effectively'. Our day-to-day focus for this outcome includes ensuring our staff, leadership, decision-making, processes, partnerships, and transformation activity operates in the best possible way.

The Council's activities include a wide range of day-to-day services and individual programmes. All these services and programmes contribute to our shared outcomes. The Council Plan doesn't attempt to list all these services and programmes but sets out the overarching strategic direction for our activity in the current context with the resources available.

The Council Plan is included in the Policy Framework for the Council as set out in Article 4 of the Council's Constitution. It is therefore decided at Full Council.

The Council Plan has always been developed and decided with consideration of the resources available, however it has been decided at different times of year for a variety of reasons. This year the March 2024 update will align the Council Plan timescales with the financial year and therefore more explicitly and effectively align the priorities with budget. The Council Plan sets out our strategic priorities for the forthcoming financial years (with annual deliverables to focus on in the coming year), and the budget will set out how resources have been aligned to deliver upon those priorities.

The Council Plan helps us understand progress made against our priorities. We currently produce mid-year and end-of-year reports for Cabinet that outline the progress made against our priorities.

2.2 Contents of the plan

Long-term commitments

The 2024/25 Council Plan retains various longer-term commitments that are consistent with previous Council Plans.

- **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.’
- **Outcomes** – All eight shared outcomes (shared with our partners) and our ‘efficient and effective’ Council outcome. Part 3 of the Council Plan includes a description of the shared outcomes as our ongoing day-to-day focus. It includes the descriptions of the outcomes agreed with our partners, and the agreed indicators (population indicators) that help us to understand the impact of local actions across our partnerships.
- **Key partnership strategies** - Our four key partnership strategies are developed and delivered with partners, across the district. In supporting our shared outcomes and vision for Kirklees, they complement each other and our Council Plan.
- **Ways of working**
 - **Approach** – how we work with people, with and alongside our partners, and in our places to achieve our ambitions.
 - **Values** – Kindness, Inclusion and Pride
 - **Behaviours** – Honest, Supportive, Communicative, Respectful, Flexible and Positive

Three-year priorities

To support our ongoing day-to-day services, the council will focus on four key priorities for the next three years:

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

Annual deliverables

For each of the four priorities, the Council Plan includes key activities and outputs we will deliver during the 24/25 financial year. This doesn't aim to summarise everything we do as a council; it sets out key areas of action we will take to deliver on the four priorities.

2.3 Reporting

We currently produce mid-year and end-of-year reports against our priorities to Cabinet. These reports include information about progress made against the priorities set out in the plan as well as information relating to our shared outcomes, to help the council and partners understand our collective impact and prioritise for the future.

As the Council Plan has now been fully aligned to timescales associated with the financial year and budget-setting, reporting against the plan will now also be aligned to the financial year. As such, a delivery report on the four priorities included in the previous July 2023 Council Plan will be presented to Cabinet for consideration in June/July 2024, and will provide information on progress made with delivery, covering the full 23/24 financial year.

Reporting against the new 2024/25 Council Plan will also be aligned to the financial year.

2.4 Communicating the plan

The Council Plan will primarily be read and used for planning by council staff and partners but will be available for all on the Council's website. As in previous years, it will be published as a micro-site on the council website, allowing for a more visual, fully accessible way of presenting the plan, its case studies and other related content as they are developed and added to over time. This will be supplemented by an accessible PDF version of the plan.

The Plan will be proactively communicated through several staff and partner channels. We will collect and disseminate key achievements against the outcomes and priorities using other communications methods (blog posts, articles, case studies etc.), developing these as part of ongoing internal and external communications activities which relate to the Council Plan.

3. Implications for the Council

3.1 Working with People

The Council Plan sets out our commitment to working with people and what that means: We work with people; we don't do things to them. Our focus is on engaging people, building relationships based on trust, and working together with people and communities to solve problems and make the most of opportunities.

Our focus on working with people and partners with a place-based approach remains central to the Council Plan, as it has been in previous iterations. Through a focus on our values and work related to our 'Shaped by People' outcome, we will continue to ensure we prioritise working with people rather than doing to or for (both internally and externally).

3.2 Working with Partners

The Council Plan sets out our commitment to working with partners and what that means: 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 and make our local places even better

The Council Plan includes outcomes and key strategies which are shared with our partners. The Council Plan restates partnership working as an ongoing commitment.

3.3 Place Based Working

The Council Plan sets out our commitment to place-based working and what that means: 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 enable 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.

Our approach to place-based working is captured as part of our ongoing approach set out within the Council Plan. The Council Plan restates place-based working as an ongoing commitment that is fundamental across all our work.

3.4 Climate Change and Air Quality

One of the four three-year priorities relates to a greener Kirklees with an ongoing commitment to address the challenges of climate change. The Council Plan includes actions relating to addressing the climate emergency and improving our environmental impact alongside the development of the new partnership-led Environment Strategy. Through recommitting to the shared outcomes, the Council Plan also recommitments the Council to the 'Clean and Green' shared outcome, enabling people in Kirklees to enjoy a high quality, clean, and green environment.

3.5 Improving outcomes for children

The Council Plan aims to ensure the best possible outcomes for children and young people, specifically through the aims outlined in the shared outcomes 'Best Start' and 'Aspire and Achieve' and through the deliverables set out in the Plan. For example, the plan includes a commitment to build on our children's services' continuous improvement plan with integrated models of care and preventative services. Alongside this, improving outcomes for children and young people is inherent in the council's overarching aim to make Kirklees a thriving place to live and work for all residents.

3.6 Financial Implications

The Council Plan sets the strategic framework for the allocation of resources across the whole council, which is set out and decided in the supporting annual budget.

One of the four priorities of the plan is to address our financial position in a fair and balanced way. The Council Plan acknowledges the financial pressures currently being faced by the organisation itself and outlines ways in which the Council will work towards delivering a fair and balanced budget. The Council Plan also acknowledges and makes specific reference to the financial challenges currently being experienced by the people living and working in Kirklees.

3.7 Legal Implications

The Council Plan is included in the Policy Framework for the Council, as set out in Part 2, Article 4 of the Council's Constitution, and as such, it is the decision of Full Council whether to adopt any Council Plan

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

Our Council Plan restates our commitment to our People Strategy, which sets out how we will achieve our shared outcomes with the support of healthy, motivated and flexible staff with the right skills, values and behaviours to work in partnership with people and places.

The Council Plan provides overarching strategic direction for a broad range of work to be undertaken throughout the council. The Council Plan has an associated Integrated Impact Assessment (IIA), which can be found here: <https://www.kirklees.gov.uk/beta/delivering-services/integrated-impact-assessments/home/details/IIA-582156927/>

Any activity referred to within the plan will also be subject to individual IIAs when required.

4. Consultation

Overview and Scrutiny Management Committee (OSMC) were consulted on the approach to developing the plan, and on an earlier draft of the Plan itself, at an informal meeting on 9 January 2024. OSMC supported the alignment of the plan alongside the budget. The main point of feedback was on the time span of the commitments in that previous draft of the plan, with the suggestion that more longer-term commitments were required to align with the budget planning horizon.

This feedback led to amending the draft to further clarify the timescales behind different elements of the plan. Our vision, outcomes, key partnership strategies and approach have been more clearly explained as being part of our longer-term strategic planning, the four priorities in the document provide a medium-term focus, and the deliverables are more clearly described as 12-month deliverables to provide immediate

areas of focus. Many of the deliverables have timescales longer in duration than the 12-month duration of the plan, however they are key areas for action over the next 12-months in order to deliver on our priorities.

OSMC also asked about the relative priority of health inequalities in the plan. Health inequalities are important for the Council, partners, and residents, and these are being addressed through a wide variety of activities, including those under the greener, healthier Kirklees priority, through our partnership-led Health & Wellbeing Strategy, and through our day-to-day focus on the shared outcomes.

OSMC also asked if future performance could indicate key challenges for the district and Council alongside the successes/progress against the priorities. This is being considered as part of the next progress report.

5. Engagement

A six-week online budget engagement was launched between 21 November 2023 and 2 January 2024 to gather the views of residents on priorities for spending in 2024/25. A total of 946 responses were received, and a summary of the results are appended to the Annual Budget papers, also presented to Council at this meeting.

The survey asked questions relating to:

- How the Council can help generate additional income
- What the council should be prioritising according to what is most important
- Ideas for areas/services where the Council can save money

In terms of how the council can help generate additional income and save money, a key theme focused on raising money from unused buildings and land, reducing office accommodation, and improving costs associated with the management of assets. We have developed a commitment in the plan to a review of the use of buildings across the entire council estate. This will inform changes to ensure the Council's assets are being used as efficiently and effectively as possible, and we will ensure that the review makes a positive contribution to the council's finances. This has been included within the 2024/25 Council Plan as a key deliverable, and there are savings proposals associated with the review within the budget.

Improving internal processes so that they are more efficient, reducing administrative costs, reviewing staffing levels, structures and salaries were also key themes. A deliverable has been developed relating to this feedback under the 'transforming services' priority, with a commitment to ensure all directorates have effective workforce plans, the most is made of technology, and that we continue to benchmark and look for best practice to inform our decision-making. These also continue to be ongoing areas of focus as set out in our 'efficient and effective' outcome.

Reducing spending in relation to investment, regeneration, and externally-funded non-essential projects were also suggested. A commitment has been developed under the 'financial position' priority to review the Capital Plan to support delivery of the overall budget, as well as ensuring delivery of longer-term ambitions for growth and regeneration. Our commitment to invest in our future remains.

Top priorities for residents were protecting vulnerable people of all ages, improving education in schools, preventative services (supporting people early to prevent problems getting worse), and regeneration and investment in towns and villages. This informed the strengthening of commitments in these areas through various deliverables.

As set out above, results of the engagement have been considered and used to inform the development of priorities and deliverables within the 2024/25 Council Plan and budget saving proposals in the supporting budget. The results are reflective of the priorities articulated in the Council Plan and the way in which we have planned resources to deliver on those priorities. Front-line services and services to protect vulnerable children, young people and adults continue to be delivered and developed. Savings have been focused on re-designing and transforming services, improving efficiencies relating to back-office functions, and retaining investment in growth and regeneration for our towns and villages. Results from the engagement will also be utilised in the ongoing management and delivery of budget savings throughout the 2024/25 financial year, so that the Council can ensure it is delivering best value for residents.

6. Options

6.1 Options considered.

1. Whether Council approve the adoption of the 2024/25 Council Plan (**Appendix 1**) as part of the Council's Policy Framework

6.2 Reasons for recommended option

The Council Plan is included in the Policy Framework for the Council, requiring approval at Full Council

The Council Plan provides the overarching strategic direction and framework for the services and activities relating to the business of the Council, helping to prioritise in allocating and managing council resources

The plan is an accurate reflection of our aims and priorities, and has been produced in collaboration with the Cabinet, the Executive Leadership Team, and other key council officers from across all directorates. Feedback from the Overview and Scrutiny Management Committee and the public budget engagement have also informed its development.

As such, officers recommend that Council approve the adoption of the 2024/25 Council Plan (**Appendix 1**) as part of the Council's Policy Framework.

Any required amendments arising out of the Council meeting will be done through delegated decision to the Service Director for Strategy and Innovation in consultation with the Leader of the Council as the relevant Portfolio Holder.

7. Next steps and timelines

- **April 2024 onwards** – Communication, delivery, and reporting on the commitments in the Council Plan
- If the Council Plan is adopted by Council, it will be published on the council website at www.kirklees.gov.uk/councilplan
- **June/July 2024** – Progress report provided to Cabinet on the 2023/24 Council Plan

8. Contact officer

Stephen Bonnell – Head of Policy, Partnerships and Corporate Planning

9. Background Papers and History of Decisions

The previous Council Plan was approved by Council on the 12 July 2023.

[Agenda for Council on Wednesday 12th July 2023, 5.30 pm | Kirklees Council](#)

An Integrated Impact Assessment has been carried out relating to the Council Plan. It can be found here:

<https://www.kirklees.gov.uk/beta/delivering-services/integrated-impact-assessments/home/details/IIA-582156927/>

10. Appendices

Appendix 1 – Our Council Plan 2024/25

11. Service Director responsible

Andy Simcox: Service Director – Strategy and Innovation

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Kirklees Council

Our Council Plan

1 April 2024 - 31 March 2025





ACHIEVING INCLUSION

Our Council Plan

1 April 2024 - 31 March 2025



Contents

Introductions	4
Introduction from the Leader	4
Introduction from the Chief Executive	5
Our Council Plan - Summary	6
Part 1 - Working with our Partners	7
Our Vision	7
Our Shared Outcomes	7
Partnership Working Through our Key Strategies	8
Part 2 - Our Council Priorities for 2024/25	9
Council Priorities and Key Deliverables	9
Address our financial position in a fair and balanced way	10
Strive to transform council services to become more efficient, effective and modern	11
Continue to deliver a greener, healthier Kirklees and address the challenges of climate change	12
Continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish	13
Part 3 - Our Ongoing Approach	14
Working with People, Partners and Place	14
Our Values, Behaviours and People Strategy	15
Our Ongoing Day-to-Day Focus	16
Shaped by People	16
Best Start	17
Well	17
Independent	18
Aspire and Achieve	19
Sustainable Economy	20
Safe and Cohesive	20
Clean and Green	21
Efficient and Effective	21



Introduction from the Leader

Our Council Plan sets out our priorities as a council as we navigate the challenges ahead. It will help us make the fair and balanced decisions we need to transform our services and enable a better, greener, and healthier Kirklees.

The challenges facing us are significant. National and international events mean prices have been rising. That means it's harder to get by for everyone, but particularly for the most vulnerable in our communities. We are seeing long-standing health and economic inequalities deepening, and more and more people are turning to those around them and local services for support. At the same time, rising prices mean local services are becoming more expensive to run.

With increasing prices and increasing demand across local partners, we are all having to make difficult decisions about how best to spend and invest sustainably.

Through meeting residents and our recent public budget engagement, we have heard what is most important to residents: protecting vulnerable people of all ages. Through our day-to-day services and longer-term priorities described in this plan, the council will continue to work tirelessly to protect the vulnerable. However, to navigate the financial challenges and continue to provide sustainable support, we must transform our services to ensure we are working with people, partners, and places in the most efficient, effective, and modern way. This plan sets out our immediate areas of focus for this service transformation. It's not just about doing less, but about doing things differently and better, both for now and for the long-term.

Our ambition for the long-term is essential. Across the country, we will see significant longer-term social, economic, and environmental changes, and these will affect Kirklees too. To help our diverse places and communities flourish, we must maintain our focus on the opportunities these present and maintain strong ambitions for the growth of towns and villages across Kirklees. Together with local, regional, and national partners, we must be ambitious about the change we can deliver and work together to attract the investment that will support this change. This plan sets out priority areas to support this better future.

Despite the challenges ahead, we will continue to be ambitious for the future, transforming our services and sowing the seeds of future growth for a better, greener, and healthier Kirklees.

Cllr Cathy Scott
Leader of the Council



Introduction from the Chief Executive

The financial context means we have some difficult decisions to make as a council. Since joining Kirklees Council back in October, I've been meeting people from across our services and partners to understand the challenges we face and our collective plans to address them. Across local partners, we will have to spend less and won't be able to do everything we used to do. However, it's clear to me that though we will be a smaller council, our plan cannot just be about spending less – it must be about maintaining ambition and transforming services.

We are constantly pursuing funding opportunities regionally and with government, but we cannot rely on this now or in the future. We need to take responsibility for our own future. To continue to provide our vital services and targeted support, we will have to transform our services to be more efficient, effective, and modern. This means delivering better value for money for our residents. It also means we need to listen to partners and local communities and enable them to play a more active role in making the positive change they want to see in their local areas. Sometimes that means the council getting out of the way and allowing those who can best support communities to do it.

Even though there are considerable pressures affecting services, I am confident in our ability to navigate them. The deliverables in this plan are specific areas of focus for the next 12-months that will have a real impact not just on our immediate financial sustainability, but on delivering our ambitions for the future. Most of them cannot be delivered without effective collaboration with other organisations, and that must be a particular focus for the way we work this year as well as in the coming years.

The other thing that makes me confident about our ability to navigate them is the quality of our staff. It makes me proud to work alongside such dedicated teams as part of Team Kirklees. An efficient, effective, and modern organisation requires dedicated staff, passionate about the outcomes we can enable and with a shared sense of purpose. I have total confidence in the brilliant staff I have seen in action so far. However, I also recognise that the changes ahead will be difficult. It's more important than ever that all colleagues feel supported through these times of change and that we live our values of kindness, inclusion, and pride. That comes from us all supporting each other, but also from the effective and compassionate leadership we must display.

Though it won't be easy, our ambitions for change, our robust plan, and our dedicated staff give me great confidence in our ability to navigate the challenges ahead.

Steve Mawson
Chief Executive

Our Council Plan – Summary



Part 1 – Working with our Partners

Our Vision

For Kirklees 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.

Our Shared Outcomes

We remain committed to the shared outcomes we have agreed with our partners. **Our vision and shared outcomes are a long-term commitment, which frame our planning in the short to medium term.** They help the council and local partnerships focus on the impact we want to have for people and communities in Kirklees.

Under each outcome we set out our shared day-to-day focus, a description agreed with partners of what we need to focus on to deliver positive outcomes.

This plan also includes a set of indicators agreed with partners which help us measure how well things are going against the outcomes. The measures are influenced by regional, national, and even international events, but we can use them to help us understand the impact of local actions across our partnerships.

Our Shared Outcomes are:

 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 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.

Partnership Working through our Key Strategies

Our four key partnership strategies are developed and delivered with partners across the district. In supporting our shared outcomes and vision for Kirklees, they complement each other and our Council Plan.

The economic and financial pressures facing Kirklees make it even more important that we have a shared understanding with partners of the challenges and opportunities our current context brings.

These strategies are partnership-led. They explain our context, what our opportunities and challenges are, what we need to do most to improve, and the role each of us has to make this happen together.

Fostering strong regional relationships and collaborative working continues to bring multiple benefits to our district. Through continued working with our regional partners, we are able to set the trajectory for long-term ambition as set out in the West Yorkshire Plan and ensure that government and wider local and national stakeholders are clear on our priorities and understand that we speak with one strong voice.

Like our outcomes, success in one strategy depends on the others. For example, a sustainable environment supports a healthy and well population, which in turn supports a stronger workforce and a more inclusive economy. Likewise, inclusive communities support improvements in wellbeing and the environment in local communities.



Kirklees Health and Wellbeing Strategy

The Kirklees Health and Wellbeing Strategy (KHWS) sets out our priorities for improving health and wellbeing and what we will do as partners to achieve those improvements. Through the strategy, partners are prioritising good mental wellbeing, connected care and support, and healthy places.

Inclusive Communities Framework

The Inclusive Communities Framework (ICF) is a partnership commitment to work better with communities on local issues. Through the ICF, partners are committing to take action showing our belief that communities have solutions to problems, promoting a shared sense of belonging in communities, and caring about what communities care about.

Inclusive Economy Strategy (in development)

The Inclusive Economy Strategy will outline how the council and key partners across the district are working to build a more inclusive and sustainable economy.

Environment Strategy (in development)

The 'Environment Strategy; Everyday, Life' will set out our borough's commitment and ambitious vision for greater action on environmental issues, whilst also addressing the ecological and climate emergencies.

You can find out more about these strategies at: www.kirklees.gov.uk/beta/policies-and-strategies/index.aspx

Part 2 – Our Council Plan Priorities and Deliverables



Three-Year Council Priorities and 2024/25 Deliverables

To support our ongoing day-to-day services, the council will focus on four key priorities for the next three years. Our 2024/25 deliverables set out how we will make progress on these this year.

For each of the four priorities, we've outlined some key things we will deliver during the 2024/25 financial year. This doesn't aim to summarise everything we do as a council; it sets out the key actions we will take to deliver on these four priorities. Our four council priorities are:

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



1. Address our financial position in a fair and balanced way

As with other councils across the country, rising costs and increasing demand for our services is causing significant financial pressures. Our most pressing challenge right now is to balance our budget whilst continuing to deliver positive outcomes for the people and places of Kirklees. This means we must make difficult decisions about how to reduce our spending and prioritise our resources.

However, the decisions we need to take must be fair and balanced. This means protecting those who need our help most. It means making sure we effectively assess the impacts of our decisions in the short- and long-term and mitigate any negative impacts as far as possible. It also means proactively exploring all avenues to support local services, including funding from partners like the UK government and West Yorkshire Combined Authority.

Deliverable	By (timescale)
Address our financial position by delivering the budget savings agreed in the 2024/25 Annual Budget as fairly and inclusively as possible, including through the use of Integrated Impact Assessments, consultation, and working with our communities.	Throughout 2024-25
Develop further options for delivery of the budget for 2025/26 , so that we can agree a balanced annual budget in March 2025.	March 2025
Increase the amount of new external funding for projects in Kirklees, particularly through working collaboratively with partners such as the West Yorkshire Combined Authority, Homes England and central government.	March 2025
Begin to deliver the new Voluntary Community Faith and Social Enterprise (VCFSE) Infrastructure contract which aims to contribute to the development and growth of a stronger VCFSE sector and development of a community anchor network that enables communities to do more for themselves and each other.	September 2024
Proactive planning and management of communications with residents, partners, elected members and staff around the budget and service delivery. This will help to improve staff, resident, and partner understanding of the budget challenge we are facing and help us work together to collaboratively plan for our future.	Throughout 2024-25
Implement an ongoing review of our Capital Plan and implement a new Capital Strategy, to ensure effective delivery of our longer-term ambitions for growth and regeneration, whilst supporting more immediate pressures relating to our revenue budget.	Throughout 2024-25



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

At the same time as balancing the budget and making decisions about where to reduce our spending, we want to transform the delivery of our services. Transformation is about better use of our limited resources, making services more efficient, effective, and modern. It's not just about doing less, but about doing things differently so we can improve service performance and outcomes for residents. We will deliver changes to the way we do things, working collaboratively across services to do so. We will improve systems and processes and harness new technology. We will also work with our partners to avoid duplication, reduce costs, and share knowledge and resources as efficiently as we can. We will compare and contrast with other councils and look at ways we can improve across all our services.

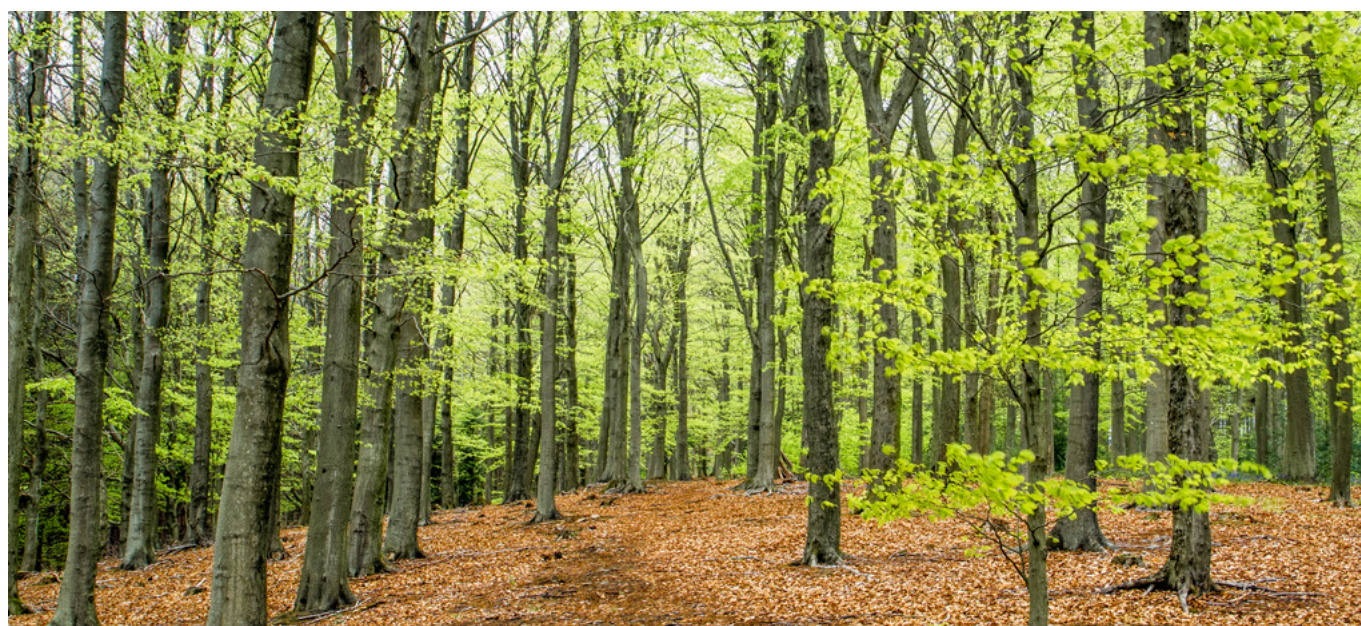
Deliverable	By (timescale)
Building on our children's services continuous improvement plan and success, implementing integrated models of care and preventative services to provide holistic support to our children, young people and families.	Throughout 2024-25 and ongoing
Implementing 'The Big Plan' – our offer to children and families with special educational needs and disabilities , with a focus on improving, and providing the right support at the right time in the right place.	Throughout 2024-25 and ongoing
Working with our whole family of schools and settings to develop a future model and vision for our operational arrangements and relationships .	Throughout 2024-25 and ongoing
We will work as Corporate Parents to deliver the best services and outcomes for our children and young people, and provide continuing support for those that are care experienced , including: <ul style="list-style-type: none"> Enhancing our foster carer recruitment and retention approach to increase the number of foster carers Expand and develop our children's residential provision by purchasing and opening a further new home Enhancing our corporate parenting responsibility by developing the concept of a 'family firm' for all our children in care and care leavers in Kirklees. 	March 2025 April 2024 March 2025
Refresh our Adult Social Care Vision , in the wider context of a changing health and social care system, and in the context of reducing resources and increasing levels of need and complexity.	Summer 2024
Fully describe, develop tangible plans and deliver a more efficient and effective operating model for adult social care services .	Throughout 2024-25 and ongoing
Progress the implementation of our Access Strategy by improving our online customer service offer to citizens and rolling out our public access facilities across our libraries.	December 2024
Work towards building a more sustainable future for the delivery of council services, by ensuring: <ul style="list-style-type: none"> All directorates have effective workforce plans that support recruitment and retention The most is made of technology to become even more modern, efficient, and effective The development and use of data and intelligence, constantly benchmarking services and looking for best practice across local government to inform planning and decision making. 	Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing
Deliver council assets transformation , by undertaking a review of the use of buildings across the entire council estate, so that the organisation's assets are being used as efficiently and effectively as possible. We will ensure that service delivery continues to be supported, that space is maximised, and that the outcome of the review makes a positive contribution to the council's finances.	Summer 2024
Continue work to deliver transformation of services and homes for our housing tenants . We will do this by: <ul style="list-style-type: none"> Maintaining the council's housing stock at decent homes standards, including a continued investment in fire safety improvements and damp, mould and condensation Ensuring the tenant's experience (customer journey) informs the development and delivery of housing services Ensuring empty homes are brought up to a lettable standard (safe, secure, clean) and are ready for occupation as quickly as possible Continue to review the services we deliver in relation to damp, mould and condensation to ensure they deal with root causes and improve the quality of homes Continue to take a fabric-first approach to improving the energy standards of homes, targeting investment to achieve the best results for residents in the most cost-effective way Develop a HRA Decarbonisation Strategy along with a costed roadmap to support achievement of energy targets for homes. 	Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing Throughout 2024-25 and ongoing End of 2024

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

A greener Kirklees is also a healthier Kirklees and is critically important for the delivery of longer-term, positive outcomes for our people and places. The 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 help people reduce waste and recycle more, and put other actions in place to improve air quality and address the challenges of climate change. Our vision is for a 'Net Zero and Climate Ready Kirklees by 2038'. This provides Kirklees with focus on both mitigation and adaptation to climate change.

We want people in Kirklees to be able to live their lives confidently, independently, and be in better health for longer. It's all about preventing problems for people in the future, helping people choose healthy lifestyles and increasing physical and mental health and wellbeing. Working closely with health and wider partners will be crucial for achieving this.

Deliverable	By (timescale)
Publish and begin implementation of a new Environment Strategy setting out our borough's commitment and ambitious vision for greater action on environmental issues, whilst also addressing the ecological and climate emergencies.	March 2025
Support the role of our communities in looking after local environments and improving recycling behaviours . Support social interaction, volunteering and community groups in relation to the protection and greening of our environment as set out within the Environment Strategy.	March 2025
Develop and begin delivery of a Parks and Greenspaces Strategy that will support the provision of welcoming, accessible and high-quality parks and greenspaces to allow people, business, nature and wildlife to flourish.	Summer 2025
Produce an evidence-based and action-focused Director of Public Health (DPH) Annual Report and work with partners from across the Kirklees system to embed its recommendations and support system-wide changes.	Production of the report by June 2024, with action on recommendations throughout 2024/25.
Play a leading role in the ongoing development of the Health and Care Plan , working with the partnership to develop clear metrics for each priority in order to effectively monitor progress and impact.	March 2025
Work with partners and communities to improve physical and mental health outcomes , paying particular attention to addressing inequalities in this area and promoting early intervention.	Throughout 2024-25 and ongoing
Support the local care market to be diverse, high quality and sustainable by ensuring there is quality support and accommodation for adults with complex requirements. We will do this by: <ul style="list-style-type: none"> • Opening Knowl Park House, with modern facilities, allowing for the support of people with complex dementia • Opening of an extra care scheme. 	Summer 2024 November 2024



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

We will continue to invest and attract partner investment into the regeneration of our towns and villages, so that our economic recovery is as quick and secure as possible. We will work to build our resilience, by building the infrastructure that brings opportunities for future generations. Plans for the Huddersfield Cultural Heart, the Dewsbury Blueprint and investments in Heckmondwike, Cleckheaton, Batley, Marsden and Holmfirth will remain a key priority, as will delivering major transport improvements, improving and maintaining our roads, supporting housing growth, investing in employment and skills support, and supporting the growth of new and existing businesses. Our capital investment programme will be managed flexibly in order to respond to current and future challenges; we will adapt our plans to respond to market conditions at the same time as maintaining our ambition for the future.

Deliverable	By (timescale)
Deliver on the Investment Zone around the new Health Innovation Campus to stimulate the local economy, attract external investment in health and life sciences and create high value employment opportunities, working in partnership with the West Yorkshire Combined Authority, Huddersfield University, and Leeds and Bradford councils.	Throughout 2024-25
Publish and begin implementing the new Inclusive Economy Strategy , ensuring we are working effectively to build a more inclusive and sustainable economy.	August 2024
Continue work related to the regeneration of our towns and villages , including the Huddersfield Cultural Heart, the Dewsbury Blueprint and schemes in small centres like Batley, Marsden and Holmfirth, making best use of the Shared Prosperity and Levelling Up funds.	Throughout 2024-25
Engage more residents and visitors in our cultural and heritage offer and raise the profile of Kirklees by: <ul style="list-style-type: none"> • Publishing new strategies for Culture, Heritage and Tourism to provide clear ten-year visions • Pilot the co-production of action plans with communities. 	December 2024 March 2025
Continue work towards our Blueprint ambitions for vibrant markets in Huddersfield and Dewsbury, providing opportunities for communities to socialise, shop, sell, test ideas, eat, learn and be entertained: <ul style="list-style-type: none"> • Huddersfield Market – Commence the first phase of enhancement works to the public facing aspects of the open market • Dewsbury Market – Deliver enabling works to support the delivery of the decant market. 	Spring 2024 Summer 2024
Make progress with the strategic housing sites at Dewsbury Riverside and Bradley Park to deliver high quality housing and increase the amount of sustainable green homes to meet a range of people's needs.	End of 2024
Continue to strengthen public transport networks within Kirklees and with neighbouring areas. We will do this by: <ul style="list-style-type: none"> • Starting construction work on Penistone Line improvements, including station enhancements, better access and waiting facilities, and upgrading rail infrastructure • Working with partners to secure additional funding and ensure the Penistone Line improvements lead to a better rail service to and from South Yorkshire • Continuing to work with the TransPennine Route Upgrade on delivery of the upgrade. 	March 2025 March 2025 March 2025



Part 3 – Our Ongoing Approach



Working with People, Partners and Place

We work with people, with and alongside our partners, and in our places to achieve our ambitions. This is the approach we take to everything that we do, and all that we deliver.



People

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



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 and make our local places even better.



Place

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 enable 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.

Our Values, Behaviours, and People Strategy

Just like individuals, our organisation’s values guide the way we think and act, and our behaviours underpin our values and set out how we act upon them. These are the foundations for our People Strategy, which sets out how we will achieve our shared outcomes by having people with the right skills, values and behaviours.

Our values, behaviours and People Strategy are long-term commitments for how we want our organisation to be shaped, now and into the future.

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 Values

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.

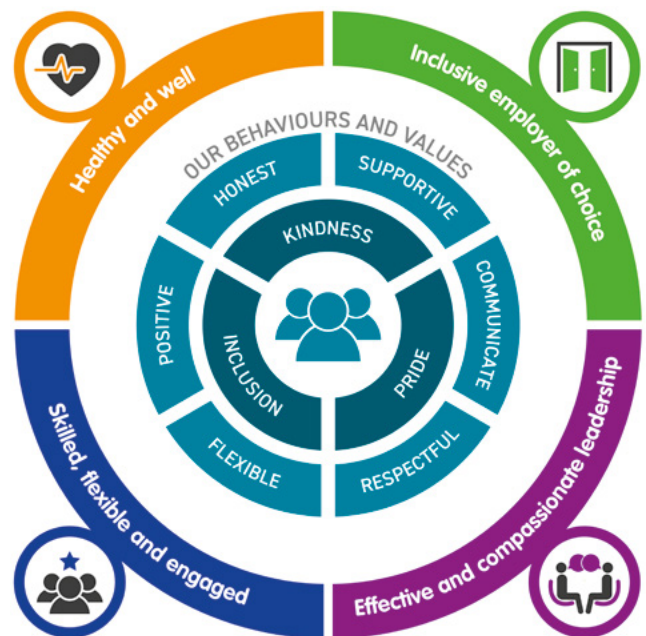
Our Behaviours

Our behaviours underpin our values and set out how we act upon them. 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 these behaviours, we can create a great place to work. Our behaviours are: Honest, Supportive, Communicate, Respectful, Flexible, and Positive.

Our People Strategy

Our People Strategy vision sets out how we will achieve our shared outcomes by having people with the right skills, values and behaviours, and by working in partnership in our places.

Our People Strategy has our values and behaviours at its heart. The Strategy has four outcomes, supported by our People Pledge and a programme of work that supports working towards achieving the outcomes for all our staff. These outcomes are: ‘Healthy and well’, ‘Inclusive employer of choice’, ‘Effective and compassionate leadership’, and ‘Skilled, flexible and engaged.’



Our Ongoing Day-to-Day Focus

Supported by our four council priorities, we will maintain a focus on the day-to-day activities that support our shared outcomes.

In this section you will find a description agreed with partners of what we need to focus on to deliver positive outcomes. It also includes a set of indicators which help us measure how well things are going against the outcomes. The indicators are heavily influenced by regional, national, and even international events, but the council and our partners can use them to help us prioritise collectively and understand the local impact of our collective action.



Shaped by People

We make our places what they are



Our shared day-to-day focus

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

Tracking our shared impact

- Surveys chosen by local people, for example:
 - how able people feel to make a difference in their community, on a scale of 0 to 7
 - percentage of people who agree that (in the last 12 months) they got involved in their community and something positive came out of it.
- Informal discussions in groups or one-to-one, so we can learn more about whether people feel able to make a difference to their community and why.
- Listening to and sharing people's stories about what motivated them to get involved and what has helped, or not helped.

Involving citizens in decision making around budgets will help us to achieve a fair and balanced approach.



Best Start

Children have the best start in life



Our shared day-to-day focus

- 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 shared impact

- Healthy birth weight.
- School readiness.
- Children in poverty.
- Emotional wellbeing at age 13-14 years.



Well

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



Our shared day-to-day focus

- People have access to opportunities to improve their health and wellbeing.
- A joined-up health and care system in Kirklees with NHS partners at all levels.
- 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 shared impact

- Healthy life expectancy.
- Confidence managing health (with multiple conditions).
- Emotional wellbeing (adults).



Independent

People in Kirklees live independently and have control over their lives



Our shared day-to-day focus

- 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 shared impact

- Overall life satisfaction.
- Loneliness/isolation.
- Suitable housing.
- Proportion of people who live without social care support.

Cost of Living SUPPORT



The council's 'Cost of Living Support' campaign aims to inform all residents about the support available in Kirklees. If you are worried about rising household costs, help is available. For advice or support with energy bills, food bills and making sure you're claiming all you're entitled to, go to:

www.kirklees.gov.uk/cost-of-living





Aspire and Achieve

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



Our shared day-to-day focus

- 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 both now and in the future.

Tracking our shared impact

- Educational achievement (reading, writing, maths) at age 11 (KS2).
- People qualified to Level 2, Level 4, Level 6 and Level 7.



Sustainable Economy

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



Our shared day-to-day focus

- 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 shared impact

- Disposable income per household (£).
- Start-up businesses/businesses exporting.
- Productivity per hour worked (£) - Gross Value Added (GVA).
- Median earnings.



Safe and Cohesive

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



Our shared day-to-day focus

- 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 shared impact

- Percentage of adults who agree that people from different backgrounds get on well together in their local area.
- Percentage of adults who say they feel safe.
- Recorded crime rate.



Clean and Green

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



Our shared day-to-day focus

- 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 and climate ready' target for 2038.

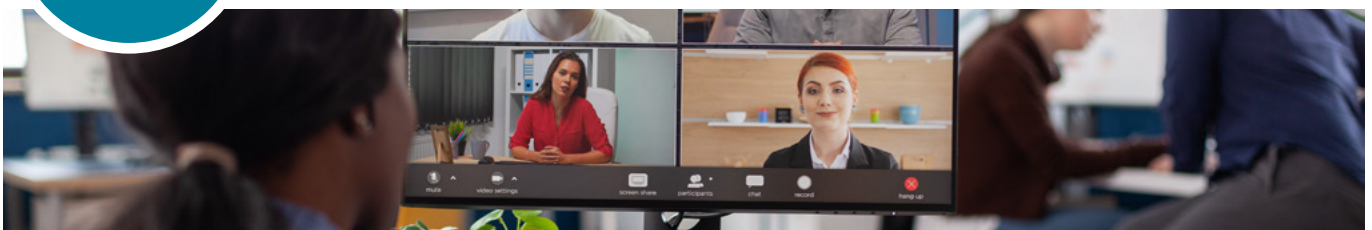
Tracking our shared impact

- Overall satisfaction with local area.
- Greenhouse gas emissions (CO₂ equivalent).
- Waste recycling rate.
- Percentage of mortality attributable to particulate pollution.



Efficient and Effective

Kirklees Council works smart and delivers efficiently and effectively



Our day-to-day focus

- 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.

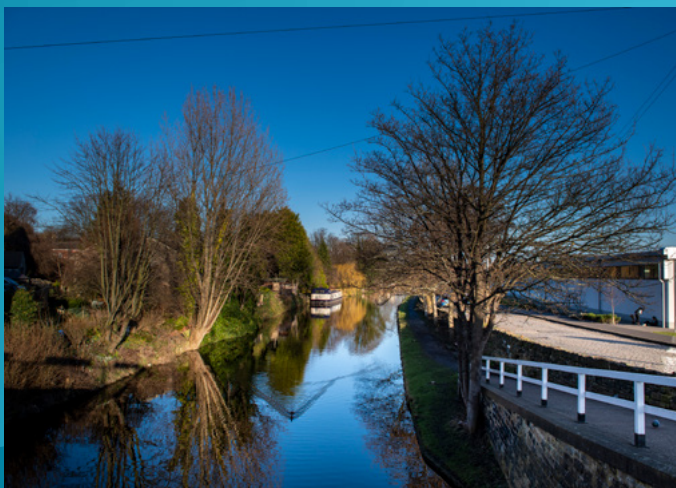
- Transforming our organisation to ensure that it remains fit for purpose, now and in the future.

Tracking our impact

- Percentage of employees who agree they are happy in their job.
- Staff sickness absence.
- Local spend (amount spent on locally-based suppliers).
- Overall efficiency/effectiveness of Council Plan deliverables.



Our beautiful borough





ACHIEVING INCLUSION