

# Public Document Pack



**Service Director – Legal, Governance and  
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Monday 2 December 2024

## Notice of Meeting

Dear Member

### Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **1.30 pm** on **Tuesday 10 December 2024**.

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

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

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

**Samantha Lawton**

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

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

## The Cabinet Members are:-

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

# Agenda

## Reports or Explanatory Notes Attached

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**Pages**

**1: Membership of Cabinet**

To receive any apologies for absence.

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**2: Minutes of Previous Meeting**

1 - 10

To approve the Minutes of the Meeting of the Cabinet held on 5 November 2024.

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**3: Declaration of Interests**

11 - 12

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

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**4: Admission of the Public**

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

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**5: Deputations/Petitions**

The Cabinet will receive any petitions and/or deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also submit a petition at the meeting relating to a matter on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10, Members of the Public must submit a deputation in writing, at least three clear working days in advance of the meeting and shall subsequently be notified if the deputation shall be heard. A maximum of four deputations shall be heard at any one meeting.

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## **6: Questions by Members of the Public**

To receive any public questions.

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

Any questions must be submitted in writing at least three clear working days in advance of the meeting.

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## **7: Questions by Elected Members (Oral Questions)**

Cabinet will receive any questions from Elected Members.

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

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## **8: Future of Council Operated Dementia Care Home Provision (Castle Grange and Claremont House)**

13 - 36

To consider the future of Council operated dementia care home provision.

Contact: Saf Bhuta, Head of In-House Care Provision

(Exempt information is detailed in an appendix to the attached report.

Consideration must be given to whether the public and press should be excluded from the meeting prior to the determination of the matter to enable the exempt information to be discussed by passing the following resolution: -

To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business, on the grounds that they involve the likely disclosure of exempt information, as defined in Part 1 of



**9: Consideration of Options for the future of Cleckheaton Town Hall** 37 - 150

To consider options regarding the future of Cleckheaton Town Hall.

Contact: David Martin, Head of Service - Property

(Exempt information is detailed in an appendix to the attached report.

Consideration must be given to whether the public and press should be excluded from the meeting prior to the determination of the matter to enable the exempt information to be discussed by passing the following resolution: -

To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item 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.)

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**10: Council Budget Report 2025/2026; incorporating Capital, Treasury Management, General Fund Revenue and Housing Revenue Account** 151 - 214

To consider the Council's proposed Budget Report 2025/2026.

Contact: Kevin Mulvaney, Service Director – Finance

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**11: Housing Revenue Account Rent and Service Charge Inflationary Uplift and HRA Budget** 215 - 228

To consider the annual rent and service charge inflationary uplift for 2025-2026.

Contact: Jacqui Fieldhouse, Head of Finance – Homes and Neighbourhoods

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**12: Corporate Financial Monitoring Report; Quarter 2 for 2024-25** 229 - 312

To receive the Corporate Financial Monitoring Report, Quarter 2.

Contact: James Anderson, Head of Accountancy

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**13: Quarter 2, 2024/25 Council Plan and Performance Update Report** 313 - 372

To receive the Quarter 2 2024/25 Council Plan and Performance Update.

Contact: Mike Henry, Head of Data and Insight

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**14: Corporate Risk - Quarterly Report 2 2024/2025** 373 - 404

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

Contact: Martin Dearnley, Head of Audit and Risk

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**15: Annual RIPA Update** 405 - 408

To receive an update on the use of the Regulation of Investigatory Powers Act 2000.

Contact: David Stickley, Senior Legal Officer

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Contact Officer: Yolande Myers

## KIRKLEES COUNCIL

### CABINET

**Tuesday 5th November 2024**

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

Observers: Councillor Ammar Anwar  
Councillor Bill Armer  
Councillor Tanisha Bramwell  
Councillor Andrew Cooper  
Councillor Hanifa Darwan  
Councillor Yusra Hussain  
Councillor John Lawson  
Councillor Jo Lawson  
Councillor Susan Lee-Richards  
Councillor Paul Moore  
Councillor Imran Safdar  
Councillor Cathy Scott  
Councillor Angela Sewell  
Councillor Joshua Sheard  
Councillor Mohan Sokhal  
Councillor Habiban Zaman

Apologies: Councillor Munir Ahmed

**55 Membership of Cabinet**

Apologies were received on behalf of Councillor Munir Ahmed.

**56 Minutes of Previous Meetings**

**RESOLVED** – That the Minutes of the Meetings held on 10 September and 8 October 2024 be approved as a correct record.

**57 Admission of the Public**

Cabinet noted exempt information was provided under items 9, 9 and 10.

**58 Declaration of Interests**

## Cabinet - 5 November 2024

Councillor Viv Kendrick declared an 'other' interest on agenda item 8 as a Member and President of Pennine Canoe Club, which was a former user of Dewsbury Sports Centre.

### 59 Deputations/Petitions

No deputations or petitions were received.

### 60 Questions by Members of the Public

Cabinet received written questions under Executive Procedure Rule 2.3

#### Question from Christine Cagna

"Your report states that there is a range of exercise offers in Dewsbury. Apart from private gyms which target a specific and narrow demographic, over the past year, what additional provision has been put in place?"

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

#### Question from Pat Lister

"I have been a regular attendee and user of Dewsbury Sports Centre for many years and attended eight classes per week mainly at Dewsbury (but also at Deighton Sports Arena and Batley Baths, both now closed). On reading the report and recommendations I realised that my data, potential income from my membership fees and future needs have not been taken into account and I feel I have been excluded from consultations and discussions on what I and other local residents in the wider North Kirklees area need. I would like to know why data, information on members, volumes, potential income from other users, residents and members from other Wards in North Kirklees has not been taken into account. Why has only data about the three named Dewsbury Wards formed the basis of the recommendations for Option 4 to close and demolish the Dewsbury Sports Centre?"

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

#### Question from Pat Lister

"Why has the report recommendation been made that there is currently sufficient alternative provision available in Dewsbury when those of us (who live in the other wards of North Kirklees & who were displaced by the closure of DSC struggle to find suitable accessible alternative provision in either North or South Kirklees, and Spenborough Leisure centre classes are often not suitable and those that are often oversubscribed. Why have the recommendations have been made without the correct data, incorrect information, and incomplete statistics to make an informed decision and without the correct processes and procedures being adhered to?"

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

**Question from Iqbal Mohammed MP**

“Could the Council provide a detailed breakdown of the quoted repair costs of £9-10 million, along with the projected annual running cost of £1.2 million? I would also request that this breakdown be published to ensure transparency and to support my formal submission to the Secretary of State for Culture, Media, and Sport. Following my recent meeting with the Secretary of State, I was asked to submit a comprehensive written request, and having full clarity on these financial details will be instrumental in presenting the case effectively.”

61

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

Cabinet received oral questions under Executive Procedure Rule 2.3.

**Question from Councillor J Sheard**

“I have recently seen a planning decision relating to the use of the Nab Lane waste and recycling centre, which states that if the site ceases to be a household waste and recycling centre in excess of 12 months, the council is required to return the site to woodland. To return this site to woodland could cost more than the savings made due to the closure and could result in a huge net loss for the Council. Was the Cabinet aware of this planning decision before approving the decision to close the site?”

A response was provided by the Leader of the Council (Councillor C Pattison).

**Question from Councillor T Bramwell**

“Westborough and Dewsbury Moor was once a vibrant, quiet, family centred area that has been hijacked recently by relentless antisocial behaviour and crime with business owners facing multiple armed robberies and attacks which are increasing every day. Residents are facing fireworks being put through their letterboxes, fences are being kicked down, wheelie bins have been stolen and they are being threatened by ‘thugs’ with zombie knives. Are there any plans to prioritise safety in Westborough and will the Cabinet to support and work alongside residents and businesses to combat this?”

A response was provided by the Cabinet Member for Communities (Councillor A Pinnock).

**Question from Councillor Jo Lawson**

“With the abolishment of the winter fuel payment, an elderly person must have an income of £11,800 or below to qualify for pension credit in order to receive the winter fuel payment. When some try to claim pension credit, they find that they are a few pounds over the income limit. We know that 37% of people do not claim pension credit when eligible, with that figure possibly higher in Kirklees due to language difficulties, and areas of deprivation. What is the Council doing to help elderly people claim this benefit?”

## **Cabinet - 5 November 2024**

A response was provided by the Cabinet Member for Corporate (Councillor Tyler Hawkins).

### **Question from Councillor B Armer**

“In relation to the recent budget statement what are the ramifications of changes to employer National Insurance contributions for adult social care in Kirklees?”

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

### **Question from Councillor A Anwar**

“The Dewsbury Sports Centre (DSC) is on the boundary of Dewsbury Town. With the footfall likely to increase when the arcade reopens, would not the reopening of the DSC enhance these investments and contribute to the towns economic and social growth? What influence does the Council have to ask the Dewsbury Town Board to reconsider a boundary change to include DSC?”

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

### **Question from Councillor A Cooper**

“In the recent Government budget statement, it was announced that £600m would be made available for Adult Social Care. Employer National Insurance contributions will be covered for the Council by the Government, but not for the private sector, with the increase in the minimum wage also affecting the private sector more than the public sector. Bearing all those things in mind, will you now be reconsidering whether the Council should privatise Castle Grange and Claremont House?”

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

### **Question from Councillor C Scott**

“Does the Cabinet believe all Section 106 agreements be made public, and should be public be made aware of how much the Council holds in relation to Section 106 money?”

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

### **Question from Councillor H Darwan**

“The cost of the refurbishment of the George Hotel has now spiralled by 50% in two years to £30m, with the Cabinet seeing it is a key part of the regeneration of Huddersfield Town Centre and a priority within the Huddersfield Blueprint. The repairs to DSC are £10m for a centre that loses £1m per year. Why can't the same be done for DSC and get a private investor to run it as part of a regeneration? Can

## **Cabinet - 5 November 2024**

you give a breakdown of the £10m needed for the refurbishment, how many quotes you obtained for the cost of repairs? Why can't the parking fees paid by Dewsbury residents be put back into DSC".

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

### **Question from Councillor P Moore**

"At the last Cabinet meeting we saw a debate on the privatisation of two dementia care homes where elected Members were silenced and threatened to be removed from the Council Chamber for wanting to ask further questions. Can the Council Leader offer me reassurances that democratic debate will be allowed to take place on the closure of DSC?"

A response was provided by the Leader of the Council (Councillor C Pattison).

### **Question from Councillor Y Hussain**

"We have heard today from the public that certain sports centres are oversubscribed and with residents having to travel a distance to access sports centres. Could the Council look at scaling back operations at DSC instead of closing the site and converting part of the site to a more financially sustainable option?"

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

### **Question from Councillor H Zaman**

"In light of public safety and the role the Council has in delivering the prevention agenda, can you clarify how many IDF soldiers reside in Kirklees?"

A response was provided by the Leader of the Council (Councillor C Pattison).

### **Question from Councillor John Lawson**

"I have been in ongoing correspondence with Councillor Munir Ahmed who has confirmed there has been no change made yet in the refurbishment and replacement of the Oakenshaw Cross. I am still unsure whether it is highways or assets who oversee the refurbishment and replacement. Please could an invitation be passed on to Councillor Ahmed to meet with the residents of Oakenshaw ahead of the deputation at the next Council meeting?"

A response was provided by the Deputy Leader and Cabinet Member for Transport and Housing (Councillor M Crook).

## Cabinet - 5 November 2024

(Under the provision of Council Procedure Rule 36 (1), Cabinet received representations from Councillors Bramwell, Anward, John Lawson, Scott, Darwan, Moore, Zaman, Hussain, Jo Lawson and Sheard.)

(Under the provision of Council Procedure Rule 37, Cabinet received representations from C Cagna, P Lister, J Devlin and L Bramwell.)

Cabinet considered a report which outlined a range of options in relation to the future of Dewsbury Sports Centre (DSC). The options were detailed at paragraph 1.4 of the considered report, with the recommendation being the permanent closure of DSC based on critical factors such as financial constraints, the significant cost of refurbishing the facilities and the alternative provisions available in the area.

The report highlighted that prior to its closure, DSC was a significant loss-making site for Kirklees Active Leisure (KAL), operating at an annual revenue deficit of around £1.113m per annum. Cabinet noted the permanent closure would require an expected capital cost of £3.483m for the demolition of the wet site and negotiations with the Landlord regarding the dry side and wider building site.

### **RESOLVED –**

- 1) That approval be given to permanently close Dewsbury Sports Centre and declare the existing buildings surplus to the Council's requirements.
- 2) That, subject to the approval of capital funding in the Council's revised Capital Plan at Council on 5th March 2025, approval be given to demolish the wet side facility.
- 3) That authority be delegated to the Executive Director for Place to initiate negotiations with the Landlord of the dry side building regarding the existing lease and the potential future redevelopment of the building and wider site.
- 4) That authority be delegated to the Service Director Legal, Governance and Commissioning to enter into and execute any necessary documentation or instruments in relation to the above matters.
- 5) That authority be given to write off KAL's outstanding borrowing costs of £126k for 2024/25 and a total cost of £697k until 2035 and that the adjustment be made to the Treasury Management budget to accommodate the change.
- 6) That authority be delegated to the Executive Director for Public Health and Corporate Resources to:
  - (i) work with partners, including funders such as Sport England and sporting governing bodies, to secure external investment enabling a programme of physical activity opportunities to be delivered in Dewsbury, and
  - (ii) begin a promotional campaign to highlight existing activities in the area, with proposals aiming to deliver a new style of provision to enhance health and wellbeing outcomes.
- 7) That authority be given to commission a strategic needs assessment to explore approaches to effectively address the health, well-being and social needs of the Dewsbury population.



- 8) That the Integrated Impact Assessment which was appended to the considered report be noted.

**63 Buxton House Compulsory Purchase Order**

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

Cabinet considered a report which sought approval to make a Compulsory Purchase Order (CPO) for the acquisition of interests in land to enable the remodelling of Buxton House.

The report advised that the remodelling of Buxton House would address critical fire safety issues and create accommodation that met modern standards. Cabinet noted that it approved the budget allocation in July 2021 and the site assembly strategy in March 2024, with an agreement that a further report would be considered if it was necessary to make a CPO.

Cabinet noted that the CPO would cover the one leasehold flat in Buxton House that the Council had not yet required, with the other necessary acquisitions being achieved voluntarily. Cabinet was advised that the project was time sensitive and needed to progress to ensure it could be completed within the allocated budget and provide the new affordable housing.

**RESOLVED –**

- 1) That authority be given to the making of a CPO of the land shown coloured pink and edged red (“the Order Land”) on the plan considered at Appendix 3 under section 226(1)(a) of the Town and Country Planning Act 1990 for the reasons set out in the Statement of Reasons (Appendix 1) and because: -
  - (i) the acquisition would facilitate the development, redevelopment, or improvement (including regeneration) on or in relation to the Order Land; and
  - (ii) the development, redevelopment or improvement was likely to contribute to the achievement of the economic, social or environmental well-being of the Council’s area.
- 2) That the purchase of the ALB Group headlease will engage section 203 of the Housing and Planning Act 2016 and allow the Council to override rights to facilitate the temporary closure of the Albion Street Car Park to provide a site compound and safe working space be noted.
- 3) That it be noted compensation may be payable under section 204 of the Housing and Planning Act 2016 to those whose rights are interfered with from the project budget.
- 4) That authority be delegated to the Executive Director for Place in consultation with the Service Director Legal, Governance and Commissioning to: -
  - (i) take all necessary steps to secure the making, confirmation and implementation of the CPO, including, making further amendments by way of finalising the draft Statement of Reason

the publication and service of all relevant notices and the presentation of the Council's case at any future local public inquiry;

- (ii) take all necessary steps to resolve any compulsory purchase compensation claims, including, if necessary, by way of making (or responding to) a reference to the Upper Tribunal (Lands Chamber);
- (iii) negotiate agreements to temporarily amend rights over the Albion Street Car Park: and
- (iv) make payment of any compensation due under section 204 of the Housing and Planning Act 2016.

- 5) That authority be delegated to the Service Director Legal Governance and Commissioning to finalise and enter into all appropriate contracts, deeds and documents required.

**64 George Hotel - Project update and proposed way forward**

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

Cabinet considered a report which provided an update regarding the George Hotel project and sought approval for an increased capital allocation.

The report advised that the George Hotel remained a key Huddersfield Blueprint project, with the renovation transforming visitor and investor perceptions of Huddersfield Town Centre. Cabinet noted that it approved the refurbishment and development of the site in October 2022 with a capital allocation of £20.2m.

Cabinet was advised that since the approval was given to the redevelopment, increases in constructions costs and unforeseen occurrences on site such as the presence of asbestos and historical underpinning had resulted in the hotel development project cost increasing to £30m. A further £9.8m additional capital funding was therefore required to provide the total allocation of £30m.

**RESOLVED –**

- 1) That approval be given to the continued redevelopment of the George site as a hotel as a key part of the Huddersfield Blueprint.
- 2) That further to the approved £20.2million in the Capital Plan, approval be given to the reprofiling of £9.8million from future phases of the Our Cultural Heart budget within the Capital Plan to the George site project to provide a total budget of £30million.
- 3) That authority be delegated to the Portfolio Holder for Regeneration in consultation with the Executive Director for Place, Service Director for Finance, and Service Director for Legal, Governance and Commissioning to:

-

- (i) approve any further increase in costs up to a maximum of 5% of the total project cost, accommodated through further reprofiling of the Capital Plan;

## Cabinet - 5 November 2024

- (ii) explore cost reduction and grant funding opportunities;
  - (iii) approve the final design; and
  - (iv) award the building contract subject to necessary consents.
- 4) That authority be delegated to the Executive Director for Place, and Service Director for Legal, Governance and Commissioning to: -
- (i) negotiate and enter into a variation to the Hotel Management Agreement within the limits of resolutions (2) and (3); and
  - (ii) negotiate and enter into License/Licenses and formal agreements with Network Rail to facilitate necessary access and egress.

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<b>KIRKLEES COUNCIL</b>			
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>			
<b>DECLARATION OF INTERESTS</b>			
<b>Name of Councillor</b>			
<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.

# Agenda Item 8:

**REPORT TITLE:** Future of Council Operated Dementia Care Home Provision (Castle Grange and Claremont House)

<b>Meeting</b>	<b>Cabinet</b>
<b>Date</b>	<b>10 December 2024</b>
<b>Cabinet Member</b> (if applicable)	<b>Cllr Beverley Addy</b>
<b>Key Decision Eligible for Call In</b>	<b>Yes Yes</b>

## **Purpose of Report**

To advise Cabinet on the progress of identifying potential new operators for the Council's two dementia residential care homes (Castle Grange and Claremont House)

Given the financial challenges in relation to revenue and capital budgets, this report considers several options which include:

- Option 1: Do nothing and retain operation of the care homes
- Option 2: Transfer the 2 care homes to a third party bidder as going concern(s) following a robust expression of interest exercise subject to evaluation of price and quality
- Option 3: The closure of the Council's 2 care homes in accordance with best practice guidance.

The recommended option is option 2 for reasons set out below.

## **Recommendations**

Cabinet are asked to:

- a. Note the outcome from the further consultation (at Appendix 1 and 2 to this report) with families and determine that as a result, the Council wishes to progress with the negotiations to dispose of the care homes as going concern
- b. Note the contents of the Integrated Impact Assessment including mitigating actions
- c. Agree to pursue the opportunity to transfer the homes as a going concern given the expressions of interest received
- d. Delegate authority to the Executive Director for Adults and Health, in consultation with the Portfolio Holder for Adults Social Care; Portfolio Holder for Finance and Regeneration, Service Director – Legal, Governance and Commissioning and the Service Director – Finance, to:
  - (i) progress negotiations with potential bidders through a Best and Final Offer stage and select a preferred bidder;
  - (ii) complete the legal transfer of two residential care homes as a going concern, subject to the satisfactory outcome to negotiations with the preferred bidder
  - (iii) authorise the Service Director Legal, Governance and Commissioning to enter into formal legal agreements and other documentation on behalf of the Council to implement the decision of Cabinet.

- e. In the absence of a successful outcome of the Best and Final Offer stage of the transfer process then a further report will be brought back to Cabinet.

**Reasons for Recommendations**

- Whilst there were concerns raised through the consultation, which are set out more fully in Section 4, they do not represent substantial or significant reasons why the homes should be retained as directly operated facilities
- The homes represent a comparative loss of more than £0.8 m per annum of direct costs and may well require further capital investment in the near future.
- The Council has received 5 bids.

**Resource Implications:**

- Whilst pursuing the option of sale will involve substantial officer time, both relating to adult social care, finance, legal HR, Corporate Landlord and communications, internally and externally, the potential revenue cost savings of more than £0.8m each year along with potential capital receipt and mitigated capital borrowing continues to make this an attractive option financially. Cabinet are asked to note the risk of reputational issues that will require resources to address.
- Disposal of the care homes will allow the Council to focus resource on specialist activity where there are market gaps or where only the Council can play a market facilitating role (e.g. Knowl Park House new dementia facility).

**Date signed off by Executive Director & name**

Richard Parry –  
Executive Director Adults and Health  
29/11/24

**Is it also signed off by the Service Director for Finance?**

Kevin Mulvaney –  
Service Director, Finance 29/11/24

**Is it also signed off by the Service Director for Legal and Commissioning (Monitoring Officer)?**

Samantha Lawton – Service Director, Legal and Commissioning – 29/11/24

**Electoral wards affected:** All/ Newsome & Heckmondwike

**Ward councillors consulted:** None

**Public or private:** Both (Private Appendix 3)

Private Appendix 3 of this report is recommended to be taken in private because the information contained in it is considered to be exempt information under Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that it would not be in the public interest to disclose the information contained in the report as disclosure could potentially adversely affect overall value for money and could compromise the commercial confidentiality of the bidding organisations and may disclose the contractual terms, which is considered to outweigh the public interest in disclosing information including, greater accountability, transparency and openness in Council decision-making.

**Has GDPR been considered?** Yes

**1. Executive Summary**



- 1.1 On 26 September 2023 Cabinet approved a consultation process regarding the future of the Dementia Care home provision at Castle Grange and Claremont House
- 1.2 At the time, the report sought approval from the Council to withdraw from the long stay residential care market and focus its direct care delivery in other parts of the care market. A consultation process ran on this from 11th October 2023 to 3rd January 2024.
- 1.3 The report presented at Cabinet on 12 March 2024 determined not to close the homes, as was considered by the consultation, but recommended that following approaches made to the Council by independent sector operators, officers should explore potential opportunities to transfer the homes into the independent sector. These recommendations were approved by Cabinet.
- 1.4 Following an indication during informal consultations with potential providers that there may be an appetite from the private sector to acquire the two dementia care homes, as going concerns, Cabinet authorised progression of the process at their meeting on 08 October 2024.
- 1.5 Since that decision, officers have:
  - Undertaken a six week consultation with service users and their relatives regarding the transfer option, and meetings have also taken place with staff to update them on the process.
  - The sites have been marketed to those parties who had expressed an interest, and a number of others who have approached the Council when Cabinet determined that offers should be sought, plus information lodged with the Kirklees Care Association.
  - Detailed information about the homes has been prepared and shared, including staffing, financial and property information.
  - Interested Providers have visited both premises, and responses have been made to enquires, with information shared to clarify information prior to submission of initial bids.
  - Formal offers have now been received for both homes and will be considered and examined.

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

### **Consultation with Families**

- 2.1 Recognising the Cabinet decision to pursue further the issue of transfer of the homes as going concerns, further consultations have been undertaken this time directed at existing service users and their relatives, and staff and their trade unions.
- 2.2 To this end, a series of one-to-one, in-person conversations were held with service user families, alongside conversations with staff and trade unions where people could highlight any concerns about a transfer to a private care provider.
- 2.3 Anyone unable to attend a face-to-face meeting was offered a telephone conversation where concerns could be discussed, and some families took this option.
- 2.4 The themes captured through the families consultation include: concerns about the new provider(s), assurances that the care homes will remain as dementia residential homes, concerns about the quality of the service offer should another provider take over, impact on staff and therefore continuity of service for residents, concerns about potential increases

in fee rates to residents. A more detailed summary of this consultation is included in Appendix 1 of this report.

- 2.5 This consultation has also included ongoing communications with families through a generic inbox ([carehome.consultation@kirklees.gov.uk](mailto:carehome.consultation@kirklees.gov.uk)). Officers have managed this inbox and have responded to a range of emails, questions and letters of concerns. Further information on this can be viewed in Appendix 2 of this report.
- 2.6 Officers have also responded to a variety of questions and petitions raised by families and councillors at recent Cabinet and full Council meetings.
- 2.7 Based on the consultations, officers have noted the concerns that families, as well as wider members of the public, have shared. Families are seeking assurances on a range of issues (see 2.4 above) which have been noted to be factored into the due diligence process and through the evaluation of the bids from private providers.
- 2.8 Families will be kept informed of progress (subject to confidentiality) should Cabinet approve to continue discussions to the next stage with interested providers.

### **Engagement with Private Providers**

- 2.9 The Council provided an indicative basis on which it would look to transfer the homes as going concerns. These were:
  - (a) This is a business transfer
  - (b) The homes would transfer with existing residents
  - (c) The existing site staff, but no others, would transfer under TUPE.
  - (d) There would be no short-, medium- or long-term care contracts, other than the standard right of persons to select a care home of their choice, and the local authority to pay the standard weekly fee where applicable.
  - (e) Operators have been made aware of the weekly fee currently charged to self-funding residents but have not been required to agree to maintain these charges.
  - (f) Because there are no transferring local authority contracts, this is not a Best Value contract, so accordingly employment rights are protected as is normal under TUPE transfers, but there is only the minimum standard TUPE pension protection to existing employees (they do not retain the right to retain a LGPS or broadly comparable pension).
  - (g) The Council would sell the freehold of the premises at the time of the business transfer, or the transferee could make proposals as to a point at which the freehold or a long-term lease would transfer to them. Under any of these options full repairing liabilities would transfer to the operator from the commencement of the transfer. Initial expressions of interest and bids are in favour of freehold transfer which is the Council's preference.
  - (h) The Council would expect to receive a payment for the business reflective of the potential opportunities and liabilities and risk that they were acquiring.
- 2.10 Six private providers/potential operators expressed an interest in potentially acquiring the homes. Of these, one provider has since withdrawn leaving five who are interested in acquiring both homes – officers have received initial bids from all five providers. The next stage is now to evaluate the proposals. This will be by an initial meeting with each supplier whose proposals are considered to be credible. After this, an assessment of various criteria will be undertaken with a view to identifying those suppliers who are likely to be most suitable as purchasers of the businesses. Best and final offers will then be sought from these suppliers and will be evaluated in accordance with pre-determined quality and

financial criteria. Evaluation will weight quality greater than price and be subject to minimum quality criteria as part of the design of the best and final offer stage.

- 2.11 The quality criteria will take account of bidders' experience of managing care homes and assess their ability to continue to deliver high quality care services for people with dementia in the future.

### **Existing and future financial position**

- 2.12 Under current arrangements, each home loses a substantial sum annually, recognising that they have had some underutilisation, and part substitute uses. However, with each home operating at full capacity, with permanent residents, it is likely that if the homes were receiving the standard fee for those entitled to full local authority support each home (£770 per week), and the actual fee charged for those who are self-funding (£820) the loss is more than £0.8m of direct costs; if overheads and depreciation are attributed the loss rises to somewhere between £1.3m and £1.8m per annum.
- 2.13 Inspection of the properties suggest that if they remain in council control there will be a significant requirement for capital investment, as the buildings, now circa 25 years old may need refurbishment elements at some stage such as roofing works, mechanical and electrical plant (e.g. lifts).
- 2.14 As a part of the process potential operators are being made aware of the likely challenges and issues that may face them if they pursue the options for sale including the likely need for a new operator to engage with residents and families, as well as the need to manage the workforce implications of a transfer.
- 2.15 There is no certainty, though, that following negotiations any bidder will get to a stage where they can progress to full completion and transfer. This may reflect difficulties not wholly related to the merits of the proposal (e.g. availability of bank finance) or be down to personal perceptions from the bidders and their team about the likely risks and rewards.
- 2.16 From the Council perspective, though, this facilitates an ability to save revenue costs of more than £0.8m and avoid further capital costs. This is set against an overall financial backdrop for the Council which remains extremely difficult.
- 2.17 The sale of the business will also potentially generate capital receipts (albeit the Council will have two fewer assets), and the proceeds may not exceed the book debt related to the properties.
- 2.18 Should it not be possible to progress to a sale, alternatives are:
1. Closure of the homes, incurring costs of closure and redundancy, although then with a potential to recoup some funds through asset sales.
  2. Continue operating the homes; there is the potential to make some savings, by staffing changes and by increasing fees for self-funding residents, although the cost disadvantage the Council faces versus the private sector on staffing is likely to make operating such facilities on a cost neutral basis almost impossible.
- 2.19 Failure to agree a business transfer will result in a further report to Cabinet to consider what actions to take.

### 3. Implications for the Council

Disposal of care homes is a typical action by local authorities in financial difficulties, or those which wish to transfer resources for other priorities. The Council would retain a role in providing more specialist services for both older people living with dementia and for people with a learning disability as well as working jointly with the healthcare system to provide residential step-down beds that support discharge.

#### 3.1 Council Plan

This proposal relates to the priorities outlined in the 24/25 Council Plan as per the above (3) and supports the Council's aim to transform services to become more efficient, effective and modern working towards a new operating model for Adult Social Care Services. Council priorities - Council Plan 2024/25 | Kirklees Council

#### 3.2 Financial Implications

3.2.1 The proposal will generate substantial ongoing savings if approved. It presents an ability to save revenue costs more than £0.8m each year and, also avoid future potential capital costs.

3.2.2 At year end (2023-24), the total direct cost for Castle Grange was £2.388m and for Claremont House was £1.954m. At full occupancy (40 beds per site) this equates to a unit cost per bed per week of £1,148 for Castle Grange, and £939 for Claremont House (based on 52 weeks). Note that this is for direct costs. At the same full occupancy level but paying for the provision of beds externally (at an estimated market rate of £853 per bed per week) the cost of alternate provision would be £1.774m for Castle Grange, and the same (£1.774m) for Claremont House.

	Castle Grange	Claremont House
	£m	£m
Direct cost (£m)	2.388	1.954
Alternate provision cost (£m)	1.774	1.774

3.2.3 At a 90% occupancy level (36 beds per site), the unit costs are £1,276 per bed per week for Castle Grange (total cost as above, of £2.388m), and £1,044 per bed per week for Claremont House (£1.954m as per above). At this occupancy level, the alternative external provision would cost £1.597m for each site.

	Castle Grange	Claremont House
	£m	£m
Direct cost (£m)	2.388	1.954
Alternate provision cost (£m)	1.597	1.597

3.2.4 Net direct costs (direct costs less direct income, excluding overheads) are £1.880m for Castle Grange, and £1.665m for Claremont House. If they were transferred, the Council would continue to receive client contributions (income) to partially offset fees that it pays to the new providers.

- 3.2.5 The sale of the business will potentially generate capital receipts (albeit the Council will have two fewer assets), and the proceeds may not exceed the book debt related to the properties.
- 3.2.6 The two sites also have potential future capital costs related to building/site upkeep. Any transfer would remove/reduce this for the Council and will mitigate future capital borrowing costs.
- 3.2.7 Note that the information used to inform this analysis is based on 2024/25 values. Actual values for 2025/26 may vary though it is unlikely that the values will materially change.

### **3.3 Legal Implications**

- 3.3.1 Local authorities had a duty to provide residential accommodation for adults in need of care and attention not otherwise available to them under section 21 of the National Assistance Act 1948. This was repealed and replaced by a duty to meet needs for care and support (Section 18 of the Care Act 2014). Section 19 of the Care Act 2014 gives the local authority power to meet needs for care and support, where it is not under a duty to do so. Unlike the National Assistance Act 1948, the Care Act 2014 does not specify separate duties for the provision of residential and non-residential care. Section 8 of the Care Act 2014 gives examples of the different ways that a local authority may meet needs under section 18, and the list includes “accommodation in a care home or premises of some other type” (s.8(1)(a)), or “care and support at home or in the community” (s.8(1)(b)).
- 3.3.2 The council has a market shaping duty under section 5 of the Care Act 2014 and must exercise its duties in accordance with the Department of Health’s statutory Care and support Guidance (updated June 2023).
- 3.3.3 The Council is required to carry out non-statutory consultation process regarding proposals to reconfigure services and to carefully consider responses before reaching any decision. A lawful consultation should be in line with the Gunning Principles. A fair consultation is one undertaken when the proposals are at a formative stage; sufficient reasons are given for the proposals to allow intelligent consideration by consultees together with criteria which will be applied when considering proposals and which factors will be considered decisive or of substantial importance; adequate time must be given for responses; and the product of consultation must be conscientiously considered before any final decision is taken. Members should carefully consider the outcomes of the consultation when considering the recommendations of officers including the IIA and all other relevant matters.
- 3.3.4 While some consultation has been previously carried out, this was in relation to a closure option and so further consultation is required in relation to the transfer of a going concern.
- 3.3.5 The Council has a duty of Best Value under section 3 of the Local Government Act 1999 to secure continuous improvement in the way functions are carried out having regard to a combination of economy, efficiency and effectiveness. The council has a fiduciary duty to taxpayers when making funding decisions and commissioning services to ensure it has regard to all its legal duties and that it is prudent, affordable and sustainable in the context of the Council’s unprecedented budget challenges and the statutory requirement for a balanced budget.
- 3.3.6 Any Council staff transferring to another care home operator will benefit from protection under the Transfer of Undertakings (Protection of Employment) Regulations 2006 on the basis that it would constitute the transfer of a business as a going concern (Reg 3(1)). This

means their contractual terms and conditions of employment and continuity of service will transfer. In the absence of economic, technical or organisation reasons entailing changes in the workforce, there are restrictions on the ability of the transferee employer to change terms and conditions if they relate to the transfer itself. Minimum pension rights/benefits must be protected under the Pensions Act 2004 and the Transfer of Employment (Pension Protection) Regulations 2005. At this stage we are aware that none of the potential operators wish to join the LGPS. Affected staff and Trade Unions will be consulted as part of the decision-making process at the appropriate time. The transferee employer will need to inform the transferor Council of any “measures” that it proposes regarding transferring employees following the transfer.

- 3.3.8 Employees who are not directly employed at the care homes and who do not have TUPE rights but who are nonetheless affected by the transfer may need to go on redeployment and or be entitled to a redundancy payment. The Council will follow its usual consultation procedures with any such affected employees.
- 3.3.9 Article 8 of the European Convention on Human Rights (ECHR) is a relevant consideration which requires the Council to respect the private and family life of persons resident in the Council’s care homes. Article 8 is only engaged if the proposals interfere with service user rights, and if so, may nonetheless be permissible if justified and proportionate. Provided the Council complies with its statutory duties its actions should be compliant with its obligations under the ECHR. Subject to the outcome of the consultation, the Council will need to ensure the needs of residents have been properly assessed in line with the Care Act 2014.
- 3.3.10 The Council has a duty under Section 123 Local Government Act 1972 when selling land to obtain the best consideration reasonably obtainable. Land can be sold at an undervalue of up to £2M under the General Disposal Consent 2003 if the purpose of the disposal is to promote or improve economic, social or environmental wellbeing of the area and would require Cabinet approval. If the consent did not apply the matter would need to be referred to the Secretary of State and the Council would need to comply with the Subsidy Control Act 2023. Officers have commissioned independent valuation advice in respect of each of the properties, these valuations have been received and are currently being reviewed.
- 3.3.11 The Council must comply with the Public Sector equality duty under Section 149 Equality Act 2010. An Integrated Impact Assessment will be required on the proposed sale of Council care homes and members must consider its findings before taking any decision. The Council when exercising its functions must have “due regard to the need to “- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
- a) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - b) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 3.3.12 Section 149 (7) sets out 7 protected characteristics namely: age, disability, gender reassignment; pregnancy and maternity, race, religion or belief, sex or sexual orientation .it follows that age and disability, amongst others, will be relevant in taking decisions about the future of the Council’s care homes. The IIA will need to be updated during and following any consultation.
- 3.3.13 The Council has the power to enter any necessary contractual or other arrangements relying on Section 1 of the Localism Act 2011 and all other enabling powers. Section 1 introduced a general power of competence, subject to certain restrictions and prohibitions

in other legislation, under which local authorities may do anything that an individual could do. All legal powers must be exercised reasonably in public law terms.

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

An Integrated Impact Assessment has been undertaken to assess the impact of the transfer to private operators. This includes an assessment of the impact on staff, service users and their families. View the [Integrated Impact Assessment](#).

Please see below table of risk:

	<b>Risk Description</b>	<b>Risk Mitigation</b>
1.	Risk of legal challenge	The Council has undertaken a transparent process including reasonable consultation to take into account the views of service users/families/friends; the findings of which will be considered by decision makers and has had regard to the IIA.
2.	Failure to transfer 2 residential care homes on a going concern basis due to no final bids or unsatisfactory bids or failure to achieve a satisfactory outcome to negotiations with a preferred bidder	The Council has received 5 expressions of interest and providers will be invited to a Best and Final Offers stage. The proposed Heads of Terms are considered to be commercially reasonable and attractive to the market.
3.	Employees may leave the care homes because they do not wish to work in the private sector and/or adverse impact on their pensions	Managers have business continuity plans in place to ensure safety of service users and staff. TUPE will apply. Minimal pension protection will apply.
4.	The concerns of service users/families /friends	There has been reasonable consultation and regular updates provided . A comms strategy is in place.
5.	Failure to transfer within expected timescales	The financial impact of a failure to transfer at all or slippage will be monitored with finance services and appropriate actions taken to respond to any adverse financial impacts.

## 4. Consultation

4.1 There has previously been a consultation on a proposed closure of these homes which resulted in a Cabinet decision to explore alternatives including transfer to the independent sector. Officers have undertaken an additional six week consultation with service users and their relatives regarding the transfer of the care homes.

4.2 There are 45 residents current residing across both Castle Grange and Claremont House. All resident families were contacted and offered one to one consultation meetings with officers, of which 31 service user families took up the offer of an optional one to one meeting. Further details of the current consultation process and outcomes are set out in appendix 1 and 2 and summarised through 4.5 and 4.11 below.

- 4.3 The process being followed to select the potential new operator and to manage any subsequent transfer process will take consideration of the points raised below and officers will exercise good professional judgement in making decisions.
- 4.4 The commercially confidential nature of the process means that it is not possible for families to be involved in the selection process but their concerns about quality and experience will be reflected in the decision-making process.

#### **Overview of generic themes and proposed response to issues raised**

- 4.5 Families were concerned about when the appointment of a new provider would be communicated with them. They want the opportunity to review the new provider's portfolio, their CQC rating(s) and meet and ask questions of the new provider. They asked what would happen if there were issues following the transfer of the homes. There was concern that the homes may not remain as dementia residential homes. Families are interested in knowing what, if any, restrictions will be in place to mitigate any immediate changes to the service.
- 4.6 Families have been advised that the council is only progressing talks with providers who are interested in dementia care therefore we do not anticipate any change to the service focus. They have also been advised of the confidential nature of the procurement process and that a limited amount of information can be shared with them at this time.
- 4.7 Families are very complimentary about the excellent and high-quality care currently received by residents at both homes. Concerns were raised about whether the quality of care would be maintained post transfer to a private provider.
- 4.8 Kirklees has a well-developed independent sector care home market. Should the homes transfer to new operators (subject to cabinet approval), the Council will ensure it has oversight on quality and provision through its Contracts team. The Contracts team deliver proactive, targeted support in partnership with the NHS and other key partners around improving the quality of care to regulated care providers in the borough.
- 4.9 Families raised concerns about staffing. They are aware of the TUPE process but are concerned staff may leave before the transfer occurs and have queried what support is available for staff during this time. They are also concerned about changes to staffing when a new provider is in place.
- 4.10 Staffing levels will be at the discretion of any new provider.
- 4.11 Families are extremely concerned about the potential increase in the cost of care and the possibility that top up fees will be introduced. Most have added that they would not have any financial means to be able to contribute towards any increased cost of their loved one's care. Families would like to know who will pay for any shortfall if an individual's money depreciates below the threshold. Concerns were raised about delays with the payment process (delay in receiving invoices, timely responses when contacted, paying invoices, understanding how much they owe, if there is debt will it be transferred) and what would be done to address these.
- 4.12 Any increase in fees will be at the discretion of the new provider. The council will continue to contribute to care costs for low-income residents based on the outcome of a financial assessment. Concerns about invoicing and payment issues have been raised with colleagues in Client Financial Affairs for resolution.



- 4.13 Families would like to be informed of the procurement process for a new provider including timescales and what the selection criteria is.
- 4.14 Subject to Cabinet approval, the Council is aiming to complete the full transfer by April 2025.
- 4.15 Families would like to learn more about what happens after the transfer of the homes and what if any responsibilities the council would continue to have towards the service users residing in the homes.
- 4.16 The Council will continue to have a responsibility for safeguarding residents and the quality and sustainability of the services in line with its statutory duties as it does with any other provider.
- 4.17 The families have clearly stated their opposition to this proposal and are keen to know what will happen should a suitable provider not be found.
- 4.18 As set out above, there has been interest from suitable providers which reduces the likelihood that a suitable provider will not be found. If it is not possible to secure a transfer, the council will need to consider how best to proceed.
- 4.19 See section 6 (Options)

## 5. Engagement

See section 2.

## 6. Options

These are:

Option	Description	Key Points
1. Do Nothing	Continue operating the homes as is, recognising that they cost significantly more to operate than the income generated through fees charged.	<ul style="list-style-type: none"> <li>+ Maintains current care arrangements</li> <li>+ No disruption to residents and staff</li> <li>- Financially unsustainable</li> <li>- Ongoing operational losses</li> <li>- More cost effective placements can be sourced in the independent sector</li> <li>- Significant capital expenditure would be required to maintain/enhance the standards of the care homes</li> </ul>
2. Transfer	Pursue the transfer of the 2 long stay homes as a going concern business. This is the preferred option, bringing savings with minimal disruption to residents and their families and a transfer of employment arrangements for staff.	<ul style="list-style-type: none"> <li>+ Achieves financial savings for the Council</li> <li>+ Minimal disruption to residents and families</li> <li>+ Staff employment arrangements maintained</li> <li>- Requires finding a suitably experienced buyer</li> <li>- Possible initial regulatory and compliance challenges</li> </ul>
3. Closure	Close both of the care homes - a previously rejected option, though the financial position	<ul style="list-style-type: none"> <li>+ Achieves immediate cost savings for the Council</li> </ul>

	of Council remains challenging	<ul style="list-style-type: none"> <li>+ Enables the Council to focus on strategic priorities as a provider such as supporting people at home (Home First) or in schemes like Housing with Care.</li> <li>+ Enables the Council to maximise the use of available bed capacity in the independent sector</li> <li>- Disruption to residents and families</li> <li>- Loss of jobs for staff</li> </ul>
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## 6.1 Options Considered

The options considered are set out above and have been the subject of previous Cabinet reports and decisions.

## 6.2 Reasons for recommended Option

At present, option 2 (Transfer) is the option that enables the Council to better manage the financial position it faces and focus on activity where there is a limited alternative range of providers in line with previous decision to not close the homes but to seek an alternative solution.

## 7. Next steps and timelines

If the recommendations are approved, officers will pursue further engagement with interested parties through a best and final offers process and seek to secure a transfer agreement in January 2025.

## 8. Contact officer

Saf Bhuta, Head of In-House Provision

## 9. Background Papers and History of Decisions

Previous reports relating to care home consultation.

*Cabinet Mtg 26 Sept 23:*

**[Proposed Closure of Castle Grange and Claremont House residential care homes PDF 404 KB](#)**

*Scrutiny Panel 22 Nov 2023:*

**[Castle Grange and Claremont House Care Homes Consultation PDF 375 KB](#)**

*Cabinet Mtg 12 March 2024:*

**[Future Arrangements for the Council-Run Long Stay Dementia Care Homes PDF 902 KB](#)**

*Cabinet Mtg 8 October 2024:*

**[Care Homes Cabinet Report Final PDF 385 KB](#)**

## 10. Appendices

1. Thematic Feedback from Resident Families Consultation
2. Overview of ongoing communications and engagement with Families
3. Future of Council operated Dementia Care Home provision report (private)

**11. Service Director responsible**

Michelle Cross - Service Director for Mental Health, Learning Disabilities & Provider Services

## **Appendix 1: Thematic Feedback from Resident Families Consultation**

### **Family consultation**

**Consultation period:** 10/10/24 to 21/11/24

**Number of service user currently residing across the two homes:** 45

**Number of service user families engaged with to date:** 31.

**Forum for consultation:** 1½ hour face to face 1-1 slots arranged across a number of days/times. Options also made available for meeting to be held over phone/MS Teams.

**Purpose of meetings:** To capture family members / next of kin views on the proposals and feedback from the consultation to inform a further Cabinet report for a decision to be made.

### **Overview of generic themes**

#### **The new provider**

Families were concerned about when the appointment of a new provider would be communicated with them. They want the opportunity to review the new provider's portfolio, their CQC rating(s) and meet and ask questions of the new provider. Families were also concerned about what would happen if there were issues following the transfer of the homes.

#### **Service change**

Families are concerned that the homes may not remain as dementia residential homes. They are interested in knowing what, if any, restrictions will be in place to mitigate any immediate changes to the service.

#### **Service Quality**

Families are very complimentary about the excellent and high-quality care currently received by residents at both homes. Concerns were raised about whether the quality of care would be maintained post transfer to a private provider.

#### **Staff**

Families raised concerns about staffing. They are aware of the TUPE process but are concerned staff may leave before the transfer occurs and have queried what support is available for staff during this time. They are also concerned about changes to staffing when a new provider is in place.

#### **Cost/Fees**

Families are extremely concerned about the potential increase in the cost of care and the possibility that top up fees will be introduced. Most have added that they would not have any financial means to be able to contribute towards any increased cost of their loved one's care.

Families would like to know who will pay for any shortfall if an individual's money depreciates below the threshold.

Concerns were raised about delays with the payment process (delay in receiving invoices, timely responses when contacted, paying invoices, understanding how much they owe, if there is debt will it be transferred) and what would be done to address these.

**Timescales and oversight**

Families would like to be informed of the procurement process for a new provider including timescales and what the selection criteria is.

**Post transfer**

Families would like to learn more about what happens after the transfer of the homes and what if any responsibilities the council would continue to have towards the service users residing in the homes.

**Future of the care homes**

The families have clearly stated their opposition to this proposal and are keen to know what will happen should a suitable provider not be found.

## Appendix 2: Overview of ongoing communications and engagement with Families

### Family consultation

Activity	Audience	Lead	Date
<b>Post-cabinet (08 Oct 2024) - cabinet meeting</b>			
Invites for one-to-one consultation meetings	CH/CG families	Service	26/09/2024
Letters informing of the KND and report to October Cabinet	CH/CG families	Service	05/09/24
<b>Consultation period (6 weeks duration)</b>			
1-1 consultation questions shared with families	CH/CG families		
1-1 meetings with service users families	CH/CG families	Audrey and Sarah	17/10/2024
1-1 meetings with service users families	CH/CG families	Audrey and Sarah	21/10/2024
1-1 meetings with service users families	CH/CG families	Audrey and Sarah	22/10/2024
Letter to families additional 1-1 dates added	CH/CG families	Service	24/10/2024
1-1 meetings with service users families	CH/CG families	Sarah	28/10/2024
1-1 meetings with service users families	CH/CG families	Audrey and Sarah	29/10/2024
1-1 meetings with service users families	CH/CG families	Audrey and Sarah	30/10/2024
1-1 meetings with service users families	CH/CG families	Audrey and Sarah	31/10/2024
1-1 meetings with service users families	CH/CG families	Sarah	05/11/2024
1-1 meetings with service users families	CH/CG families	Sarah	06/11/2024
1-1 meetings with service users families	CH/CG families	Sarah	11/11/2024
1-1 meetings with service users families	CH/CG families	Sarah	12/11/2024
1-1 meetings with service users families	CH/CG families	Sarah	13/11/2024
1-1 meetings with service users families	CH/CG families	Sarah	18/11/2024
Letter to families informing of December Cabinet and reminder of consultation ending	CH/CG families	Sarah	18/11/2024
1-1 meetings with service users families	CH/CG families	Sarah	19/11/2024
1-1 meetings with service users families	CH/CG families	Audrey and Sarah	20/11/2024
1-1 meetings with service users families	CH/CG families	Audrey and Sarah	21/11/2024

Across the two homes there are now 45 service users. To date – Over the consultation period,

- 31 consultation meetings have taken place

- 36 response forms have been completed as a result.
- 8 consultation meetings have been booked by families and then cancelled for various reasons

### Staff Information / Consultation

Activity	Audience	Lead	Deadline
<b>Post-cabinet (08 Oct 2024) - cabinet meeting</b>			
Letters inviting staff to update meeting	CH/CG teams	Service	01/10/2024
<b>Consultation period (6 weeks duration)</b>			
Meeting with staff following cabinet meeting	CH/CG teams	Saf	10/10/2024
Notice up inviting staff to update meeting	CH/CG teams	Bev	19/11/2024
Meeting with staff to provide KND and December cabinet update	CG team	Audrey	27/10/2024
Meeting with staff to provide KND and December cabinet update	CH team	Audrey	28/10/2024

### Email correspondence

Up to 26/11/24

31 emails have been received and logged onto the care home communications log. All these queries/questions have been responded to in full.

Since this date a further 18 emails have been received. All have been logged and a holding email has been while a response for their query is compiled.

### Questions

Over 160 questions have been collated through the received emails and the 1-1 consultation meetings. We are currently collating all these questions into one frequently ask questions list to be shared as a whole with family members. However, some questions will continue to be unanswered until further information is released as the process to select a new provider continues.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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## **Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012**

### **Notice under Regulation 5 – private meeting where less than 28 days’ public notice has been given**

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 prescribe that 28 clear days’ notice must be given by a decision-making body where it intends to hold the whole or part of a meeting in private because confidential or exempt information would otherwise be disclosed.

Under the provisions of the above named Regulations the following report entitled ‘Future of Council Operated Dementia Care Home Provision (Castle Grange and Claremont House)’ contain an annex which may be considered, in private, at the meeting of Cabinet to be held on 10 December 2024.

The annex may be considered in private as it contains Exempt Information as described in **Paragraph 3** of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) in that the information relates to financial or business affairs.

Please note that the covering report for this item of business will be available for public inspection and there will be public discussion of the business at the meeting. It is only if there is likely to be a need to discuss the details of the commercially sensitive information that the meeting will move into private session.

Reasons why the meeting is urgent and cannot reasonably be deferred:

The urgency of this meeting is due to the immediate need for Cabinet to note the progress of identifying potential new operators for the Council’s two dementia residential care homes (Castle Grange and Claremont House) and to enable the decision to be taken on the decision date scheduled, in accordance with the issued key Decision Notice

Contact: Saf Bhuta, Head of Care Provision

Dated: 2 December 2024  
Leigh Webb  
Head of Governance

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As required by Regulation 5 of the Local Authorities (Executive Arrangements – Meetings and Access to Information (England)) Regulations 2012, the agreement of the Chair of the Overview and Scrutiny Management Committee has been obtained in relation to this forthcoming decision, that it has not been possible to give 28 clear days’ notice of the forthcoming key or non-key decision with a private report or appendix.

Date agreed – 2 December 2024

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**Report title: Consideration of options for the future of Cleckheaton Town Hall**

<b>Meeting</b>	Cabinet
<b>Date</b>	10 <sup>th</sup> December 2024
<b>Cabinet Members</b>	Cllr Graham Turner – Finance and Regeneration
<b>Key Decision Eligible for Call In</b>	Yes Yes

**Purpose of Report**

This report consolidates background information and presents a range of options to inform decision-making regarding the future of Cleckheaton Town Hall (CTH).

Given the financial challenges faced by the Council in relation to its revenue and capital budgets, and the current physical condition of the building, this report presents several options for consideration regarding the future of CTH. The main options include:

- Option 1 - Do nothing and keep the site closed in its current mothballed state.
- Option 2 - Reopen with limited refurbishment for H&S works, with other works in future years.
- Option 3 - Reopen following a full refurbishment of the building.
- Option 4 – Permanent closure and disposal of the building/site.
- Option 5 – Community management via a full repair and insurance lease following agreement of a revenue and capital investment business case.

**The recommended option is Option 5: the exploration of a management agreement whereby a successful community group manages the building and covers the revenue running costs under a full repair and insurance lease, following the provision of a business plan outlining how revenue running costs and capital investment into CTH could be secured through external sources.**

This recommendation is based on several critical factors:

- the need for the Council to reduce its long term revenue costs due to the financial constraints it is facing;
- the need to restrict capital expenditure as the Council's Capital Plan is under severe strain and any additional borrowing requires additional revenue support to be identified;
- an acknowledgement that CTH is an important asset from the community's perspective and therefore an opportunity is being given for the community to demonstrate its commitment to this building by actively becoming responsible for its day to day operation and revenue costs.

## Background

In July 2022 a piece of plaster fell from the ceiling above the stage at CTH, leading to the area being closed off to enable investigative works to be undertaken. Due to the specialist nature of the surveys and the need for scaffolding to be erected, the investigations occurred in early 2023. These subsequently revealed the potential for plaster failure across the whole main hall, leading to the closure of the main hall in Spring 2023 as a full scaffold would need to be erected to determine the extent of the plaster issues and the remedy required. Ward Councillors were informed of the extended closure of the main hall and the cancellation of events / bookings as a result.

In September 2023, a cabinet report on the future of Town Halls stated that CTH would remain closed and mothballed to allow a full assessment of the building's condition. As a consequence, all remaining bookings moved to alternative venues – mainly Batley Town Hall and Gomersal Public Hall and office accommodation usage was relocated to Batley Town Hall. CTH was placed in a partial mothballed state, with heating and power retained to ensure that the building does not deteriorate and to maintain security.

During the course of 2023 and early 2024, a full appraisal of the condition of CTH using a mixture of internal technical officers and external specialist contractors was undertaken, with the subsequent report issued in summer 2024. This identified multiple issues with regards to the condition of CTH and estimated that a full refurbishment of the building to give the town hall an extended period of life would cost £7.183m. A detailed summary of the condition report can be found at **Appendix A**.

CTH remains closed and mothballed pending a decision from Cabinet.

## Recommendations

Cabinet is asked to:

- Consider the detailed options outlined in the tables in the Executive Summary (Section 2) of this report which present a range of potential approaches for the future of Cleckheaton Town Hall. The different capital and revenue implications of each option should be noted, as should the condition information contained in **Appendix A** and the development appraisal attached in the private **Appendix B**.
- Approve the recommendation of **option 5** which seeks to engage the community in the day to day management, running and operation of Cleckheaton Town Hall through a full repair and insurance lease which commits the successful community group to covering the revenue operational costs of the building, and also asks the group to identify a capital investment plan with appropriate sources of funding. Ownership would remain with the Council;
- Delegate to the Executive Director of Place, in consultation with the Portfolio Holder for Regeneration and Finance, the Service Director for Finance and the Service Director for Legal and Commissioning (Monitoring Officer) the following authority to:
  - Consider and award, if required, a revenue grant in accordance with the Council's Financial Procedure Rules to interested community group(s) to support the development of an appropriate business plan;

- Consider and enable where appropriate interested community group(s) to access support from the Council's partner Locality to develop their application and business case;
- Manage and review progress against the development of a revenue and capital business plan and the timeframes shown below during the three stages of the process - (1) Expression of Interest within one month of the invitation being advertised followed by (2) an application with Business Case within a further three months and (3) preparation of a report to return to Cabinet for consideration of the outcomes of the first two stages within a further two months.
- Ensure adequate provision is in place for all revenue and capital expenditure required to support the successful business plan;
- Negotiate and agree terms of the management agreement and/or full repair and insurance lease and any other documentation required;
- Support the continued retention of the building in a mothballed state during 2025 as necessary to enable the community to bring forward a successful business case for the future operation of the town hall;
- Request that officers are clear in their considerations of any business cases submitted that any potential detrimental impact on other existing council and 3<sup>rd</sup> sector operated facilities and venues is clearly shown and mitigation identified, if possible, to lessen the impact.
- Note that Officers will return this matter back to Cabinet in line with the stated timescales for further consideration and a decision following receipt of any applications and business cases from group(s) interested in moving forward with Option 5 as described in this report.

### **Reasons for Recommendations**

- The revenue position of the Council – the Council needs to reduce to its long term revenue costs. CTH costs approximately £205K per annum to run and is a building that no longer forms part of the Council's core estate. It is therefore imperative for its future operation that the operational revenue costs of this building are reduced which could be achieved by management by the community.
- The capital position of the Council – the Council's Capital Plan is under significant pressure and needs to be reduced to help the Council maintain a balanced revenue position. A condition survey has identified a need for an investment of £7.183m to refurbish CTH, which is unaffordable in the current financial climate.
- The strength of community concerns regarding the future of CTH as expressed by residents, Ward Councillors and the Local MP would suggest that there is an opportunity to seek an innovative solution to the future management of CTH, which would see the community providing the funds to cover future revenue operational costs as well as seeking capital grants to invest in the building's future.
- It is anticipated that through seeking external revenue and capital grants, fund raising activities and the adoption of a commercial approach to the letting and management of this building, a successful community group could realistically re-open and manage CTH for the future benefit of communities it serves.

**Resource Implication:**

There is currently no capital allocation in the Council’s Capital Plan for the full or partial refurbishment of CTH. A full refurbishment costing £7.183m is beyond the affordability of the current Capital Plan.

Regarding revenue provision, the existing Corporate Landlord budget for property facilities management will continue to provide revenue funds during 2025/26 as necessary for the mothballed CTH in order to avoid its deterioration and provide security whilst it is closed and awaiting a determination of future management arrangements.

Should revenue grant(s) be made to interested community group(s) to develop a business case, this will be accommodated within the existing Corporate Landlord FM budget. The requested write off of £50K debt for the Town Halls Service will be dealt with through appropriate adjustments to the Treasury Management budget.

**Date signed off by Executive Director & name**

David Shepherd – Executive Director for PLACE– 02/12/2024

**Is it also signed off by the Service Director for Finance?**

Kevin Mulvaney – Service Director for Finance / Section 151 Officer – 29/11/2024

**Is it also signed off by the Service Director for Legal and Commissioning (Monitoring Officer)?**

Samantha Lawton – Service Director for Legal and Commissioning (Monitoring Officer) - 29/11/2024

**Electoral wards affected: Cleckheaton**

**Ward councillors consulted: Yes**

**Public or private: Public report with a private Appendix B.**

The report includes **Appendix B**, which is recommended to be considered in Private. This is because the information contained is considered as exempt under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006. This appendix contains details relating to the financial or business affairs of any person including the Council. It is deemed that it would not be in the public interest to disclose the information contained in the private appendices as disclosure. Revealing this information could potentially hinder the Council's ability to secure value for money, compromise the commercial confidentiality of the entities mentioned within the report, and ultimately be detrimental to the Council's financial and business interests. These concerns are considered to surpass the benefits of increased public accountability, transparency in the expenditure of public funds, and openness in Council decision-making processes.

**Has GDPR (General Data Protection Regulation) been considered?** Yes, person-identifiable data is not present in this report.



## 1. Executive Summary

1.1 Cleckheaton Town Hall is a traditional ashlar and coursed stone-built property constructed in 1892 with three floor levels and lower ground floor rooms. A small extension to the rear of the premises was constructed many decades later of traditional brickwork. It contains a large hall, which has a 398 seat capacity, and two lounge areas – used to support larger events. The site also housed a small office accommodation base and has some meetings rooms.

1.2 In July 2022, a piece of plaster fell from the ceiling above the stage at CTH. No-one was injured by the fall, but this led to a series of investigations that concluded that the stage and main hall needed to be closed to enable a full scaffold to be erected to facilitate a detailed survey of the ornate plasterwork and lath & plaster ceilings due to potential structural issues. As a consequence, from Spring 2023 onwards all events, bookings and office accommodation use were cancelled and relocated where possible to other Kirklees Council venues.

1.3 On 26<sup>th</sup> September 2023, Cabinet considered a report on the future of Town Halls in Kirklees. Based on the information in the report Cabinet decided that:

*"The main hall at Cleckheaton Town Hall is currently closed pending specialist investigation due to significant emerging condition and health and safety issues. The future planned capital investment needed to bring the building up to standard is already significant and currently unfunded. To allow the required further detailed assessment of the building to be undertaken the whole building will need to be mothballed. The building will remain mothballed until determined otherwise".*

1.4 Following this decision, the Council's Technical Services were commissioned to undertake a full review of the condition of CTH using in-house expertise from the key professional disciplines (Mechanical / Electrical / Structural / Fabric / Fire / Asbestos) supplemented by specialist consultants around such issues as fire compartmentation and ornate ceilings/plasterwork. A detailed explanation of the condition issues found is attached at **Appendix A**, but a summary is as follows:

- Water ingresses due to deteriorated roof coverings.
- Extensive window repairs required.
- Extensive ornate plasterwork repairs required.
- Obsolete kitchen / welfare / sanitary provisions in need of replacement.
- Obsolete electrical systems in need of replacement.
- Obsolete mechanical systems in need of replacement.
- Failed mechanical heating plant in need of replacement and redundant biomass system that requires removal.
- Obsolete fire alarm installation in need of replacement.
- Non - compliant fire doors throughout the building that require replacement.
- A lack of firestopping between compartments throughout the building that must be resolved.
- Inadequate safe means of access for high level maintenance areas that require resolving.
- Unsafe structures within the clock tower and concert hall require improvement works.

1.5 The Council's in-house Quantity Surveying team has estimated that the rectification of the above works through a refurbishment of CTH would cost £7.183m (which assumes inflation to 3rd Quarter 2026 mid-point construction prices). A scheme would require around one year to develop and design, and around 18 months to implement on site.

## 2. Information required to take a decision

2.1 In order to make a decision around the future of CTH, a number of options have been considered and are outlined as follows:

**Option 1** - Do nothing and keep the building closed in its current mothballed state.

Estimated Capital Cost for the Council	Revenue cost of borrowing per annum over 25 years.	Revenue cost per annum	Key Points	Timescale
Nil	Nil	£131K cost per each financial year that the building remains mothballed.  This amount could fluctuate up and down depending on the extent of responsive repairs required.	The building remains closed, but costs continue to be incurred for business rates; some elements of repairs and compliance; utilities ; security; caretaking and miscellaneous costs.  This avoids the deterioration of the building due to lack of heating / repairs and maintains the security of the site to prevent vandalism / break ins.  £50K write off of Town Halls debt (see 3.2.5 below) will impact on the Treasury Management budget.	Ongoing until Cabinet makes a decision about a different course of action.

2.2 Under the above scenario, the building remains with the Council (thereby foregoing the potential for a capital receipt) and revenue savings are restricted to £60-70K each year (primarily on cleaning, caretaking, repairs and compliance) due to the need to continue to heat / maintain / secure the building in order to avoid its deterioration.

**Option 2** – CTH is re-opened with limited refurbishment for H&S works, with other works to be undertaken in future years.

Estimated Capital Cost for the Council	Revenue borrowing cost per annum over 25 years.	Revenue cost per annum.	Key Points	Timescale
£1.5m	£108K	£205K estimated yearly operational running costs when fully re-opened.	Limited refurbishment to cover items such as structural repairs to the roof, fire compartmentation and fire doors, ornate lath and plaster repairs, boiler upgrade,	Around 18-24 months to design

£6m	£431K	Operational costs based on last full year of opening in 2022/23 uplifted for inflation.	weatherproofing works to ensure that the building is weathertight and safe to operate.  Remaining refurbishment works would need to be delivered as required over a longer period of years (uplifted from £7.183m in option 3 to £7.5m to allow for some inflation).	and deliver on site.  Spread over the next decade.
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2.3 Under the above scenario, the building remains with the Council and a capital receipt would not be achieved. There is no capital provision for this scheme in the Council's Capital Plan. This proposal would not deliver any revenue savings for Corporate Landlord and would increase the pressure relating to existing revenue savings expectations within the Corporate Landlord FM budget.

**Option 3** - CTH is re-opened following a full refurbishment of the building in line with the works identified in the Council's condition report.

Estimated Capital Cost for the Council	Revenue cost of borrowing per annum over 25 years.	Revenue cost per annum.	Key Points	Timescale
£7.183m	£516K	£205K estimated yearly operational running costs if fully re-opened.	This is based on the detailed condition survey report which is summarised at <b>Appendix A</b> and QS estimate which assumes inflation to 3rd Quarter 2026 mid-point construction prices.  No write off of Town Hall Service debt required under this option.	2.5 years

2.4 Under the above scenario, the building remains with the Council and a capital receipt would not be achieved. There is no capital provision for this scheme in the Council's Capital Plan. This proposal would not deliver any revenue savings for Corporate Landlord and would increase the pressure relating to existing revenue savings expectations with the Corporate Landlord FM budget.

**Option 4 – Permanent closure and disposal of the building / site.**

Estimated Capital Cost for the Council	Revenue cost of borrowing per annum over 25 years.	Revenue Deficit per year	Key Points	Timescale
Nil	Nil	£131k per annum until the building is disposed of, then a	There are three potential routes for disposal of this asset – (a) Asset of Community Value (b) Community Asset Transfer and (c) auction or private treaty	12-18 months.

		saving of £205k per annum.	<p>sale. All three methods of disposal could occur within a 12-18 month period. There is a potential to achieve a capital receipt as indicated in <b>Appendix B</b>.</p> <p>There would need to be a write off of the £50K Town Hall Service debt (see section 3.2.5 below) which would impact on the Treasury Management budget.</p>	
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- 2.5 CTH is a nominated Asset of Community Value (ACV) and hence its disposal is governed by the Localism Act 2011. Should the Council wish to dispose of CTH having first declared it surplus to requirements, it must notify eligible groups of its intention to dispose of the asset. This triggers a six week interim moratorium period during which eligible groups can confirm their interest in being treated as a potential bidder for the building, followed by a six month full moratorium period during which an offer to purchase can be submitted .
- 2.6 The Council does not have to accept any offer and can sell to another party after the six-month full moratorium period has expired. A disposal must take place within the Protected Period (18 months from the original declared date of intention to dispose) otherwise the process begins again with a fresh notice of intention to dispose, and a new moratorium period.
- 2.7 The Council may wish to consider a Community Asset Transfer (CAT) but has no legal duty to do so – it is the Council's decision. Reasons for not considering a CAT include where a disposal would generate a capital receipt required to support the Council's capital programme or where is no clearly defined community use or the asset transfer would compromise existing community assets.
- 2.8 If a CAT is considered, interested parties would be invited to submit an initial expression of interest. If this is approved by the Council, the group(s) have six months to submit a full business case. Given the financial challenges faced by the Council, ideally a CAT should be resolved within one year, though past experience has shown that some transfers can take considerably longer, depending on the capacity of the applicant group and the complexity of the asset
- 2.9 Should the Council ultimately decide to sell the building, this could be via public auction by the Council's approved supplier of auction services or through a private treaty sale. Disposing at auction potentially provides the greater capital receipt but with no control over end ownership / use (though the planning process does provide a degree of control over end usage) whilst a private treaty sale provides greater control over future ownership / use (subject to planning) but potentially a lower capital sum.
- 2.10 Attached at **Appendix B** is a development appraisal by external consultants that indicates that CTH could potentially be re-developed for office or residential purposes, with a reasonable capital receipt achieved.
- 2.11 If option four was to be pursued it would achieve a significant revenue saving of £205k per annum once disposed of and could generate a reasonable capital receipt though the Council would be still liable for mothballing costs of £131k per annum until disposal had occurred.

**Option 5 – Community management via a full repair and insurance lease following agreement of a revenue and capital investment business case.**

Estimated Capital Cost for the Council	Revenue cost of borrowing per annum over 25 years.	Revenue Deficit per year	Key Points	Timescale
To be decided (see key points)	To be decided (see key points)	<p>Nil – as the successful group would take full responsibility for all operational costs as part of a full Repair and Insurance lease agreement.</p> <p>£131k per annum for the Council until an agreement was reached.</p>	<p>Community groups would be invited to submit an initial Expression of Interest within one month of the opportunity being advertised, followed by an application and business case within a further three months, which would then be considered by Cabinet. In order to support revenue income for the successful group, the Council would not limit commercial business use of the spaces to 30% as per a CAT. If a request for matched funding for any capital grants received from external sources was made by the successful group, this would be considered by the Council but with no guarantees that capital funding would be made available.</p>	6 months for the process outlined.

2.12 Finding a community group with the appetite, capacity, skills, experience and knowledge to take on an asset of this size, complexity, backlog of capital works and significant revenue running costs would be a sizeable and challenging undertaking. The process would be complicated and time consuming and for any group to be successful a detailed business case would need to be developed including details such as:

- how sufficient revenue could be raised to cover the annual running costs of the building, with clarity as to whether any new business secured would impact on existing Council and 3<sup>rd</sup> party facilities and venues elsewhere;
- how external capital funding to invest in the refurbishment of the building to address its key condition needs would be secured;
- the potential for repaying any capital investment from the Council if provided as match funding and over what period of time.

2.13 However, since the mothballing of the building, the community, Ward Members and the Local Member of Parliament for Spen Valley have expressed their strong support and commitment to the continuation of CTH as a well-loved community venue.

2.14 There is, therefore, the potential that a group could step forward from the Cleckheaton community to take on the running of the building from the Council, though ownership would continue to rest with the Council (thereby foregoing a potential capital receipt). This option would operate outside of the Community Asset Transfer policy.

- 2.15 Option 5 provides the opportunity for the Council to save around £205K revenue per annum from the Corporate Landlord FM budget once the lease is operational, though whilst this was being agreed, annual mothballing costs of around £131K would need to be paid by Corporate Landlord. A write off of £50K debt for the Town Halls Service would also need to occur as the Service would have no income stream to service the debt, which would impact on the Treasury Management Budget.

*The social and economic impact of Town Halls*

- 2.16. In reaching a decision about the option to be implemented, Members will be mindful of the positive impact that a successful Town Hall can have on a local community / area and equally, the potential negative impact when local facilities are closed.
- 2.17 The activities at CTH provided a significant draw for visitors, which benefited local businesses, cafes, bars and restaurants. The current mothballing of the building and the transfer of events away from the main hall has led to a reported decrease in footfall around the town centre, negatively impacting sales and revenue for businesses. Events hosted at the Town Hall, such as the Cleckheaton Folk Festival, brought in visitors from outside Kirklees, who spent money locally on accommodation, food and other services. The closure of CTH has resulted in a loss of this important source of supplementary income.
- 2.18 The mothballing of the Town Hall has also impacted on community and cultural activities in and around Cleckheaton. The building was a hub for various community groups including amateur dramatic societies, dance schools, and the University of the Third Age (U3A). The ongoing mothballing has and continues to bring disruption to their activities, with a reported drop in membership as a consequence.
- 2.19 Additionally, CTH did host a number of events that were culturally significant to local residents, and which helped contribute to the town's identity and vibrancy. The cessation of events has diminished cultural opportunities for the community. The building also served as a social gathering point, fostering community spirit and cohesion. Its closure has reduced the number of community gatherings, impacting on the social fabric of the area.
- 2.20 Whilst it is acknowledged that the mothballing of the town hall has impacted negatively on Cleckheaton Town Centre, the counter balance is that the transferred bookings have brought an extra flourish and longevity to places to such as Gomersal Public Hall and Batley Town Hall, which have become busier and more sustainable due to the increased footfall.
- 2.21 For a community group to be successful in operating CTH if re-opened, it would no doubt wish to attract bookings, events and activities back from these venues and benefit from the lettings, bar and catering income opportunities these bring in order to be financially sustainable. Prior to CTH closing, the expected surplus from these income opportunities was around £30-45K per annum. In any business case brought forward by a successful community group, the Council would wish to understand how this might impact on the viability of Council and 3<sup>rd</sup> party facilities and venues elsewhere and what potential mitigation measures could be introduced.

### 3. Implications for the Council

#### 3.1 Council Plan

3.1.1 The Council is facing unprecedented financial constraints and therefore needs to ensure that every pound spent is carefully assessed to ensure that it delivers on key priorities which help generate positive outcomes for the Council and its residents. CTH can no longer be considered a key core asset of the Council that needs to be retained for strategic reasons, but it does play an important role in the communities it serves. It is hoped that by working with people and partners, we can help CTH to play a revitalised role through a lease arrangement that puts the community, not the Council, at the forefront of delivering and paying for activities in the town hall.

#### 3.2 Financial Implications

3.2.1 If CTH was to fully re-open, this would require a revenue budget allocation of around £205K per annum (plus yearly inflation) at a time when funding for Corporate Landlord activities is under extreme pressure due to the Council's financial constraints. The following table provides an indication of the likely revenue budget required to operate the building:

<b>Cleckheaton Town Hall Projected Revenue expenditure</b>	<b>Financial Year 2025/26</b>
Building Repairs	£30,000
Business Rates	£34,000
Cleaning	£32,760
Compliance	£30,000
Utilities	£70,000
General Other Costs	£1,000
Grounds Maintenance	£1,000
Sanitary and Waste	£5,000
Security	£1,500
<b>TOTAL</b>	<b>£205,260</b>

3.2.2 The main outgoing for Corporate Landlord relates to the Council's sizeable asset base of land and buildings, which has been built up over many decades for a large variety of reasons. A core plank of any proposals to reduce the outgoings of the Service is a significant reduction in its assets, including disposal of assets considered to be peripheral or surplus to the Council's needs.

3.2.3 CTH is considered to be a non-core asset which does not have a strategic role to play moving forward. However, by recommending option 5 it is hoped that the building will continue to play an active role in the community whilst relieving the Council of the financial burden of operating the building from a revenue perspective. Should a community lease arrangement be put in place, this will save the Council around £205K revenue per annum. Under all five options under consideration, the Council will be responsible for the £131K mothballing costs during financial year 2025/26.

3.2.4 The refurbishment costs as outlined in Appendix A for CTH are £7.183m, for which there is no provision within the existing Council Capital Plan. Borrowing £7.183m over a 25 year period via the Public Works Loans Board (PWLb) would cost the Council £516K in annual revenue

repayments. Depending on the PWLB rates applicable at the time, each £1m borrowed over 25 years costs around £72K per annum to repay. There is no provision for this in the Council's Medium Term Financial Revenue Plan and therefore if this scheme was added to the Capital Plan this would create additional revenue pressures

3.2.5 The Town Halls Service has identified that there is an outstanding self-financing capital debt of £50K relating to refurbishment of the main bar at CTH. If the town hall was to remain mothballed, closed permanently or be transferred to a new operator such as a community group under option 5, the Town Hall Service would have no means of recouping the borrowing costs of the bar investment. It is recommended to Cabinet that should option 4 or 5 be adopted, then this debt should not be recovered and instead an appropriate adjustment is made to the 2025/26 Treasury Management budget to reflect the non-repayment.

### **3.3 Legal Implications**

3.3.1 The Council has power to provide grant funding and enter into a grant agreement under the General Power of Competence under Section 1 of the Localism Act 2011 in accordance with the Council's Financial Procedure Rules.

3.3.2 The council has a duty of Best Value under section 3 of the Local Government Act 1999 to secure continuous improvement in the way functions are carried out having regard to a combination of economy, efficiency and effectiveness. The council has a fiduciary duty to taxpayers to ensure, before committing to any revenue funding (and future capital costs), that it is prudent, affordable and sustainable in the context of the council's unprecedented budget challenges and the statutory requirement for a balanced budget. The council must have regard to all relevant factors and disregard irrelevant factors. It must act in accordance with Wednesbury reasonableness meaning that decision making should be rational having regard to all relevant factors.

3.3.3 The Council has the power to enter into a long lease pursuant to Section 123 of the Local Government Act 1972 and has a duty to obtain best consideration that can be reasonably be obtained for disposal of land. The General Disposal Consent 2003 (Circular 06/03) permits the Council to dispose of land that is not held for planning or housing purposes at an undervalue of less than £2million without seeking consent of the Secretary of State provided that the Council is satisfied that to do so will secure or promote or improve the social, economic or environmental wellbeing of its area. The grant of any lease to a tenant at an undervalue would need to comply with the Subsidy Control Act 2022 particularly as it is likely to involve a degree of commercial usage.

3.3.4 The inclusion of any open space in any proposed asset disposal will require the Council under the Local Government Act 1972 to advertise the intention to dispose of the land and require Cabinet to consider any objections.

3.3.5 The council has power under Section 132 of the Local Government Act 1972 to acquire or provide and furnish halls, offices and other buildings within or outside its area for the use of public meetings and assemblies.

3.3.6 The council must have due regard to its Public Sector Equality duty under section 149 of the Equality Act 2010 before making any decision .

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



3.4.1 An Integrated Impact Assessment has been produced and Cabinet will take due consideration of its content when making their decision. The IIA will be published on the Council's website.

## 4 Consultation

4.1 The Portfolio Holder for Finance and Regeneration and the Service Director – Development have met with the Ward Members for Cleckheaton on a number of occasions to discuss the future of CTH. Local Councillors have been consulted and are not in favour of the current recommendation as listed in this report.

## 5 Engagement

5.1 Following the Cabinet decision on the future of CTH, if option 5 is approved as the way forward, officers will invite the local community, businesses, Ward members and the Local MP for Spen Valley to come forward with proposals for a community led re-opening of CTH. The process to be followed would require initial expressions of interest within one month of the opportunity being advertised, followed by an application and business case within a further three months. Officers from the Assets and Estate team, together with the 3<sup>rd</sup> Sector and Communities team, would work to support a group(s) chosen to produce their application and business case with external advice provided by Locality (a national charity network that provides expertise in community leases / transfers) and access to a support grant of up to £10K from the Corporate Landlord revenue budget to help the development of the required business case. The final decision on the future of CTH will be taken by Cabinet.

## 6 Options

6.1 Officers have considered five potential options for the future of CTH as follows:

- Option 1 - Do nothing and keep the site closed in its current mothballed state.
- Option 2 - Reopen with limited refurbishment for H&S works, with other works in future years.
- Option 3 - Reopen following a full refurbishment of the building.
- Option 4 - Permanent closure and disposal of the building/site.
- Option 5 - Community management via a full repair and insurance lease following agreement of a revenue and capital investment business case.

6.2 Sections 2.1 to 2.15 of this report provide a detailed summary of each of these options, outlining the revenue and capital implications of each and the impact on the future ownership and operation of the building.

6.3 The officer recommendation is **that Option 5 – the exploration of a management agreement whereby a successful community group manages the building and covers the revenue running costs under a full repair and insurance lease, following the provision of a business plan outlining how revenue running costs and capital investment into CTH could be secured through external sources – be approved by Cabinet.**

6.4 If this option is approved, officers will undertake a process to identify a potential group with a viable revenue and capital investment plan for a community run future for CTH and will

return to Cabinet within a six month timeframe for further consideration of this issue and a decision on the way ahead.

- 6.5 A write off of a debt of £50K due for repayment by the Town Hall Service is also recommended as under option 5 if implemented. the Service would have no means of raising income to service the debt borrowing costs.

## **6.6 Reasons for the Recommended Option**

6.6.1 These recommendations are made for the following reasons:

- The Council is facing considerable financial challenges and needs to reduce its long term revenue commitments. This option would enable the Council to alleviate pressures in its Corporate Landlord FM budget by transferring responsibility for the revenue operational costs of CTH to a successful community group via an appropriate lease arrangement;
- It would alleviate the pressure on the Council's Capital Plan as there is no current provision with the Plan for capital investment in CTH, therefore any Council investment would require additional borrowing, which is unaffordable in the current financial climate. The successful community group would be expected to apply for appropriate grants from Lottery, Heritage, Arts, Community and other bodies in order to meet the long term capital investment needs of the building. Should matched funding for external grants be required this may be considered by Council at a future point.
- It is recognised that whilst CTH is no longer viewed by the Council as a core strategic asset, the building is important to the local community and to the identity of Cleckheaton. This option provides an opportunity for the community, businesses, Ward Members and the Local MP for Spen Valley to step forward with proposals to re-open and revitalise this building as a community venue, with the backing of a financially viable business case that will secure the long term future of CTH.
- It is anticipated that through seeking external revenue and capital grants, fund raising activities and the adoption of a commercial approach to the letting and management of this building, a successful community group could realistically re-open and manage CTH for the future benefit of communities it serves.

## **7 Next steps and timelines**

- 7.1 Should the decision be made to move forward with Option 5, officers will prepare relevant documentation to enable an engagement to occur with interested parties regarding a community led future for CTH as described in this cabinet report. Using the delegations requested in this cabinet report, the Executive Director for Place, in consultation with Portfolio Holder for Regeneration and Finance, the Service Director for Finance and the Service Director for Legal and Commissioning (Monitoring Officer) will oversee the process for the identification of a potential community group(s) to lease CTH in accordance with the timelines in this report. This matter will return to Cabinet for a decision within six months.

## **8 Contact officer**

David Martin – Head of Service for Property – [david.martin@kirklees.gov.uk](mailto:david.martin@kirklees.gov.uk).

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

Asset Review September 2023 Cabinet report – 26<sup>th</sup> September 2023.

## **10 Appendices**

Appendix A Public - Executive summary of condition report on Cleckheaton Town Hall

Appendix B Private - Development appraisal for Cleckheaton Town Hall.

## **11 Service Director responsible**

Joanne Bartholomew – Service Director for Development –  
[joanne.bartholomew@kirklees.gov.uk](mailto:joanne.bartholomew@kirklees.gov.uk)

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# Cleckheaton Town Hall Building Assessment

Kirklees Council Technical Services

CLA420228

29/07/2024

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Appendix M - Historic Ceiling Assessment

Appendix N - Planned Preventative Maintenance Report (Separate Document)

## 1. Executive Summary

- 1.1. Technical Services were commissioned by Corporate Landlord to carry out a full assessment of Cleckheaton Town Hall including Fabric, Structural, Electrical and Mechanical services, Asbestos and Fire Safety. The report provides a full building assessment report with estimated costs and indicative programme for consideration.
- 1.2. In August 2022 a small area of ceiling fell on to the stage area causing the initial catalyst for the commissioning of building condition surveys for all areas of the town hall.

As part of the commission, specialist consultants have been procured where appropriate and have attended the premises to provide assessment of the various specialist elements, in conjunction with Kirklees Council Technical Advisors. As a consequence, the scope of a refurbishment scheme has been developed, taking into account the outcomes of the surveys.

The various technical reports have identified areas that require repair, replacement or upgrade to ensure continued safe use of the premises, along with condition items that are in need of replacement or upgrade due to age of the services.

The purpose of this report is to outline the condition of the building and to provide a holistic approach to the refurbishment of Cleckheaton Town Hall, ensuring that if undertaken and completed, only minimal maintenance works would be required for a significant period of years.

- 1.3. A comprehensive set of surveys have been completed and all survey reports are included in full as appendices. The majority of the inspections have been carried out from a visual perspective only with only a few areas of known concern having been opened up to allow a further intrusive investigation e.g. the main concert hall and stage area. Below is a summary of the investigations undertaken:

- Roof Level Access Report
- Historic ceiling assessments
- Condition surveys, including Fabric, Electrical and Mechanical
- Asbestos Surveys
- Fire Compartmentation Survey
- Structural surveys to the main concert hall and stage area.
- Water Hygiene Report

- 1.4. The following significant issues were found:

- Water ingress due to deteriorated roof coverings
- Extensive window repairs required
- Extensive ornate plasterwork repairs required

- Obsolete kitchen / welfare/ sanitary provisions in need of replacement
- Obsolete electrical systems in need of replacement
- Obsolete mechanical systems in need of replacement.
- Failed mechanical heating plant in need of replacement
- Redundant biomass system that requires removal
- Obsolete fire alarm installation in need of replacement
- Non - compliant fire doors throughout the building that require replacement
- Lack of firestopping between compartments throughout the building that must be resolved
- Inadequate safe means of access for high level maintenance areas that requires resolving
- Unsafe structures within the clock tower and concert hall that require improvement works.

#### 1.5. Repair and Refurbishment Costs

Estimated costs have been prepared by the Council's Quantity Surveying team based on the works identified by the extensive surveys and verified as being required by the Council's Technical Services teams.

**The total estimated cost of a refurbishment scheme to remedy the identified works is £7.183m, which is based on 3rd Quarter 2026 mid-point construction prices. This assumes a potential start on site in Autumn 2025 for 18 months.**

Further details are available later in this report.

#### 1.6. Advice notes and limitations of the report

This report is based on a visual assessment from ground level, accessible floors and voids only, with the exception of the concert hall and main stage which has been accessible via scaffolding. Woodwork or other parts of the building that are covered, unexposed or inaccessible have not been inspected. Opening of enclosed spaces is excluded, even if further inspection of these spaces may be recommended. The adviser cannot therefore report that any such part of the building is free from defect and additional maintenance, or repair may be required which is not identified in the report.



## 2. Building Information

### 2.1. Overview

Cleckheaton Town Hall is a traditional ashlar and coursed stone-built property constructed in 1892 with three floor levels and lower ground floor rooms. A small extension to the rear of the premises was constructed many decades later of traditional brickwork. Roofs to the main town hall building are pitched with natural blue slate. The extension to the rear has a flat felted roof. Doors and windows are of timber construction, some windows contain stained glass. Rainwater goods are a combination of cast-iron, aluminium and PVC. Externally, stone walls and macadam pedestrian paving can be found to the perimeter boundary lines. A combination of macadam hardstanding, concrete hardstanding, external planting and soft landscaping are evident throughout the site. Internally, the town hall consists of a range of finishes and fixtures expected in typical units of this type. There is a mixture of office space, a large concert hall, toilets facilities and circulation spaces.

### 2.2. History

After significant population growth in the second half of the 19th century, civic leaders decided to procure a town hall to celebrate the Golden Jubilee of Queen Victoria. The town hall was designed by Mawson & Hudson of Bradford in the Queen Anne style and was built at a cost of £13,900, which was financed, in part, by public subscription. It was officially opened by the Chairman of the Town Hall Committee, Joseph Law, on 10 February 1892. The design involved an asymmetrical main frontage with four bays facing onto Bradford Road. The right hand of the two central bays featured a steep flight of steps leading up to an arched doorway with a square clock tower above. The end bay on the left featured an Ipswich window on the first floor with a gable above, while the end bay on the right, which projected forward, featured a small stone balcony with two tall sash windows and a flagpole on the second floor within the gable.

Internally, the principal rooms were the council chamber and the assembly hall, the latter of which featured a proscenium arch. The Cambridge-chiming clock was designed and manufactured by Potts of Leeds and the bells were cast by John Taylor & Co of Loughborough. The building became the headquarters of Cleckheaton Urban District Council, when it was formed in 1894, and of the enlarged Spensborough Urban District Council, when it was established in 1915. After the council was granted a charter of incorporation in July 1955, the town hall became the headquarters of the new municipal borough. However, it ceased to be the local seat of government when the enlarged Kirklees Council was formed in 1974.

### 2.3. General Details

Name : Cleckheaton Town Hall

Address : Bradford Road, Cleckheaton, West Yorkshire, BD19 3RH

#### 2.4. Location Plan

See Appendix A of this report.

#### 2.5. Plan of Building

See Appendix B of this report.

#### 2.6. Building Listing

See Appendix C of this report.

#### 2.7. Statutory and Other Record Information

Heritage Protection Listed: Grade II

Date of Construction: 1892

Local Authority: Kirklees Council

### 3. Building Condition

#### 3.1. Fabric

Cleckheaton Town Hall is a Grade 2 listed local government civic building built in 1890 comprising an Ashlar and saw cut stone-built property with multiple floor levels and basement rooms. A large clock tower entrance is a prominent feature to the front elevation. Other annexes include a small two storey brick-built extension (a later addition) providing additional office accommodation to the rear. A two storey former caretakers house is present to the left side of the Town Hall.

Roofs to main buildings are pitched with a natural slate covering and clay ridge tiles. The extension to the rear of the premises has a felted flat roof. Rainwater goods are a combination of cast-iron, aluminium and PVC.

Doors and windows are of timber construction, some windows contain stained glass windows in leaded lights.

Internally, the town hall comprises a range of finishes and fixtures expected in typical buildings of this kind. There is a combination of office space with suspended ceilings, painted plaster walls and carpeted floor finishes. The main hall and stage areas comprise ornate plastered ceilings and walls with varnished timber floors. Toilet facilities and circulation spaces are present on each floor level.

Externally, stone walls and macadam pedestrian paving can be found to the perimeter boundary lines. A combination of macadam hardstanding, concrete hardstanding, planting and soft landscaping is evident throughout the site.

We refer to the Wainwrights Planned Preventative Maintenance Report dated February 2023 (Appendix N) and Ornate Interiors reports of 2023 and 2024 (Appendix M) for more detailed commentary on the Town Hall's construction and condition. A drone was used by Wainwrights to photograph the externals of the building and identify the condition of elements such as the roof, soffits and fascia.

The Wainwright Survey was rechecked and verified by the Council's Building Surveying team during a visit to site in May 2024.

The following provides a summary of the main fabric related condition items identified by the various surveys and which would form part of a refurbishment scheme if undertaken.

**Main Roof (Hall and Former Caretaker’s House)**

The roofs to the main hall and former caretakers house are formed in natural slate. The main roofs are detailed with ornate crested clay ridges, lead lined valley and parapet gutters, lead flashings and stone copings. The Clock tower roof is predominantly formed in leadwork

The main roofs are not original and appear to have been re-roofed circa 50 years ago. A small number of slipped slates were found in our inspection. The roof under slating membrane present has an expected lifespan of 30 years. The under slating whilst protected by the slate covering from solar degradation is beginning to show failure evidenced by localised water ingress found internally to some circulation spaces in the main hall and the former caretaker’s house.

Localised repairs are required in the immediate term and take the form of refixing slipped slates, flashing renewal, re-bedding coping stones and re-bedding the ornate crested ridges. Other minor works include clearing gutters of vegetation matter.

The main hall roof is expected to have another 20-25 years life and at that point the replacement of the under slating membrane with a modern breathable equivalent should occur.



Figure 1 - Clocktower roof



Figure 2 - Right elevation roof to main hall

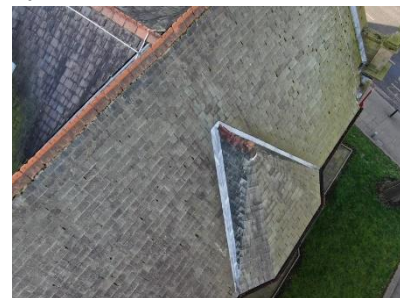


Figure 3 Left elevation roof



Figure 4 Roof to right side of clock tower

**Flat Roof to Rear**

A flat roof is present to the two-storey extension at the rear of the town hall. The roof is covered in mineral felt. There are two GRP roof lights fitted.

The flat roof felt is over 15 years old and in reasonable condition considering its age. Flat roof coverings of this type have an expected lifespan of 20-25 years.

Whilst Wainwrights have not allowed for replacement of the felt roof within their maintenance programme, we

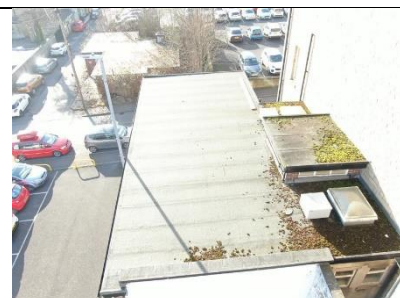






Figure 5 Rear felted flat roof

<p>have allowed for replacement of the roof covering and increasing insulation to current building regulations standards in our cost plan.</p> <p>As far as general maintenance immediate flat roof works include removal of the moss which has built up.</p>	
<p><b>Fascias and Soffits to Rear Roof</b></p>	
<p>To the right and rear sides of the flat roof timber fascia and soffits are fitted. The fascia and soffits have a painted finish.</p> <p>The fascias are in a poor condition largely due to a lack of cyclical decoration. Timbers have degraded and are suffering from splitting and early signs of rot in places. Renewal of timber fascia and soffits are recommended.</p>	 <p>Figure 6 Fascia and soffits in disrepair</p>
<p><b>Rainwater Goods Generally (Gutters and Down Pipes)</b></p>	
<p>Rainwater goods to the main hall and former caretakers house are formed in leadwork along with cast iron and aluminium gutters and downpipes.</p> <p>Gutters and downpipes are noted to have some blockages evidenced by vegetation growing at high level. Gutters should be cleaned out to ensure efficient drainage at roof level.</p> <p>Whilst roof access is available during roof level repair works outlined above a detailed review of the gutter condition should be undertaken. All rotten sections of cast iron guttering and downpipes should be replaced with matching materials. Remaining sections of guttering should have joints resealed.</p> <p>Gutters and downpipes to the rear two storey brick extension are formed in PVC plastic. The PVC are generally serviceable, and these should be cleaned out bi-annually to ensure efficient roof drainage. During the felt roofing and soffit and fascia renewal work, the PVC plastic gutters and downpipes will need removing. Due to solar degradation, it is likely that gutters and down pipes will need replacing as the plaster becomes brittle over time. Current units are unlikely to survive even the most careful of removal.</p>	 <p>Figure 7 Typical rainwater goods in alcove</p>  <p>Figure 8 Blocked gutter causing fabric damage</p>  <p>Figure 9 PVCu plastic gutter to rear extension</p>

### Main Elevations

Main elevations are formed in Ashlar stone. Ancillary elevations are formed in saw cut stone.

Brickwork and rendered elevations are present to the rear extension and one of the rear gable walls of the former caretaker's house. Rendered elevations are decorated in a masonry paint.

The ashlar stone is generally in good condition given its age. Upper-level areas are more exposed and have suffered greater levels of erosion. Some stone repairs and repointing are required to ensure walls remain in good condition. Aesthetically some stone cleaning is required to improve the appearance. Vegetation that has taken root to elevations needs removal.

Saw cut stone is like the ashlar stone faces in so far as benefiting from a clean and some localised areas of repointing.

Brickwork looks to be in generally good condition. With minimal works required.

Rendered elevations are in poor condition with cracked, crazed, and missing render in places. Renewal of the render finishes are required to maintain weather tightness of the building. Following rendering works redecoration of the elevation in masonry paint with provide a good finish to the wall.



Figure 10 Front entrance elevation



Figure 11 Front right elevation



Figure 12 Right elevation



Figure 13 Left elevation












Figure 14 Rear rendered elevation







Figure 15 Typical area of repointing and descale







<p><b>Windows</b></p> <p>Windows are fixed light and casement windows formed in timber frames. Timber frames are painted.</p> <p>Some stained glass leaded light feature panels are noted to staircases and are set within a masonry surround.</p> <p>Timber frames have suffered from a lack of cyclical maintenance and the surface of the timberwork has suffered weathering. The windows throughout the property need redecoration to prevent further deterioration of the woodwork. As part of this operation repairs prior to painting are required though some partial replacement windows cannot be discounted.</p> <p>Other glazed openings are leaded lights with stain glass have suffered from recent breakages and specialist stain glass repairs are required to bring these into a fully repaired condition.</p>	 <p>Figure 16 Typical timber casement window</p>  <p>Figure 17 Typical leaded light window</p>
<p><b>External Doors</b></p> <p>External doors are formed in timber panelled units and more recently constructed laminate timber flush door sets. Panelled doors are varnished, and flush doors are painted.</p> <p>Panelled timber doors are in generally fair condition given their age. The door blades would benefit from redecoration. Door components such as floor springs and hinges are showing their age and are worn leading to operation difficulties. Original spares are no longer available. There are specialists who can execute repairs, but these are very limited in number. Repairs with more modern materials are recommended but may need listed building approval.</p> <p>External flush faced doors are now delaminating particularly at low level due to lack of cyclical decoration. Repairs are limited and replacement is more economic. Doors of this nature are not considered to be of listed significance and replacement will look like existing units. Upon replacement redecoration is needed.</p>	 <p>Figure 18 Main entrance door</p>  <p>Figure 19 Typical laminate door</p>

Internal Fabric Items	
<p><b>Roof Void (Main Hall)</b>                      Roof structure comprises timber truss, purlin, and rafter construction. Most of the timbers are original. White coloured marks were noted to rafters suggesting some sort of mould but on closer inspection we are of the opinion that they are the remnants of the back pointing from the original roof covering.</p> <p>There is a partial roof access walkway formed in timber in the ceiling void of the main hall. This is a later addition. We refer you to the Autumnal Services Limited document “Review of Safe Work at Height Access Roof Space Above Main Hall Cleckheaton Town Hall” dated July 2020. The report raises concern that the high-level walkway is not safe and should not be used.</p> <p>Other high-level considerations include:</p> <ol style="list-style-type: none"> <li>1. Improvements to the clock tower access ladders and platform</li> <li>2. The walkway bridge from the clock tower to the main hall roof is poor and should be replaced with an engineered bridge.</li> </ol> <p>To facilitate safe access to the ceiling voids in the main hall a scaffold crash deck has been installed throughout until a safe form of roof access is installed.</p>	 <p>Figure 20 Roof void area over main hall</p>  <p>Figure 21 Link from clock tower to main hall roof void</p>  <p>Figure 22 Walkway within main hall roof void is unsafe</p>
<p><b>Ceilings</b>                      Main hall ceilings are formed in ornate plaster with cornice and rose details throughout. The plaster is finished with an ornate decorative paint finish. We refer you to the 2023 and 2024 Ornate Interiors plaster survey reports. In summary, the plaster is cracked and damaged to the underside and lath and plaster nibs are missing and broken in the roof void.</p> <p>The damage is so significant there is a high risk of plaster breakages and falls from the ceiling to the floor below. Specialist ornate plaster repairs are required and details of them are outlined in the report.</p> <p>Office and circulation spaces are a mix of lath and plaster, gypsum plaster board and mineral fibre tiles. There are localised issues that include water staining to plaster ceilings from roof level and internal water leaks along with mechanical damage from occupational use. Suspended</p>	 <p>Figure 23 Main Hall ceiling which is unsafe</p>  <p>Figure 24 Typical suspended ceiling defects</p>



<p>ceilings have stained, missing and broken tiles in places these should be renewed.</p>	
<p><b>Walls</b></p> <p>Main hall walls are formed in plaster with ornate detailing in places. The plaster is finished with wallpaper to some flat sections of wall. Both plaster and paper are painted. Walls are marked and damaged in various places throughout the town hall.</p> <p>Offices and circulation areas are plastered with a decorative paint finish and wallpaper. Office walls are marked and damaged in various places throughout the building. Damage is caused by occupational use.</p> <p>Wholesale decoration of the town hall appears not to have been carried out for several years. As part of the wider property refurbishment further fabric damage is expected.</p> <p>We recommend the Town Hall fabric is repaired and fully decorated as part of the final works phases of a wider refurbishment programme.</p>	 <p>Figure 25 Main Hall general finishes</p>  <p>Figure 26 General fit out to circulation spaces</p>
<p><b>Floors</b></p> <p>Main hall floors are timber strip flooring with a waxed finish. The floor is in fair condition, though showing signs of wear in places. Re-finishing the floors is recommended and this should see an improvement in their appearance.</p> <p><b>Offices and Circulation Areas</b></p> <p>Floors are a mix of timber, concrete and stone flag. Floor coverings are predominantly carpet (tiles and broadloom) and vinyl flooring to kitchen and WC facilities. Floor coverings are of various ages and conditions with some very dated.</p> <p>As part of any property refurbishment the risk of soiling and damage to floor coverings is high and consideration to replacing floor coverings throughout at the later stages of a refurbishment programme is recommended.</p>	 <p>Figure 27 Main Hall timber strip flooring</p>
<p><b>Doors</b></p> <p><b>Main Hall</b></p> <p>Internal doors are formed in timber panelled units with a varnished finish. Some of the doors will pre-date the listing and are of historic interest. Fittings are worn in places and there is occupational damage through use. Sympathetic repairs commensurate with the listed status are required here.</p>	 <p>Figure 28 Typical timber panelled</p>

<p><b>Offices and Circulation Areas</b></p> <p>Internal doors are formed in flush faced timber particle board units with a decorative paint finish. Doors here are of various ages pre and post listing and their condition varies. There are cosmetic knocks and damage through occupational use. Consideration of repairs or replacement should occur on a door-by-door basis.</p> <p>Fire doors are largely non-compliant with standards post Grenfell. Given their age and specification, replacement with a modern equivalent might be possible with consultation with conservation colleagues and should be actively considered.</p>	 <p>Figure 29 Typical particle board door which could potentially be upgraded</p>
<p><b>Kitchen and Welfare Rooms</b></p> <p>Kitchen and welfare facilities are provided in various locations and floors at the town hall. The facilities are dated (in some cases as far back as the 1970's) whilst serviceable, a full renewal of kitchen and welfare facilities is recommended</p>	 <p>Figure 30 Example of dated welfare facilities</p>
<p><b>WC and Sanitary Facilities</b></p> <p>WC and sanitary facilities are provided in various locations and floors at the town hall. The facilities are dated (in some cases as far back as the 1970's) and whilst serviceable, a full renewal of WC and sanitary facilities is recommended</p>	 <p>Figure 31 Example of dated welfare facilities</p>
<p><b>Fire Safety</b></p> <p>As part of fire safety review of Cleckheaton Town Hall the following documents were considered:</p> <ol style="list-style-type: none"> <li>1. Total Fire Services Ltd Fire Risk Assessment 30 July 2019</li> <li>2. JLA Fire Risk Assessment 3 March 2023</li> <li>3. Ventro Fire Compartmentation Health Check Report Dated 9 May 2023</li> <li>4. Wainwrights Compartmentation Line Drawings 16 January 2024</li> <li>5. Ventro Fire Safety Works Quotation 11 March 2024</li> </ol>	 <p>Figure 32 Typical noncompliant nominal fire door</p>

Compartmentation breaches are found throughout the building and comprise cable, pipe, duct and other penetrations through compartmentation walls. Further compartmentation breaches are likely found in concealed voids.

Given the building’s age, some original doors will be found along with later replacement fire doors. The doors are considered as nominal fire doors under the approved document B and the vast bulk of them will not meet current standards particularly post Grenfell.

During our inspection doors were found which did not have certification, rebates are undersized and cold smoke seals were not fitted.

Any refurbishment works should consider the replacement of fire door sets but consultation with conservation colleagues will be required as we may not be able to upgrade or replace all doors as modern equivalents are not sympathetic to the historic significance of some of the existing doors.

Regarding compartmentation, remedial works comprise fire bats and mastic sealing work. Cable, pipe, duct and other penetrations are likely to require more specialist fire stopping details and dampers in some instances. These should be undertaken as part of rewiring and heating pipe replacement work.



Figure 33 Typical fire door which could be upgraded to a modern standard

### 3.2. Electrical Installations



The electrical installation at Cleckheaton Town Hall was last subject to the mandatory Electrical Inspection and Condition Report in March 2019 (See Appendix D). The report estimates the installation to be in excess of 50 years of age and reached an overall assessment of the installation as being in an ‘Unsatisfactory’ condition which indicates potentially dangerous conditions have been identified.

A subsequent report carried out by Kirklees Technical Services in December 2021 recommended replacement of the electrical services, concluding they had, in general exceeded their economic design life (see Appendix E)

The comments in this section reflect the findings of the 2019 and 2021 reports, supported by a further visual inspection undertaken by a Technical Services Officer (Electrical) from the Councils Technical Services team in May 2024

The electrical installation has benefitted from recent localised improvements such as in the Bar Lounge area and improvement to the office space to support mobile and agile working, however these are relatively superficial improvements from an electrical perspective with the underlying infrastructure remaining original.

Below is a brief commentary on each of the electrical systems present within the Town Hall with reference to the CIBSE Guide M (Appendix 12. A1) which benchmarks the Indicative economic life expectancy of mechanical and electrical building services:

<p><b>Main Electrical Distribution</b></p> <p>Age of Installation: 50 years (approx.)                  Economic Design Life: 35 years</p> <p>The main electrical distribution equipment is located under the staircase on the upper ground floor level. The electrical network is fed from a 200A TP&amp;N busbar chamber which serves numerous MCCB and MCB distribution located throughout the building with a network of both MICC (Mineral Insulated Copper Covered) and PVC/SWA/PVC sub distribution cables.</p> <p>The electrical distribution, switch gear and associated electrical protection devices are generally obsolete and no longer meets current wiring and safety standards.</p> <p>The majority of the electrical switchgear and cabling dates from the original installation and has significantly exceeded the expected economic design life is overdue replacement.</p>	 <p>Figure 34 Main electrical switchgear</p>
<p><b>Final Circuit Wiring</b></p> <p>Age of Installation: 50 years (approx.)                  Economic Design Life: 35 years</p> <p>Final electrical circuits are fed from numerous electrical distribution boards situated throughout the building. In some locations the distribution boards have been upgraded due to reactive repairs or to support isolated areas of refurbishment. Many of the distribution boards are original (see adjacent photos) with obsolete circuit breakers/fuse gear which no longer meet current wiring and safety standards.</p>	 <p>Figure 35 Obsolete fuseboard</p>



The final circuits are wired in a mixture of the original MICC cables (without plastic over sheath) and PVC insulated and sheathed cables which have been used to affect later modification, repair and improvements.

The MICC cable is generally considered robust, however there are indications that it is starting to fail. The copper outer sheath of the cable can be susceptible to ‘pitting’ or ‘pin holing’ when it is buried in or in direct contact with plasterwork without protection. Deterioration of this type has been noted on the Electrical Inspection and Condition report. Also, the compound used in the cable termination can fail due to ingress of contaminants and moisture causing short circuit. This is evidenced in a several locations throughout the building (see adjacent photo of failed socket position).

The electrical installation has seen numerous alterations over its lifetime. The MICC cable is difficult to alter due to its rigid nature which can become brittle over time. It also uses imperial type fittings which are hard to source, and modern alternatives can offer poor fitment. Alterations have generally been undertaken using alternative cabling types such as PVC insulated and sheathed cables which do not meet the toxic smoke and fume control requirements required in public buildings today. Alteration and repairs have generally been carried out in an ad hoc manner, introducing cable joints in ceiling voids and service ducts, installed without adequate segregation, containment, or support.

A recent electrical fire in recent years above the ceiling in the main entrance was attributed to a retrospective alteration.



Figure 36 Example of switchgear



Figure 37 Light switch with MICC feed



Figure 38 Failed socket outlet

**Lighting Installation**




Age of Installation: 30 years (approx.)  
 Economic Design Life: 20 years




In general, the lighting in the Town Hall has exceeded its economic design life and should be considered for replacement throughout.


Except for recent reactive repairs, the light fittings generally use fluorescent lighting technology which is now obsolete. Sale of replacement fluorescent lamps was





Figure 39 Example of fluorescent lighting


<p>banned in August 2023, so as lamps fail light fittings will need to be replaced or heavily modified to accept LED alternatives.</p> <p>Replacement of the lighting installation would offer, significant energy saving opportunities through the introduction high efficiency LED lighting technology and lighting controls to optimise energy performance.</p>	 <p>Figure 40 Example of fluorescent lighting</p>
<p><b>Emergency Lighting System</b></p> <p>Age of Installation: 17 years              Economic Design Life: 25 years</p> <p>The building is served by an 110V Emergi-lite central battery emergency lighting system employing VRLA batteries. The battery pack and control unit are located in the basement of the annex at the rear of the building.</p> <p>Maintenance records indicate the battery pack is in good working order without a history of significant fault. The batteries have exceeded their design life of 12 years but remain within operable parameters.</p> <p>The central battery system serves emergency lights and illuminated exit signage throughout the building. The wiring network employs MICC cabling with a protective PVC over sheath which is good serviceable condition.</p> <p>The emergency lighting fittings have a life expectancy of 20 years and maintenance records are showing increased failure rates as they reach the end of their expected service life.</p> <p>A programme of upgrade and replacement should be planned alongside the replacement of the other outdated electrical services.</p>	 <p>Figure 41 Emergency lighting central battery pack</p>  <p>Figure 42 Emergency illuminated signage</p>
<p><b>Fire Alarm Installation</b></p>	

<p>Age of Installation: 23 years                  Economic Service Life: 15 years</p> <p>The building is protected by an analogue addressable fire alarm system. The system employs a Protec 6400 control system serving numerous detection and alarm devices throughout the building.</p> <p>The Protec system has exceeded it's expected service life, is obsolete and is no longer supported by the manufacturer.</p> <p>Failure of the alarm control system could leave the building vulnerable without option to repair, only replace.</p> <p>The fire alarm system should be prioritised for replacement.</p>	 <p>Figure 43 Fire alarm control panel</p>
<p><b>Intruder Alarm System</b></p>	
<p>Age of Installation:16 years                  Economic Service Life: 15 years</p> <p>The building is protected by a Honeywell Galaxy intruder alarm system which is serviceable and still supported by the manufacturer.</p> <p>The alarm system is serviced and maintained by Homes and Neighbourhoods Direct Labour team and maintenance records show it has been reliable in operation.</p> <p>However, although serviceable, it is at the end of its design life and therefore the intruder alarm system should be considered for replacement as part of any wider refurbishment programme.</p>	 <p>Figure 44 Retrospect replacement of intruder alarm device</p>
<p><b>CCTV System</b></p>	
<p>Age of Installation:19 years (upgrade five years Approx)                  Economic Service Life: 15 years</p> <p>Although the underlying infrastructure of the CCTV system has exceeded it service life, it has benefitted from a recent significant upgrade within the last five years following a break in. The upgraded system meets the Corporate Landlord standard for CCTV systems.</p>	 <p>Figure 45 CCTV monitoring equipment in electrical switch room</p>

<p>The system employs Concept Pro image management equipment and software which is current and reliable in service.</p> <p>The CCTV system currently incorporates seven camera positions, three of which have recently been upgraded.</p> <p>Consideration should be given to replacement of field wiring and cameras that have not already been upgraded as part of a wider programme of refurbishment.</p>	
<p><b>Data Network</b></p> <p>Age of Installation: 30 years (Approx)              Economic Service Life: 15 years</p> <p>Despite the age of the underlying infrastructure, the installation has evolved over time to meet service requirements with the latest improvements made to support the recent mobile and agile working initiative.</p> <p>The piece meal evolution of the installation has resulted in an inconsistent approach to IT delivery across the building with many areas falling below the required standard to support modern IT services including Audio Visual equipment and reliable Wi-Fi access.</p> <p>The IT services are provided by two IT cabinets, one located in the electrical switch room at the front of the building and a second in the plant room in the basement of the annex at the rear of the Town Hall. Both locations are considered unsuitable due to the level of security and the environmental conditions which lack adequate temperature and humidity control. Accelerated deterioration of active components has been experienced due to the damp and dusty environment.</p> <p>A programme of rationalisation and upgrade of the IT distribution network should be undertaken, including the</p>	 <p>Figure 46 Main building IT cabinet in electrical switch room</p>



<p>potential relocation of the equipment to elsewhere in the building. This should all form part of any wider building refurbishment plan.</p>	
<p><b>Stage Light &amp; Audio Equipment</b></p> <p>At the time of the survey, the production lighting and audio equipment had been dismantled and largely removed from site.</p> <p>The Town Hall technical staff advised that the lighting rig had been replaced in 2016 and was generally in a good operational condition.</p> <p>Prior to the closure of the Town Hall, proposals had been made to replace the audio and PA system which was considered to be in poor condition and no longer fit for purpose. The proposal also included an extension to the stage lighting with an additional front of house lighting bar and associated stage lights.</p>	 <p>Figure 47 Concert Hall stage</p>
<p><b>Lightning Protection System.</b></p> <p>Age of Installation: Not Known              Economic Service Life: 30 years</p> <p>The building is protected by a basic lightning protection system comprising of an air termination network connected by a metallic tape mesh with down conductors / earth electrodes to safely direct a lightning strike to ground and protect the building from fire and structural damage.</p> <p>The system was last subject to a test and inspection in April 2024 and was considered to be in a ‘satisfactory’ condition. However, recommendations were made to lower resistance to elements of the network by the introduction of additional interconnections and also to improve access to the ground termination positions.</p> <p>There is no evidence of electrical surge protection devices which exposes the electronic equipment within the building to damage in the event of a lightning strike.</p> <p>Provision of a coordinated system of surge protection should be installed as part of a planned replacement of the electrical services within the building.</p>	 <p>Figure 48 Lightning protection system down conductor</p>

<p><b>Passenger Lift</b></p> <p>Age of Installation: 17 years              Economic Service Life: 20 years</p> <p>The building benefits from a 630KG 8-person passenger lift manufactured by KONE (Monospace), which serves three floors of the building. The lift is DDA compliant and is equipped to provide an evacuation function for the building.</p> <p>Maintenance records show that the lift has been running satisfactorily, with breakdowns within an acceptable performance envelope. Despite this, consideration should be given as to whether the lift should be replaced as part of a wider refurbishment scheme as it is approaching the end of its design life.</p> <p>A second goods lift exists with the south staircase which is decommissioned and is beyond economic repair. The lift serves the same floor as the main passenger lift and could be deemed surplus to requirement. This would need to be investigated further as part of any refurbishment scheme.</p>	 <p>Figure 49 Passenger Lift Ref PM44</p>
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### Recommendations

In general, the whole of the electrical installation has exceeded or is approaching the end of its economic service life. Although it remains operational, systems are failing more often and pressure on reactive revenue spend is increasing. Wholesale replacement of many of the key electrical systems is required.

Although some the systems have not reached the end of their economical service life, it may be desirable or indeed become necessary to replace them as a consequence of any particularly invasive building fabric repair works.





Replacement would offer the opportunity to modernise and provide electrical and IT services that meet current standards in relation to both performance and efficiency that fully meet the current and future needs of the building.

### 3.3. Mechanical Installations

An initial assessment of the existing mechanical installations was carried out by a Technical Services Officer (Mechanical) from the Council’s Technical Services in December 2023, with a further survey undertaken in May 2024.

Below is a brief commentary on each of the mechanical systems present within the Town Hall with reference to the CIBSE Guide M (Appendix 12. A1) which benchmarks the Indicative economic life expectancy of mechanical and electrical building services.

The current recommendations in respect of the existing mechanical installations are as follows:

<p><b>General Existing Heating System</b></p>	
<p>The existing boiler plant consists of a dual fuel type arrangement with a biomass system and a gas fired installation feeding into a single low loss header configuration which distributes out to a number of pumped heating zones. The existing plant operates as a pressurised heating system to serve a mixture of emitters throughout the building and is operated by a Trend Building Management System.</p>	
<p><b>Biomass Boiler Plant</b></p>	
<p>The biomass boiler plant was installed in 2009, consisting of two Hoval Biolyt 70 boilers with a combined rated output of approximately 138kW. However, due to operational and cost issues they were decommissioned several years later. The biomass plant has not been in use since the end of 2015, with no requirements or plans to resume the use of the plant.</p>	 <p>Figure 50 Two biomass boilers</p>
<p>Based on this, the recommendation would be to completely remove the biomass plant, including the boilers, flues, pipework, and auger feed systems. This would ultimately assist in freeing some additional space within an already reasonably tight plant room.</p>	 <p>Figure 51 Biomass silo</p>
<p>The pellet storage silo is located in a separate, purposely constructed area adjacent the existing plant room. If the silo is to be removed, it would either need to be dismantled and cut up in situ to allow removal via the single access door, or alternatively, the roof be temporarily removed to allow the silo to be craned out.</p>	 <p>Figure 52 Biomass silo housing</p>
<p>The silo storage room could potentially be repurposed for general storage or similar.</p>	
<p><b>Gas Fired Boiler Plant</b></p>	
<p>The gas fired boiler plant was also installed in 2009 and consists of two large, floor mounted Hoval Ultra Gas condensing boilers providing an overall capable output of around 180kW. One of these boilers is no longer operable and needs to be repaired or replaced.</p>	 <p>Figure 53 Gas boilers</p>

With a remaining serviceable life expectancy of around 4-7 years, along with the fact that one boiler is currently not operating, it is recommended that the boilers are considered for replacement during any major refurbishment scheme.

This would be regarded as sensible practice given that the biomass boiler system is also recommended for removal, as it would provide the opportunity to review the required heat load for the building and ensure that new boilers are sized appropriately.

In summary, it is recommended that the existing gas fired boiler plant is overhauled, with new boilers and the upgrade of associated plant, including a revised pumps and pipework configuration to match the load of the building.



Figure 54 Pumped circuits

**Heating Distribution Pipework and Radiators to the Main Hall Area**

With the exception of the Main Hall area, the Distribution pipework and heat emitters throughout the rest of the building appear to be a mixture of cast iron and steel, of various ages from around 35-60 years. A small number of radiators are slightly newer and are likely to be replacements of previously failed emitters and layout modifications. There are a few column style radiators in open public areas, but the majority of emitters that serve the offices, toilets and general circulation spaces are of the pressed steel panel type.

Although a reasonable number of the radiators and associated pipework appears to be in a fair condition, some are showing signs of age. A number of Thermostatic Radiator Valves (TRV's) appear broken or have heads missing. There have also been historical reports of some underheating in certain areas which could be due to a natural accumulation of scale, dirt and debris build up reducing heating outputs and causing blockages within the pipework.


The distribution system could be completely drained, flushed through, refilled, vented, and treated to ensure that the system is as clean as possible. However, there is a high risk with older radiators and pipework that such a process can give rise to leaks or further blockages and air locks causing operational issues and possible full system replacement.







Figure 55 Heating pipework






Figure 56 Distribution pipework

<p>Given the above, the recommendation here would be to replace the heating distribution pipework and radiators right back to the boiler room with new alternatives to match or improve those that exist. This would establish increased efficiency for the premise, having the benefit of a completely new heating installation offering many years of reliable service.</p>	
<p><b>Heating Distribution Pipework and Radiators to Other Areas</b></p>	
<p>With the exception of the Main Hall area, the Distribution pipework and heat emitters throughout the rest of the building appear to be a mixture of cast iron and steel, of various ages from around 35-60 years. A small number of radiators are slightly newer and are likely to be replacements of previously failed emitters and layout modifications. There are a few column style radiators in open public areas, but the majority of emitters that serve the offices, toilets and general circulation spaces are of the pressed steel panel type.</p> <p>Although a reasonable number of the radiators and associated pipework appears to be in a fair condition, some are showing signs of age. A number of Thermostatic Radiator Valves (TRV's) appear broken or have heads missing. There have also been historical reports of some underheating in certain areas which could be due to a natural accumulation of scale, dirt and debris build up reducing heating outputs and causing blockages within the pipework.</p> <p>The distribution system could be completely drained, flushed through, refilled, vented, and treated to ensure that the system is as clean as possible. However, there is a high risk with older radiators and pipework that such a process can give rise to leaks or further blockages and air locks causing operational issues and possible full system replacement.</p> <p>Given the above, the recommendation here would be to replace the heating distribution pipework and radiators right back to the boiler room with new alternatives to match or improve those that exist. This would establish increased efficiency for the premise, having the benefit of a completely new heating installation offering many years of reliable service.</p>	 <p>Figure 57 Radiator</p>  <p>Figure 58 Radiator</p>



<p><b>Domestic Hot and Cold-Water Distribution</b></p> <p>The existing domestic hot water is generally fed from one of two hot water cylinders. There is a cylinder located with the boiler room and another in a storeroom adjacent the reception area. Both cylinders appear to be in a fair condition, with the distribution pipework from them also appearing to be reasonable. There is also a local hot water heater serving one of the w.c. areas. It is estimated that the distribution pipework would have a serviceable life expectancy of 10-15 years.</p> <p>There are several instantaneous hot water boilers for drinking purposes in the two kitchens and the bar area which appear to be in moderate to good condition. Subject to layout or room alterations, it is envisaged that these units can remain as existing.</p> <p>In some areas the sanitaryware appears old and in a poorer condition. Although not a mechanical element for condition appraisal, if any of the sanitaryware and sinks were to be upgraded or re-configured, there will be an element of domestic hot and cold-water pipework modifications required. As such, a cost for undertaking some re-piping will be included.</p>	 <p>Figure 59 Water boiler</p>  <p>Figure 60 Sanitaryware</p>  <p>Figure 61 Old pipework</p>
<p><b>Tank Cold Water Supply</b></p> <p>There are three domestic water tank located in various areas of the building supplying sinks and toilet flushes and also supply two domestic hot water cylinders. To remove the risk of any legionella forming and reduce the need to access these areas for maintenance and water quality testing purposes, it is suggested that these tanks are made redundant and removed, if possible. The toilets and hot water cylinders will then be switched to a mains cold water supply.</p> <p>One tank has been indicated as a high risk and should be replaced as part of any refurbishment scheme.</p> <p>It would also be recommended that any major refurbishment scheme or reconfiguration the systems are reviewed and upgrade to a main supply to ensure adequate supplies for the proposed changes.</p>	 <p>Figure 62 Cold tank storage</p>

<p><b>Ventilation Systems</b></p>	
<p>In general, the building is primarily ventilated by natural means. There are a number of localised mechanical extract fans installed within internal office spaces, w.c. areas and the kitchens. Although most appear to be individual fans, there are some areas that seem to be linked and it is assumed they utilise a ceiling void located ventilation system.</p> <p>The ventilation generally appears very old, with perhaps 3-5 years serviceable life expectancy remaining. It is therefore suggested that depending on the final layout and if ceilings are to be removed or modified for any electrical rewiring works, the ventilation fans should also be replaced.</p>	 <p>Figure 63 Ventilation</p>  <p>Figure 64 Ventilation</p>
<p><b>Other Mechanical Items</b></p>	
<p>The existing bar area currently has a split cooling system installed. It is assumed this is for maintaining drinks temperatures within the storeroom. The unit is towards the end of its serviceable life expectancy with perhaps a further 3-5 remaining years. Should a bar area be retained within the building, it is suggested that the cooling unit is replaced.</p>	 <p>Figure 65 Bar cooling</p>

**Recommendations:**

In general, the whole of the mechanical installation has exceeded or is approaching the end of its economic service life. Although it remains operational, systems are failing more often and pressure on reactive revenue spend is increasing.

It is recommended that the redundant biomass boiler system is removed in its entirety, and that the gas boilers and associated plant are replaced and upgraded, including a revised pumps and pipework configuration to match the load of the building. It is also recommended that the heating distribution system including pipework and radiators is replaced.

Although some of the mechanical systems have not reached the end of their economical service life, it would be recommended during a refurbishment scheme or indeed become

necessary to replace them because of any particularly invasive building fabric repair works.


Wholesale replacement of key mechanical services would offer the opportunity to modernise and provide mechanical services that meet current standards in relation to both performance and efficiency that fully meet the current and future needs of the building. Offering improved energy efficiency, reduced carbon emissions and reduced ongoing running costs.

### 3.4. Structural

Localised investigations have been undertaken in specific areas to target known issues around the main concert hall, clock tower and the external access between the two roof voids using specialist external consultants, supported by the Council’s own Structural Engineering team. In order to aid these investigations appropriate scaffolding has been installed. Further details on these can be found within Appendix G.

Due to the erection of temporary scaffolding for the surveys and for safety reasons, some further investigations have been postponed until the future. In particular, the main concert hall floor will need to be investigated further to establish the current day use loadings compared with the original design when the premises was constructed. This cannot occur until the temporary scaffolding is eventually removed. Costs and further investigations are based on Dewsbury Town Hall as this has already been completed and therefore provides a baseline.

The concert hall main stage lighting system requires a bespoke solution to allow multi-functional operation, this is unknown at present and requires review with the end service and users. Therefore, additional discussions are required with the service and end users on the specific requirements for proposed uses and events to ensure adequacy of the system and premises existing structure.

<b>Means of Safe Access</b>	
<p>Kirklees Council commissioned a report in July 2020 by external consultants Mason Clark to look at the safety of access into the clock tower, and external access across an external walkway into the roof void above the main concert hall and main stage.</p> <p>The report summaries access as ‘non-compliant’ with very significantly poor condition of access walkway externally. The report concluded that this should not be used.</p> <p>Access to the clock tower is non-compliant and has significant health and safety concerns. Access is provided via a secured temporary ladder, inadequate safety railings, possible fall from height</p>	



and highlights a concern with the strength of the historic existing wooden structures.

Within the clock tower, access platforms are provided to allow maintenance of the clock mechanism and access across the external roofs to the main concert hall. Access is provided via a single access door which is reduced in size to aid safety concerns but does not adequately control it due to the original construction of the doorway.

The external walkway between the clock tower and the main concert hall is non-compliant and has significant condition concerns with a rotten structure, non-compliant handrailing and highlighted health and safety concerns.

The main concert hall roof space is accessed via a bespoke access walkway covering 70% of the main concert hall but does not extend the full length of the concert hall. The walkway is used for routine access for maintenance of equipment. The structure of the walkway is unknown and therefore cannot be considered as complaint. Handrailing is of non-standard construction and standards and offers some protection but could not be considered as complaint.

Prior to any planned refurbishment works to ensure the structures and systems are compliant and provide adequate health and safety protection, detailed discussions with Heritage England and Listed Buildings colleagues are required to confirm what level of improvement could be achieved whilst maintaining the significance of the current listing.

Recommendations and improvements for the current means of access would be:

- to review the existing stability of the wooden access within the clock tower, provide remedial works and replacement handrailing, improve health and safety aspects.
- replacement of the access between the clock tower and main concert hall via a new walkway structure.

Figure 66 Unsafe access to clock tower

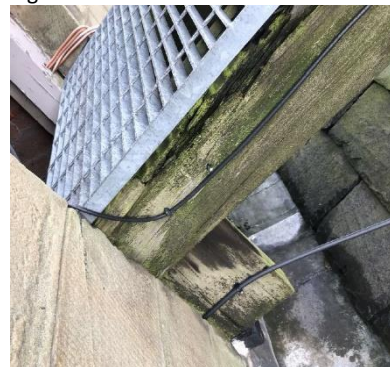





Figure 67 Rotten external roof access.

<ul style="list-style-type: none"> <li>• provide a full access walkway across the entire roof void through to the stage area, ensuring complaint handrailing and suitable lighting for activities undertaken.</li> </ul>	
<p><b>Concert Hall Floor</b></p>	
<p>The existing concert hall is used for various events, meetings and concerts which are vastly varied and some of the newer events could be considered above the original use of the premises facilities. The structure of the floor is not known and cannot be easily accessed without intrusive investigations which would impact on the significance of the premises listing.</p> <p>An alternative proposal used at Dewsbury Town Hall would be mirrored at Cleckheaton Town Hall using a low frequency vibration to determine the existing structural capacity for static and dynamic loading.</p> <p>No signs of structural stress have been identified or seen within recent inspections but to ensure that the facilities can continue to offer the wide range of events a detailed analysis is recommended to determine the existing structure capacity under static and dynamic loadings.</p> <p>Image is from Dewsbury Town Hall testing.</p>	 <p>Figure 68 DTH vibration testing</p>
<p><b>Main Stage</b></p>	
<p>Recently the stage has been investigated following a minor collapse of the existing latte and plaster, this resulted in closure of the main stage for safety reasons.</p> <p>Subsequently further investigations have been undertaken to confirm the existing condition of the main roof structure following the recent collapse and concerns highlighted.</p> <p>Upon further investigation it has been found that the existing structure has deteriorated and can no longer be considered as adequate in areas. This is due to general deterioration over the life of the materials used, age of the premises and modifications undertaken which are not adequately</p>	 <p>Figure 69 Stage ceiling support structure</p>

<p>detailed and supervised during the various modification works undertaken.</p> <p>Modifications undertaken have not been adequately supported and detailed and in theory are inadequate for the proposed duty.</p> <p>The existing joists within the roof void are inadequate and bend when under load (e.g. maintenance activities and modification work) causing cracking and could be attributed to the recent collapse.</p> <p>Considering the issues found on modifications it would be recommended that the modifications undertaken for lighting and scenery be reviewed to ensure adequacy of the structure.</p> <p>It is worth noting the structure is not in immediate danger.</p> <p>Recommendations and improvements for main stage would be:</p> <ul style="list-style-type: none"> <li>• to repair all current condition items on the existing structure.</li> <li>• add additional support structure to eradicate the joists bending.</li> <li>• ensure the structural modifications undertaken are reviewed and suitable remedial measures provided.</li> <li>• provide a new purpose-built walkway to enable maintenance and inspections to be completed safely.</li> <li>• review stage lighting and scenery structure for adequacy and operational functionality.</li> </ul>	
<p><b>Concert Hall</b></p>	
<p>The concert hall is split into two levels and the lower circle gallery has not been inspected. However, the main ceiling has been inspected and is of similar construction as the main stage structure and has similar concerns, therefore it can be assumed that similar defects are present within the none accessed spaces of the circle gallery.</p>	

The investigations have confirmed that the existing structure is adequate for the proposed loadings but due to maintenance requirements, this causes excessive bending of the joists exceeding the maximum by over three times the allowable bend, which causes cracking and bending of the ceiling below and leads to issues such as the collapse of the ceiling, which has been seen over the stage area.

Similar to the main concert hall the circle gallery has also deteriorated and can no longer be considered as adequate in areas. This is due to general deterioration over the life of the materials used and age of the premises.

Recommendations and improvements for the concert hall and circle gallery would be:

- to repair all current condition items on the existing structure.
- add additional support structure to eradicate the joists bending.

Figure 70 Concert Hall roof structure



Figure 71 Circle gallery



Figure 70 Circle gallery support structure

#### Recommendations:

In general, the whole of the existing structural support for the main town hall roof is showing significant signs of age, deterioration of existing timber beams and failure of existing supporting structure. Adaptations completed over the recent years has also impacted the structure and therefore affected the safety access within the clock tower and concert hall roof void. This has all led to the cracking of ceilings and the subsequent lath and plaster fall.

Significant works are required to improve the existing roof structure to allow safe access and provide suitable means for general and routine maintenance of the systems installed.



The concert hall main stage lighting system will need to be fully reviewed and considered for the future safe operation and maintenance of the lighting rig. This will require full design and calculations of the lighting rig following agreement of the required use and operation.

#### 3.5. Fire Safety



A Fire Risk Assessment (FRA) commissioned by the Council was conducted by external consultants JLA in March 2023 (Appendix I). The findings of the assessment were that the premise is currently rated as a moderate risk, requiring that essential actions must be completed to reduce the overall fire risk to the building. A fire compartmentation survey (Appendix J) was also commissioned through Ventro, as specialist consultant in this field,

which identified a number of breaches in the fire compartments that has arisen over the years and which require rectification. A fire compartment line diagram is also available which highlights the existing compartmentation lines of the building. The Councils Fire Safety Team have reviewed the findings within all reports and concur with the information outlined in the surveys.

The following summarises the issues identified, and the recommended interventions required:

<b>Firestopping</b>	
<p>It was identified in all areas that there were multiple penetrations through the compartment walls with no firestopping works previously installed, requiring a mix of batt and mastic work.</p> <p>The ground floor above the suspended ceiling hosted a variety of seals which had been installed to allow cables from the corridor to the office areas. The cables above the grid will require attention due to the nature of the installation and how it has been left - it is deemed a fire hazard. Removing the grid, multiple cables just hung from the suspended ceiling. This is an obvious cause for concern, especially given a previous fire in this area in 2019.</p> <p>The ground floor corridor has three door heads in the area, all door heads are to be remediated with fire line board and then fire stopped accordingly, afterwards.</p> <p>Sections of the door heads are missing and is to a sub-standard quality. All works through the MF ceiling is to be batt and mastic due to what appears to be a single skin board wall make up.</p>	 <p>Figure 72 Fire compartment none installed.</p>  <p>Figure 73 Fire compartment none installed.</p>



<b>Fire Doors</b>	
<p>The general overview regarding the doors is that they will require replacement as they do not meet current BS8214.</p> <p>The doors that have been replaced in recent years do not have the required certification to be considered a fire door. They will require adjustment and replacement hinges to meet current standards.</p>	 <p>Figure 74 Noncompliant fire door</p>
<b>Roof Hatches</b>	
<p>It was noted that there are multiple roof hatches throughout the property which will need to be replaced with fire rated hatches. The loft hatches will also require enlarging to meet current standards.</p>	 <p>Figure 75 None rated fire loft hatch</p>

## 4. Exceptions

### 4.1. Low Zero Carbon Technologies

Low Zero Carbon Technologies (LZC) have not been considered in detail for the refurbishment, however, a high-level review below provides consideration for the options and possible implications if they are to be progressed into the full refurbishment.

No costs provided until further clarification if LZC should be progressed.

### 4.2. Photovoltaic Panels

Photovoltaic Panels (PV) provide energy from the sun which can either be used within the premises for electrical loads, lighting and sockets or exported into the existing statutory electrical network.

Panels need to be located on a south facing orientation façade to optimise the efficiencies of the panels. Cleckheaton Town Hall main concert hall roof is south facing and would be the proposed location for any panels.

Prior to moving PV forward, further investigations and confirmation would be required to confirm if the existing roof structure and electrical infrastructure associated with Cleckheaton Town Hall is suitable for such installation.

Discussions will also be required with the relevant approval bodies as the premises is Grade II listed and a full application would be required.

### 4.3. Sprinkler System

A sprinkler system is not currently installed within the premises.

Consideration of such a system has not been investigated but should this be required would require detailed conversations with Heritage and Listed Buildings, a full application and would have a significant impact on the premises even with a full refurbishment.

The following assumptions have been made based on recent projects completed at other listed buildings. All pipework within the main premises and listed as of 'high significance' areas would need to be concealed therefore would require all floors removed, access to all roof lofts to enable a concealed pipework installation. This could have impact on structural floor strengths and additional structure included to allow pipework installation.

No costs provided until further clarification if a sprinkler system should be progressed further.

## 5. Cost Summary

### Cleckheaton Town Hall - Proposed Refurbishment

#### FEASIBILITY BUDGET ESTIMATE - including fabric repair works (Rev. 2.0)



Order of Phasing	Elements	Quantity	Unit	Rate (Including Prelims)	Base Cost (as of today)	3Q26 - Mid-point Construction
1	Asbestos -removal as per Kirklees Council Asbestos Team	2,106	m2	£30.86	£65,000	£70,000
2	Fire Compartmentation quotation by Ventro dated 11/3/24	2,106	m2	£95.92	£202,000	£218,000
3	Renovation works Wainwright quotation dated Feb 2023	2,106	m2	£441.12	£929,000	£1,001,000
4	Frame - Structural	2,106	m2	£144.82	£305,000	£329,000
5	Roof	150	m2	£986.67	£148,000	£160,000
6	Wall Finishes	6,888	m2	£33.25	£229,000	£247,000
7	Floor Finishes	1,824	m2	£53.73	£98,000	£106,000
8	Ceiling Finishes	1,824	m2	£48.25	£88,000	£95,000
9	Plaster Survey (Ornate) Interiors quotation	2,106	m2	£65.05	£137,000	£148,000
9a	Lath & Plaster Repairs	1	PROV	£100,000.00	£100,000	£108,000
10	Fixtures and Fittings	2,106	m2	£47.48	£100,000	£108,000
11	Sanitary Appliances	138	m2	£724.64	£100,000	£108,000
12	Mechanical Installations	2,106	m2	£248.34	£523,000	£564,000
13	Electrical Installations	2,106	m2	£442.55	£932,000	£1,004,000
14	BWIC with services	2,106	m2	£34.66	£73,000	£79,000
	<b>Nett Construction Costs (excl Prelims, OH&amp;P &amp; Contingency)</b>				<b>£4,029,000</b>	<b>£4,345,000</b>
15	Prelims including scaffolding	2,106	m2	£322.89	£680,000	£733,000
16	Contingencies @ 10%	2,106	m2	£218.90	£461,000	£497,000
17	Overheads & Profit @ 7.5%	2,106	m2	£180.91	£381,000	£411,000
	<b>Total Construction Cost (excl VAT)</b>				<b>£5,551,000</b>	<b>£5,986,000</b>
18	Professional Fees including surveys @ 20%	2,106	m2	£527.54	£1,111,000	£1,197,000
	<b>Total Project Construction Cost (excl VAT)</b>				<b>£6,662,000</b>	<b>£7,183,000</b>

#### Exclusions:-

Investigation works & any works resulting therefrom  
Legal Fees  
Planning Requirements with Heritage works  
VAT

#### Note:

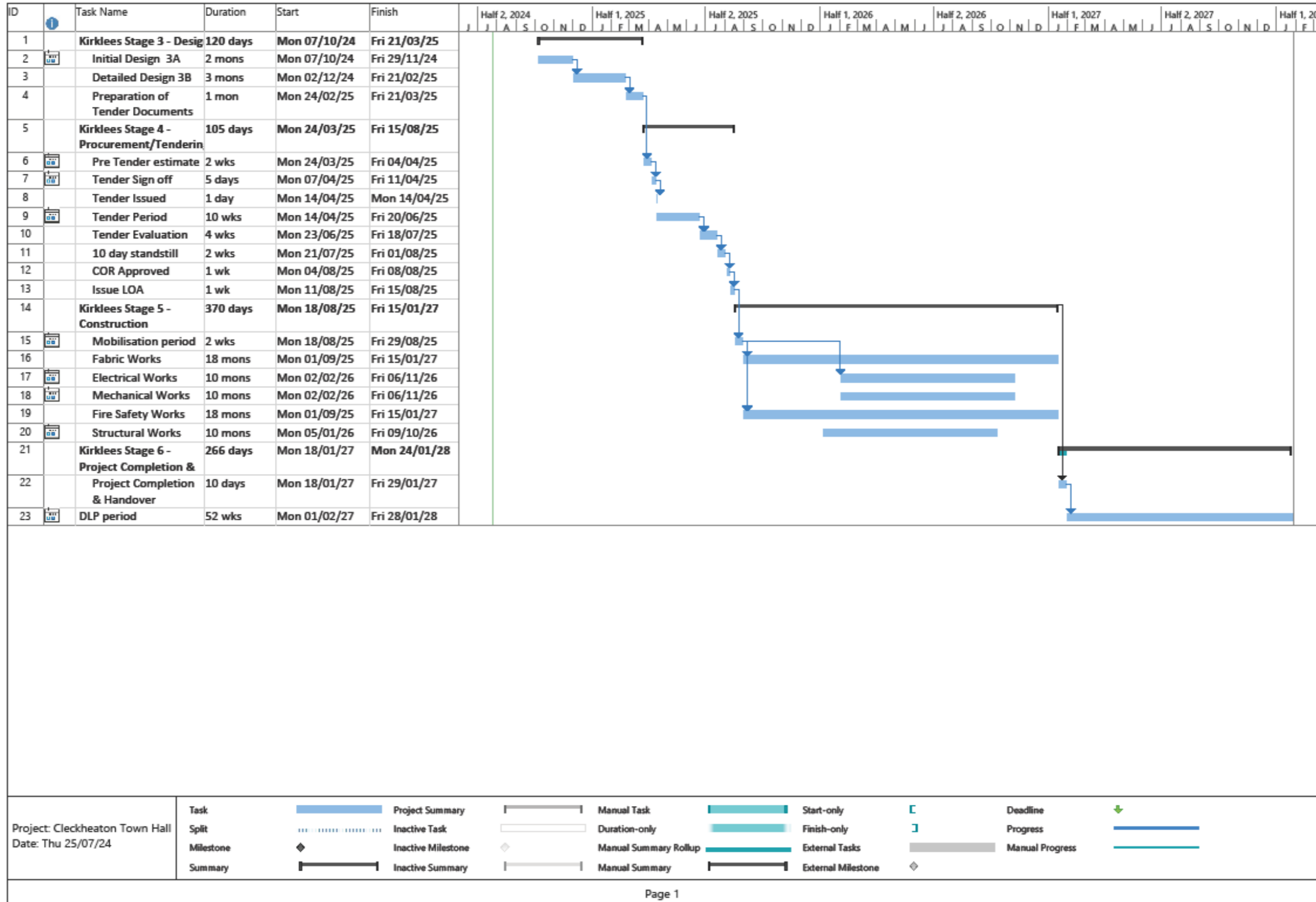
This estimate has been compiled based upon historic condition information based upon budget costs & quotations. So if there has been further building dilapidations from when the costs have been provided this is not included for in this estimate  
The phasing of the works will have to be determined  
This estimate is subject to the full extent of heritage based repairs & conservation works & surveys to determine viability  
An asbestos allowance of £65,000 has been allowed for within the estimate  
A professional fee & survey allowance of 20% has been allowed for on the assumption that the Kirklees Council will be used to deliver this project

The 3 Qtr. 2026 Mid-Point Construction Cost is based upon a guesstimation where the works will commence on site 3 Qtr. 2025, based upon a two year consecutive programme  
Where the base costs have been rounded up & have been multiplied by the BCIS indices there will be instances where the Base Cost (as of today) divided into the Quantities does not necessarily equate to the exact rate (including prelims) cost.

All elements of works including fire costs, plaster ornate interiors costs, Wainwrights renovations costs, Fire compartmentation costs are all based upon the previous scope of works & costs provided which have then been inflated by BCIS All in Tender Price Indices to estimate the value of these works to the Mid-Point Construction Cost



## 6. Proposed Programme





By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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**Report title:** Council Budget Report 2025/26; incorporating  
Capital, Treasury Management, General Fund Revenue and Housing  
Revenue Account

<b>Meeting:</b>	<b>Cabinet</b>
<b>Date:</b>	<b>10 December 2024</b>
<b>Cabinet Member (if applicable)</b>	<b>Cllr Graham Turner</b>
<b>Key Decision Eligible for Call In</b>	<b>Yes No – The report is a proposed budget for consultation ahead of the final budget at Council in March 2025</b>
<p><b>Purpose of Report</b> The purpose of this report is the Council’s proposed budget for 2025/26 for consultation. This includes the Capital, General Fund revenue and Housing Revenue Account (HRA).</p>	
<p><b>Recommendations</b></p> <p><u>General Fund Revenue</u></p> <ul style="list-style-type: none"> <li>To note that the Proposed Budget for 2025/26 presented in this report is based on the approval and delivery of £11.4m of new savings for 2025/26 as identified in this report (Appendix D).</li> <li>To note that at this stage, the budget is balanced. This is based on assumptions arising from the Chancellor’s budget and the subsequent policy statement. Should the final local government finance settlement vary from these assumptions, then further savings may be required. A balanced budget must be set no later than 10 March 2025.</li> <li>Agree to consultation on the Proposed Budget for 2025/26. This includes the proposed 2.99% increase in core Council Tax and the 2% increase in the Adult Social Care precept.</li> <li>Note the forecast spending and funding plans for the 2025-26 period (Appendix B);</li> <li>Note the forecast levels of statutory and other Council reserves as set out at Appendix C;</li> <li>Note that the Council’s participation in the Leeds City Region Business Rates Pool for 2025/26, and to approve delegated authority to the Chief Executive and Service Director – Finance, in consultation with the Leader and Corporate Portfolio holder, to agree the governance arrangements for 2025/26, for approval through the Business Rates Joint Committee (section 2.6);</li> </ul>	

## Capital

- Note the updated Capital Plan for 2024-32, be approved for consultation; (Appendix E)

## Housing Revenue Account

- Note the proposed budget including rent and service charges increases for the HRA which is considered as a separate report on this Cabinet.

### **Reasons for Recommendations**

- The Council has a statutory duty to set a balanced budget each year.
- The section 151 Officer has a duty under section 25 of the Local Government Act 2003 to report to full Council on the robustness of the forecasts and estimates and adequacy of the financial reserves.
- The Council has a statutory duty to consult on its budget proposals.

### **Resource Implications:**

This report sets the provisional budget resource allocations for 2025/26 details of which are included in the following pages and appendices

**Date signed off by Strategic Director & name**

**Rachel Spencer-Henshall – 2 December 2024**

**Is it also signed off by the Service Director for Finance?**

**Kevin Mulvaney – 2 December 2024**

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

**Sam Lawton – 2 December 2024**

**Electoral wards affected:** All

**Ward Councillors consulted:** All

**Public or private:** Public

Have you considered GDPR: Yes – there is no personal data within the budget details and calculations set out in this report and accompanying Appendices

## **1. Overview**

1.1 The structure of this report begins with an executive summary, followed by a range of Appendices.

A	Provisional Budget 2025/26
B	Movement in Budgets by Directorate
C	Reserves
D	Savings Proposals
E	Multi-Year Capital Plan

## 1.2 **Integrated Impact Assessments**

1.3 Members' attention is drawn to the information and advice in section 3.8 of this report which makes reference to the Council's Public Sector Equality Duty.

## 1.4 **Executive Summary**

1.5 The budget for 2025/26 gives the Council stability for the coming financial year as well as supporting its ambitions for Kirklees into the future. When the final budget is presented to the Council Meeting in March, the revenue budget will be balanced so that spending matches available income. This is not only a legal obligation for the Council but also gives certainty for vital services to continue delivering for local communities.

1.6 Alongside the revenue budget, the capital programme is an ambitious investment into the Kirklees economy and its infrastructure. It aims to stimulate growth, jobs and opportunities for the future, not just in the largest urban areas but across the borough.

1.7 Budgets are about choices. To assist those choices, the 2025/26 budget has been guided by clear principles. Decisions on spending and savings will focus, as far as possible, on services that promote prevention and early intervention. This is a beneficial approach in financial terms as well as delivering better outcomes for local people.

1.8 The budget principles also safeguard key economic regeneration activity that will help Kirklees households and businesses weather future cost of living crises. The aftermath of the pandemic and the cost-of-living crisis have shown how important economic resilience to families and businesses in Kirklees. The Council will play its part in investing in Kirklees communities for future generations.

1.9 As far as possible, the budget looks to increase efficiencies and reduce administrative costs to minimise the impact of savings on residents and local businesses. Service transformation will always be the Council's preference for making its necessary savings alongside maximising income where feasible and affordable.

1.10 Underpinning the budget and ensuring value for money for Kirklees taxpayers are robust systems of financial management and cost controls across the organisation. Since the cost-of-living crisis hit, the Council has implemented controls on spending, recruitment and investment. This ethos, and the systems that support it, will continue in 2025/26 and beyond.

1.11 Inevitably, the budget is also constructed within strict parameters which affect the decisions available to the Council. According to the Local Government Association, more than 90% of Councils in England will need to make revenue budget savings in the coming financial year to achieve a balanced budget. Alongside Councils across the country, Kirklees continues to face the same financial pressures.

1.12 Savings are needed due to demand, demographic and inflationary pressures alone on service budgets. In Kirklees, these pressures amount to around £36m in the coming financial year and include £18m additional demand for older and disabled people in Kirklees who need social care, £3.6m in extra funding required for homelessness and

£6m for support for children who need additional support. Any credible budget needs to take account of these demands.

- 1.13 Alongside demand pressures, all Councils face limitations on the income they generate or receive in grants from central government and elsewhere. In order to address some of the cost pressures, the proposed budget would mean a 2.99% increase in Council tax with a further 2% earmarked towards social care for older people and residents with disabilities. In total, the budget increases Council tax bills for a typical Band D property in Kirklees by £1.80 per week.
- 1.14 Historic government underfunding compared to similar local authorities, means that the Council cannot rely on central funding to overcome the remaining budgetary pressures. Though the forthcoming financial settlement for local government is expected to take some account of past iniquities with announcements of additional grants provided to local government, Kirklees still loses an estimated £20m every year from a discredited local government funding formula.
- 1.15 In light of both the limitations on the Council's income and increases in the cost and demand of many services, the revenue budget includes £11.4m of new savings in order to achieve a balanced budget. Achieving these savings requires difficult decisions and not every Council will be able to meet the same obligation. In fact, nearly half of Councils with social care responsibilities forecast that they will require emergency budget intervention in the next two years.
- 1.16 Failing to set a balanced budget and requiring government intervention represents a threat to service provision and / or punitive borrowing conditions that endanger value for money for local taxpayers. Budget savings would still need to be made but they would be imposed from outside the borough and any additional financial support would need to be repaid with interest, worsening the Council's financial position for years. The Council's budget strategy for 2025/26 seeks to avoid this fate.
- 1.17 A balanced budget also allows the Council to invest in services that are important to local people. For the coming financial year that means the Council will invest in vital social care for adults in Kirklees and for care services for children who need extra support. The Council will invest in maintaining and improving local roads and in dealing with residents' waste and recycling. The Housing Revenue Account will also provide the necessary funding to achieve the improvements to local homes that the Council is committed to delivering.
- 1.18 In the medium term, the capital programme will invest in over £1bn in the Kirklees economy and infrastructure over the next five years. Alongside major investments by partner organisations and government, this budget provides additional optimism for Kirklees' economic future and well beyond the life of the plan itself.
- 1.19 The Council's budget for 2025/26 is a means to an end. Achieving a balanced budget and financial stability allows Kirklees Council to focus on the priorities that matter to people in Kirklees. It provides the platform for improving services and the experience residents have when they deal with the Council. The budget also supports people and communities in Kirklees who may need extra support to live fulfilling lives. As well as supporting people and communities, it will fund the services and activities that make Kirklees neighbourhoods greener and healthier. Finally, while the budget funds important day-to-day services, it also invests in the future.



## 1.20 Overall Budget Position

1.21 The table below summarises the updated balanced budget position for 2025/26 from the 2024/25 base.

	2025/26 £m
<b>Opening Position Balanced 2024/25 Budget</b>	-
Funding Changes	(22.2)
Use of Reserves Changes	7.1
Spend Changes	42.7
Savings Proposals (total inc previously approved)	(27.6)
<b>Balanced Budget</b>	<b>0.0</b>

### Information required to make a decision.

## 2 BACKGROUND

### 2.1 Financial Strategy

2.1.1 The 2025/26 Medium Term Financial Strategy (MTFS) reported to Council on 18<sup>th</sup> September 2024 is a five-year financial plan, which sets out the Council's commitment to provide value for money services to deliver the vision and shared outcomes for Kirklees, and our priorities for the Council, within the overall resources available to it. The MTFS shows how our Council's finances will be structured and managed to ensure that this fits with, and supports, the delivery of our Council Plan priorities, which will drive delivery of the work.

2.1.2 The overarching principles of the Financial Strategy are:

2.1.3 A sustainable financial plan is required to help ensure the Council is well placed to achieve its ambitions as set out in the Council plan

- The Council will become more sustainable by reducing the reliance of one-off funding sources, such as reserves, to fund recurring expenditure and it must continue to make an appropriate provision to top up its unallocated (general) reserve to ensure that on a risk-based approach this reserve is always above a minimum level.
- The strategy will also provide specific funding for the creation of certain earmarked reserves to continue to fund transformation costs that will be required to deliver service change across the Council. This change can help deliver its ambition of being modern efficient Council.
- The strategy also recognises the need to provide the Council's agreed contribution to the SEND Safety Valve plan at c£10m.

- This financial plan aims to provide funding to address known pressures in the base budget and will make appropriate provision for inflation (pay and prices) and a reasonable assessment of demand pressures based upon the latest available information. In the main these are the demand pressures being reported in Q2 2024/25 financial monitoring.
- In general, fees and charges to the public are assumed to be increased annually by 3%; however where costs rise beyond this, for example in those traded services who may be impacted more acutely by National Living Wage increases, or services who have not yet achieved full cost recovery, services will continue to seek to recover full costs in line with the Council policy on fees and charges so as to not to create additional burdens on the general fund. Charges for users of Adult Social Care services will continue to be based on assessment of a clients' ability to pay.
- The Capital plan, currently £1.4bn over five years will continue to be subject to review and presently no new schemes have been added to those already in the plan. It is likely that as part of the ongoing review, some schemes will need to be slipped or removed from the capital plan.
- New capital schemes will be considered for inclusion in the Capital plan if they deliver ongoing revenue savings against the base budget; or are required to meet health and safety priorities or on the basis that new bids are assessed as a greater priority than existing Council funded schemes which would subsequently be removed.
- Collectively, these principles are designed to create a more stable base budget from which Members can make decisions on savings proposals.
- By recognising the ongoing pressures within the base budget the S151 Officer is content that this ensures a more robust budget for the Council.

## 2.2 **Proposed Budget 2025/26**

2.2.1 The budget includes the estimated changes to the Council's main sources of income (i.e. central government grant and local taxation), corporate expenditure (e.g. capital financing costs) and pressures on services (arising from inflation, demand or legislative changes such as the increase to the government national minimum wage) based on current information.

2.2.2 Given the financial challenges facing the Council, the focus of attention has been to set a balanced budget for 2025/26, based on detailed up to date estimates of all the pressures and developing savings proposals to address the immediate reported gap of £29.3m in 2025/26.

2.2.3 The overall budget process was directed by these guiding principles:

We must set a **balanced budget** and maintain **prudent levels of reserves** and:

- Continue to maintain a focus on services that deliver **prevention and intervention** early on before issues become worse for people
- Safeguard key **regeneration activity** to support longer-term inclusive economic growth

- Consider opportunities for **maximising income** and identify alternative sources of funding where possible
  - Prioritise **transformation of services** which increase efficiency and effectiveness of service delivery
  - Make sure we maintain appropriate **risk and governance** practices
  - **Learn lessons from the past** – for example from our approach to responding to the pandemic
- 2.2.4 Once the budget is approved, there will be a longer-term focus around delivery of transformational activity to help deliver change at speed and for the Council to be as efficient and enterprising as possible.
- 2.2.5 The updated figures presented in this report include early estimates of changes in funding highlighted in the governments' Autumn Budget, the policy statement released on 28<sup>th</sup> November and the resulting effects on the Local Government Finance Settlement (the draft figures of which, are expected in mid to late December 2024).
- 2.2.6 They also reflect that the Council is forecasting a £9.9m overspend for 2024/25 (at Quarter 2) and there are several pressures that are expected to continue into 2025/26 and in some cases beyond. The budget proposals provide the necessary funding, whilst providing challenge to services, to meet budget pressures and funding essential to deliver our priorities without placing additional burdens on the Council to deliver greater savings.
- 2.2.7 Detailed work has been ongoing since September to close the £29.3m savings gap for 2025/26 and the updated budget forecast for 2025/26 indicates a balanced budget can be presented for consultation at this stage.

	<b>Change £m</b>
<b>Opening Position – MTFS Update Gap</b>	<b>29.3</b>
Funding Changes	(5.1)
Reserves Changes	(2.3)
<i>Spend Changes:</i>	
2024/25 Savings Fall Out Adjustments	(1.2)
Demand Pressures	(0.5)
Inflation/Pay Pressures	1.9
Reductions in Other Pressures	(1.9)
Directorate Funding Changes	(8.8)
New Savings Proposals	(11.4)
<b>Revised Position – Draft Budget Report</b>	<b>0.0</b>

### 2.3 **Autumn Budget 2024**

- 2.3.1 The Chancellor announced the Autumn Budget 2024 on 30 October 2024.
- 2.3.2 Within the Autumn Budget, Core Spending Power (CSP) was confirmed to be increasing by 3.2% in real terms nationally; equivalent to c5.6% in cash terms. The

Core Spending Power (CSP) is the Government preferred measure of calculating the theoretical resources available to local authorities to fund service delivery. It sets out the money that has been made available to local authorities through the Local Government Finance Settlement (LGFS) and represents an estimate of the resources available.

- 2.3.3 The CSP increase for individual Councils, based on Government assumptions, will not be published until the Provisional Finance Settlement which is expected in mid-December. Furthermore, the actual CSP increase for Kirklees will also be dependent on the Council baseline position and local decisions including the setting of Council tax.
- 2.3.4 The Autumn Budget also confirmed an increase in grants within the CSP uplift of £1.3bn nationally in 2025/26. Part of the additional grant funding is a £680m increase in the Social Care Grant. For Kirklees, this is estimated to equate to approximately £5.5m additional funding.
- 2.3.5 It is assumed that most of the remaining balance of the additional £1.3bn grant funding will be allocated to Councils using a targeted approach. The Government have termed this Recovery Grant and have allocated £600m. This is likely to be focussed on distributing more funding to higher need authorities, without changing the existing basis of the main grant distribution. It is understood that the basis of the grant allocation will most likely be a measure of deprivation and/or compensation for the 'inability to raise Council tax'.
- 2.3.6 The Government has also indicated a plan to significantly simplify a number of grants within the settlement. This proposed budget assumes that net additional funding in the region of £4.2m for Kirklees will be received. Final figures will be updated following the Provisional Finance Settlement.
- 2.3.7 Further increases in other grants outside of the CSP were also announced as part of the Autumn Budget. This includes £1bn nationally for SEND (section 2.18) and £230m for homelessness (section 2.11). In addition, Household Support Fund (£1bn nationally) was confirmed to be continuing into 2025/26, although it has since been indicated that this will be rolled up with existing Discretionary Housing Payments funding within the national pot. Confirmation of the final value of the Household Support Fund for the Council is awaited.
- 2.3.8 The Autumn Budget also confirmed changes to Employers National Insurance Contributions (NICs) from 1 April 2025. Currently, employers pay secondary class 1 NIC at the rate of 13.8% on the amount by which an employee's earnings exceeds the secondary threshold (ST) of £9,100 per year. The Chancellor announced that the rate will be increased to 15%, and that the ST will be reduced to £5,000 per year. This will significantly increase costs to employers. Although it is yet to be confirmed, it is assumed that the increased costs to the Council for directly employed staff will be fully funded by Government from a £4bn national pot set aside in the budget to fund public sector organisations. The impact of these NIC changes within the Adult Social Care provider budgets is currently estimated at £2.6m and this is reflected in the pressures the service is facing. There may be implications on other contracts the Council has where they are tied to Change in Law provisions.

2.3.9 The Chancellor also announced that Local authorities are expected to receive around £1.1bn of new funding in 2025-26 through the implementation of the Extended Producer Responsibility scheme. Extended producer responsibility (EPR) aims to make producers responsible for the cost of collection, managing and recycling of packaging and incentivise them to make their products recyclable by modulating fees based on the recyclability of products. It will also aim to reduce unnecessary packaging, increase quality and reduce litter. Exceptionally for 2025-26 only and recognising the importance of local authorities being able to effectively plan their budgets, the Treasury will guarantee that if local authorities do not receive Extended Producer Responsibility income in line with the central estimate there will be an in-year top up, with the detail on this to be set out through the Local Government Finance Settlement. It is currently assumed this funding does not come with additional responsibilities for Councils. The Council received written notification from DEFRA on November 28<sup>th</sup> of this allocation, and advised this amount was indicative at this stage.

#### 2.4 **Net Revenue Charge Assumption**

2.4.1 The Council's net revenue budget is primarily determined from the amount of Council tax collected and funding provided from the Government Settlement Funding Assessment (SFA) with adjustments made with either contributions to or from reserves to support the overall total base budget for service provision.

2.4.2 The table below summarises the funding assumed to support the updated net budget plans. The figures exclude specific grant funding streams that are budgeted within directorates.

	<b>2024/25 £m</b>	<b>2025/26 £m</b>	<b>Change £m</b>
Retained Business Rates	(62.5)	(62.2)	0.3
Government Funding	(70.7)	(76.4)	(5.7)
Council Tax	(234.0)	(250.8)	(16.8)
<b>Funding Total</b>	<b>(367.2)</b>	<b>(389.4)</b>	<b>(22.2)</b>

2.4.3 Whilst the estimates above are considered prudent, if the final LGFS and submission of Council tax base results in a changed level of funding beyond that budgeted for, it is proposed that any additional funding be directed in order towards

- Reduce the budgeted contribution from reserves that underpin the proposed budget, currently £5.5m
- Additional funding to unallocated reserves which have been used to reduce the 2024/25 overspend
- Provide additional contingencies for demand / volatile budgets.

2.4.4 Should the final LGFS settlement be at a level lower than the assumptions contained in this report or additional funding comes with new burdens, then further savings proposals will need to be brought forward at speed from Directorates to enable a balanced budget to be set.

## 2.5 **Business Rates and Government Funding**

2.5.1 Government SFA (which includes Revenue Support Grant), business rates local share income and associated business rates grants are collectively uplifted by c2% in 2025/26 budget plans. The policy statement indicated that Government intend to simplify and reduce the number of existing grants within the SFA as well as providing a new Recovery grant of £600m, as noted in section 2.3 in the settlement. The budget proposals assume a total net gain of £4.2m to the Council. Actual uplifts and grant allocations will not be confirmed until the provisional settlement in December.

2.5.2 A breakdown of the business rates and government funding assumptions is outlined in the table below.

	2024/25	2025/26
	£m	£m
<b>Funding</b>		
Business Rates Local Share	(63.2)	(63.9)
Deficit Repayment	0.7	1.7
Retained Business Rates	(62.5)	(62.2)
Government Funding:		
- Business Rates Top Up	(31.7)	(32.0)
- Business Rates Grants	(19.3)	(20.5)
- Revenue Support Grant	(16.5)	(16.7)
- Recovery Grant/Simplification*	-	(4.2)
- Other Un-ringfenced Grants	(3.2)	(3.0)
Total Government Funding	(70.7)	(76.4)
<b>Total</b>	<b>(133.2)</b>	<b>(138.6)</b>

## 2.6 **Business Rates Pool**

2.6.1 The Council has been part of a regional Business Rates Pool since 2013. All Pools are subject of an annual application process to Government; both existing and new Pools. The 2025/26 MTFS update report to Council on 18 September 2024 gave delegated authority for the Chief Executive and Service Director – Finance, in consultation with the Leader and Finance and Regeneration Portfolio holder to endorse the Council's continued participation in a Leeds City Region (LCR) Pool for 2025/26, which included all West Yorkshire Councils and York.

2.6.2 The acceptance of the LCR Pool bid for 2025/26, along with all other Pool bids is expected to be confirmed by Government through the 2025/26 Financial Settlement announcement.

2.6.3 As in previous years, the governance arrangements for the 2025/26 LCR Pool will be ratified in March 2025 through the Business Rates Joint Committee. The Committee includes leading members across the participating Councils and is administered on behalf of the member Councils by Leeds Council. This includes proposals for the allocation of retained business rates levies which will be considered through the Business Rates Joint Committee.

2.6.4 It is proposed that delegated authority be given to the Chief Executive and Service Director – Finance, in consultation with the Leader and Finance and Regeneration Portfolio holder, to agree the governance arrangements for 2025/26 as a participating member, for approval through the Business Rates Joint Committee.

## 2.7 **Council Tax**

2.7.1 It is expected that the current Government Council Tax referendum principles are extended as part of the 2025/26 local government finance settlement. These allow Council's to apply up to a 3% Council Tax uplift, without requiring a local referendum). Council updated budget plans reflect a proposed 2.99% Council Tax uplift in 2025/26 (excluding precepts).

2.7.2 In addition to allowable Council Tax uplifts within referendum principles, it is expected that Government will also grant Councils with Social Care responsibilities local discretion to uplift Council Tax up to a maximum of a further 2%.

2.7.3 Council updated budget plans assume the maximum allowable uplift of 2% for Adult Social Care (ASC) precept in 2025/26 and this will be ring-fenced to support adult social care base budget additional spend requirements in 2026/26.

2.7.4 Taking into account both the basic Council Tax uplift and the ASC precept, the current budget assumes a total proposed Council Tax increase for 2025/26 will be 4.99%

2.7.5 There is a forecast £16.7m increase in Council Tax income for 2025/26 as outlined in the table below:

	2024/25 £m	2025/26 £m
<b>Base Council Tax Income</b>		<b>(236.4)</b>
<i>2025/26 Changes:</i>		
Change in Taxbase - 2nd Homes		(1.6)
Change in Taxbase - Net growth		(2.9)
Increase - Basic Council Tax Charge 2.99%		(7.2)
Increase - ASC precept 2%		(4.8)
<b>Council Tax Income</b>	<b>(236.4)</b>	<b>(252.9)</b>
<b>Deficit Repayment</b>	<b>2.3</b>	<b>2.1</b>
<b>Total Council Tax Funding</b>	<b>(234.1)</b>	<b>(250.8)</b>

2.7.6 The Council tax figures reflect increases of 2.99% Council Tax and 2% Adult Social Care precept. There has also been a review of the taxbase in light of additional premiums for second homes which come into force on 1<sup>st</sup> April 2025. The final taxbase for 2025/26 will be derived using figures as of 30 November 2024 and as such the taxbase changes are best estimates at this stage. Final figures will be confirmed as part of the final budget report to Council in March 2025.

2.7.7 Council tax charges are assumed to increase by a total of 4.99% as outlined in the paragraph above. The impact of this uplift on households in Kirklees is outlined in the below table.

Council Tax Charge - Kirklees Only	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
<b>Annual</b>								
2024/25	1,247.36	1,455.25	1,663.15	1,871.04	2,286.83	2,702.61	3,118.40	3,742.08
2025/26	1,309.60	1,527.87	1,746.13	1,964.40	2,400.93	2,837.47	3,274.00	3,928.80
Increase	62.24	72.61	82.99	93.36	114.11	134.85	155.60	186.72
<b>Weekly</b>								
2024/25	23.99	27.99	31.98	35.98	43.98	51.97	59.97	71.96
2025/26	25.18	29.38	33.58	37.78	46.17	54.57	62.96	75.55
Increase	1.20	1.40	1.60	1.80	2.19	2.59	2.99	3.59

2.7.8 The Council is mindful of the current financial challenges facing the citizens of Kirklees but faces a tough choice about whether to increase Council tax to bring in desperately needed funding to protect services to the most vulnerable residents whilst at the same time acutely aware of the significant financial burden that places on households.

2.7.9 The Council Tax system continues to be disproportionate across the country and successive Governments have failed to come up with an alternative method of local taxation.

### **Directorate Portfolios**

The 2025/26 proposed budgets identifying the additional pressures and savings are provided at Appendix B by Directorate with the key points described below.

## **2.8 Children and Families**

2.8.1 Updated budget plans include a total of £6.9m of additional funding to be invested into Children's Services (prior to savings proposals). This funding provides funding to support demand led pressures including External Residential Placements, Leaving Care Supported Accommodation 18+, Special Guardianship Orders Educational Psychology and Home Care support to Children with disabilities. The service will continue to develop local internal residential provision which will enable more children to be placed within Kirklees and efforts will be made to increase the number of internal foster care placements, all of which will help to provide a robust sufficiency offer.

2.8.2 Within the £6.9m, £4.6m is specifically from demand led pressures for Children Looked After and a sum of £1.1m is initially provided for the cost of Home Care/ Direct payments support for Children with Disabilities.

2.8.3 An additional £1.0m is included for pressures highlighted in the current year with regard to both cost and demand. These include Section 17 wrap around support, support to families with no recourse to public funds, financial support for Care Leavers, and commissioned services including Kirklees Integrated Community



## Equipment Service and Inter Agency Adoption Fees.

- 2.8.4 Children's Services new savings proposals total £3.4m in 2025/26, and a further £0.4m in 2026/27, and these are summarised at Appendix D.
- 2.8.5 Directorate savings proposals include the redesign of a number of internal and commissioned areas to ensure the most effective service is delivered. Individual savings proposals include the mainstreaming of the Multisystemic Therapy (MST) Service, further savings from review of Family Help Services, rationalisation of the Early Years SEND function, rationalisation of Early Help Community Hub Co-ordinators, consolidation of the Compliments and Complaints team, and savings across commissioned services.

## 2.9 **Adults & Health**

- 2.9.1 The budget proposals provide an additional £18m gross of spend (excluding pay awards for directly employed staff as these are budgeted for centrally until pay awards are agreed) to cope with demand and cost pressures due to the volume and complexity of need.
- 2.9.2 Within this figure, there are significant forecast pressures arising from the impact of the Chancellor's budget. The Government's 6.7% headline National Living Wage (NLW) uplift for 2025/26 will rise the NLW to £12.21 per hour. This is estimated to cost c£6.9m.
- 2.9.3 Similarly, the recently announced changes to National Insurance for employers has added a further pressure. Collectively both the change in the underlying % rate to 15% from 13.8%, and the change in the threshold level to £5,000 from £9,100 is forecast to add an additional £2.6m.
- 2.9.4 The ongoing fall-out of the Cost-of-Living crisis, and the continuing economic landscape continues to bring uncertainty within the Adult Social Care market. Continued review remains key, alongside dialogue with key partners. Discussions around the uplifts on the rates paid to external providers for demand-led activities are ongoing and will consider the pressure on the market as well as the available funding envelope.
- 2.9.5 The Government has announced an extra £680m of social care funding in the recent budget. Estimated additional grant is c£5.5m, although this has to be confirmed in the LGFS. Funding in excess of £4.4m had already been assumed within budget plans in the MTFs reported to Members in September. As this was prior to the announcement of the higher than anticipated NLW increase and the changes in National Insurance referenced above, any confirmed additional grant above £4.4m is being used to partially mitigate this additional impact.
- 2.9.6 Savings approved as part of last year's budget for 25/26 were £13.5m and are in the main on the way to being delivered. As Adult Social care had already identified significant savings towards the 25/26 budget gap, there is reduced scope for further savings and a total of £1.8m is proposed.
- 2.9.7 These proposals for Adult Social Care savings centre around reviewing the scope and means of current provision. A sum of £0.8m is proposed for the transfer of 2

care homes to the private sector, which is subject to a separate report on this agenda. Additional staffing savings of £0.5m are proposed, mainly from long held budgeted vacancies and a saving of £0.5m from Commissioned activity.

2.9.8 With regard to the wider trends and shape of the market, transformational work will continue to model future demand and to identify and deliver social care efficiencies.

2.9.9 The Communities and Access Service area will continue work to create an integrated model to further maximise citizen and community outcomes as agreed in the 24/25 budget for 25/26.

## 2.10 **Place**

2.10.1 In Development there are pressures relating to the Management and maintenance of the Core Estate at £1.4m and £0.4m to address the reduction in rental income from properties no longer held. There is an assumption of new grant funding of £0.4m. relating to additional Homeless Prevention grant which will be used to partially offset temporary accommodation pressures.

2.10.2 New savings proposals include reductions in the level of cleaning across the Core Estate £0.6m, building disposals/mothballing £0.4m, reductions in grounds maintenance of Council buildings £0.1m and income increases £0.2m.

2.10.3 Elsewhere in Development there are £0.3m of savings including management savings across the directorate £0.1m and £0.2m of vacancies within housing growth.

2.10.4 For Skills & Regeneration new proposed savings include a £0.2m reduction in management capacity & vacant posts. There is also £0.2m in reduced activity and capitalisation across Employment & Skills, Business & Economy & Major projects.

2.10.5 Environmental Strategy & Climate Change has recognised pressures of £0.4m related to Home to School Transport. New savings include £0.4m for an authority wide review on Business Support activity, £0.1m related to Employers NI savings from the introduction of an Electric Vehicle Salary Sacrifice scheme and £0.1m from a new approach to the management of the nighttime noise service.

2.10.6 In Waste there are pressures of in the region of £3.2m, of which £1.4m relates to the extension of the waste disposal contract including Qualifying Change in Law costs of £0.1m, £1m relates to disposal costs, landfill tax and chemical treatment costs and £0.8m relates to the cost of hiring vehicles, pending the delivery of new Council owned vehicles.

2.10.7 There are proposed savings of £0.2m including a trade waste review and £0.1m from an investment in bins that could realise savings of £0.1m in disposal costs. There are also further savings related to efficiencies in better management and usage of Pool Cars £0.1m.

2.10.8 Parking services have an income pressure of £0.8m arising from an updated forecast of income from residential and district parking and penalty charge notices.

2.10.9 There is a further pressure in transport of £0.3m related to fleet maintenance.

## 2.11 **Public Health and Corporate Resources**

- 2.11.1 The updated proposals for 2025/26 include pressures of £3.9m, existing savings of £0.6m and new savings of £1m.
- 2.11.2 Housing Benefit Subsidy loss pressures in 2024/25 are currently reported at £4.4m. The proposed budget provides for an additional £3.6m reflecting the work being undertaken to reduce Temporary Accommodations and Bed and Breakfast numbers. The Government's subsidy system does not fully support Councils in placing housing benefit recipients in certain types of temporary accommodation, such as temporary bed and breakfast accommodation. Under Housing Benefit Subsidy rules the maximum claim for bed and breakfast is limited to the one bedroom (self contained) January 2011 Kirklees Local Housing Allowance rate, and for temporary accommodation 90% of the January 2011 Kirklees Local Housing Allowance rate based on the property size. Any costs above these rates must be funded by the Council. The significantly increasing demand for temporary housing is a national issue and very challenging in terms of finding appropriate accommodation.
- 2.11.3 A sum of £0.35m is provided to reflect the reduction in court fee income.
- 2.11.4 IT savings are £0.5m reflecting continuation of plans to improve efficiencies of IT usage including reducing contract spend, and general cost of equipment printing, mail, and peripherals.
- 2.11.5 A review of fees and charges across various services plans to generate £0.6m, and the remaining £0.5m will be achieved through vacancy management across the directorate.

## 2.12 **Central budget**

- 2.12.1 The budget provides for a pay award of 3% in 2025/26. Each 1% costs broadly £2.5m per annum and therefore £7.5m is budgeted.
- 2.12.2 Inflation budgets for 2025/26 reflect a review of requirements across the organisation, including energy cost uplifts of £0.5m and waste contract inflation of £1m. Budgets for pay awards and inflation continue to be held centrally until they are agreed nationally or are contractually committed.
- 2.12.3 Central Budgets also reflect a 0.1% reduction in the superannuation budget as part of the current triennial review, covering the period 2023-2026. This is equivalent to a reduction of £0.2m compared with current budget levels and a further reduction of £0.1m relating to fall out of historic pension charges from the WYPF.
- 2.12.4 Updated central budgets also reflect the fall out of one-off funding from the insurance provision which had been used to support the 2024/25 base budget at £1.5m.

## 2.13 **Treasury Management**

- 2.13.1 Treasury management budgets assume that the Bank of England base rate of 4.75% (as at November 2024) is estimated to fall to 3.75% by March 2026 based on advice from the Council's Treasury advisors. The budget reflects assumed combined average borrowing rates of 4.69% in 2025/26. This is based on the continuation of

current borrowing strategy, which combines the use of both short- and long-term borrowing.

2.13.2 The budget also provides in full for the borrowing associated with the updated capital plan borrowing requirements and associated annual revenue resources to be set aside to service Council debt, including additional interest payable £4.7m and Minimum Revenue Provision (MRP) costs of £17m following the unwind of a previous overprovision from the 2017/18 review. There has been a further independent review in 2023/24 which identified an overprovision which allowed for an unwind of £6.3m to revenue in 2023/24. A further saving of £15.2m will be released through a Voluntary Revenue Provision in 2024/25 and £10.8m in 2025/26.

## 2.14 **Flexible Capital Receipts**

2.14.1 Government guidance allows the capitalisation of certain types of qualifying revenue expenditure in-year, funded from the flexible use of 'in-year' generated capital receipts. The original government guidance covered the 2016-19 period, but this was subsequently extended by a further 3 years, to 2021/22. The Local Government Finance Settlement for 2021/22 extended these capital receipts flexibilities for a further three years, which covers the period up to and including 2024/25. Further to this, there was a 'Call for Views' from the then Department for Levelling Up, Housing and Communities (DLUHC) consultation, designed to identify and develop options for the use of capital resources and borrowing to support and encourage invest-to-save activity and to manage budget pressures without seeking exceptional financial support. Whilst we await an official announcement from government, the expectation is that the current capital receipt flexibilities are extended up to 2030.

2.14.2 The current guidance states that the flexible use of capital receipts must be approved by full Council, but that it can be 'retrospectively' applied provided the Council's flexible use of capital receipts strategy is presented to Council at the earliest opportunity. The Council's flexible capital receipts strategy along with a list of each project and the expected savings each is expected to realise will be presented as part of the final budget papers.

2.14.3 The Council will use the powers under the government guidance on the flexible use of capital receipts to fund up to £4m qualifying transformation expenditure in 2024/25 and £4m in 2025/26. It is assumed that guidance this will continue up to 2030, although the Council will need to review capital receipts disposal forecasts over this period. The proposals set out are 'in principle' and allow officers the flexibility to consider a range of funding options in-year that meet the intended objectives set out in the Council's budget strategy.

## 2.15 **Budget Savings**

2.15.1 On the 18 September 2024, Council approved the Medium-Term Financial Strategy (MTFS) for the Council, which updates on the Council's projected financial position and sets its longer-term strategy for managing its finances going forward. The MTFS identified that there was a projected budget gap of £29.3m for the 2025/26 financial year.

2.15.2 In order to bridge that gap, further savings have been developed to help contribute to closing that gap. These are summarised by Directorate in the table below:

<b>SAVINGS PROPOSALS 2025/26</b>	<b>Existing £m</b>	<b>New £m</b>	<b>Total £m</b>
Children & Families	(0.5)	(3.4)	(3.9)
Adults & Health	(13.5)	(1.8)	(15.3)
Place	(1.3)	(3.2)	(4.5)
Public Health and Corporate Resources	(0.9)	(1.0)	(1.9)
Central	-	(2.0)	(2.0)
<b>TOTAL</b>	<b>(16.2)</b>	<b>(11.4)</b>	<b>(27.6)</b>

- 2.15.3 High level descriptions of the proposals are shown at Appendix D and further details will be provided as part of the full Budget report to Cabinet/Council in February/March 2025.
- 2.15.4 A number of actions have already been taken to control net expenditure. These include:
- 2.15.5 Cessation of all but priority expenditure (limiting spending to maintaining health and safety, meeting statutory service requirements, fulfilling contractual obligations, preventing further costs and to helping generate income).
- 2.15.6 Stricter controls on recruitment whereby all posts subject to release are approved by the relevant Executive Director and the Council's People Panel, but stopping short of a total recruitment freeze.
- 2.15.7 An ongoing review of all discretionary fees and charges to seek to ensure full cost recovery in line with the Council's approved fees and charges policy.
- 2.15.8 Accelerating the sale of assets that the Cabinet has already agreed to dispose of and bring forward further options for assets disposals (both to reduce the operating cost of the Council's Estate and to generate capital receipts);
- 2.15.9 Continuing to explore all external funding opportunities to bring additional income into the Council;
- 2.15.10 Undertaking a review of the Council's Capital Programme to determine to what extent schemes can be rephased, deferred, stopped or not started at all to the reduce the cost of borrowing to the Council and to free up capital receipts so that they can be reallocated to essential spending commitments. To date over £62m of spend has been slipped from 2024/25 into future years which has reduced Council borrowing requirements to be in line with the budget.
- 2.15.11 When the Council Plan, and Annual Budget for 2025/26 is approved, next steps will be focused on delivery of this budget, the savings within it, and delivering the priorities set out in the Council Plan. We will continue to monitor external factors such as demand and costs, so we are able to respond early and appropriately. Robust programme management of the delivery of the budget, and effective governance mechanisms will continue, alongside regular monitoring of capacity and demand information, and monitoring of financial situation.

## 2.16 **Monitoring & Challenge**

- 2.16.1 Throughout the process of developing the current MTFs and the detailed proposals contained here for the 2025/26 budget, Members and Executive Directors have been regularly briefed regarding the base budget pressures the Council faces and which need to be reflected in the base budget. Savings proposals have been developed by Service teams and agreed with Executive Directors and their Portfolio leads as a means of helping deliver a balanced budget for 2025/26.
- 2.16.2 The Council's budget in any one financial year is allocated to budget holders and each budget holder is notified of their budget at the start of the financial year. Given the consultation with Service Directors, they are fully aware of what pressures have been funded and the savings they are expected to deliver. Within the performance and development review process for people managers there is a core target to effectively manage and monitor budgets, highlighting any pressures or potential underspends in a timely way. Budget holders are able to review the latest financial monitoring information, including projections, directly from the on-line financial system in an easy-to-use format.
- 2.16.3 The Financial Management teams are structured to support budget holders, deal with queries and proactively monitor key budget areas. The quarterly Financial Monitoring report presents the Council's revenue and capital projections, prepared by managers working in conjunction with finance teams. In addition, a monthly review enables Directors to monitor the Council's revenue projection and take any further action to ensure effective management of the budget.

## 2.17 **Reserves**

- 2.17.1 The Council holds both "earmarked" and "general" reserves. Earmarked reserves are balances set aside for specific purposes and corrective actions; these are summarised in Appendix C.
- 2.17.2 General reserves are balances held as contingencies against risks such as emergency events. The general reserves are expected to be £23.0m by March/26, assuming no further use of these balances is required in 2024/25 as illustrated in the table below and assumes the use of £3m in 2024/25 to offset overspends that have been caused by slippage in savings.

31 <sup>st</sup> March 2024 £m	31 <sup>st</sup> March 2025 £m	31 <sup>st</sup> March 2026 £m	31 <sup>st</sup> March 2027 £m
(25.0)	(22.0)	(23.0)	(24.5)

- 2.17.3 Contributions of £2.15m will be made to a reserve for use for SEND to fulfil the Council's obligations under the Safet Valve Agreement and £2.5m will be added to the Transformation Reserve to help deliver change capacity within the organisation
- 2.17.4 The base budget will be supported by £5.5m from the Voluntary Revenue Provision reserve. This is a temporary source of funding that will need to be removed from the base over the life of the MTFs. It should be noted that the 2024/25 budget is supported by c£13m of one off provisions and reserves. The Council is moving in the right direction to reduce the reliance on one off funding to support ongoing revenue

expenditure.

2.17.5 A risk assessment of the Council's level of reserves is carried out each financial year, when setting the budget and updating the financial plan. It is updated regularly during the financial year as part of the formal financial management reporting process. The risk assessment is based on the following key factors and an underlying presumption that significant risks need an appropriate level of cover:

- a review of known provisions and contingent liabilities
- the likelihood of overspend for either revenue or capital;
- the likelihood of any additional income that would be credited to reserves;
- the robustness of the Council's revenue budget proposals;
- the adequacy of funding for the Capital Programme; and
- any potential significant expenditure items for which explicit funding has not yet been identified.

2.17.6 A risk assessment of the Council's level of general reserves was updated as part of the Budget Strategy Update Report (in September 2024), which estimated the value of the risks at £15.0m. This will be updated again as part of the final Budget Report to Cabinet and Council in February/ March 2025. The Council will ensure the reserves remain at an adequate level to manage effectively all future risks and liabilities, in particular whilst operating in the current volatile and uncertain environment. The proposals contained in this report will provide additional funding to areas of overspending which should provide greater assurance and reduce the financial risk in those areas.

## **2.18 Schools Funding (Dedicated Schools Grant or DSG)**

2.18.1 A detailed report on Schools funding is due to be presented at Cabinet on 21 January 2025 following the provisional local government finance settlement, expected late December 2024.

### **High Needs Safety Valve funding agreement**

2.18.2 The Council signed up to the Government's Safety Valve Agreement in March 2022 as one of a number of Councils with a significant Dedicated Schools Grant (DSG) deficit; £36m at the time the safety valve agreement was signed in March 2022.

2.18.3 The Safety Valve Agreement was intended to eliminate the Council's DSG deficit completely by 2026/27 through a Council 5 year Special Educational Needs & Disabilities (SEND) management plan. As a result of continued rising demand complexity of cases and inflationary costs the original timescale has been extended, with approval from the DfE 2029/30. The plan is intended to bring the in-year High Needs spend position into 'balance' within available in-year DSG funding, by 2029/30. Government agreed a contribution of £33.5m to help clear the historic DSG deficit, including an initial £13.5m 'down payment' received in March 2022.

2.18.4 Further annual contributions by Government of £2.3m between 2025/26 – 2029/30 will be released quarterly subject to satisfactory quarterly monitoring reviews with the Department for Education (DfE) Safety Valve Team. To date, the Council has

received £4m for 2022/23, £2.2m for 2023/24 and £1.5m so far in 2024/25.

2.18.5 The Council has also prioritised significant revenue resources of its own, including capital plan to increase High Needs sufficiency across the district, to be funded through a mix of borrowing and grant funding and a commitment to contribute more than £10m of its own revenue resource, the first £2.15m of this is to be provided as part of the 2025/26 budget.

2.18.6 There has also been significant broader schools' system support through schools block funding transfers to High needs block; £1.6m in 2022/23, £2.1m in 2023/24 and £2.6m agreed for 2024/25. The transfers were approved through Schools Forum. This funding will ensure more children receive additional support to remain in, or return to, mainstream school and supports the DSG deficit reduction plans; reflecting the collaborative partner approach to addressing the growing pressures relating to High Needs.

2.18.7 Any future year annual block transfer requests will be subject to review and consultation through Schools Forum. Despite this additional funding, both locally and nationally, there is a forecast overspend of £20m in year and increasing the deficit at the end of the 2024/25 to around £65m. This is primarily due to the rising numbers, inflationary costs and complexity of cases.

2.18.8 As part of the autumn Budget and in recognition of the severe pressures in this service, the Government announced an additional £1bn is being made available to Councils in 2025/26 to help fund SEND pressures (section 2.11). To date individual Council allocations have not been provided, however the current guaranteed funding uplift of 4%, will rise to a minimum of 7%.

2.18.9 There is currently a statutory override in place for DSG deficits. This is a provision introduced by the government in 2020 (and extended to 2026) that separates local authorities' Dedicated Schools Grant (DSG) deficits from their wider financial position. The DSG is a ring-fenced grant for local authorities' school budgets, and any deficit associated with it is held in an Unusable Reserve due to this statutory override.

## **2.19 Housing Revenue Account (HRA)**

2.19.1 The HRA is a sustainable, self-financed 30-year business plan, where the main driver for financial sustainability is housing rent and delivers the following key objectives:

- Capital improvements and maintenance of all Council housing stock to a decent standard with a focus on building safety, warmth and energy efficiency requirements.
- Delivery of a high quality and cost-effective housing management and repair service, and inclusion of funding for new build and other strategic capital priorities
- Annual servicing of HRA debt
- Addressing the requirements of the Social Housing Regulation Act which is now law.

2.19.2 Updated HRA budget proposals are subject to a separate report on this Cabinet agenda.



## 2.20 CAPITAL

2.20.1 The Council Budget Strategy Update (18th September 2024) and the Corporate Financial Monitoring Report, Quarter 2 (Cabinet 10th December 2024) referred to a corporate review and affordability assessment of Capital Plan being undertaken as one of several initiatives to mitigate against the forecast 2024/25 outturn position and ongoing financial challenges facing the Council.

2.20.2 As part of the Councils governance arrangements, the Capital Assurance Board (CAB) provides strategic oversight of the Council's Capital Plan to ensure capital investments align with the Council's priorities and objectives, support the regeneration of the borough, improve infrastructure, and enhance the efficient and effective operational delivery of services.

2.20.3 The capital review undertaken by the Capital Assurance Board considered options to re-phase capital projects/programmes, examine opportunities to release borrowing or identify alternative funding sources, and bring forward asset disposals (both to reduce operational costs as well as generating capital receipts) have all been considered to help control the cost of borrowing. Given the extent of borrowing that underpins the Programme, and the current and forecast cost of that debt, the focus of the review is to consider what scope there is to reduce/re-profile the Capital Plan for the Council. This is being balanced against the future investment needs of the Council, both in maintaining the delivery of essential services, providing match funding where it is necessary to leverage external funding and to deliver ambitions around growth and regeneration.

### Update of the Medium-Term Capital Plan 2024/32

2.20.4 For capital purposes, longer term planning horizons are required to undertake feasibility work, design, plan and build. The Council's multi-year capital investment plan has been extensively reviewed to reflect the scale of the Council's ambition whilst being cognisant of the underlying financial position.

2.20.5 Following a review of the plan, the updated multi-year plan will deliver capital investment of £1.415bn (£1.033bn General Fund, £382m Housing Revenue Account). The plan is summarised in the table below, and shown in more detail at Appendix E.

### Overall Multi-Year Capital Expenditure Summary

Council Plan	24/25 £m	25/26 £m	26/27 £m	27/28 £m	28/29 £m	29/30 - 31/32 £m	Total £m
Children & Families	19.0	35.1	21.1	4.7	3.0	2.8	85.7
Adults & Health	5.5	3.9	8.2	1.6	0.0	0.0	19.2
Place	134.2	249.9	171.4	84.6	86.8	132.3	859.2
Public Health & Corporate Resources	6.5	16.5	11.9	11.6	11.5	11.1	69.1
<b>General Fund</b>	<b>165.2</b>	<b>305.4</b>	<b>212.6</b>	<b>102.5</b>	<b>101.3</b>	<b>146.2</b>	<b>1,033.2</b>
<b>Housing Revenue Account</b>	<b>43.2</b>	<b>47.6</b>	<b>71.1</b>	<b>63.0</b>	<b>50.8</b>	<b>106.3</b>	<b>382.0</b>
<b>Council Total</b>	<b>208.4</b>	<b>353.0</b>	<b>283.7</b>	<b>165.5</b>	<b>152.1</b>	<b>252.5</b>	<b>1,415.2</b>

\*It should be noted that figures shown in the table's penultimate column represent spend in the last 3 years of the Plan i.e. 2029/30 – 2031/32.

2.20.6 The most recent Quarter 2 Financial Monitoring report is presented at the meeting of Cabinet on 10th December 2024. Members are asked to consider an updated position on the Council's multi-year capital plan. £67.6m of spend had been slipped from 2024/25 into future years, overall grant levels increased by £4.7m and £2.3m borrowing removed for the General Fund. The current budget of £208.4m for 2024/25 remains under review with any further slippage reported at quarter 3.

### **General Fund Capital Plan**

2.20.7 The Capital Plan is under a continual review and budget allocation from 2025/26 onwards have been updated since Quarter 2. The main proposals from the corporate review which are incorporated into the revised Capital Plan for the General Fund are summarised below:

- i) £16.4m capital investments funded via borrowing has been re-profiled out of 2025/26 and moved back into later years to help deliver the £2m saving within Treasury Management. £500k grant funded expenditure has been brought forward into 2025/26. Any further re-profiling of the current year financial budget is to be reported within the Quarter 3 Financial Monitoring Report.
- ii) £0.68m borrowing relating to Leeds City Region Revolving Investment Fund (RIF) partnership agreement has been removed from the programme. The remaining balance of £0.5m in the revised plan reflects the Councils obligations in relation to the RIF.
- iii) Grant assumptions and spend profiles have been updated with an additional £9.6m of grant being built into the Plan. Indicative CRSTS grant funding is included for major Transport schemes A62 / A644 Bus Priority Scheme (£4.8m), Dalton / Deighton Cycle Track (£2.8m), and Active Travel (£2m).
- iv) Invest to Save schemes approved by Cabinet have now been added into the Plan; £3.26m to replace Waste and Recycling hired fleet with capital purchase and £1.8m to replace the current fleet of hired bulk gritting vehicles.
- v) The proposal to extend the Flexible Capital Receipts Strategy over the 2024-30 period (see section 2.14). This allows for the annual capitalisation of transformation related revenue costs, funded from in-year capital receipts. An additional £4m has been added to 2025/26.
- vi) Cabinet (5th November 2024) continues to support the redevelopment of the George Hotel, with £9.8m agreed to be re-profiled from future phases of the Our Cultural Heart budget, increasing the budget allocation to £30m. This transfer is now reflected in the updated capital plan.
- vii) Baseline capital investment supports maintenance work programmes across the Council's existing asset base, including Schools, Highways, Corporate Buildings, and transport infrastructure. All baseline capital programmes include a new financial Yr5 allocation (2028/29) based on the previous year's baseline levels. The total in 2028/29 is £11m borrowing, £17.2m grant assumption and £0.4m assumed ringfenced capital receipts.

- 2.20.8 New capital schemes will be considered for inclusion in the Capital plan if they deliver ongoing revenue savings against the base budget; or are required to meet health and safety priorities or on the basis that new bids are assessed as a greater priority than existing Council funded schemes which would subsequently be removed.
- 2.20.9 In order for the Council to achieve key strategic objectives and priorities and to help deliver transformation at pace, it is recognised that a more corporate and flexible approach to the application of capital funding is needed. As part of the new approach, it is proposed to add a new 'Investment and Modernisation Fund' into the Capital Plan under Corporate from 2025/26 for 5 years at £10m per annum. This fund will be entirely self-financing and meets the criteria around using capital to help transform services to deliver ongoing revenue savings.
- 2.20.10 In terms of Governance processes, the Capital Assurance Board will appraise business cases based on an assessment of Council priority outcomes, strategic and operational significance and delivery of revenue savings. This Board will make recommendations to both Executive Leadership Team and Cabinet towards a draw down against the 'Investment and Modernisation Fund'. Final approval of Invest to Save initiatives will be via Cabinet. Drawn down allocations will then be transferred to Directorate Capital plans
- 2.20.11 In December, Cabinet approved the permanent closure of the Dewsbury Sports Centre. This requires the demolition of the wet side building and the conversion of the cleared space to car parking or other alternative use to be identified at a cost of £3.483m. It was noted that it could be possible to generate a capital receipt from the disposal of the wet side site to offset the demolition cost. (Decision by Capital Assurance Board on funding transfer from within borrowing envelope).

### Summary Capital Plan Changes

	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 – 31/22 £	Total £m
<b>Q2 Financial Monitoring Report</b>	<b>208,350</b>	<b>355,344</b>	<b>245,571</b>	<b>161,433</b>	<b>135,278</b>	<b>186,564</b>	<b>1,292,540</b>
<b>General Fund:</b>							
Re-profiling	0	(15,897)	25,607	2,035	(126)	(11,619)	0
Invest to Save	0	5,064	0	0	0	0	5,064
Grant Adjustments	0	4,402	5,191	7	0	0	9,600
LCR Removal	0	0	0	0	(274)	(411)	(685)
Transformation Capitalisation (FCR)	0	4,000	0	0	0	0	4,000
Investment and Modernisation Fund	0	10,000	10,000	10,000	10,000	10,000	50,000
Continued Baseline	0	0	0	0	0	28,674	28,674
<b>Housing Revenue Account:</b>							
Re-profiling	0	(9,979)	(2,623)	(7,937)	7,272	13,267	0
Continued Baseline/Council House building	0	0	0	0	0	25,985	25,985
<b>Revised Capital Plan</b>	<b>208,350</b>	<b>352,934</b>	<b>283,746</b>	<b>165,538</b>	<b>152,150</b>	<b>252,460</b>	<b>1,415,178</b>

2.20.12 The General Fund capital plan has a net increase of £96.6m and this is to be funded mainly by £55m self-financed borrowing (57%), £28m borrowing (29%), £9.6m grants (10%) and £4m un-ringfenced capital receipts (4%). The Housing Revenue Account capital plan has increased by £26m, to be funded by a mixture of increased HRA reserves/revenue contributions to capital by £38.8m and increase in £4.6m grants offset by a reduction in £11.2m borrowing and reduction of capital receipts by £6.3m.

2.20.13 Officers will continue to re-shape the plan to reflect realistic delivery timescales and funding needs/opportunities going forward; including emerging further national government and regional intelligence on emerging infrastructure developments. The Plan will be continued to be reviewed to identify areas where potential exists to reduce capital allocations to lower the Council's borrowing costs. Where pressures are identified, the current borrowing envelope will be assessed, and funds reprioritised to areas of highest need.

## **2.21 Risk**

2.21.1 The corporate risk register summarises the key strategic risks or barriers to achieving the organisation objectives, including meeting challenging savings targets and successfully completing transformation projects along with the continued financial challenges. It also provides visibility about the management actions which are either in place or brought into action to mitigate the impact of these risks. Many of these are of a financial nature and provide contextual information when setting the Council's budget.

2.21.2 The risk assessment reflects the provisional budget proposals put forward by officers. Subsequent changes to these proposals may affect the risk assessment. The areas identified are summarised below:

- The risk that the final LGFS is worse than that contained in the budget assumptions detailed in this report, requiring further savings proposals to be brought forward at pace.
- Risk that additional funding announced comes with new burdens
- Failure to maintain sufficient level of priority and focus leading to required savings initiatives not being delivered, resulting in budget overspend.
- Risk of increased costs due to inflation, in particular the pay award and NLW increases being above those assumed in the budget.
- Risk that the capital programme is not sustainable due to a reliance on capital receipts from asset disposals that are not guaranteed and borrowing at a time of elevated interest rates.
- The risk of a reduction in expected income as tenants, residents and businesses are unable to meet financial commitments, resulting in a failure to meet budgeted income targets.
- Risk of medium-long term financial instability caused by failure to develop or adhere to robust financial planning processes and procedures leading to reductions in service provision, possible government intervention and reputational damage.
- Risks associated with the availability and provision of Temporary Accommodation for persons accepted as homeless and the resulting cost implications.
- Demand pressures, generally, and particularly within Adults Social Care result in unbudgeted additional costs.

- Inability to meet the needs of the SEND community due to continued increases in demand, greater complexity in clients' needs and insufficient locally available provision.
- Exposure to material unforeseen costs or uninsured losses and the overall adequacy of Council Reserves.

## **2.22 Positive Assurance Statement**

2.22.1 Under Section 25 of the Local Government Act 2003, when the Council sets the budget, the Council's Section 151 Officer is required to report on:

- the robustness of estimates made for the purposes of the calculations; and
- the adequacy of the proposed financial reserves

The statement will form part of the final Annual Budget Report due to Cabinet and Council in February/March 2025 based on the financial position at that time.

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

### **3.1 Working with people**

The scale of the financial challenge facing the Council and the savings proposals being consulted upon inevitably mean there will be implications for our staff. The Council has been very successful in managing workforce reductions in the past and will continue to work with colleagues and Trades Union partners to find satisfactory solutions in the future.

The savings proposals in this report identify an estimated 150 to 200 posts reduction in the workforce. Whilst some of these posts will already be vacant due to the restrictions on recruitment, there may be in the region of 80 to 100 FTEs potentially at risk.

The Council will continue to try to reduce the number of staff potentially at risk of redundancy through vacancy management and deployment. Additionally, there may also be a need to offer voluntary redundancy in certain situations. This will be agreed only on a case-by-case basis and we will not be offering this council wide.

### **3.2 Working with partners**

### **3.3 Place based working**

### **3.4 Climate Change & Air Quality**

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

### **3.6 Financial Implications**

The budget proposals contained within this report have been developed to ensure that funding is made available in the areas that will allow the Council to further improve the outcomes for individuals and communities as a whole. To facilitate this, resources have been allocated in areas that will allow the Council to maximise contributions to the Councils strategic priorities as listed above.

### 3.7 Legal Implications

Budget and Policy Framework at Part 4.3 of the Constitution, sets out the process that must be followed when the Council sets the budget. It is for the Cabinet to approve the proposals and submit them to full Council for adoption.

Under section 151 of the Local Government Act 1972, the s151 officer has responsibility for the Council's financial management.

Section 25 of the Local Government Act 2003 provides that where the Council makes Council tax calculations (i.e sets the annual budget) the section 151 officer must report to it the following matters –

- (a) the robustness of the estimates made for the purposes of the calculations, and
- (b) the adequacy of the proposed financial reserves.

Under section 25(2) of the Local Government Act 2003 an authority to which a report under this section is made shall have regard to the report when making decisions about the calculations in connection with which it is made.

Section 31A of the Local Government Finance Act 1992 (as amended) provides a duty to calculate expenditure in the forthcoming year and deduct income. This is the duty to calculate the "Council tax requirement" and is the duty to set a balanced budget.

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

Paragraph 1.2 of this report refers to Integrated Impact Assessments. The Equality Act 2010 creates the Public Sector Equality Duty (PSED).

Under section 149 of the Act:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to:
  - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic ; and persons who do not share it.

The relevant protected characteristics are:

age;  
disability;  
gender reassignment;  
pregnancy and maternity;  
race;  
religion or belief;  
sex; and sexual orientation

In order to fulfil the PSED the Council is required to assess the impact of any proposed action on the equality objectives set out above. The way in which the Council has

approached this task previously was to conduct Equality Impact Assessments (EIA's) as appropriate.

The current EIA process has been updated to an Integrated Impact Assessment (IIA) process, as part of the Council's developing approach to Inclusion & Diversity; to go beyond just PSED compliance, and to incorporate additional diversity characteristics, such as low income/poverty and unpaid carers.

The Climate Emergency Motion passed on 16 January 2019 also committed the Council to consider Environmental Impact as part of any new IIA policy. The proposed approach also seeks to assess impact across the range of environmental and sustainability impacts.

As in previous years, any specific savings proposals, where appropriate, still make reference to Impact Assessments. These are available for member reference on the following website link ([Integrated Impact Assessments](#)) and members should read the assessments in full in order to inform them in coming to their decision, as in previous years; cross referenced as appropriate to the savings templates.

There is also a clear expectation that the IIA process is not limited to consideration of savings proposals, but in the context of the totality of resource allocation proposals set out in this report, and other emerging policy changes and developments, any subsequent detailed proposals that result from these, will be informed by the IIA process to help inform key decision making in the future.

#### **4. Consultation**

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

#### **5. Engagement**

The public consultation to support the 2025/26 annual budget will be launched on the 11 December 2024 and will run up until 15 January 2025.

Similar to previous years, the public consultation will be available online and will be supported by information which provides an overview of what the Council does and the funding challenges the Council is currently facing. The supporting information will also provide a summary of the proposed areas for savings which are included in the budget documentation.

The consultation will ask the public for their opinions on the draft budget, and whether they are impacted by any of the savings proposals. The consultation will be promoted to citizens, communities, businesses and partners.

Feedback from the consultation will then be collated, analysed and used to help inform final decision making related to the budget. A summary of the consultation results will be provided alongside the budget at Cabinet on the 11 February, and at Council on the 5 March 2025.

## 6. Options

### 6.1 Options Considered

N/A

### 6.2 Reasons for Recommended Option

N/A

## 7. Next Steps and timelines

- 7.1 The draft budget will be presented to Overview and Scrutiny Management Committee on 10th January 2025 and Political Groups 13<sup>th</sup>-20th January 2025. A final version of the Budget will be presented to Cabinet and Council in February/ March 2025 following the release of the Local Government Finance Settlement.

## 8. Contact Officer and Relevant Papers

Kevin Mulvaney      Service Director – Finance  
Jacqui Fieldhouse    Head of Finance  
James Anderson      Head of Accountancy  
Sarah Hill              Finance Manager

## 9. Background Papers and History of Decisions

### Background Papers

- Council approved annual budget report 2024-25, 6 March 2024 (Item 7)
- Council financial outturn report 2023/24 to Council, 14 July 2024 (item 12)
- Autumn Budget 2024 - GOV.UK
- Council Budget Strategy Update report; 2025/26 and future years; 18th September 2024 (Item 10)
- Our 2024/25 Council Plan: Council 6 March 2024
- Corporate Financial Monitoring Report Quarter 2, 2024/25 to Cabinet December 2024
- Integrated Impact Assessments (kirklees.gov.uk).

## 10. Appendices

Appendix A    MTFs Summary  
Appendix B    Detailed Budgets by Service Area  
Appendix C    Reserves  
Appendix D    Savings Proposals  
Appendix E    Capital Plan

## 11. Service Director Responsible

Kevin Mulvaney      Service Director – Finance



PROVISIONAL BUDGET 2025/26

APPENDIX A

	2024-25 NET BUDGET	ADD BACK SAVINGS FALL OUT	DEMAND PRESSURE	INFLATION/ PAY PRESSURE	OTHER PRESSURE - EXPENDITURE	OTHER PRESSURE - INCOME	FUNDING FALL-OUT	FUNDING INCREASE	SAVINGS	2025-26 BUDGET PROPOSAL
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>DIRECTORATE BUDGETS:</b>										
Children	80,901	-	5,648	251	950	-	-	(500)	(3,860)	83,390
Adults	112,498	344	7,550	10,400	(291)	-	-	(5,500)	(15,273)	109,728
Place	55,326	298	250	1,776	3,185	1,125	-	(6,400)	(4,574)	50,986
Corporate	49,395	314	3,600	-	-	350	-	-	(1,885)	51,774
Central	65,329	-	-	7,025	10,792	-	1,500	-	(2,000)	82,646
<b>TOTAL NET BUDGET</b>	<b>363,449</b>	<b>956</b>	<b>17,048</b>	<b>19,452</b>	<b>14,636</b>	<b>1,475</b>	<b>1,500</b>	<b>(12,400)</b>	<b>(27,592)</b>	<b>378,524</b>
<b>FUNDED BY:</b>										
Council Tax	(234,051)									(250,818)
Retained Business Rates	(62,509)									(62,140)
Government Funding:										
- Business Rates Top Up	(31,687)									(32,042)
- Business Rates Grants	(19,309)									(20,494)
- Revenue Support Grant	(16,517)									(16,702)
- Other Un-ringfenced Grants	(3,171)									(7,236)
<b>TOTAL FUNDING</b>	<b>(367,244)</b>									<b>(389,432)</b>
<b>TRANSFERS TO/(FROM) RESERVES:</b>										
VRP* Contribution	15,195									10,804
VRP* Drawdown	-									(5,546)
WYCA* Levy Rebate Drawdown	(9,400)									-
Collection Fund Smoothing Drawdown	(2,000)									-
Transformation Reserve Contribution	-									2,500
Demand Reserves Contribution	-									2,150
General Reserves Contribution	-									1,000
<b>TOTAL RESERVES TRANSFERS</b>	<b>3,795</b>									<b>10,908</b>
<b>BALANCED BUDGET</b>	<b>0</b>									<b>0</b>

\*VRP = Voluntary Revenue Provision, WYCA = West Yorkshire Combined Authority

**MOVEMENT IN BUDGETS BY DIRECTORATE**

**APPENDIX B**

CHILDREN & FAMILIES	REF	2025-26 £000
<b>NET CONTROLLABLE BUDGET STARTING POSITION</b>		<b>80,901</b>
<b>DEMAND PRESSURE</b>		
Children Looked After – Demand Led Pressures		4,373
Children with Disabilities – Home Care / Direct Payments		1,100
Educational Psychology - Locum costs due to demand on the service		175
		5,648
<b>INFLATION/PAY PRESSURE</b>		
Children Looked After		251
		251
<b>OTHER PRESSURE - EXPENDITURE</b>		
Section 17 Payments - Wrap around support to prevent family breakdown		100
Support to those with No Recourse to Public Funds		250
Financial Support for Care Leavers		300
Kirklees Communities Equipment Store (Contribution to pooled budget)		150
Adoption Fees		150
		950
<b>FUNDING INCREASE</b>		
Drawdown from Stronger Families Reserve – one off		(500)
		(500)
<b>SAVINGS</b>		
<b>Existing Savings</b>		<b>(486)</b>
Mainstream MST approaches in Family Help	CF2501	(589)
Review Family Help Resources	CF2502	(199)
Rationalisation capacity in the LADO service	CF2504	(60)
C&K Careers & children’s commissioning contracts	CF2505	(300)
Rationalise Early Years functions	CF2506	(200)
Rationalisation of Community Hub Coordinators	CF2507	(465)
Mainstream the compliments and complaints function	CF2508	(161)
Reduction in residential out of area placements	CF2509	(900)
Review the way Children with Disabilities are supported in the community	CF2510	(500)
<b>New Savings</b>		<b>(3,374)</b>
<b>TOTAL CHANGES</b>		<b>2,489</b>
<b>NET CONTROLLABLE BUDGET UPDATED POSITION</b>		<b>83,390</b>

## MOVEMENT IN BUDGETS BY DIRECTORATE

## APPENDIX B

ADULTS & HEALTH	REF	2025-26 £000
<b>NET CONTROLLABLE BUDGET STARTING POSITION</b>		<b>112,498</b>
<b>DEMAND PRESSURE</b>		
Adults Demand Pressures		7,550
		<u>7,550</u>
<b>INFLATION/PAY PRESSURE</b>		
Adults Demand Pressures - CPI element		900
Adults Demand Pressures - NLW element		6,900
Adults Demand Pressures - NI element		2,600
		<u>10,400</u>
<b>OTHER PRESSURE - EXPENDITURE</b>		
Kirklees Integrated Community Equipment Service (KICES) – reflect current spend		(400)
'Community Based Integrated Library and customer service functions & assets' risk		109
		<u>(291)</u>
<b>FUNDING INCREASE</b>		
Estimated Increase in Social Care Funding		(5,500)
		<u>(5,500)</u>
<b>SAVINGS</b>		
<b>Add Back Savings Fall-Out</b>		<b>344</b>
<b>Existing Savings</b>		<b>(13,448)</b>
Transfer the dementia long stay residential homes owned by the Council to a private sector operator*	<b>AH2501</b>	(645)
Other minor savings variations of <£50k	<b>AH2502</b>	(20)
Maximisation of available grant funding.	<b>AH2503</b>	(125)
Kirklees Better Outcomes Partnership reductions in contract value	<b>AH2504</b>	(500)
Staffing – Review of turnover/vacancy factor allowances	<b>AH2505</b>	(535)
<b>New Savings</b>		<u><b>(1,825)</b></u>
<b>TOTAL CHANGES</b>		<u><b>(2,770)</b></u>
<b>NET CONTROLLABLE BUDGET UPDATED POSITION</b>		<b>109,728</b>

**MOVEMENT IN BUDGETS BY DIRECTORATE**
**APPENDIX B**

PLACE	REF	2025-26 £000
<b>NET CONTROLLABLE BUDGET STARTING POSITION</b>		<b>55,326</b>
<b>DEMAND PRESSURE</b>		
Home to School Transport		250
		<u>250</u>
<b>INFLATION/PAY PRESSURE</b>		
Waste - Disposal Contract - Chemical Treatment Consumables		300
Waste - Disposal Contract - DoV2 Extension		1,231
Waste – Disposal Contract – NI Pressure		145
Home to School transport - New Contract wef Sept 25		100
		<u>1,776</u>
<b>OTHER PRESSURE - EXPENDITURE</b>		
Corporate Landlord – Management and Maintenance of Core Estate		1,395
Waste - Hire Vehicles		750
Waste - Disposal Contract - Legislation - Persistent Organic Pollutants		700
Transport - Fleet Maintenance		340
		<u>3,185</u>
<b>OTHER PRESSURE - INCOME</b>		
Corporate Landlord - Reduction in income (Assets no longer held)		375
Parking – reassessment of income – residential permits		200
Parking - reassessment of income - districts		400
Parking – reassessment of income – PCNs		150
		<u>1,125</u>
<b>FUNDING INCREASE</b>		
Extended Producer Responsibility (EPR) Estimated Funding Allocation		(6,000)
Homelessness Grant Estimated Funding Increase		(400)
		<u>(6,400)</u>
<b>SAVINGS</b>		
<b>Add Back Savings Fall-Out</b>		<b>298</b>
<b>Existing Savings</b>		<b>(1,344)</b>
Corporate Landlord savings re Adults Dementia proposal*	AH2501	(220)
Reduction in cleaning to service delivery buildings excluding care homes.	PL2502	(587)
Reduction in grounds maintenance	PL2503	(125)
Asset transfer of the Hudawi Centre	PL2504	(75)
Housing Growth – Maximising of existing funding	PL2505	(180)
Housing – Delete vacant posts	PL2506	(80)
TransPennine Rail Upgrade Income	PL2508	(150)
Asset Strategy – Delete Vacant posts	PL2509	(100)

**MOVEMENT IN BUDGETS BY DIRECTORATE**

**APPENDIX B**

PLACE (continued)	REF	2025-26 £000
Major Projects Team - Charging to Capital	PL2510	(50)
Knowl House – Mothball	PL2511	(72)
School Transport – Additional Transformation savings beyond existing	PL2512	(156)
Changes to night-time noise service	PL2514	(70)
Electric Vehicle Salary Sacrifice Scheme - NI savings	PL2515	(89)
Review of council wide support services	PL2516	(400)
Trade Waste Charge Review	PL2524	(95)
Highways and Streetscene - Charges to Capital	PL2525	(155)
Borough Wide Replacement of Household Waste Wheeled Bins from 240l to 180l	PL2527	(131)
Efficiencies related to Council Service Cars and Bookable Pool Cars	PL2528	(100)
Review of management across the service	PL2529	(155)
Use of Employment and Skills Reserves	PL2530	(100)
Reduction in Support to Business – match funding reduction	PL2531	(50)
Major Projects income	PL2532	(50)
Utilisation of Neighbourhood capital grant funding	PL2533	(40)
<b>New Savings</b>		<b>(3,230)</b>
<b>TOTAL CHANGES</b>		<b>(4,340)</b>
<b>NET CONTROLLABLE BUDGET UPDATED POSITION</b>		<b>50,986</b>

**MOVEMENT IN BUDGETS BY DIRECTORATE**

**APPENDIX B**

<b>CORPORATE STRATEGY, COMMISSIONING &amp; PUBLIC HEALTH</b>		<b>REF</b>	<b>2025-26 £000</b>
<b>NET CONTROLLABLE BUDGET STARTING POSITION</b>			<b>49,395</b>
<b>DEMAND PRESSURE</b>			
Housing Benefit Subsidy - Shortall due to increasing use of B&B / Temp Accom			3,600
			<u>3,600</u>
<b>OTHER PRESSURE - INCOME</b>			
Court Fee Income Pressure			350
			<u>350</u>
<b>SAVINGS</b>			
<b>Add Back Savings Fall-Out</b>			<b>314</b>
<b>Existing Savings</b>			<b>(946)</b>
Review of Fees and Charges across C&VE & restructuring of the Town Halls workforce			
	CR2501		(220)
Annual increase in Bereavement Services Fees and Charges			
	CR2503		(60)
Reductions in spend on IT contracts			
	CR2504		(100)
Vacancy Management – Strategy and Innovation			
	CR2505		(234)
Vacancy Management – Financial Management			
	CR2506		(50)
Review of Governance Service and Structure			
	CR2507		(75)
Review of People Service			
	CR2508		(200)
<b>New Savings</b>			<b>(939)</b>
<b>TOTAL CHANGES</b>			<b><u>2,379</u></b>
<b>NET CONTROLLABLE BUDGET UPDATED POSITION</b>			<b>51,774</b>

**MOVEMENT IN BUDGETS BY DIRECTORATE**

**APPENDIX B**

CENTRAL BUDGETS	REF	2025-26 £000
<b>NET CONTROLLABLE BUDGET STARTING POSITION</b>		<b>65,329</b>
<b>INFLATION/PAY PRESSURE</b>		
Additional Inflation requirement		7,225
Reduction in Superannuation Rate (0.1%)		<u>(200)</u>
		7,025
<b>OTHER PRESSURE - EXPENDITURE</b>		
Treasury Management Budget requirement - capital financing		21,746
WYPF – Reduction in historical pension costs		(150)
MRP review 23/24 Savings (to Voluntary Revenue Provision reserve)		<u>(10,804)</u>
		11,292
<b>FUNDING FALL-OUT</b>		
Use of Insurance reserve - fall out		<u>1,500</u>
		1,500
<b>SAVINGS</b>		
Treasury Management Savings – from review of Capital Plan	<b>CB2501</b>	<u>(2,000)</u>
		(2,000)
<b>TOTAL CHANGES</b>		<u><b>17,317</b></u>
<b>NET CONTROLLABLE BUDGET UPDATED POSITION</b>		<b>82,646</b>

## RESERVES

## APPENDIX C

	Reserves position as at 31st March 2024	Budget report Approved Movements	Revised reserves position at 1st April 2024	Estimated Movements In-Year	Reserves position as at 31st March 2025	Estimated Reserves position as at 31st March 2026	Estimated Reserves position as at 31st March 2027
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Statutory (School Reserves)</b>							
Schools Balances	(11,597)	-	(11,597)	369	(11,228)	(11,228)	(11,228)
Public Health	(1,119)	-	(1,119)	560	(559)	-	-
<b>Total Statutory (School Reserves)</b>	<b>(12,716)</b>	<b>-</b>	<b>(12,716)</b>	<b>929</b>	<b>(11,787)</b>	<b>(11,228)</b>	<b>(11,228)</b>
<b>Earmarked</b>							
Ward Based Activity	(693)	-	(693)	347	(346)	-	-
Place Standard	(556)	-	(556)	278	(278)	-	-
<b>Sub Total (member led)</b>	<b>(1,249)</b>	<b>-</b>	<b>(1,249)</b>	<b>625</b>	<b>(624)</b>	<b>-</b>	<b>-</b>
Apprenticeship Levy	(3,574)	-	(3,574)	500	(3,074)	(2,574)	(2,074)
Transformation	(3,067)	-	(3,067)	1,534	(1,533)	-	-
Demand Reserve	(3,000)	-	(3,000)	3,000	-	-	-
Development Funding	(621)	-	(621)	621	-	-	-
Revenue Grants	(9,020)	-	(9,020)	4,510	(4,510)	-	-
Stronger Families Grant	(784)	-	(784)	284	(500)	-	-
Other	(1,953)	-	(1,953)	977	(976)	-	-
Specific Risk Reserves	(3,500)	3,500	-	-	-	-	-
WYCA Returned Levy	(9,424)	9,400	(24)	-	(24)	(24)	(24)
Voluntary Revenue Provision	-	(15,195)	(15,195)	-	(15,195)	(20,453)	(20,453)
<b>Earmarked reserves sub-total</b>	<b>(36,192)</b>	<b>(2,295)</b>	<b>(38,487)</b>	<b>12,051</b>	<b>(26,436)</b>	<b>(23,051)</b>	<b>(22,551)</b>
<b>General Balances</b>	<b>(25,045)</b>	<b>-</b>	<b>(25,045)</b>	<b>3,043</b>	<b>(22,002)</b>	<b>(23,002)</b>	<b>(24,502)</b>
<b>Total usable reserves</b>	<b>(61,237)</b>	<b>(2,295)</b>	<b>(63,532)</b>	<b>15,094</b>	<b>(48,438)</b>	<b>(46,053)</b>	<b>(47,053)</b>
<b>Grand Total All Reserves</b>	<b>(73,953)</b>	<b>(2,295)</b>	<b>(76,248)</b>	<b>16,023</b>	<b>(60,225)</b>	<b>(57,281)</b>	<b>(58,281)</b>



## Glossary of Reserves

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

**Savings Proposals**

**Totals**

	2025/26 £000	2026/27 £000	2027/28 £000
<b>Children and Families</b>	<b>(3,374)</b>	<b>(399)</b>	<b>0</b>
<b>Adults and Health</b>	<b>(2,045)</b>	<b>0</b>	<b>0</b>
<b>Place</b>	<b>(3,010)</b>	<b>(1,075)</b>	<b>41</b>
<b>Public Health and Corporate Resources</b>	<b>(939)</b>	<b>(75)</b>	<b>0</b>
<b>Central Budgets</b>	<b>(2,000)</b>	<b>0</b>	<b>0</b>
<b>All Directorates</b>	<b>(11,368)</b>	<b>(1,549)</b>	<b>41</b>
<b>Housing revenue account</b>	<b>(3,785)</b>	<b>(907)</b>	<b>(395)</b>

**Impacted FTE**

The new budget saving proposals outlined within the 2025/26 budget (and within this appendix) have a total potential impact on FTE (Full time equivalent posts) in the region of 150-200. However, we can mitigate some of this impact by deleting vacant posts that are currently being held in service structures, equating to approximately 70-100 FTE.

This means that the number of staff potentially at risk, because of the 2025/26 budget saving proposals, is currently **80-100 FTE in total**. As such, we will be making an HR1 declaration of 80-100 FTE posts that are potentially at risk of redundancy.

We will continue to try and reduce the number of staff potentially at risk of redundancy through vacancy management and deployment. We may also need to offer voluntary redundancy in certain situations. This will be agreed only on a case-by-case basis and we will not be offering this council wide.

**Children and Families Directorate**

Reference Number	Service Area	Proposal Title	Proposal Description	2025/26 £000	2026/27 £000	2027/28 £000	Staffing implication? Y/N
CF2501	Family Support and Child Protection	Mainstream MST approaches in Family Help	Mainstream Multi-Systemic Therapy (MST) and Formulation approaches through embedding practice in our new family help model.	(589)	0	0	Yes
CF2502	Family Support and Child Protection	Review Family Help Resources	The new Family Help model will be implemented in January through service integration between early help and family support and child protection. We will review	(199)	(199)	0	Yes

			the required resources to deliver the model post implementation and look for further efficiencies.				
CF2504	Family Support and Child Protection	Rationalise Capacity in the LADO Service	Review and rationalise the resources deployed in the Local Authority Designated Officer (LADO) Service.	(60)	0	0	Yes
CF2505	Learning and Early Support	C&K Careers & children's commissioning contracts	Reduce the Calderdale and Kirklees Careers contract by a further 150k to focus resources on children and young people who are the most vulnerable. We will also look at further efficiencies in children services commissioned contracts to reduce expenditure by 150k.	(300)	0	0	No
CF2506	Learning and Early Support	Rationalise Early Years functions	Rationalise central support functions for early years special educational needs provision, outcomes and sufficiency to provide further integration of the support provided. We will also utilise the additional Dedicated Schools Grant to fund wider aspects of the work undertaken.	(200)	(200)	0	No
CF2507	Learning and Early Support	Rationalisation of Community Hub Coordinators	Redesign our approach to Community Hub Coordination and develop better integrated models of community and school support in line the Community Connector functions and roles.	(465)	0	0	Yes
CF2508	Children and Families Directorate	Mainstream the compliments and complaints function.	Redesign our service specific compliments and complaints function to be fully integrated into the wider corporate complaints function.	(161)	0	0	Yes
CF2509	Children and Families Directorate	Reduction in residential out of area placements	Continue to ensure that where appropriate our looked after children and young people are living in local family-based settings and homes. This will reduce the number of children and young people living in private homes away from Kirklees.	(900)	0	0	No
CF2510	Family support and child protection	Review the way Children with Disabilities are supported in the community	Redesign our procurement model for packages of home care support and direct payment provision. We will further explore how our redesign of short breaks provision can offer a more flexible community-based offer including outdoor learning opportunities.	(500)	0	0	No

## Adults and Health Directorate

Reference Number	Service Area	Proposal Title	Proposal Description	2025/26 £000	2026/27 £000	2027/28 £000	Staffing implication? Y/N
AH2501	Mental Health, Learning Disabilities and Commissioning – Provider Services	Transfer the dementia long stay residential homes owned by the Council to a private sector operator	Transfer the dementia long stay residential homes owned by the Council to a private sector operator and exit from the provision of mainstream long stay residential beds.	(865)	0	0	Yes
AH2502	Adults and Health	Other minor savings variations of <£50k	Other minor savings variations of <£50k	(20)	0	0	Yes
AH2503	Communities and Access Services	Maximisation of available grant funding.	By ensuring funding is prioritised to support services appropriately to meet the grant funded outcomes (full cost recovery).	(125)	0	0	No
AH2504	Mental Health, Learning Disabilities and Commissioning	Kirklees Better Outcomes Partnership reductions in contract value	Following a substantial loss of income in 24/25, the service has been reduced to fit within the ongoing budget of £1.6m. In 24/25 £0.5m was required to support the managed reductions in service delivery but these savings have now been realised effective from April 25/26.	(500)	0	0	No
AH2505	Directorate Wide	Staffing – Review of turnover/vacancy factor allowances	Realignment of staffing budgets across Adults Social Care assessment and provider services to reflect true position of staff turnover, recruitment and staff progression. No impact on current staffing levels.	(535)	0	0	No

## Place Directorate

Reference Number	Service Area	Proposal Title	Proposal Description	2025/26 £000	2026/27 £000	2027/28 £000	Staffing implication? Y/N
PL2502	Development	Reduction in cleaning to service delivery buildings excluding care homes.	To reduce the frequency of cleaning in all office accommodation, service building and depots by 50% - excluding any care homes.	(587)	0	0	Yes
PL2503	Development	Reduction in grounds maintenance	Reductions in grounds maintenance associated with council buildings and facilities.	(125)	0	0	No
PL2504	Development	Asset transfer of the Hudawi Centre	Community asset transfer of the Hudawi Centre.	(75)	0	0	No
PL2505	Development	Housing Growth	Maximise funding allocation for housing growth from WYCA.	(180)	0	0	No
PL2506	Development	Housing	Delete post(s) in Housing solutions that have been vacant for some time.	(80)	0	0	Yes
PL2508	Development	TransPennine Rail Upgrade Income	Income from the TransPennine Rail Upgrade for further leased site.	(150)	0	0	No
PL2509	Development	Asset Strategy	Delete post(s) in Asset strategy that have been vacant for some time.	(100)	0	0	Yes
PL2510	Development	Charging to Capital	Capitalisation of building enhancement costs.	(50)	0	0	No
PL2511	Development	Knowl House – Mothball	Children's service who currently use Knowl House as a contact centre, wish to move to an alternative delivery model by the new financial year. It is proposed to take advantage of the move out and mothball pending a decision on its future the building.	(72)	0	0	No
PL2512	Environmental Strategy and Climate Change	School Transport Transformation	Implementing the planned next stages of the School Transport Transformation Programme.	(156)	(280)	41	No
PL2514	Environmental Strategy and Climate Change	Changes to night-time noise service	There will be no night-time staffed noise service for the public, which currently operates during the summer months. A new digital app-based service will be available and emergency cases will still be covered by staffed officers on standby.	(70)	0	0	Yes

PL2515	Environmental Strategy and Climate Change	Savings from Electric Vehicle Salary Sacrifice Scheme	Introducing a salary sacrifice scheme for electric vehicles, savings generated by reduction in National Insurance contributions.	(89)	0	0	No
PL2516	Environmental Strategy and Climate Change	Review of council wide support services	Review of a range of departmental support services – Council wide.	(400)	0	0	Yes
PL2519	Highways	Highway Network Management Income & Efficiencies	Net income from introducing a new lane rental scheme and or other efficiencies.	0	(400)	0	No
PL2524	Streetscene	Trade Waste Charge Review	Review charges and increase in line with market to attain an additional £95k of income.	(95)	0	0	Yes
PL2525	Streetscene	Review of the staffing capital recharge rates to reflect the annual pay award and overhead costs	To review the recharge rates of staff employed on externally funded capital projects/programmes inclusive of agency/temporary staff who record time using Profess.	(155)	0	0	No
PL2527	Streetscene	Borough Wide Replacement of Household Waste Wheeled Bins from 240l to 180l	Reducing size of bins to encourage residents to manage waste better and reduce disposal costs	(131)	(395)	0	No
PL2528	Streetscene	Efficiencies related to Council Service Cars and Bookable Pool Cars.	Considering a range of options for making efficiencies to council service cars and pool cars, whilst still maintaining provision of pool cars.	(100)	0	0	No
PL2529	Skills and Regeneration	Review of management across the service	Reduction in management capacity and deletion of vacant posts across the Skills and Regeneration teams	(155)	0	0	Yes
PL2530	Skills and Regeneration	Use of Employment and Skills Reserves	One off use of balance sheet Employment and Skills Reserves to fund core costs of the team.	(100)	0	0	No
PL2531	Skills and Regeneration	Reduction in Business and Economy activity	Reduction in support we provide to business, through reduction of match funding for external programmes (start up and growth support).	(50)	0	0	No
PL2532	Skills and Regeneration	Major Projects income	Increase in re-charges to externally funded (WYCA) capital transport projects and income generated from Major Projects activity.	(50)	0	0	No
PL2533	Housing Growth	Utilisation of Neighbourhood capital grant funding	Utilisation of Neighbourhood Capital Grant Funding to cover officer project management fees.	(40)	0	0	No

## Public Health and Corporate Resources

Reference Number	Service Area	Proposal Title	Proposal Description	2025/26 £000	2026/27 £000	2027/28 £000	Staffing implication? Y/N
CR2501	Culture and Visitor Economy	Review of Fees and Charges across the C&VE directorate and the restructuring of the Town Halls workforce	Increased charges which aim to cover the additional operating costs which commercial services (e.g. Catering & Hospitality) in C&VE are facing such as food costs plus the restructuring of the Town Halls team as part of a wider transformation project which includes increased digital efficiencies and commercial activity in the halls.	(220)	0	0	Yes
CR2503	Culture and Visitor Economy	Annual increase in Bereavement Services Fees and Charges	Increased charges across the service to cover additional operating costs.	(60)	0	0	No
CR2504	IT	Reductions in spend on IT contracts	Achieve a reduction in the costs of IT contracts that are up for renewal with suppliers – negotiating terms and reducing volumes.	(100)	0	0	No
CR2505	Strategy and Innovation	Vacancy Management – Strategy and Innovation	Savings achieved by releasing several posts that are vacant in a number of the council's corporate 'back office' services. Specifically, this involves roles in administration, project management, and communications support.	(234)	0	0	Yes
CR2506	Financial Management	Vacancy Management – Financial Management	Management of staffing levels within the Financial Management service with a 6% Vacancy Factor.	(50)	0	0	No
CR2507	Governance	Review of Governance Service and Structure	To review governance service structure and ensure efficiency and flexibility of roles to provide a more streamlined and efficient governance service.	(75)	(75)	0	Yes
CR2508	People Service	Review of People Service	Reviewing the activities undertaken by People Services and exploring opportunities for more efficient ways of delivering the services that we provide, reviewing what can be stopped or delivered in a more efficient way and what can be done differently through further embracing of systems and technology and things like AI.	(200)	0	0	Yes

## Central Budgets

Reference Number	Service Area	Proposal Title	Proposal Description	2025/26 £000	2026/27 £000	2027/28 £000	Staffing implication? Y/N
CB2501	Treasury Management	Treasury Management Savings	Reprofiling and prioritisation of the Capital Plan financing savings.	(2000)	0	0	No

## Housing Revenue Account

Reference Number	Service Area	Proposal Title	Proposal Description	2025/26 £000	2026/27 £000	2027/28 £000	Staffing implication? Y/N
HNHMP1a	Housing Management and Partnerships	Service Charge Review – Communal Grounds Maintenance	Review of all service charges.	(725)	(386)	(155)	No
HNHMP1b	Housing Management and Partnerships	Service Charge Review – Communal Cleaning	Review approach to service charging.	(20)	(14)	(14)	No
HNHMP2a	Housing Management and Partnerships	Personal Heat and Water Charges	Raising charges in line with inflation.	(573)	(17)	(18)	No
HNHMP2b	Housing Management and Partnerships	Service Charge Review	Communal & Personal Heating in Retirement Living Schemes.	(267)	(8)	(8)	No
HNHMP3	Housing Management and Partnerships	Housing Management Savings – Staffing	Reduction in staffing levels.	(80)	(228)	(200)	Yes
HNHMP4	Housing Management and Partnerships	Council Tax Charges on Empty Properties	Reducing Council Tax Charges on Empty Properties by improving void turnaround times.	(50)	0	0	No
HNHMP5	Housing Management and Partnerships	Move to decorating vouchers for works to void properties	Move from decorating two rooms prior to the tenant moving in to issuing decorating vouchers scheme.	(500)	0	0	No



HNHMP8	Housing Management and Partnerships	Review of concierge service	Review of concierge service currently operated from Holme Park Court at Berry Brow.	(250)	0	0	No
HNASS01	Asset Management and Development	Reduction of void rent loss with improved relet days	Savings to be achieved by implementation of the improved, consistent and streamlined void process.	(255)	(255)	0	No
HNASS02	Asset Management and Development	Review of staffing structure	Staff related savings to be achieved by reducing the number of interims in the service and conducting a review of the establishment structure.	(100)	0	0	Yes
HNASS05	H&N Assets and Building Safety	Reduction in interest costs	Review of the Capital Plan for Homes and Neighbourhoods.	(775)	0	0	No
HNPTY01	Property Services	Overhead Efficiency	Overhead cost savings in Property Services (PS), Homes and Neighbourhoods (HN) on the back of efficiencies achieved following a review.	(190)	0	0	Yes

## Capital Plan Expenditure Summary

Capital Plan Expenditure Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>General Fund:</b>							
Children & Families	18,976	34,997	21,176	4,684	3,000	2,750	85,583
Adults & Health	5,534	3,913	8,197	1,605	0	0	19,249
Place	134,188	249,872	171,395	84,656	86,781	132,296	859,188
Public Health & Corporate Resources	6,486	16,504	11,906	11,636	11,516	11,100	69,148
<b>General Fund Capital Plan</b>	<b>165,184</b>	<b>305,286</b>	<b>212,674</b>	<b>102,581</b>	<b>101,297</b>	<b>146,146</b>	<b>1,033,168</b>
<b>Housing Revenue Account Capital Plan</b>	<b>43,166</b>	<b>47,648</b>	<b>71,072</b>	<b>62,957</b>	<b>50,853</b>	<b>106,314</b>	<b>382,010</b>
<b>TOTAL EXPENDITURE</b>	<b>208,350</b>	<b>352,934</b>	<b>283,746</b>	<b>165,538</b>	<b>152,150</b>	<b>252,460</b>	<b>1,415,178</b>

## Capital Plan Funding Summary

## Appendix E

General Fund Funding Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<i>Direct / Earmarked Contributions to Schemes</i>							
Capital Grants/Contributions	104,444	163,038	53,569	48,589	47,566	28,715	<b>445,921</b>
Earmarked Capital Receipts	5,998	6,990	8,612	390	3,390	3,390	<b>28,770</b>
Service Funded Prudential Borrowing	1,545	34,685	17,626	10,140	10,000	12,050	<b>86,046</b>
Revenue Contributions	36	40	0	0	0	0	<b>76</b>
Non-Earmarked Capital Receipts	4,000	4,000	4,000	4,000	4,000	4,000	<b>24,000</b>
Corporate Prudential Borrowing	49,161	96,533	128,867	39,462	36,341	97,991	<b>448,355</b>
<b>GENERAL FUND FUNDING</b>	<b>165,184</b>	<b>305,286</b>	<b>212,674</b>	<b>102,581</b>	<b>101,297</b>	<b>146,146</b>	<b>1,033,168</b>

Housing Revenue Account Funding Summary	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
Capital Grants/Contributions	1,534	1,307	9,929	7,584	929	741	<b>22,024</b>
Earmarked Capital Receipts	5,396	3,227	366	1,599	6,456	4,611	<b>21,655</b>
Reserves / Revenue Contributions	12,247	8,913	2,403	6,421	473	0	<b>30,457</b>
Reserves - MRR	23,989	23,989	24,239	24,489	24,739	75,717	<b>197,162</b>
Corporate Prudential Borrowing	0	10,212	34,135	22,864	18,256	25,245	<b>110,712</b>
<b>HRA FUNDING</b>	<b>43,166</b>	<b>47,648</b>	<b>71,072</b>	<b>62,957</b>	<b>50,853</b>	<b>106,314</b>	<b>382,010</b>

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>CHILDREN &amp; FAMILIES</b>									
	<b>LEARNING &amp; EARLY SUPPORT</b>								
	<b>Strategic Priorities</b>								
	New Special School for Woodley @ Almondbury	B/G	4,823	15,920	4,569	1,078	0	0	<b>26,390</b>
	New Special School for Joseph Norton @ Deighton	B/G	3,000	10,846	6,000	356	0	0	<b>20,202</b>
		T	7,823	26,766	10,569	1,434	0	0	<b>46,592</b>
	High Needs	B/G	500	500	6,057	0	0	0	<b>7,057</b>
	Additionally Resourced Provisions / Satellite Provisions	G	885	800	0	0	0	0	<b>1,685</b>
	District Sufficiency	T	<b>9,208</b>	<b>28,066</b>	<b>16,626</b>	<b>1,434</b>	<b>0</b>	<b>0</b>	<b>55,334</b>
	Brambles Primary Academy	G	15	0	0	0	0	0	<b>15</b>
	King James High School	G	216	0	0	0	0	0	<b>216</b>
	Scissett Middle School	S106	10	0	0	0	0	0	<b>10</b>
	Birkby Junior Expansion	G	5	0	0	0	0	0	<b>5</b>
	North Huddersfield Trust School	G/B	1,800	987	0	0	0	0	<b>2,787</b>
	Manor Croft Academy	G	105	0	0	0	0	0	<b>105</b>
	Thornhill Community Academy	G	512	50	0	0	0	0	<b>562</b>
	Secondary Places Basic Need	G	48	0	0	0	0	0	<b>48</b>
	New Pupil Places in Primary/Secondary Schools	T	<b>2,711</b>	<b>1,037</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,748</b>
	Childcare Expansion	G	50	849	0	0	0	0	<b>899</b>
	<b>Strategic Priorities Total</b>		<b>11,969</b>	<b>29,952</b>	<b>16,626</b>	<b>1,434</b>	<b>0</b>	<b>0</b>	<b>59,981</b>

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>CHILDREN &amp; FAMILIES</b>									
<b>LEARNING &amp; EARLY SUPPORT</b>									
<b>Baseline</b>									
	Basic Need	G	34	0	0	0	0	0	34
	Capital Maintenance	G	4,951	3,400	2,900	2,700	2,500	2,300	18,751
	Devolved Formula Capital	G	1,524	1,200	600	550	500	450	4,824
	<b>Baseline Total</b>		<b>6,509</b>	<b>4,600</b>	<b>3,500</b>	<b>3,250</b>	<b>3,000</b>	<b>2,750</b>	<b>23,609</b>
	<b>LEARNING &amp; EARLY SUPPORT TOTAL</b>		<b>18,478</b>	<b>34,552</b>	<b>20,126</b>	<b>4,684</b>	<b>3,000</b>	<b>2,750</b>	<b>83,590</b>
<b>RESOURCES, IMPROVEMENT AND PARTNERSHIPS</b>									
<b>Strategic Priorities</b>									
Homes for Children:									
	Magdale House	B	12	0	0	0	0	0	12
	Healds Road	B	3	0	0	0	0	0	3
	Satellite Provision	B	452	345	0	0	0	0	797
	Children with Disabilities	B	31	100	1,050	0	0	0	1,181
	<b>RESOURCES, IMPROVEMENT AND PARTNERSHIPS TOTAL</b>		<b>498</b>	<b>445</b>	<b>1,050</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,993</b>
	<b>CHILDREN &amp; FAMILIES TOTAL</b>		<b>18,976</b>	<b>34,997</b>	<b>21,176</b>	<b>4,684</b>	<b>3,000</b>	<b>2,750</b>	<b>85,583</b>

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>ADULTS &amp; HEALTH</b>									
<b>COMMUNITIES AND ACCESS SERVICES</b>									
	Libraries	B	99	232	3,033	283	0	0	3,647
	Library Open Access	G	69	55	14	0	0	0	138
	UKSPF - Grant for Safety of Women & Girls	G	74	0	0	0	0	0	74
<b>COMMUNITIES AND ACCESS SERVICES TOTAL</b>			<b>242</b>	<b>287</b>	<b>3,047</b>	<b>283</b>	<b>0</b>	<b>0</b>	<b>3,859</b>
<b>LEARNING DISABILITIES &amp; MENTAL HEALTH</b>									
	Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy	B	31	0	0	0	0	0	31
	Day Services Support for Vulnerable Adults	B	423	1,000	4,500	1,322	0	0	7,245
	Milldale and Crescentdale	B	730	2,576	500	0	0	0	3,806
	Knowl Park House	B	2,827	0	0	0	0	0	2,827
	Red Laithes Court	B	74	0	0	0	0	0	74
<b>LEARNING DISABILITIES &amp; MENTAL HEALTH TOTAL</b>			<b>4,085</b>	<b>3,576</b>	<b>5,000</b>	<b>1,322</b>	<b>0</b>	<b>0</b>	<b>13,983</b>
<b>ADULT SOCIAL CARE OPERATION</b>									
	Adults Social Care Operation - AT IT	G/B	268	50	150	0	0	0	468
	Carephones - Digital Switchover	B	555	0	0	0	0	0	555
	Carefirst System Replacement	B	384	0	0	0	0	0	384
<b>ADULT SOCIAL CARE OPERATION TOTAL</b>			<b>1,207</b>	<b>50</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,407</b>
<b>ADULTS &amp; HEALTH TOTAL</b>			<b>5,534</b>	<b>3,913</b>	<b>8,197</b>	<b>1,605</b>	<b>0</b>	<b>0</b>	<b>19,249</b>

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
<b>SKILLS &amp; REGENERATION</b>									
<b>Business Economy</b>									
	Start Up & Retention Policy Grants	B	50	150	398	0	0	0	598
	UKSPF E19 HWI (Health & Wellbeing Incubator) Thrive	G	20	0	0	0	0	0	20
	Leeds City Region Revolving Fund	B	0	0	0	526	0	0	526
	<b>Business Economy Total</b>		<b>70</b>	<b>150</b>	<b>398</b>	<b>526</b>	<b>0</b>	<b>0</b>	<b>1,144</b>
<b>Major Projects</b>									
West Yorkshire plus Transport Schemes:									
	A62 to Cooper Bridge Corridor Improvements	G	851	3,199	6,095	16,899	10,801	605	38,450
	A653 Leeds to Dewsbury Corridor (M2D2L)	G	17	5	0	0	0	0	22
	A641 Bradford Rd - Brad/Brig/Hudds	G	11	147	0	0	0	0	158
	A629 Halifax Road Phase 5	G	589	5,870	755	199	64	2,748	10,225
	UTMC Urban Traffic Management	G	76	0	0	0	0	0	76
	Huddersfield Southern Corridors	G	1,544	3,070	2,096	128	662	88	7,588
	North Kirklees Orbital Route (NKOR)	G	42	0	0	0	0	0	42
Corridor Improvement Programme:									
	Holmfirth Town Centre Access Plan	G	2,107	5,841	184	21	0	123	8,276
	A62 Smart Corridor	G	747	1,272	0	100	0	0	2,119
	Fenay Lane	G	3	0	0	0	0	0	3
CityConnect:									
	CityConnect Cooper Bridge	G	2	0	0	0	0	0	2
	CityConnect Huddersfield Town Centre	G	4	0	0	0	0	0	4
	<b>West Yorkshire plus Transport Schemes</b>	<b>T</b>	<b>5,993</b>	<b>19,404</b>	<b>9,130</b>	<b>17,347</b>	<b>11,527</b>	<b>3,564</b>	<b>66,965</b>

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
<b>Major Projects</b>									
Transforming Cities Fund:									
<i>TCF Main scheme:</i>									
	Heckmondwike Bus Station	G	4,400	4,031	0	20	0	0	<b>8,451</b>
	Dewsbury/Cleckheaton Sust Travel Corridor	G	9,000	4,350	39	0	0	0	<b>13,389</b>
	Dews TC Walking & Cycling Imps	G/B	700	10,128	491	0	0	0	<b>11,319</b>
	Huddersfield Rail Station Connections	G/B	1,200	12,900	3,131	0	0	0	<b>17,231</b>
	A629 Wakefield Rd Sust Travel Corridor	G	22	0	0	0	0	0	<b>22</b>
	Huddersfield Bus Station	G/B	1,600	5,582	0	0	0	0	<b>7,182</b>
	Dewsbury/Batley/Tingley Sus Travel Corridor	G	2,000	6,442	0	48	0	0	<b>8,490</b>
	Transforming Cities Fund	T	<b>18,922</b>	<b>43,433</b>	<b>3,661</b>	<b>68</b>	<b>0</b>	<b>0</b>	<b>66,084</b>
	Emergency Active Travel	G	1,210	1,588	375	6	0	0	<b>3,179</b>
	Integrated Transport & Active Travel	G/B	487	0	0	0	0	0	<b>487</b>
	Flood Management and Land Drainage	B/G /S278	346	340	200	200	200	0	<b>1,286</b>
	Transpennine Route Upgrade (Network Rail)	G	618	0	0	0	0	0	<b>618</b>
	Penistone Line Rail Upgrade	G	0	10,500	10,000	10,000	9,500	7,917	<b>47,917</b>
	Dalton/Deighton Cycle Track (CRSTS)	G	0	1,600	1,174	0	0	0	<b>2,774</b>
	A62 - A644 Bus Priority Scheme (CRSTS)	G	0	1,215	3,641	0	0	0	<b>4,856</b>



GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
	Trees for Climate:								
	White Rose Forest Tree Planting	G	18	0	0	0	0	0	18
	Trees for Climate	G	15,750	2,112	1,644	3,000	9,055	0	31,561
	Urban Tree Challenge Fund	G	184	60	8	0	0	0	252
	Northern Forest GA2	G	900	866	609	0	0	0	2,375
	Trees for Climate	T	16,852	3,038	2,261	3,000	9,055	0	34,206
	<b>Major Projects Total</b>		<b>44,428</b>	<b>81,118</b>	<b>30,442</b>	<b>30,621</b>	<b>30,282</b>	<b>11,481</b>	<b>228,372</b>
	<b>EMPLOYMENT &amp; SKILLS</b>								
	UKSPF Digital Hub / New to English	G	52	0	0	0	0	0	52
	<b>Employment &amp; Skills Total</b>		<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52</b>
	<b>SKILLS &amp; REGENERATION TOTAL</b>		<b>44,550</b>	<b>81,268</b>	<b>30,840</b>	<b>31,147</b>	<b>30,282</b>	<b>11,481</b>	<b>229,568</b>
	<b>DEVELOPMENT</b>								
	<b>HOUSING GROWTH</b>								
	Dewsbury Riverside	B	400	600	1,000	2,000	500	1,500	6,000
	Site Development:								
	Homes England - Soothill Development	G/Cont	120	27	23	0	0	0	170
	Bradley Park	R	598	200	0	0	0	0	798
	Highmoor Lane, Heartshead	G	210	0	0	0	0	0	210
	Site Development	T	928	227	23	0	0	0	1,178

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
	Property Investment Fund:								
	103 New Street	B**	26	0	0	0	0	0	26
	Kingsgate Phase 2	B**	2,008	0	0	0	0	0	2,008
	Property Investment Fund	T	2,034	0	0	0	0	0	2,034
	<b>Housing Growth Total</b>		<b>3,362</b>	<b>827</b>	<b>1,023</b>	<b>2,000</b>	<b>500</b>	<b>1,500</b>	<b>9,212</b>
<b>HOUSING SERVICES</b>									
<b>PRIVATE SECTOR HOUSING</b>									
	Disabled Facilities Grant over £1k	G	3,953	3,760	3,760	3,760	3,760	3,760	22,753
	Discretionary Assistance	R	187	60	202	60	60	60	629
	Minor Adaptations	R	315	330	330	330	330	330	1,965
	<b>Housing Services Total</b>		<b>4,455</b>	<b>4,150</b>	<b>4,292</b>	<b>4,150</b>	<b>4,150</b>	<b>4,150</b>	<b>25,347</b>
<b>PROPERTY</b>									
	Corporate Landlord Asset Investment	B	7,089	6,027	8,000	4,900	3,900	4,300	34,216
	Corporate Landlord Compliance	B	868	1,523	1,500	1,000	1,000	1,000	6,891
	Corporate Landlord Welfare Programme	B	709	909	1,500	1,000	1,000	1,000	6,118
	Asset Management Property Database	B	15	195	50	49	0	0	309
	Changing Places	G	202	0	0	0	0	0	202
	<b>Property Total</b>		<b>8,883</b>	<b>8,654</b>	<b>11,050</b>	<b>6,949</b>	<b>5,900</b>	<b>6,300</b>	<b>47,736</b>

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
<b>TOWN CENTRES</b>									
	Aspirational Regeneration of Major Town Centres - Feasibility	B	5	0	0	0		0	5
	<i>Regeneration of Strategic Town Centres - Huddersfield :</i>								
	Holding pot	B	81	0	0	0	0	0	81
	<u>Huddersfield Town Centre Schemes</u>								
	Huddersfield TC - Shop Front Grants	B	630	84	0	0	0	0	714
	The Northumberland Street Regeneration Project	B	88	470	0	0	0	0	558
	Huddersfield Open Market Regeneration Market	G	950	12,593	3,107	0	0	0	16,650
	Huddersfield TC Design Framework	B	26	0	0	0	0	0	26
	Cultural Interventions - Growing Seeds	B	9	0	0	0	0	0	9
	Huddersfield Town Centre Schemes	T	1,703	13,147	3,107	0	0	0	17,957
	<u>Heritage Action Zone</u>								
	The George Hotel HAZ Scheme	G	131	0	0	0	0	0	131
	The George Hotel	B*/B	900	19,305	9,800	0	0	0	30,005
	Estate Buildings HAZ Scheme	G	115	0	0	0	0	0	115
	Heritage Action Zone	T	1,146	19,305	9,800	0	0	0	30,251
	<u>Huddersfield Public Realm Works</u>								
	New Street Public Realm Development	B	503	0	0	0	0	0	503
	Huddersfield Town Centre Cameras	B	38	30	0	0	0	0	68
	Refurb of 2 New Street, Huddersfield	B	16	0	0	0	0	0	16
	Huddersfield Public Realm Works	T	557	30	0	0		0	587

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
	Public Realm - Golden Route								
	St Peters Gardens	B/G	334	0	0	0	0	0	334
	Church St Design Development	B	2	5	0	0	0	0	7
	Church Street Main Scheme	B	21	9	0	0	0	0	30
	Market Place Investigative Works	B	32	10	0	0	0	0	42
	Cross Church Street	B	34	0	0	0	0	0	34
	St Georges Hotel Improvements	B	12	73	0	0	0	0	85
	Public Realm - Golden Route	T	435	97	0	0	0	0	532
	Huddersfield Town Centre Action Plan	T	3,922	32,579	12,907	0	0	0	49,408
	<i>Regeneration of Strategic Town Centres – Dewsbury:</i>								
	<i>Better Spaces Strategy</i>								
	BS Phase 2 - Town Park	B/R/G	28	3,098	3,119	0	0	0	6,245
	Spring Upgrade	G	92	0	0	0	0	0	92
	Better Spaces Strategy	T	120	3,098	3,119	0	0	0	6,337
	Heritage Action Zone	B/G	3,063	0	0	0	0	0	3,063
	Daisy Hill Neighbourhood	B/R/G	981	200	1,480	700	0	0	3,361
	Dewsbury Market Upgrade	B/R/G	1,149	10,690	7,543	0	0	0	19,382
	The Arcade	B/G	4,244	2,201	0	0	0	0	6,445
	Fibre Capability	R	148	0	0	0	0	0	148
	Construction Skills Village	G/R	2,224	0	0	0	0	0	2,224
	Creative Culture	G	470	1,090	0	0	0	0	1,560

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
	Sustainable Transport	G	1,215	0	0	0	0	0	1,215
	Building Revival	G/B	500	1,928	708	0	0	0	3,136
	Dewsbury Town Centre Action Plan	T	14,114	19,207	12,850	700	0	0	46,871
	<i>Town Centre Action Plans</i>	T	<b>18,041</b>	<b>51,786</b>	<b>25,757</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>96,284</b>
	Regeneration and Greening of Smaller Towns and Villages:								
	Smaller Towns & Villages	B	150	215	1,000	1,000	1,481	0	3,846
	Batley Smaller Towns & Villages	B/G	2,448	10,861	648	0	0	0	13,957
	Cleckheaton Smaller Towns & Villages	B	250	1,184	0	0	0	0	1,434
	Holmfirth Smaller Towns & Villages	B	243	169	1,054	0	0	0	1,466
	Heckmondwike Smaller Towns & Villages	B	240	194	0	0	0	0	434
	Marsden New Mills Redevelopment Scheme	G	347	5,157	0	0	0	0	5,504
	Other - Our Local Centres	B	100	0	0	0	0	0	100
	Regeneration and Greening of Smaller Towns and Villages	T	3,778	17,780	2,702	1,000	1,481	0	26,741
	Cultural Heart	B	17,259	47,339	50,309	20,031	28,981	75,892	239,811
	Strategic Acquisition Fund	B	798	800	0	0	0	0	1,598
	<b>Town Centres Total</b>	T	<b>39,876</b>	<b>117,705</b>	<b>78,768</b>	<b>21,731</b>	<b>30,462</b>	<b>75,892</b>	<b>364,434</b>
	<b>DEVELOPMENT TOTAL</b>	T	<b>56,576</b>	<b>131,336</b>	<b>95,133</b>	<b>34,830</b>	<b>41,012</b>	<b>87,842</b>	<b>446,729</b>

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
	<b>HIGHWAYS &amp; STREETSCENE</b>								
	Highways								
	Maintenance:								
	Principal Roads	B/G	3,562	5,339	6,678	3,678	3,678	3,678	<b>26,613</b>
	Roads Connecting Communities	G	2,204	1,640	1,096	1,096	1,096	1,096	<b>8,228</b>
	Local Community Roads	B/G	7,115	4,857	5,953	4,453	5,185	4,753	<b>32,316</b>
	Structures	G	1,200	1,200	1,200	1,200	1,200	1,200	<b>7,200</b>
	Active Travel / PROW	B/G	241	106	155	156	156	156	<b>970</b>
	Streetlighting	G	1,000	1,000	1,000	0	0	0	<b>3,000</b>
	Locality Based U Roads Improvements	B	3,316	0	0	0	0	0	<b>3,316</b>
	Highways Maintenance	T	<b>18,638</b>	<b>14,142</b>	<b>16,082</b>	<b>10,583</b>	<b>11,315</b>	<b>10,883</b>	<b>81,643</b>
	Integrated Transport:								
	Network Management	G/s278	1,296	949	715	715	715	715	<b>5,105</b>
	Safer Roads	B/G	1,757	821	1,397	1,176	1,175	1,175	<b>7,501</b>
	Flood Management and Drainage Improvements	B	250	250	250	250	250	250	<b>1,500</b>
	Developer Funded Schemes	s278	2,383	0	0	0	0	0	<b>2,383</b>
	Highways Integrated Transport	T	<b>5,686</b>	<b>2,020</b>	<b>2,362</b>	<b>2,141</b>	<b>2,140</b>	<b>2,140</b>	<b>16,489</b>
	Highways Total	T	<b>24,324</b>	<b>16,162</b>	<b>18,444</b>	<b>12,724</b>	<b>13,455</b>	<b>13,023</b>	<b>98,132</b>
	UKSPF CCTV (Highways)	G	519	0	0	0	0	0	<b>519</b>
	Car Park Meters	B	323	181	241	0	0	0	<b>745</b>
	Public Realm Improvements	B	19	0	0	0	0	0	<b>19</b>
	OSAMS	B	157	676	876	0	0	0	<b>1,709</b>

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
	WASTE								
	Waste Strategy	B	496	20	626	0	0	0	1,142
	Waste Management Plant/ Infrastructure	B	1,794	2,383	2,390	2,018	0	0	8,585
	Waste Procurement & Depot Strategy:								
	Contract Extension	B	0	2,396	75	75	0	0	2,546
	Legislation requirements	B	100	470	0	0	0	0	570
	Proposed Depot (feasibility)	B	93	128	3,000	0	0	0	3,221
	Waste Procurement & Depot Strategy	T	193	2,994	3,075	75	0	0	6,337
	Environment & Strategic Waste	B	103	100	100	100	100	100	603
	Waste Total	T	2,586	5,497	6,191	2,193	100	100	16,667
	Vehicle Replacement Programme	B	859	2,587	6,679	1,801	1,932	17,800	31,658
	Recycling Fleet	B*	0	3,264	0	0	0	0	3,264
	Bulk Gritters	B*	0	1,800	0	0	0	0	1,800
	Project Fleet	B	0	750	0	0	0	0	750
	Play Strategy:								
	Playable Spaces	B/ S106/ RCCO	1,673	1,411	1,434	1,732	0	0	6,250
	Parks & Greenspaces	G	2	0	0	0	0	0	2
	Section 106 Funded Schemes	B/ cont/ S106	1,508	990	62	0	0	0	2,560
	Play Strategy	T	3,183	2,401	1,496	1,732	0	0	8,812
	<b>HIGHWAYS &amp; STREETSCENE TOTAL</b>		<b>31,970</b>	<b>33,318</b>	<b>33,927</b>	<b>18,450</b>	<b>15,487</b>	<b>30,923</b>	<b>164,075</b>

GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PLACE</b>									
	<b>ENVIRONMENT STRATEGY &amp; CLIMATE CHANGE</b>								
	Climate Emergency - Green Travel	B/G	211	250	250	229	0	0	940
	Air Quality	B/G	205	100	119	0	0	0	424
	Huddersfield Heat Network	G/B*	400	3,600	11,126	0	0	2,050	17,176
	Electric Vehicle Rapid Charge Points	G	276	0	0	0	0	0	276
	<b>ENVIRONMENT STRATEGY &amp; CLIMATE CHANGE TOTAL</b>		<b>1,092</b>	<b>3,950</b>	<b>11,495</b>	<b>229</b>	<b>0</b>	<b>2,050</b>	<b>18,816</b>
	<b>PLACE TOTAL</b>		<b>134,188</b>	<b>249,872</b>	<b>171,395</b>	<b>84,656</b>	<b>86,781</b>	<b>132,296</b>	<b>859,188</b>



GENERAL FUND CAPITAL PLAN		Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>PUBLIC HEALTH &amp; CORPORATE RESOURCES</b>									
	<b>STRATEGY &amp; INNOVATION</b>								
	Information Technology	B	1,496	1,598	1,406	1,246	1,116	900	7,762
	Transformation Capitalisation	R	4,000	4,000	0	0	0	0	8,000
*	Investment and Modernisation Fund	B*	0	10,000	10,000	10,000	10,000	10,000	50,000
	<b>STRATEGY &amp; INNOVATION TOTAL</b>		<b>5,496</b>	<b>15,598</b>	<b>11,406</b>	<b>11,246</b>	<b>11,116</b>	<b>10,900</b>	<b>65,762</b>
	<b>SERVICE DIRECT REPORTS – PUBLIC HEALTH</b>								
	Kirklees Active Leisure	B*	445	0	0	0	0	0	445
	<b>SERVICE DIRECT REPORTS – PUBLIC HEALTH TOTAL</b>		<b>445</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>445</b>
	<b>CULTURE &amp; VISITOR ECONOMY</b>								
	Sustainability of Major Town Halls - Service Development	B*	100	111	0	0	0	0	211
	School Catering	B/B*	250	595	300	340	400	200	2,085
	Bereavement	B	195	200	200	50	0	0	645
	<b>CULTURE &amp; VISITOR ECONOMY TOTAL</b>		<b>545</b>	<b>906</b>	<b>500</b>	<b>390</b>	<b>400</b>	<b>200</b>	<b>2,941</b>
	<b>PUBLIC HEALTH &amp; CORPORATE RESOURCES TOTAL</b>		<b>6,486</b>	<b>16,504</b>	<b>11,906</b>	<b>11,636</b>	<b>11,516</b>	<b>11,100</b>	<b>69,148</b>
<b>GENERAL FUND CAPITAL PLAN TOTAL</b>			<b>165,184</b>	<b>305,286</b>	<b>212,674</b>	<b>102,581</b>	<b>101,297</b>	<b>146,146</b>	<b>1,033,168</b>

HOUSING REVENUE ACCOUNT CAPITAL PLAN	Funding	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30- 2031/32 £'000	Total £'000
<b>Strategic Priorities</b>								
Housing Growth	H / R	867	2,516	732	11	0	0	4,126
LAHF - Refugee Housing	H / G	492	358	1,142	0	0	0	1,992
LAHF 3 - Refugee Housing	H / G	1,090	1,560	521	0	0	0	3,171
New Build Phase 1 - Ashbrow Extra Care	R/Cont	3,700	146	0	0	0	0	3,846
Berry Brow Remodelling	H/G	1,267	947	19,005	13,150	792	0	35,161
Harold Wilson Court	H	2,367	0	0	0	0	0	2,367
Buxton House	H/B	1,357	4,148	6,145	3,267	79	0	14,996
IT System (Universal Housing Replacement)	H	530	809	0	0	0	0	1,339
IT System Property/Assets	H	0	1,000	500	0	0	0	1,500
Council House Building	B/R/G/H	1,396	565	4,557	8,434	13,872	9,380	38,204
<b>Strategic Priorities Total</b>		<b>13,066</b>	<b>12,049</b>	<b>32,602</b>	<b>24,862</b>	<b>14,743</b>	<b>9,380</b>	<b>106,702</b>
<b>Baseline</b>								
Housing Capital Plan	H/B	17,850	19,150	19,285	19,785	19,785	63,500	159,355
Estate Improvements (Neighbourhood Investment)	H/B	1,233	990	1,100	1,100	1,100	3,329	8,852
Building Safety	H/B	1,506	1,274	1,324	1,530	1,430	4,118	11,182
Six Storey Blocks	H/B	915	3,675	6,000	5,420	6,295	15,211	37,516
Low Rise Blocks	H/B	1,750	1,500	1,500	1,500	1,500	0	7,750
Retirement Living Schemes	H/B	1,500	3,750	4,500	4,500	4,500	6,250	25,000
Fuel poverty	H/G/B	1,632	1,500	1,500	1,500	1,500	4,526	12,158
Adaptations	H	3,714	3,760	3,261	2,760	0	0	13,495
<b>Baseline Total</b>		<b>30,100</b>	<b>35,599</b>	<b>38,470</b>	<b>38,095</b>	<b>36,110</b>	<b>96,934</b>	<b>275,308</b>
<b>HRA CAPITAL PLAN TOTAL</b>		<b>43,166</b>	<b>47,648</b>	<b>71,072</b>	<b>62,957</b>	<b>50,853</b>	<b>106,314</b>	<b>382,010</b>

**FUNDING KEY:**

- B = Borrowing
- B\* = Service funded Borrowing
- B\*\* = Borrowing for provision of loans for development projects, covered by repayments
- G = Grant
- Cont = External contributions
- R = Capital receipts
- S106 = Section 106 developer contributions
- S278 = Section 278 developer contributions
- H = HRA revenue contribution/major repairs reserve
- \* = Addition

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**REPORT TITLE:** Housing Revenue Account (HRA) rent and service charge inflationary uplift report and the HRA Budget

<b>Meeting</b>	Cabinet
<b>Date</b>	10 <sup>th</sup> December 2024
<b>Cabinet Member</b>	Cllr Moses Crook Deputy Leader of the Council, Cabinet Member for Transport and Housing
<b>Key Decision Eligible for Call In</b>	Yes Yes
<p><b>Purpose of Report</b> This report provides the financial context and basis for the annual rent and service charges inflationary uplift as well as for the HRA budget, which will be considered by Cabinet on 10<sup>th</sup> December, and by Council on 5<sup>th</sup> March for approval.</p> <p>This report is for a decision for the annual rent and service charge inflationary uplift for 2025-2026, which will form part of the HRA budget proposals.</p>	
<p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>• To uplift the proposed rents by an average of £2.30 per week (2.7%) and service charges payable by between 0.01p and £0.48 per week (2.7%) for social housing from 1<sup>st</sup> April 2025, which are contained within this report.</li> <li>• To introduce a service charge for communal grounds maintenance services capped at £1.00 per week each year until full cost recovery is achieved.</li> <li>• That Members approve the charges for Extra Care Services – Intensive Housing Management to be uplifted by between £1.92 and £4.90 (6.7%) and Extra Care Services – Night Care Service to be uplifted by £1.48 per week (6.7%).</li> <li>• That Members note the national and local financial challenges outlined as part of the HRA budget proposals for 2025-26.</li> <li>• To give delegated authority to the Executive Director of Place in consultation with the Deputy Leader of the Council and Cabinet Member for Transport and Housing to approve the rate for personal charges for Sheltered Heating and District Heating.</li> <li>• That the updated Capital Plan for 2024-33, be recommended to Council for approval; Appendix 3</li> <li>• That the draft HRA Budget for 2025/26 be recommended to Council for approval; Appendix 2</li> </ul>	
<p><b>Reasons for Recommendations</b></p> <ul style="list-style-type: none"> <li>• To maximise rent and service charge income which complies with the requirements of the Local Government and Housing Act 1989 to have a balanced HRA and the Welfare Reform and Work Act 2016 and the rent standard.</li> <li>• To propose a balanced HRA revenue and capital budget for 2025-26.</li> <li>• To hold reserves at a level which is set at £500 per property at c£10m.</li> </ul>	
<b>Resource Implications</b>	

<p><b>Date signed off by <u>Executive Director</u> &amp; name</b></p> <p><b>Is it also signed off by the Service Director for Finance?</b></p> <p><b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b></p>	<p><b>David Shepherd – Executive Director of Place</b></p> <p><b>Kevin Mulvaney – Service Director of Finance</b></p> <p><b>Samantha Lawton - Service Director of Legal, Governance and Commissioning (Monitoring Officer)</b></p>
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**Electoral wards affected: All**

**Ward councillors consulted: No**

**Public or private: Public**

**Has GDPR been considered? Yes**

**1. Executive Summary**

- 1.1 The Council is required to maintain a self-financing Housing Revenue Account (HRA), which is a ring-fenced account separate to the General Fund and is a record of all revenue expenditure and income relating to the authority’s own housing stock. It is the responsibility of all councils with an HRA to ensure it sets a balanced budget and make provision for adequate resources to invest in council properties. This is to keep tenants safe and ensure that they are living in properties that meet a decent home standard including energy efficiency which will support tenants with the cost of living. This report sets the provisional budget for 2025-26 for the HRA, details of which are included in the following pages and appendices.
- 1.2 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.
- 1.3 The main source of income for the HRA is from rents and service charges, income from leaseholder service charges and charges paid by tenants for specific services. The income is used to support the management and maintenance of the Council’s circa 21,700 housing stock and is reviewed annually and is increased as required within the guidelines agreed by government. This report sets out the approach to the annual rent and service charge inflationary uplift for council tenants for the 2025/26 financial year. The annual proposed uplift to social housing rents and service charges is based on the government formula of CPI + 1% (Consumer Price Index) which was agreed for five years from April 2020 to March 2025 and now extended to 2031 where the CPI rate is taken from September each year. This year the rate of inflation at the end of September 2024 was 1.7% which means a proposed uplift of 2.7%. The Council needs to uplift rents and service charges by this amount to continue to invest in tenants’ homes. The Council is also proposing a 6.7% uplift for the extra care - Intensive Housing Management service and night-time security service charges because the costs are linked directly to staffing and the increase for the National Living Wage.
- 1.4 A review of service charges has been carried out because the Council needs to ensure

that it recovers income to cover the cost of providing services to tenants and leaseholders.

- 1.5 The Regulator of Social Housing benchmarking data for 2023-24 shows an average weekly social rent across the country of £99.45 and for Yorkshire and Humberside of £84.10. This compares to the average weekly social rent for Kirklees in 2023-24 of £79.20, where Kirklees continues to charge one of the lowest average rents. The Yorkshire and Humberside region reports the lowest average social rent across the country. The average weekly social rent for Kirklees being proposed for 2025-26 is £87.54. (*Local authority registered provider (LARP) social housing stock in England - stock and rents profile 2023/24*)
- 1.6 Where new council housing is being developed for rent there will be the consideration, subject to a business case to charge a social rent/target rent or an affordable rent, which is 80% of the market rental charge. The affordable rent would be less than the agreed local housing allowance and supports the published rent standard. When a property is relet, the tenant will automatically be charged the target rent for that property, plus any relevant service charge unless the property is subject to an affordable rent, in which case the agreed affordable rent will be charged.
- 1.7 The Proposed HRA revenue budget is £110m, where 29% is budgeted to be spent on repairs and maintenance, 28% to be spent on management and community facility costs, 11% to be spent on extra care schemes, 22% to contribute to the cost of capital and major works, 7% for financing costs and 3% for other provisions and taxes.

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

- 2.1 The Council needs to deliver a balanced 30-year business plan. The HRA (Housing Revenue Account) business plan has been modelled based on a number of scenarios and an inflationary uplift of 2.7% is required to be able to fund all its commitments in the capital plan and support a minimum reserve balance of £500 per unit, (2024-25 - £10.865m). A minimum reserve of £500 per unit is considered prudent and provides for unexpected costs or economic shocks.
- 2.2 Following the outcome of the capital review carried out by ARK consultancy, a backlog of works has been identified that will be required to make council homes decent and the current capital plan is forecast to invest £382m up to March 2032 (Appendix 3). The proposed budgets for 2025-26 are as follows:
- 2.3 For the baseline capital budget there is £35.6m made up as follows:
  - Planned Maintenance of £20.1m which includes Planned components replacements to circa 4800 properties and includes kitchens, bathrooms, roofs, rewires, doors, boilers and four district heating schemes which will service 154 properties.
  - Building Safety of £10.2m, which includes capital works relating to fire, Asbestos, water hygiene and refurbishment of six storey blocks, low rise blocks and retirement living schemes.
  - Decarbonisation of £1.5m, which is the resource to be used to match fund resources to bring council properties up to an efficiency level C or above and for retrofitting properties.

- For adaptations there is a budget of £3.8m, which relates to works needed to adapt circa 500 properties for tenants with additional needs, including handrails, ramps, and other adaptations.

2.4 For Strategic Priorities there is a budget of £12m which is made up as follows:

- Council Housing Building and Housing Growth of £5m, which relates to existing committed schemes on site and in development and buybacks, where we are buying back properties previously sold through the right to buy scheme.
- New build extra care scheme, Ash view of £0.2m, which is the final balance for the development costs of fifty units completed in November 2024.
- Remodeling high rise project of £5m (total £57m), which includes works and related costs to Buxton House and Berry Brow.
- IT system replacement of £1.8m

2.5 Most planned and responsive repair works are carried out by the council's in-house property team. Where they do not have the skills or capacity to deliver the works this will be procured externally.

2.6 A budget for fuel poverty of £1.5m has been provided, which is hoped to be matched by funding resources accessed through West Yorkshire Combined Authority. We plan to complete EPCs for Fuel Poverty with the aim to increase the efficiency rating of properties to C or above.

2.7 An inflationary provision of 3% of staffing costs has been provided for, until the pay award for 2025-26 has been finalised.

2.8 Homes and Neighborhoods are implementing a new housing management system (CX) which includes an integrated customer contact and relationship module. This will support the ongoing transformation work, which includes end to end process reviews, a focus on compliance, statutory, legislative, regulatory and a culture review. This will be supported by better insight and data provided by more efficient systems and processes.

2.9 Homes and Neighbourhoods revenue management cost budgets have reduced by £2.6m, which relate to a proportion of the costs for the Assets and Development team of £1.9m being capitalised and staffing savings of £570k being proposed.

2.10 The proposed budget for repairs and maintenance is £32.3m, which is a net increase of £1.4m. Resources will be set aside to carry out 40% stock condition surveys, for water quality testing and for the increased demand for damp and mould works. There are ongoing savings from no longer requiring a waking watch service at Buxton House and Harold Wilson Court and savings will be achieved from the review of the concierge service and the move to decorating vouchers agreed as part of the lettable standard. This means that savings can be redirected to other planned investment and responsive repairs areas. An inflationary increase of 3% will be applied to works related budgets.

2.11 Savings and additional income of circa £3.7m have been proposed for 2025-26, (Appendix 5) which includes a reduction of 12 days in the time it takes to repair and relet a property, which will reduce the rent lost by £255k, recovery of service charge income of £725k for Grounds Maintenance and £20k for cleaning, which will be eligible for housing benefit or universal credit, recovery of personal charges of District Heating costs of circa £573k and



Sheltered Heating charges of £267k and there will be £190k savings proposed from better ways of working.

- 2.12 The Grounds Maintenance service is provided to tenants and leaseholders in Kirklees and costs £1.7m. It is proposed to introduce a service charge increase of a maximum of £1 per week, per year. The summary of charges shows that costs have been divided equally between tenants and leaseholders based on each property they live in, on an estate-by-estate basis. This means that 1,486 will pay nothing, 7,680 will pay less than 50p, 4,261 will pay between 50p and less than £1 and the remaining 6,942 will pay £1. Service standards will be issued, and regular monitoring will take place.
- 2.13 For district heating schemes, meters will be adjusted by the appropriate cost per kwh to match current prices. It is requested that the decision to approve those charges is delegated to the Service Director for Homes and Neighbourhoods along with the Deputy Leader of the Council and Cabinet Member for Transport and Housing.
- 2.14 For Sheltered heating schemes, it is requested that the decision to approve charges is delegated to the Service Director for Homes and Neighbourhoods along with the Deputy Leader of the Council and Cabinet Member for Transport and Housing. Increased charges will be effective from April 2025.
- 2.15 Given the need to invest in Tenant Safety, High Rise remediation and regeneration, meeting the Decent Homes Standard, decarbonising the council's housing stock and building new council homes, there is a requirement to propose a rent and service charge uplift of 2.7% for the financial year 2025-26. The report aims to provide context in terms of the key challenges for the Housing Revenue Account even with the proposed 2.7% rent uplift. The appendix to the report sets out the full schedule of proposed weekly dwelling rent, service and other charge inflationary uplifts to Council tenants for 2025/26, noting that these will be calculated on a basis that matches the billing period to the number of weeks in the year (i.e., 52 weeks for 2025/26) Appendix 1.
- 2.16 For 2025-26 budget purposes there is a net reduction of £253k to rental income. This is because there will be a net reduction of 296 properties where rents will no longer be charged. This is made up of properties at Berry Brow and Sycamore Grange which are planned for demolition in 2025-26 and through the reduction of 140 properties sold through the right to buy with the addition of properties developed or purchased.
- 2.17 The proposed inflationary uplift will mean an average uplift across all tenancies of £2.30 per week, which will be an average uplift of £2.03 per week for a one-bedroom property, £2.41 per week for a two-bed property, £2.71 per week for a three-bedroom property and £2.86 per week for a four plus bedroom property.
- 2.18 There are 72% of council tenants that are currently in receipt of some benefit either Universal Credit or Housing Benefit and so the Council needs to ensure that they consider the impact of the proposed uplift for the 28% of tenants who are not in receipt of any benefits. The council have a dedicated Income Management and Money Advice Team who will work with these tenants to support them with completing claims for benefits and signposting them to other agencies. Tenants can also access Kirklees corporate support. [Local Welfare Provision | Kirklees Council](#)
- 2.19 Where new council housing is being developed for rent, there will be the consideration, subject to a business case to charge a social rent/target rent or an affordable rent. An affordable rent may be charged, which is 80% of the market rental charge and is inclusive

of service charges. This is supported by the rent standard published by the regulator of social housing.

- 2.20 There are 46% of tenants that are currently reported as having some arrears of which 65% are in receipt of Universal Credit and so it cannot be guaranteed that payments will be made because the benefit goes direct to the tenant, although claims to have the benefits paid direct to Kirklees can be made if the tenant is reported to have more than eight weeks arrears. There are 46% of tenants who pay by direct debit and 54% who pay by alternative methods of payment. Tenants are encouraged to sign up for direct debit arrangements.
- 2.21 All services are looking to achieve efficiencies to address the cost-of-living inflationary increases and in total savings of £3.7m for 2025-26 have been proposed. These savings have been built into the proposed budget to ensure there is budgetary control and accountability.
- 2.22 The Intensive Housing Management service charge provides a manager presence in the extra care schemes and the provision of a housing related support service to tenants to help them maintain their tenancies. Of the total cost of this service tenants pay for 80% and the charge is eligible for housing benefit. An uplift of 6.7% is proposed because the costs are linked directly to staffing and the increase for the National Living Wage.
- 2.23 There are two service charges which are commissioned by the Council's Adult Social Care. The Night-time Security service charge provides a staff presence in the extra care schemes overnight and to respond to emergency calls made by tenants during the night. The charge that tenants pay for this service amounts to 50% of the total cost and the service charge is eligible for housing benefit. The total cost of this service will increase annually due to an uplift to the National Living Wage. An uplift of 6.7% is proposed because the costs are linked directly to staffing and the increase for the National Living Wage.
- 2.24 The Council assumes a number of properties will be sold through the RTB Scheme, which on average is around 200 properties per annum. The number of sales has reduced over the last two years and for 2025-26 there is an assumption that there will be 140 sales. There has been an increased number of applications due to the budget announcement to amend the discount levels with effect from 21<sup>st</sup> November 2024. These will be assessed and managed appropriately.

### **3. Implications for the Council as part of the Council Plan**

#### **3.1 Working with People by providing direct support to tenants.**

- 3.1.1 The rollout of Universal Credit (UC) started in June 2015 and is now accelerating due to DWP Managed Migration with 44% of tenants currently in receipt of UC, 28% partial or full Housing Benefit (HB) and 28% in receipt of no benefits and so there are dedicated staff to support tenants transitioning from Housing Benefit to Universal Credit. As of 14th October 2024, there were 5683 tenants who were not in receipt of any benefits of which 4753 (84%) of those tenants who are already on an arrangement to pay by Direct Debit. The Money Advice team will support these tenants to assess whether they will be eligible for any benefits, will support them to claim any entitlements and to put in place an arrangement to pay by Direct Debit. Contact details for support and additional information will be sent out to all tenants with the statutory increase notice.
- 3.1.2 Tenants will have access to a discretionary Housing Fund which is still available to fund short term gaps in customer benefit entitlement etc. Unfortunately, the Housing Support

Fund where tenants received support with fuel poverty ended in September 2024. All assessments are made on specific need.

### **3.2 Working with Partners**

3.2.1 Homes & Neighbourhoods Income Management resources are being made available and targeted towards new and transitioning UC claimants to ensure that they receive the support that they need to successfully make the change and keep in control of their rent accounts. The waiting period is around 5 weeks before the first payment is received, although tenants can claim an advance payment. There are significant strategic and operational challenges in dealing with the claimants in receipt of benefits in Kirklees Council tenancies and as UC continues to be rolled out in Kirklees, with increased risks associated with managing the HRA, cashflow and income collection rates. The Homes & Neighbourhoods Income Management team work with partners to oversee the delivery of a set of action plans designed to directly mitigate the impact of welfare reform changes such as UC on tenants through a dedicated debt advice team that adopts a restorative approach to debt management.

### **3.3 Place Based Working**

3.3.1 Engagement proposals are informed by intelligence and evidence gathered from previous successful place-based engagement programmes delivered by Homes & Neighbourhoods and other partner services. This includes consultation at the high-rise blocks at Berry Brow and Harold Wilson Court in 2021 to inform full regeneration and fire safety improvement programmes, working with ward members and tailored to the needs of Kirklees as a place and the individual needs of its distinct communities.

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

3.4.1 There is a plan for Sycamore Grange to be redeveloped, this will see the removal of an existing building heated by fossil fuelled gas boilers built to the building standards and requirements of the early 1970s. In removing the existing and outdated building, and combining new heat and power technologies, the future scheme is likely to lead to a net reduction in carbon emissions over its lifetime.

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

3.5.1 The current baseline capital plan is forecast to invest £191m over the next five years, which includes resources set aside for component replacements, estate improvements, compliance, fuel poverty and adaptations. Investing in council properties will improve living conditions by providing a warm and safe home for tenants to live in, which will improve outcomes for children.

3.5.2 The Money Advice team work closely with tenants to assess whether they are entitled to benefits and then support them to claim entitlements. This relieves poverty in the household and therefore supports children to have a better start in life, which improves outcomes.

### **3.6 Financial Implications**

3.6.1 The Council will propose a balanced budget for 2025-26 and maintain a balanced 30-year HRA business plan, which will be supported by funding from reserves and additional borrowing.

3.6.2 A number of key policy announcements have been made following the enactment of the Welfare Reform and Work Act 2016 and the Housing and Planning Act 2016. The implications of the new legislation have been included within the 30-year financial modelling for the HRA. The budget proposals for 2025/26 result from a review of the HRA with the key objective to deliver a balanced 30-year HRA business plan.

3.6.3 People living or working in Kirklees will have access to the Kirklees local welfare provision: [Local Welfare Provision | Kirklees Council](#)

### **3.7 Legal Implications**

3.7.1 The approval of the above recommendations will ensure that a balanced HRA is achieved, which means the Council is compliant with section 76 of the Local Government and Housing Act 1989. Section 24 of the Housing Act 1985 allows the council as a registered provider the discretion to set its own rents, but the charges must be reasonable and are subject to legislative rent caps imposed by the government. The Local Government and Housing Act 1989 also covers the recovery of service charges, and the rent standard applies to both rents and service charges.

3.7.2 The Equality Act 2010 (Section 149) requires the Council to have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

3.7.3 A landlord, including a social landlord has the legal right to impose charges for services they provide which are payable in addition to the charges imposed for rent. The tenancy agreement or lease the landlord has with a tenant sets out the obligations on the tenant to pay these service charges. The service charges each tenant is required to pay should be clearly set out at the commencement of the tenancy. The Council, as a landlord must ensure it meets its statutory obligations when deciding to increase or introduce service charges and ensure the right to impose such charges is clearly set out in the tenancy agreement/lease as this may limit the ability to charge. The amount of service charges each tenant is required to pay should be reasonable. This applies to both secure and leasehold tenants.

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

3.8.1 It is believed that the proposals to change rents and other charges set out in this report will not have an unduly adverse impact on any persons in any of the nine protected characteristics namely, age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion, or belief, sex, and sexual orientation. All tenants affected by any approved changes to rents and other charges will be notified of the specific changes to their charges and be provided with information and guidance on how to access information and guidance on housing and other benefits. Ref: IIA-667140185 Ref: IIA- 656525132.

## **4. Consultation**

- 4.1.1 Consultation has been carried out with the Tenant Led Panel in relation to the proposed inflationary uplift and Consultation with TRA's (Tenant and Residents Associations) and tenants' groups as required. The proposal has been reported to Homes and Neighbourhoods Senior Management Team, Place Senior Leadership Team, Homes and Neighbourhoods Improvement Board, Executive Leadership Team and Executive Board before the proposal will be reported to Cabinet on 10<sup>th</sup> December 2024. From a previous recommendation from the Tenant Advisory & Grants Panel, direct contact details to access support and a summary breakdown of budget expenditure will be included with the rent uplift notifications.
- 4.1.2 Consultation was undertaken with tenants and leaseholders to introduce a service charge for the provision of communal Grounds Maintenance (GM) services capped at £2.00 per week from 2025/26. There were 2369 responses received, equating to approximately 11% of all tenants and leaseholders. The following provides a summary of the key findings from the consultation:
- 1647 of those who responded disagree with the proposal to charge a maximum of £2 per week for providing a communal grounds maintenance service.
  - 1470 of those who responded said that introducing the £2 per week service charge would have a high impact on them.
  - 749 of those who responded said that the charge would impact on them financially from an affordability perspective and
  - 317 of those who responded said that the current service is poor and is not worth paying for
- 4.1.3 In response to the above feedback and to reflect that the council have listened to and considered the views of tenants, it is proposed that the charge for grounds maintenance will be capped at £1 per week until full cost recovery is achieved. This should generate income of up to £725,000 in 2025/26 and it is assumed that full cost recovery will be achieved by 2028/29.

## **5. Engagement and communication**

- 5.1.1 There is a requirement to give tenants 28 days' notice of any uplift in rents or service charges.
- 5.1.2 Given the proposal contained in this report is to introduce a service charge for the provision of communal grounds maintenance services there will be a requirement to vary the existing tenancy agreement to reflect this. This approval is subject to the period of consultation with tenants and evaluation of the issues raised in that consultation. The Service Director of Homes & Neighbourhoods has delegated authority to consider feedback from tenants and provide final approval for the amendment to the Tenancy Agreements in consultation with the Portfolio Holder. The amendment can be implemented by serving a Notice of Variation of tenancy that would take effect from 1 April 2025.

## **6. Options**

### **6.1 Options considered**

6.1.1 To do nothing would mean that Kirklees would have to either increase its borrowing to cover the cost of services, make additional savings or would have to consider reducing the level of services delivered.

6.1.2 To maximise rental income based on the government formula to uplift rents annually by CPI +1% and to move to a full cost recovery for service charges.

## **6.2 Reasons for recommended option**

6.2.1 To maximise income so that Kirklees can invest in tenants' safety and decent homes and so it can set a balanced budget.

6.2.2 To recover income where Kirklees Homes and Neighbourhoods has incurred costs on behalf of tenants, so that tenants are charged for the service they receive.

6.2.3 To recover service charge income to cover the cost of services provided to tenants and leaseholders to achieve a full cost recovery position.

## **7. Next steps and timelines**

7.1 In order to comply with the requirements of the Local Government and Housing Act 1989 to have a balanced HRA and the Welfare Reform and Work Act 2016 and the rent standard which requires registered providers to comply with specified rules about their levels of rent set under section 194(2A) of the Housing and Regeneration Act 2008; to implement the uplift of 2.7% subject to Cabinet approval,

7.2 Council Officers will prepare for the implementation of rents and service charge changes from 1st April 2025 as set out in Appendix 1 and the issuing of prior notification letters to individual tenants in accordance with the statutory 4 week notice period.

## **8. Contact officer**

Jacqui Fieldhouse, Head of Finance – Homes & Neighbourhoods

Tel: 01484 221000 ext 79267

Mobile: 07795 080373

Email: [jacqui.fieldhouse@kirklees.com](mailto:jacqui.fieldhouse@kirklees.com)

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

9.1 Rent setting report to Cabinet – 12<sup>th</sup> December 2023 and Approved budget for 2024-25

## **10. Appendices**

10.1 Appendix 1 – Schedule of weekly rent and service charges for 2025-26

10.2 Appendix 2 – Revenue Medium Term Financial Plan - April 2025 to March 2030

10.3 Appendix 3 – HRA Capital Plan for the period April 2025 to March 2032

10.4 Appendix 4 – HRA Reserves – March 2025

10.5 Appendix 5 – Summary of proposed savings for 2025-26

## **11. Service Director responsible**

Naz Parkar for Homes & Neighbourhoods

Tel: 01484 221000 ext 75312

Email: [naz.parkar@kirklees.gov.uk](mailto:naz.parkar@kirklees.gov.uk)

	Schedule as at 1 April 2024 £		Schedule as at 7 April 2025 £		Increase %
<b>RENTS</b>					
Average Dwelling Rent	85.24		87.54		2.7
Split:					
Average 1 Bedroom Rent	75.21		77.24		2.7
Average 2 Bedroom Rent	89.24		91.65		2.7
Average 3 Bedroom Rent	100.22		102.93		2.7
Average 4 and Over Bedroom Rent	105.80		108.66		2.7
Garage Rents (Excl VAT)	6.40		6.57		2.7
<b>51</b>					
<b>Housing Benefitable Service Charges</b>					
Concierge	2.70 to 17.64		2.77 to 18.12		2.7
Door Entry Systems	0.48		0.49		2.7
Communal Cleaning	1.10 to 8.47		1.13 to 8.70		2.7
Communal Cleaning (contract extension)	2.44		2.51		2.7
Window Cleaning	0.24 to 2.81		0.25 to 2.89		2.7
Sheltered Housing:					
Scheme Management	15.53		15.95		2.7
Independent Living Officer	5.73		5.88		2.7
Furnishings	20.01, 21.32		20.55, 21.90		2.7
<b>PFI Service Charges</b>					
Communal Cleaning	12.00 to 16.33		12.32 to 16.77		2.7
Communal Utilities	2.46 to 13.07		2.53 to 13.42		2.7
External Lighting (General Needs Only)	1.93 to 2.85		1.98 to 2.93		2.7
Grounds Maintenance	3.23 to 8.39		3.32 to 8.62		2.7
Intensive Housing Management (Extra Care Only)	28.65 to 73.07		30.57 to 77.97		6.7
Management and Admin	1.45 to 1.46		1.49 to 1.50		2.7
Night Time Security (Extra Care Only)	22.15		23.63		6.7
Property Management (Extra Care Only)	24.44		25.10		2.7
R&M Com fac&ut cost	5.74 to 13.11		5.89 to 13.46		2.7
<b>Other Charges</b>					
Parking Spaces	5.50		5.65		2.7
Other Utilities charges	16.26, 22.71		16.70, 23.32		2.7
Older People Support	6.95, 23.42		6.95, 24.05		2.7
Council Tax	5.45, 8.55		5.72, 8.98		4.99
Gardening	3.67		3.77		2.7

SERVICE ACTIVITY	24-25 BUDGET	CHANGES	25-26 BUDGET PROPOSAL	CHANGES	26-27 BUDGET PROPOSAL	CHANGES	27-28 BUDGET PROPOSAL	CHANGES	28-29 BUDGET PROPOSAL	CHANGES	29-30 BUDGET PROPOSAL
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Repairs &amp; Maintenance</b>	<b>30,909</b>	1,400	<b>32,309</b>	350	<b>32,659</b>	- 300	<b>32,359</b>	100	<b>32,459</b>	250	<b>32,709</b>
<b>Housing Management</b>											
Policy & Management	14,297	65	14,362	166	14,528	168	14,696	171	14,867	-	14,867
Council Services bought in	7,751	531	8,282	190	8,472	-	8,472	-	8,472	-	8,472
Homes & Neighbourhoods Man't Costs	19,322	(2,570)	16,752	(281)	16,471	494	16,965	509	17,474	524	17,998
Property Services	-	(190)	(190)	-	(190)	-	(190)	-	(190)	-	(190)
Special Services (Communal facilities)	4,200	(486)	3,714	-	3,714	-	3,714	-	3,714	-	3,714
<b>sub-total</b>	<b>45,570</b>	(2,650)	<b>42,920</b>	75	<b>42,995</b>	662	<b>43,657</b>	680	<b>44,337</b>	524	<b>44,861</b>
<b>Other Expenditure</b>											
Depreciation charge on HRA Assets	20,600	3,389	23,989	250	24,239	250	24,489	250	24,739	500	25,239
Interest payable on capital debt	7,282	224	7,506	1,000	8,506	1,000	9,506	1,000	10,506	1,000	11,506
Bad debt provision	1,000	0	1,000	-	1,000	-	1,000	-	1,000	-	1,000
Rents, Rates , Taxes & other charges	529	100	629	(100)	529	-	529	-	529	-	529
Inflation Provision	2,370	(840)	1,530	840	2,370	500	2,870	500	3,370	500	3,870
<b>Sub total</b>	<b>31,781</b>	2,873	<b>34,654</b>	1,990	<b>36,644</b>	1,750	<b>38,394</b>	1,750	<b>40,144</b>	2,000	<b>42,144</b>
<b>Total Expenditure</b>	<b>108,260</b>	1,623	<b>109,883</b>	2,415	<b>112,298</b>	2,112	<b>114,410</b>	2,530	<b>116,940</b>	2,774	<b>119,714</b>
Dwelling Rent income	(96,084)	253	(95,831)	(2,285)	(98,116)	(2,502)	(100,618)	(2,556)	(103,174)	(2,476)	(105,650)
Non-Dwelling Rent Income	(300)	16	(284)	(8)	(292)	(7)	(299)	(4)	(303)	(3)	(306)
Tenant & Leaseholder charges for services & facilities	(3,664)	(1,892)	(5,556)	(122)	(5,678)	(128)	(5,806)	(131)	(5,937)	(135)	(6,072)
HRA Interest income on cashflow	(300)	-	(300)	-	(300)	-	(300)	-	(300)	-	(300)
Excellent Homes for Life (PFI)											
Government Grant	(7,912)	-	(7,912)	-	(7,912)	-	(7,912)	-	(7,912)	-	(7,912)
<b>Total Income</b>	<b>(108,260)</b>	(1,623)	<b>(109,883)</b>	(2,415)	<b>(112,298)</b>	(2,637)	<b>(114,935)</b>	(2,691)	<b>(117,626)</b>	(2,614)	<b>(120,240)</b>
<b>Net Operating Expenditure</b>	<b>-</b>	-	<b>-</b>	-	<b>-</b>	(525)	<b>(525)</b>	(161)	<b>(686)</b>	160	<b>(526)</b>



## Appendix 3

HRA Capital Plan	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Total
	£	£	£	£	£	£	£	£	£
<b>STRATEGIC PRIORITIES</b>									
Housing Growth	867,000	2,516,000	732,460	11,000	0	0	0	0	4,126,460
LAHF - Refugee Housing	492,000	358,000	1,142,087	0					1,992,087
LAHF 3 - Refugee Housing	1,090,000	1,560,000	521,000	0					3,171,000
New Build Phase 1 - Ashbrow Extra Care	3,700,000	146,302	0	0	0	0	0	0	3,846,302
Berry Brow Remodelling	1,267,000	901,000	15,000,000	16,000,000	1,993,269	0	0	0	35,161,269
Harold Wilson Court	2,367,000	0	0	0	0	0	0	0	2,367,000
Buxton House	1,357,000	4,148,000	6,145,000	3,267,000	79,271	0	0	0	14,996,271
IT System (Universal Housing Replacement)	530,000	808,832	0	0	0	0	0	0	1,338,832
IT System Property/Assets	0	1,000,000	500,000	0	0	0	0	0	1,500,000
Council House Building	1,396,000	564,500	4,557,000	8,433,926	13,871,936	7,506,309	277,700	1,595,273	38,202,644
<b>Strategic Priorities Total</b>	<b>13,066,000</b>	<b>12,002,634</b>	<b>28,597,547</b>	<b>27,711,926</b>	<b>15,944,476</b>	<b>7,506,309</b>	<b>277,700</b>	<b>1,595,273</b>	<b>106,701,865</b>
<b>BASELINE</b>									
Housing Capital Plan	17,850,000	19,150,000	19,285,000	19,785,000	19,785,000	20,135,000	21,230,163	22,135,000	159,355,163
Estate Improvement (Neighbourhood Investment)	1,233,000	990,000	1,100,000	1,100,000	1,100,000	1,100,000	1,128,720	1,100,000	8,851,720
Building Safety	1,506,000	1,274,000	1,324,000	1,530,000	1,430,000	1,380,000	1,487,809	1,250,000	11,181,809
Six Storey Blocks - 2 projects	915,000	3,674,713	6,000,000	5,420,000	6,295,000	5,406,000	9,805,287	0	37,516,000
Low Rise Blocks - 700 blocks in batches	1,750,000	1,500,000	1,500,000	1,500,000	1,500,000	0	0	0	7,750,000
Retirement Living Schemes	1,500,000	3,750,000	4,500,000	4,500,000	4,500,000	6,000,000	250,000		25,000,000
Fuel Poverty	1,632,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,526,411	1,500,000	12,158,411
Adaptations	3,714,000	3,760,437	3,260,400	2,760,400					13,495,237
<b>Baseline Total</b>	<b>30,100,000</b>	<b>35,599,150</b>	<b>38,469,400</b>	<b>38,095,400</b>	<b>36,110,000</b>	<b>35,521,000</b>	<b>35,428,390</b>	<b>25,985,000</b>	<b>275,308,340</b>
<b>Overall Total</b>	<b>43,166,000</b>	<b>47,601,784</b>	<b>67,066,947</b>	<b>65,807,326</b>	<b>52,054,476</b>	<b>43,027,309</b>	<b>35,706,090</b>	<b>27,580,273</b>	<b>382,010,205</b>

## Appendix 4

HRA RESERVES	Balance at 31 March 2024	Approved Movement in Reserves	Balance at 31 March 2025
	£'000	£'000	£'000
Set aside for business risks	(15,000)	4,135	(10,865)
Set aside to meet investment needs (as per HRA Business Plan)	(18,942)	9,792	(9,150)
<b>Total</b>	<b>(33,942)</b>	<b>13,927</b>	<b>(20,015)</b>

<b>HRA Proposed Savings</b>	<b>2025-26</b>	
	<b>£000</b>	
Reduction of void rent loss with improved relet days	255	Reduction of 12 days turnaround
Establishment efficiencies	100	Review of Asset Structure
Additional income from the recovery of service charges	725	Grounds Maintenance
Additional income from the recovery of service charges	20	Communal Cleaning contract
Income from the cost for heating	573	District heating charges
Income from the cost for heating	267	Sheltered heating charges
Staff savings from review of ILO and use of Graduates	80	Total of £470k where £390k provided for
Savings from council tax	50	Better management of policy voids
R&M and move to Decorating vouchers	500	For new void properties
Review of the concierge service	250	Review service delivered from Berry Brow
Property Service savings	190	Efficiencies through service delivery
Interest charges and inflationary pressures	775	Reduction due to profiling the capital plan
<b>Total of all savings proposed</b>	<b>3,785</b>	



**REPORT TITLE: Corporate Financial Monitoring Report, Quarter 2.**

<b>Meeting:</b>	<b>Cabinet</b>
<b>Date:</b>	<b>10th December 2024</b>
<b>Cabinet Member (if applicable)</b>	<b>Councillor Graham Turner</b>
<b>Key Decision Eligible for Call In</b>	<b>Yes Yes</b>
<p><b>Purpose of Report:</b> To receive information on financial monitoring for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 2 (month 6), 2024/25.</p>	
<p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li>1) note the forecast revenue outturn position at Quarter 2 for 2024/25 (£9.9m overspend) and that Executive Directors have been asked to bring forward sustainable proposals to reduce the overspend to bring the budget back into balance.</li> <li>2) note the Quarter 2 forecast that the DSG deficit is forecast to increase by £20.6m in 2024/25.</li> <li>3) note the Quarter 2 forecast HRA position (£72k surplus) and forecast year-end reserves position of £20m;</li> <li>4) note the Quarter 2 forecast capital monitoring position for 2024/25 and approve £67.6m re-profiling (£62.9m General Fund and £4.7m HRA) of the 2024/25 capital plan into future years. Also approve the £2.4m net increase in the overall capital plan due to £4.7m increased grant and recommendation to reduce borrowing by £2.3m (£1.8m 2024/25, £0.5m 2025/26) as set out in the accompanying slides (slide 32-37, Appendix 1 &amp; 3);</li> <li>5) note the Quarter 2 treasury management prudential indicators (slide 38-51, Appendix 1).</li> </ol>	
<p><b>Reasons for Recommendations</b> This Quarter 2 report updates the Cabinet on the current financial position as of Month 6 (30 September), together with key risks.</p>	
<p><b>Resource Implications:</b> To note information on financial monitoring for General Fund Revenue, DSG, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 2 (month 6), 2024/25.</p>	
<p><b>Date signed off by <u>Strategic Director</u> &amp; name</b></p>	<p><b>Rachel Spencer Henshall – 20 November 2024</b></p>
<p><b>Is it also signed off by the Service Director for Finance?</b></p>	<p><b>Kevin Mulvaney – 20 November 2024</b></p>
<p><b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b></p>	<p><b>Sam Lawton – 20 November 2024</b></p>

**Electoral wards affected: All**

**Ward councillors consulted: None**

**Public or private: Public**

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

## **1. Executive Summary**

The attached slides provide information on financial monitoring for General Fund, Revenue, DSG, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 2 (month 6), 2024/25.

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

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

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

General Fund reserves and balances movements in-year;

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

Forecast capital outturn position in 2024/25;

Treasury management prudential indicators.

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

### **3.1 Working with People**

N/A

### **3.2 Working with Partners**

N/A

### **3.3 Place Based Working**

N/A

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

N/A

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

N/A

### **3.6 Financial Implications**

3.6.1 The forecast outturn position at Q2 is an overspend of £13.0m which after the use of earmarked reserves and contingencies reduces to £9.9m. Within the position of £13m, an estimated £9m is due to slippage in the approved savings programme across the Council.

3.6.2

## Quarter 2 Revenue Monitoring

	Revised Budget Q2 £000	Forecast at Q2 £000	Variance Q2 £000	Variance Q1 £000	Change from Q1 £000
Children and Families	82,949	87,755	4,806	3,706	1,100
Adults and Health	115,976	117,980	2,004	58	1,946
Place	56,115	63,569	7,454	6,266	1,188
Public Health and Corporate Resources	48,919	51,951	3,032	3,531	(499)
Central Budgets	64,844	60,538	(4,306)	-	(4,306)
<b>General Fund</b>	<b>368,803</b>	<b>381,793</b>	<b>12,990</b>	<b>12,853</b>	<b>137</b>
Use of reserves	3,043		(3,043)		(3,043)
<b>Adjusted General Fund Total</b>	<b>371,846</b>	<b>381,793</b>	<b>9,947</b>	<b>12,853</b>	<b>(2,906)</b>



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

3.6.4 The projected outturn position for Children's Services at Q2 is £4.8m (Q1 position was £5.7m). The positive movement is as a result of investment from the Council Demand Reserve of £1.5m and therefore there is still an underlying pressure of £6.3m. The drivers for this pressure continue to be increasing demand and complexity but the service continues to ensure costs are managed effectively whilst providing the best outcomes for children. In the Learning & Early Support area of the service, there are continued pressures relating to the necessary use of Educational Psychology Locums to support service delivery, this is also linked to increased demand and complexity.

3.6.5 The overall projected position for the whole Adults & Health Directorate is an overspend of £2m.

3.6.6 Within the Adult Social Care related portfolio, variances are being seen across key demanded headings, on Independent Sector Home Care (£3.1m over), on Self-Directed Support (£2.8m over, mainly in relation to Commissioned Services) and on external care home placements (£1.9m under). There is also a variance in relation to the savings target around income/debt (£2.2m not achieved). An underspend is being projected across employee budgets (£1.3m).

3.6.7 The Communities and Access portfolio (within Adults & Health) is projecting an underspend of £0.5m, with £0.3m of this being in relation to underspend on employees.

3.6.8 The overall projected position for the Place directorate is an overspend of £7.5m. In Development there is an overspend of £1.5m that largely relates to the management and maintenance of corporate buildings. Highways, Street scene & Waste is forecast to

overspend by £6m, £2.1m of this relates to pressures within waste (including statutory pressures such as Persistent Organic Pollutants (POPs) and £1m fleet related), £2.1m of relates to parking services, £0.6m in transport on maintenance of the fleet and £1m pressure within highways. In Environmental Strategy & Climate Change - Schools transport is reporting a pressure of £0.3m which is offset by vacancy savings in the directorate programme office. Skills & Regeneration is forecasting to underspend by £0.4m largely related to vacancies and grant income.

3.6.9 Public Health and Corporate Resources - There is an overall overspend of £3m forecast, predominantly due to the impact of subsidy loss on housing benefit payments which is forecasting an overspend of £4.4m, offset by savings across service budgets.

3.6.10 At Quarter 2 there is a projected underspend of £4.3m in Central Budgets. Within this position is a forecast underspend of £1m within Treasury Management related to a reduction in the capital plan and interest rates on borrowing to date being lower than budgeted. There is also a £3m underspend on inflation due to pay being settled below the amount provided for in the base budget and contingency no longer required.

3.6.11 Directorates have been asked to bring forward proposals to reduce service overspends to bring the budget back into balance.

3.6.12 A number of activities aimed at reducing spending further within the financial year were identified, and continue to be managed and monitored, including: stopping non-essential expenditure; implementing a process whereby all recruitment is approved by senior management; ongoing review of discretionary fees and charges and increasing these by inflation where possible; exploring all external funding opportunities to bring in additional income and an ongoing review of the Council's capital investment programme to manage the overall treasury management budget. Whilst it is evident that these are having some effect, further actions are now required to bring the budget back into balance.

3.6.13 Total forecast usable reserves at March 2024/25, excluding any impact of this projected overspend are £56.6m, of which £34.6m are earmarked.

## **DSG**

3.6.14 The 23/24 in-year deficit was £15m taking the total DSG Deficit to £43.7m at 31 March 2024. The increase in costs was mainly due to rising complexity and demand in mainstream schools and inflationary increases from external providers. These pressures are continuing further into 24/25 and at Q2 there is a projected overspend of £20.6m on High Needs expenditure. The service is working collaboratively with schools to change the way in which funding is allocated to mainstream schools for children with SEND through the introduction of "Cluster Working" and it is anticipated that over time this will lead to stabilisation of costs and reductions. A more robust approach to contract management has also been introduced and this is helping to mitigate the impact of provider increases.

## **HRA**

3.6.15 The HRA projected outturn at Quarter 2 is a £2.928 million deficit, (Q1 position was £4.8m) and it is currently assumed £3m reduced from £4.4m will be transferred from reserves to mitigate the pressure. Pressures relate to additional investment for building safety and maintenance of housing stock and action will be taken to recover income from district heating schemes as soon as is reasonably possible. In line with para 3.6.11 the service has been

asked to bring forward proposals to balance the in-year budget without using general reserves.

## Capital Plan

3.6.16 As reported within the Council Budget Strategy Update on 18th September 2024, it was agreed that capital slippage proposals and the update of the multi-year capital plan will be incorporated into in year financial monitoring in 2024/25, to be reported quarterly to Cabinet from Quarter 1 onwards. It was noted a review of the multi- year Capital Programme had already commenced, with the aim to reduce, defer or even stop schemes within the Capital Plan.

3.6.17 The latest budget for the 2024/25 Capital Plan as at Quarter 2 stands at £208.4m (£165.2m General Fund, £43.2m HRA) a reduction of £70.3m from the position reported at Quarter 1 of £278.7m. To date the review has identified slippage of £67.6m being re-profiled into subsequent financial years and other budget reductions of £2.7m. This includes the net reduction of £0.9m grants/S106/S278 contributions and the removal of £1.8m borrowing from the current financial year (see also Appendix 3 for in-year budget changes). Quarter 2 capital monitoring is in-line with budget. Any slippage identified is re-profiled into future years.

### Quarter 2 Capital Monitoring

	Revised Budget Q2 £'000	Actual Costs £'000	Forecast at Q2 £'000	Variance Q2 £'000	Variance Q1 £'000	Change from Q1 £'000
Children and Families	18,976	3,797	18,976	0	0	0
Adults & Health	5,534	1,585	5,534	0	0	0
Place	134,188	43,163	134,188	0	0	0
Public Health & Corporate Resources	6,486	605	6,486	0	0	0
<b>General Fund</b>	<b>165,184</b>	<b>49,150</b>	<b>165,184</b>	<b>0</b>	<b>0</b>	<b>0</b>
HRA	43,166	17,579	43,166	0	43	(43)
<b>TOTAL</b>	<b>208,350</b>	<b>66,729</b>	<b>208,350</b>	<b>0</b>	<b>43</b>	<b>(43)</b>

### Multi-year Capital Plan

EXPENDITURE CAPITAL PLAN	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 - 31/32 £'000	Total £'000
<b>GENERAL FUND</b>	165,184	297,717	171,876	90,539	211,199	<b>936,515</b>
<b>HOUSING REVENUE ACCOUNT</b>	43,166	57,627	73,695	70,894	110,643	<b>356,025</b>
<b>COUNCIL TOTAL</b>	<b>208,350</b>	<b>355,344</b>	<b>245,571</b>	<b>161,433</b>	<b>321,842</b>	<b>1,292,540</b>

3.6.18 The multi-year Capital plan currently stands at £1.293bn over five years (see also slides 35-37) an increase of £2.4m overall, all held within the General Fund capital plan. Across all financial years, schemes funded by grant have increased by £4.7m; largely comprising of Trees for Climate £11.7m (£10.2m 2024/25, £1.5m 2027/28), Transforming Cities Fund £16.5m from 2025/26 onwards, and Highways S278/S106 funded schemes £2.1m, offset by a net reduction of WYCA grant for Transport schemes of £26.3m (£14.7m 2024/25, £11.6m

2025/26 onwards) as a result of an affordability review, forming part of a future pipeline of projects (Cabinet 10<sup>th</sup> September 2024).

3.6.19 To aid the Councils Treasury Management position, schemes funded by borrowing were reviewed and it is recommended £2.3m (£1.8m 2024/25, £0.5m 2025/26 onwards) borrowing is removed from the overall Capital Plan. Reduction in borrowing no longer needed for Dewsbury Riverside (£0.9m 2024/25, £0.4m 2025/26 onwards), New Street Public Realm (£0.7m 2024/25), Huddersfield Heat Network (£0.2m 2024/25) and Waste (£0.1m 2025/26).

3.6.20 A review of the HRA capital plan has been undertaken with slippage of £4.7m from 2024/25 into following years due to procurement delays of new contracts. The HRA can now use 100% of Right to Buy Receipts (RTB), so an opportunity to review the funding streams being utilised to fund the multi-year Capital Plan has been taken, increasing RTB capital receipts by £6.5m and reducing funding assumptions for Reserves/Revenue Contributions by £5.9m and borrowing by £0.6m, a net nil overall impact.

3.6.21 Although no new schemes have been added to those already in the plan, it is noted Cabinet has recently approved the addition of £3.26m to replace Waste and Recycling hired fleet with capital purchase and £1.8m to replace the current fleet of hired bulk gritting vehicles. Both additions are self-financing with expected financial savings. Both schemes will be added into the Capital Plan having received approval. New capital schemes will be considered for inclusion in the Capital plan if they deliver ongoing revenue savings against the base budget; or are required to meet health and safety priorities or on the basis that new bids are assessed as a greater priority than existing Council funded schemes which would subsequently be removed.

3.6.22 The current budget of £208.4m for 2024/25 remains under review and schemes will continue to be slipped or removed from the capital plan as appropriate. Officers will continue to review capital budget profiles in year, including any more detailed recommendations for potential re-profiling of scheme budgets between years (allowable under Financial Procedure Rules 3.10-3.15), as part of future financial monitoring. Any such recommendations would reflect the affordability, sustainability and prudence of the Capital Programme in the context of the Council's financial challenge as well as growing complexities and challenges over the next 5 years in delivering to this scale of ambition.

3.6.23 Future capital plan updates will continue to be presented to Council via the annual budget strategy update and annual budget approval reports to Cabinet and Council as a matter of course, as part of the annual planning cycle. An update on the review of the Budget Capital Plan from 2025/26 onwards will be presented in the Budget Report to Council alongside a more detailed Capital Plan.

### **3.7 Legal Implications**

### **3.8 Other (eg Risk, Integrated Impact Assessment or Human Resources)**

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

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



### **3.9 Consultation**

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

### **4 Engagement**

N/A

### **5 Options**

#### **5.1 Options considered**

N/A

#### **5.2 Reasons for recommended option**

N/A

### **6 Next steps and timelines**

That Cabinet endorse the recommendations set out in this report.

### **7 Contact officer**

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

Annual budget report 2024-27 to Budget Council, 6 March 2024  
Budget Strategy Update Report to Council, 18 September 2024  
Corporate Financial Monitoring Quarter 1, 2024/25 to Cabinet 13 August 2024

### **9 Appendices**

Appendix 1: Financial Monitoring slides  
Appendix 2: Savings Plan slides  
Appendix 3: Breakdown of Capital Budget Changes Since Q1 2024/25

### **10 Service Director responsible**

Kevin Mulvaney, Service Director – Finance.

# Corporate Financial Monitoring – Quarter 2 2024/25

Cabinet 10th December 2024



# Revenue Headlines

- Quarter 2 Monitoring – Forecast overspend of **£9.9m**; Improvement of £2.9m from Quarter 1, mainly from application of reserves to fund some slippage in savings plans and release of pay inflation budget no longer required.
- Savings forecast to be delivered at 79%, against a target of £42.6m.
- Total Useable Reserves forecast to be c**£56.6m** at 31<sup>st</sup> March 2025 of which:
  - Unallocated reserves forecast to be **£22m** – **excludes in year overspend** (Minimum working balance assessed at £15m using risk-based approach, desirable balance £25m)
  - Earmarked Reserves forecast to be **£34.6m**



# Quarter 2 Revenue Monitoring

	Revised Budget Q2 £000	Forecast at Q2 £000	Variance Q2 £000	Variance Q1 £000	Change from Q1 £000
Children and Families	82,949	87,755	4,806	3,206	1,600
Adults and Health	115,976	117,980	2,004	(445)	2,449
Place	56,115	63,569	7,454	6,561	893
Public Health and Corporate Resources	48,919	51,951	3,032	3,531	(499)
Central Budgets	64,844	60,538	(4,306)	-	(4,306)
<b>General Fund</b>	<b>368,803</b>	<b>381,793</b>	<b>12,990</b>	<b>12,853</b>	<b>137</b>
Use of reserves	3,043		(3,043)		(3,043)
<b>Adjusted General Fund Total</b>	<b>371,846</b>	<b>381,793</b>	<b>9,947</b>	<b>12,853</b>	<b>(2,906)</b>



# Quarter 2 – Directorate Variance Analysis

Directorate	Forecast Savings Slippage Q2 £000	Forecast Net Pressures Q2 £000	TOTAL Forecast Variance Q2 £000
Children and Families	948	3,858	4,806
Adults and Health	4,172	(2,168)	2,004
Place	3,900	3,554	7,454
Public Health and Corporate Resources	-	3,032	3,032
Central	-	(4,306)	(4,306)
<b>General Fund</b>	<b>9,020</b>	<b>3,970</b>	<b>12,990</b>



# Directorate Budget Variances

## Children and Families

### Children and Families Totals

Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£82.949m	£87.755m	+ £4.806m	+ £1.6m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Assessment & Intervention South & CDS	£3,031K	+£1,436K	+£236k	<p>Demand led cost of Domiciliary and direct payments care packages related to complex case and cost of living inflation (+£1,003k), Demand led financial support to families with no recourse to public funds (+£433k).</p> <p>The service are supporting 23 families with 42 children who have no recourse to public funds            Hotel Accommodation Costs: £52k Monthly            Voucher Costs: £5k Monthly            Cash Cost: £3k. The number of families is increasing and we are obliged to offer financial support.            Disabled children's service provide direct payments and respite provision which prevent children coming into Kirklees care with significant cost benefit</p>	<p>To manage the above spend we have established a task and finish group to consider Kirklees children's respite offer. Our approach to direct payments is being strengthened to involve a 6 month review with families. There is a project group meeting fortnightly to cover the redesign of domiciliary care and direct payments, closely linked to the delivery group for respite and short breaks, led by commissioning and including CWD and procurement. The group is regularly reporting into children's SLT to ensure pace and progress to address the variance.</p>



# Directorate Budget Variances

## Children and Families

### Children and Families Totals

Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£82.949m	£87.755m	+ £4.806m	+ £1.6m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Corporate Parenting	£11,622K	+£1,094K	-£44k	Financial support for care leavers to remove barriers towards independence, education and training (+£111k), Demand led sufficiency budget pressure in payments to SGO carers £722k (this is invest to save as the numbers of children who stay lac would increase at greater cost. , young people provided with accommodation support post 18+ and UASC (pressure offset by through use of £400K Ukrainian Support Grant).	Financial policy under review regarding the financial support for care leavers. For 25/26 appropriate budget is to be made.  Childrens demand led sufficiency budgets are under regular review with 2 weekly placement gatekeeping panel.
SENDACT	£1,481K	+£182K	+£42k	SENDACT team staffing overspend M6 forecast of £73k under new structure, funding was approved in business case to ET in the Spring. £50k unbudgeted compensation costs and £25K mediation costs also part of pressure.	Clarification required on whether additional budget is to be allocated to SENDACT for additional staffing agreed by ET.
Education Psychology	£1,114K	+£508K	-£28k	Continuing pressure re staffing costs to support demands of the service, high locum. This will need to be kept under review as the Cluster working comes online from September.	Service have a continuing rolling programme of recruitment to fill posts substantively but with minimal success/retention issues. Additional locums being used to address backlog. Some budget provision to be made 25/26 to clear backlog and then removed thereafter





# Directorate Budget Variances

## Children and Families

### Children & Families Totals

Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£82.949m	£87.755m	+ £4.806m	+ £1.6m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Kirklees Business Solutions	£72K	+£143K	Nil	Continuing year on year pressure re staffing not budgeted for, reduced from 23/24 overspend as 2 members of staff have left	Plans in train to recharge the customer as the operation of KBS is the system the whole council uses to trade with schools.
Strategic Learning	£387K	+£181K	-£69k	Budget pressure is a legacy from the loss of the SIMB and unfunded HoS posts, inroads were made to reduce overspend in 23/24 and continue into 24/25	Service leaders maximising DSG where applicable, work ongoing to increase traded income and various other initiatives.
Outdoor Learning including Little Deer Wood & DofE	£31K	+£82K	+£11k	Historic pressure due to low income generation not covering costs of service delivery	SLT to review a new proposed business plan to enable a sustainable offer
Commissioned Services	£2,406K	+£458K	-£36k	Increase to new 3-year priority led Home start contract (+£180k), Priority led waiting list initiative combined with WYICB (+£100k), Inter agency adoption fees outside of OAWY contract (+ £87K), reduction due to offset of reserve to fund KICES pressure	The Home start contract is under review Priority led waiting list programme planned for one year only. The Inter agency adoption fees are difficult to predict. Cost based on previous three years.





# Directorate Budget Variances

## Children and Families

### Children & Families Totals

Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£82.949m	£87.755m	+ £4.806m	+ £1.6m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Sustainability, Resources and Capacity	£29,449K	+£704K	+£1,179k	Demand led Sufficiency pressures especially on External Residential Placements (£2.6m pressure) and Residential Family Assessments offset by underspends on Internal Fostering – this underspend has reduced in M5 due to 6 new placements. Improved position at Quarter 2 is due to a one off injection of £1.5m from Demand Reserves.	Childrens demand led sufficiency budgets are under regular review with 2 weekly external placement panel chaired by DCS and all OOA placements are signed off by Service Director. All External Residential placements are currently being reviewed to identify which children can be moved back into internal residential, fostering or supported lodging carers.
Headteacher Support	-£12K	+£48K	-£1k	Service not currently recharged out due to mitigating benefits re HT supply costs etc, plan is to recharge schools from Sept 2024	School forum income not yet confirmed for 24/25 would improve the position, service reviewing policy on recharging. Review in September - likely to result in withdrawing this service.



# Directorate Budget Variances

## Adults and Health

### Adults and Health Totals

Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£115.976m	£117.980m	+ £2.004m	+ £2.449m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Customer Service Centres	£106k	+£409k	+£119k	Unplanned overspend due to service change still in process (employees and HRA income). Not all one-off costs of change seen as yet.	Service change underway.
Registrars	£317k	-£221k	-£62k	Increased income through fees/charges, plus part year vacancies.	Ongoing actions being implemented
Library & Information Centres	£3,660k	-£355k	-£246k	Ongoing review of service, underspend mainly on staffing	Ongoing
Community Languages	-£161k	+£41k	+£20k	Income target related to a model that is unrealistic - further work required (and proposed) to appraise the shape and model of the service.	Ongoing work around model of service and charging mechanism.
Community Plus	£2,240k	-£118k	-£1k	Underspend mainly on staffing	Ongoing



# Directorate Budget Variances

## Adults and Health

### Adults and Health Totals

Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£115.976m	£117.980m	+ £2.004m	+ £2.449m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Care Phones and Assistive Technology	£424k	-£556k	-£351k	Ongoing management of operational provision. Note – includes part of ASC employees underspend below (£-66k)	Ongoing management.
Reablement	£913k	-£430k	-£156k	Ongoing management of provision. Note – includes part of ASC employees underspend below (£-583k)	Ongoing.
Shared Lives	£2,388k	-£342k	-£190k	Lower than budgeted activity levels. – Note – includes part of ASC employees underspend below (£-16k).	Ongoing.
Increase in bad debt provision	£196k	+£440k	+£440k	Increase in level and age of debt being seen – additional provision likely required.	Ongoing savings workstream to review with a detailed review at next Adults Transformation Board,
ASC - Employees	£48,828k	-£1,328k	-£416k	Ongoing management of staffing and budget levels.	Ongoing review.
Self Directed Support	£27,580k	+£2,816k	+£3,097k	Mainly due to overspend on Commissioned Services (OP, PD and LD over on activity, MH over on cost)	Continued monitoring to ensure remains within budget.
Supported Living	£1,437k	+£230k	+£191k	Ongoing pressure (private sector)	Continued monitoring to ensure remains within budget



# Directorate Budget Variances

## Adults and Health

### Adults and Health Totals

Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£115.976m	£117.980m	+ £2.004m	+ £2.449m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Independent Sector Home Care	£22,320k	+£3,112k	+£1,093k	Client activity levels are under on PD and MH (PD -12, MH -4) but outweighed by higher unit costs on all (OP +£35 per wk, PD +£46, LD +£97, MH +£32).	Ongoing work to manage pathways, working with the market.
Independent Sector Residential & Nursing Placements	£73,873k	-£1,922k	-£1,922k	Mainly under on OP (placement volumes) (OP -207, PD +3, LD -10, MH -2). Also under on PD (lower unit costs £-205 per week).	Ongoing work to review pathways and packages.
Release from demand reserve & Social Care contingency	£0	-£2,497k	Nil	Allocation of demand reserve, and Social Care Contingency.	
Saving - ASC - Increasing the collection of social care income	-£2,627k	+£2,200k	Nil	Ongoing work on the saving programme - review of practice and processes. Reviewed at Check and Challenge.	Some mitigations around additional income factored into M6 position.



# Directorate Budget Variances

## Place

Place Totals			
Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£56.115m	£63.569m	+ £7.454m	+ £0.893m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Highways	£190k	+£983k	+£615k	Forecast overspends of Highways Maintenance +£436k, Transport +£375k, Health and Safety +£190k, Public Realm £111k and Public Rights of Way +124k. These are offset by forecast underspends in Road Safety - £180k and Street Lighting & Signs - £54k.	A recruitment freeze on all revenue funded posts. The service continue to delivery ONLY of safety critical work. The service are reviewing fees/charges and opportunities for new charging including Lane Rental with a flightpath for a December report and implementation 25/26.
Parking	-£5,539k	+£2,064k	+£492k	Delays in implementation of new & increased tariffs - £1.7m and lower fines income - £300k	New machines – Less downtime and additional enforcement staff. Consideration for additional external resources to increase fine income. Recruitment ongoing for CEO vacant position to increase enforcement. Updated reports re Residents Parking and District Parking have been agreed at Cabinet in October 2024 with new charges to help mitigate some pressures.
Transport	£2,323k	+£565k	+£174k	Ageing fleet and increased part costs	Sourcing alternative and cheaper parts. Minimise repairs. Transport/Waste Oversight board. Investigation of ALL accident damage over £300 to reduce costs by 20% over previous years outturn. Pool fleet has been reduced by over 40 vehicles. Budget provision being made in 25/26 to reflect impact of ageing fleet until new fleet arrives



# Directorate Budget Variances

## Place

Place Totals			
Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£56.115m	£63.569m	+ £7.454m	+ £0.893m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Parks & Greenspaces	£2,467k	+£370k	-£52k	Service Review now concluding December/January.	Staff have been issued with the 118 notices. Deployment and alternative roles are being used to mitigation redundancy costs – FTE service reduction of 34 to give a FY effect of £1.3m savings
Waste Services	£28,168k	+£2,054k	-£382k	<p>Waste General - Inflationary increase within the market sector for IPPC. pressure in 25/26. Staffing pressures £206k and agency staff £541k offset by income of £296k.</p> <p>Waste fleet - Growth within the service demands increased resources above based budget(historical) The service has completed round reviews, but additional vehicles are required + 20 RCV @ £1m pa</p> <p>Waste Regulatory - EA directive in 2023 resulted in a significant change to the disposal of soft furnishing containing Persistent Organic Pollutants – Forecasted cost - c£0.7m</p>	<p>Contractual and environmental compliance requirement Inflation and government driven (monitored closer for earlier warning) Simpler Recycling and legislation horizon scanning continues to identify any potential additional funding for the waste sector.</p> <p>Invest to save business cases have been developed and agreed at Cabinet in October. Capital strategy includes £26m of investment but lead in time on larger vehicles.</p> <p>The service has been working nationally to benchmark and mitigate the increased costs including increasing bulk collection charges which has reduced demand. The extension of the reuse shop has also been completed to remove soft furnishing before disposal. The number of HWRC centre will also aim to reduce demand. It should be noted that mattresses are being disposed of in the normal way at risk currently - Potential enforcement.</p>





# Directorate Budget Variances

## Place

Place Totals			
Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£56.115m	£63.569m	+ £7.454m	+ £0.893m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Major Projects	-£89k	-£120k	+£31k	Major Projects - Charging to capital projects, additional reflected in budget but expectation of more based on outturn.	
Planning & Building Control	£2,070k	-£156k	-£94K	Planning & Building Control - Holding of vacancies - £777k + other savings, offsetting £740k income shortfall.	
Employment & Skills	£902k	-£145k	-£95k		
Corporate Landlord	£9,446k	+£1,469k	+£105k	Facilities Management- e.g. Overspends on Security £156k, Cleaning £571k and unachievable income £584k	Use of flexible capital receipts being explored for transformational activities, essential only repairs, holding of vacancies
Assets & Estates	-£825k	+£301k	+£96k	Piazza overspend £280k	Charging for Agency Staff to be Implemented Close monitoring of cost for Piazza, handover to developers reduces some liability (residual NNDR).



# Directorate Budget Variances

## Place

Place Totals			
Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£56.115m	£63.569m	+ £7.454m	+ £0.893m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
School Transport	£10,618k	+£337k	+£143k	Schools Transport - Overspend due to volumes and complexity requirements of routes and increasing prices.	Post 16 policy changes to be implemented September. Personal travel budgets are being agreed with parents to allow them to transport children themselves to mitigate and is reflected in the position reported.





# Directorate Budget Variances

## Public Health and Corporate Resources

Public Health and Corporate Resources Totals			
Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£48.919m	£51.951m	+ £3.032m	- £0.499m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Culture & Visitor Economy	-£20k	+£110k	-£22k	<b>Cliffe House</b> - Reflects a recurring budget pressures relating to income levels not covering cost of running the service.	Remodelling of the operating model underway. Due to salary frameworks, full realisation 26/27.
	+£2.0m	-£323k	-£197k	<b>Caretaking &amp; Cleaning</b> - Price increase applied for 24-25 to aid cost recovery	Academies bought Contracts from Sept , but risk of future contract losses/reductions
	+£491k	-£55k	-£107k	<b>Catering</b> – Meal Price increase from Sept 24 + new Academy Trust contracts	
	+£666k	-£161k	-£80k	<b>Town &amp; Public Halls</b> - Ongoing review of service, underspend mainly on staffing	
Strategy and Innovation	£19,108k	-£736k	-£133k	Vacancies being held where possible, and IT savings implemented in 23/24 are continuing into 24/25 for a FYE. There is a risk to Data and Insight school income (£100k) which is now being offset by existing vacancies.	Only critical roles will be filled



# Directorate Budget Variances

## Public Health and Corporate Resources

### Public Health and Corporate Resources Totals

Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£48.919m	£51.951m	+ £3.032m	- £0.499m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Public Health & People services	£815k	-£382k	-£190k	Vacancies being held where possible.	Only critical roles will be filled Savings target of £1.3m PH funding to be allocated/identified
Governance and Commissioning	£14,074k	+£58k	+£324k	Vacancies being held where possible to achieve savings targets, and reduction in cost of councillor allowances. Demand pressure on legal services incurring external solicitor costs and additional locums.	Only critical roles will be filled
Financial Management & Welfare & Exchequer	£8,615k	+£162k	-£41k	Court cost recovery budget is very challenging and has not been achieved over recent years. Position reflects £350k pressure. Increased cost of debt tracing services offset by vacancies.	Number of claims will be monitored over the year, and write offs are being minimised. Vacancies are being held where possible to mitigate other overspend
Housing Benefits	£2,619k	+£4,400k	Nil	Continued pressure of homelessness, including temporary accommodation pressures and use of bed and breakfast.	A homelessness board has now been set up and is working through various projects to try and reduce the costs. Position stabilised in terms of subsidy loss in 24/25.



# Directorate Budget Variances

## Central

Central			
Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
£68.844m	£60.538m	- £4.306m	- £4.306m

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Treasury Management	£27,100k	-£1,000k	-£1,000k	Reduction in capital plan, and interest rates on borrowing to date lower than the 5.35% budgeted.	
Inflation	£18,600k	-£3,000k	-£3,000k	Release of inflation budget no longer required following pay offer agreement and energy forecasts (£2.5m), plus other contingency not needed (£0.5m).	



# Analysis of Council Reserves (excl Statutory Reserves)

	Unallocated *	Earmarked	Total
	£000	£000	£000
<b>At 1<sup>st</sup> April 2024</b>	<b>(25,045)</b>	<b>(36,192)</b>	<b>(61,237)</b>
<b><i>Planned Drawdowns from Earmarked Reserves</i></b>			
WYCA Returned Levy – 2024/25 MTFP support	-	9,400	9,400
Budgeted drawdown for Collection Fund deficit	-	2,000	2,000
- Budgeted drawdown from Insurance Reserve		1,500	1,500
<b><i>Planned Contributions to Earmarked Reserves</i></b>			
Transfer into Voluntary Revenue Provision reserve	-	(15,195)	(15,195)
	<b>(25,045)</b>	<b>(38,487)</b>	<b>(63,532)</b>
<b><i>In Year Adjustments – Quarter 2</i></b>			
- Forecast use of Earmarked Reserves	-	3,854	3,854
- Forecast use of Unallocated Reserves	3,043	-	3,043
<b>Estimated balance of Reserves at 31<sup>st</sup> March 2025</b>	<b>(22,002)</b>	<b>(34,633)</b>	<b>(56,635)</b>

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

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



<b>Reserves Summary Q2 (£k)</b>	<b>Reserves 31st March 2024</b>	<b>Budget report Movements</b>	<b>Revised reserves 1st April 2024</b>	<b>Net Drawdowns at Q2</b>	<b>Reserves 31st March 2025</b>
Ward Based Activity	(693)	-	(693)	-	(693)
Place Standard	(556)	-	(556)	124	(432)
Apprenticeship Levy	(3,574)	-	(3,574)	-	(3,574)
Transformation	(3,067)	-	(3,067)	33	(3,034)
Demand Reserve	(3,000)	-	(3,000)	3,000	-
Development Funding	(621)	-	(621)	-	(621)
Revenue Grants	(9,020)	-	(9,020)	635	(8,385)
Stronger Families Grant	(784)	-	(784)	-	(784)
Other	(1,953)	-	(1,953)	62	(1,891)
Specific Risk Reserves	(3,500)	3,500	-	-	-
WYCA Returned Levy	(9,424)	9,400	(24)	-	(24)
Voluntary Revenue Provision	-	(15,195)	(15,195)	-	(15,195)
<b>Total Earmarked Reserves</b>	<b>(36,192)</b>	<b>(2,295)</b>	<b>(38,487)</b>	<b>3,854</b>	<b>(34,633)</b>
Unallocated Balances	<b>(25,045)</b>	-	<b>(25,045)</b>	<b>3,043</b>	<b>(22,002)</b>
<b>Total Useable Reserves</b>	<b>(61,237)</b>	<b>(2,295)</b>	<b>(63,532)</b>	<b>6,897</b>	<b>(56,635)</b>
Statutory Reserves – Schools Balances	(11,596)	-	(11,596)	369	(11,227)
Statutory Reserves – Public Health	(1,119)	-	(1,119)	-	(1,119)
<b>Grand Total All Reserves</b>	<b>(73,952)</b>	<b>(2,295)</b>	<b>(76,247)</b>	<b>7,266</b>	<b>(68,981)</b>

# Glossary of Reserves

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

# HRA Quarter 2

	Revised Budget	Forecast Quarter 2	Variance Quarter 2	Variance Quarter 1	Change from Quarter 1
	£000	£000	£000	£000	£000
Repairs & Maintenance	30,909	31,348	439	1,550	(1,111)
Housing Management	45,569	43,644	(1,925)	(2,404)	479
Property Services	0	0	0	0	0
Other Expenditure	31,783	35,714	3,931	4,815	(884)
<b>Total Expenditure</b>	<b>108,261</b>	<b>110,706</b>	<b>2,445</b>	<b>3,961</b>	<b>(1,516)</b>
Rent & Other Income	(108,261)	(107,778)	483	842	(359)
Revenue Contribution to Capital Funding	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>2,928</b>	<b>2,928</b>	<b>4,803</b>	<b>(1,875)</b>
Planned transfer from HRA Reserves		(3,000)	(3,000)	(4,400)	1,400
<b>Total</b>	<b>0</b>	<b>(72)</b>	<b>(72)</b>	<b>403</b>	<b>(475)</b>





# HRA Reserves

	Balance at 31 March 2024 £000	Approved Movement in reserves £000	Balance at 31 March 2025 £000
Set aside for business risks	(15,000)	4,135	<b>(10,865)</b>
Set aside to meet investment needs (as per HRA business plan)	(18,942)	9,806	<b>(9,136)</b>
<b>Total</b>	<b>(33,942)</b>	<b>13,941</b>	<b>(20,001)</b>





# HRA Budget Variances

HRA Totals			
Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
-	-£72k	-£72k	- £475k

Service area	Net Budget	Variance Quarter 2	+/- change from Month 5	Reason for variance	Mitigating actions
Repairs and Maintenance	£30,909k	+£440k	-£1,110k	Requirement to carry out stock condition surveys in 2024-25 and assess water quality - £1m. Void expenditure pressure of £400k and savings from fire suites/radiators.	Capitalisation of staff costs estimate £1m for the Development and Asset team. Once the process has been put in place, this will be reviewed further. Savings identified from revised lettings policy for decoration.
Management costs – Homes and Neighbourhoods	£19,323k	-£2,163k	+£456k	Capitalisation of Development and Asset team estimate reduced from £2m to £1m and Staff underspends of £1.013m. Property Services forecasting a breakeven position.	Staff costs will be capitalised where staff work on capital schemes and a mechanism is being put in place for this to happen.
Council Service Bought in	£7,751k	+£462k	+£319k	Legal services overspend £488k directly relating to disrepair /compensation claims. Small underspends for other fees and recharges.	Legal budget for 2024-25 which includes disrepair costs increased to £1m, but this might need a further review if the trend continues, more work being carried out. A provision will be set up to manage this going forwards.



# HRA Budget Variances

## HRA Totals

Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
-	-£72k	-£72k	-£475k

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Policy and Management	£14,297k	+£139k	+£105k	Temp Accom repairs £120k, Regulatory fees £147k netted off by underspend on abortive cost budget.	Review of charges for temporary accommodation to be carried out. Awaiting income from receipt from RM Grylls and Reiks lane.
Community facilities	£4,200k	-£363k	-£401k	Budgets set at a level to cover expected costs but work ongoing to assess accurate meter reading and utility charges for Heat and water related charges.	A review of service charges is being carried out to move to a full cost recovery position.
Council tax on empty properties	£529k	+£541k	+£126k	Increased Council tax relating to empty properties, some where the decision has been made to demolish properties.	Increased budget will be covered by the underspend and savings from inflation provision. A review of policy voids is being carried out to ensure unnecessary costs are not charged.



# HRA Budget Variances

HRA Totals			
Agreed 24/25 budget	Forecast at Quarter 2	Total variance at Quarter 2 +/-	Change from Quarter 1 +/-
-	-£72k	-£72k	-£475k

Service area	Net Budget	Variance Quarter 2	+/- change from Quarter 1	Reason for variance	Mitigating actions
Interest Payable, other finance costs and depreciation charges.	£31,254k	+£3,389k	-£1,011k	Increased depreciation charge due to revised Asset Strategy. Increased component cost/revised lifecycle. Review of actual component costs has resulted in reduced charge than had initially been identified.	Increased depreciation cost will be covered by a transfer from reserves of £3m.
Grants and other income	-£8,957k	-£337k	-£12k	Income from balances on reserves held	Reserve balance to be held at £500 p/u currently c£10m
Rental Income	-£96,084k	+£968k	+£86k	Void rent loss through time taken to turnaround empty properties	Updated process in place to better manage turnaround times and tracking of standard, non-standard and voids requiring major works.
Heating and Service Charge Income	-£3,220k	-£148k	-£433k	Increased amounts recovered from those charged for Service Charges and heating but the budget or the amounts charged do not cover the costs. The current forecast shortfall for district heating is £573k.	Review of service charges being carried out to move to a full cost recovery position. District heat charges will be increased in 2025-26. Current estimated shortfall for service charges is circa £3m and there is a planned approach to recover these over the next three years.



# DSG Headlines

- Quarter 2 Monitoring Position
- HN Budget - £64.7m (includes SV Funding & Block Transfer) 23/24 (£60.4m)
- HN Projected Expenditure £85.3m (23/24 - £75.4m)
- Projected in year overspend - £20.6m (23/24 – £15m)
- Safety Valve Impact
  - Unmitigated Projected overspend - £11m
  - Mitigated Projected overspend - £7m (If projected savings are achieved)



# DSG Dashboard

	Active Placements	Q2 (£'000)	M5 (£'000)
Mainstream Top-Ups	1758	£20,690	£20,690
Special School Top-Ups	837	£18,875	£18,875
Special School Place Funding		£6,605	£6,605
Additional Resource Provisions (including Central Staff)	154	£7,487	£7,471
Alternative Provision		£6,351	£6,351
Independent Placements	167	£12,302	£12,322
OLA Placements	39	£677	£677
Post 16	625	£5,300	£5,300
SENDIF		£1,000	£1,000
Personal Budgets		£2,500	£2,500
Contributions to Services		£3,530	£3,561
	<b>3580</b>	<b>£85,317</b>	<b>£85,352</b>
HN Block		-£59,305	-£59,305
Block Transfers		-£3,100	-£3,100
Safety Valve Income		-£2,300	-£2,300
Projected Overspend		<b>£20,612</b>	<b>£20,647</b>



# DSG Headlines

## Key Reasons for pressure:

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

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



# DSG Headlines

## Mitigations:

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





# Collection Fund (Council Share)

Q2 Position	Council Tax £k	Business Rates £k	Total £k
(Surplus)/Deficit at 1 April 2024	5,361	2,636	7,997
Re-payments to/(from) General Fund 2024/25	(2,340)	(660)	(3,000)
Estimated In year Financial Performance	-	790	790
<b>Estimated (Surplus)/Deficit at 31 March 2025</b>	<b>3,021</b>	<b>2,766</b>	<b>5,787</b>
Planned repayments from General Fund 2025-28	(3,021)	(1,976)	(4,997)
<b>Adjusted (Surplus)/Deficit</b>	<b>-</b>	<b>790</b>	<b>790</b>

## Council Tax

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

## Business Rates

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





# Capital Headlines

- Quarter 2 Capital Monitoring – On Budget
- Capital budget **£208.4m**
- Reduction of 2024/25 budget since Council Budget Report £70.3m due to:
  - -£67.6m re-profile (General Fund -£62.9m, HRA -£4.7m)
  - -£0.9m net Grant/s106/s278 (General Fund)
  - -£1.8m borrowing removed (General Fund)
- Further detail on individual capital plan in-year budget changes detailed in Appendix 3

# Q2 Capital Monitoring (Directorate)

	Revised Budget Q2 £'000	Actual Costs £'000	Forecast at Q2 £'000	Variance Q2 £'000	Variance Q1 £'000	Change from Q1 £'000
Children and Families	18,976	3,797	18,976	0	0	0
Adults & Health	5,534	1,585	5,534	0	0	0
Place	134,188	43,163	134,188	0	0	0
Public Health & Corporate Resources	6,486	605	6,486	0	0	0
<b>General Fund</b>	<b>165,184</b>	<b>49,150</b>	<b>165,184</b>	<b>0</b>	<b>0</b>	<b>0</b>
HRA	43,166	17,579	43,166	0	43	(43)
<b>TOTAL</b>	<b>208,350</b>	<b>66,729</b>	<b>208,350</b>	<b>0</b>	<b>43</b>	<b>(43)</b>



## QUARTER 2 CAPITAL MONITORING - DIRECTORATE

EXPENDITURE CAPITAL PLAN	Revised Budget £'000	Actual Costs £'000	Variance to Date £'000
<b>Children and Families</b>			
Learning & Early Support	18,478	3,785	-14,693
Resources, Improvement and Partnerships	498	12	-486
	<b>18,976</b>	<b>3,797</b>	<b>-15,179</b>
<b>Adults, Housing &amp; Health</b>			
Customers & Access Services	242	23	-219
Learning Disabilities & MH	4,085	1,364	-2,721
Adults Social Care Operation	1,207	198	-1,009
	<b>5,534</b>	<b>1,585</b>	<b>-3,949</b>
<b>Place</b>			
Homes & Neighbourhoods	43,166	17,579	-25,587
Skills & Regeneration	44,550	9,937	-34,613
Development	56,576	17,410	-39,166
Highways & Streetscene	31,970	15,501	-16,469
Environmental Strategy & Climate Change	1,092	315	-777
	<b>177,354</b>	<b>60,742</b>	<b>-116,612</b>
<b>Public Health &amp; Corporate Resources</b>			
Strategy & Innovation	5,496	351	-5,145
Service Direct Reports	445	54	-391
Culture & Visitor Economy	545	200	-345
	<b>6,486</b>	<b>605</b>	<b>-5,536</b>



# Medium Term Capital Plan

- Multi-year Capital Plan **£1.293bn, increased by £2.4m overall**

	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Q1 Capital Plan	278,709	307,056	211,462	158,580	334,306	<b>1,290,113</b>
Change	-70,359	48,288	34,109	2,853	-12,464	<b>2,427</b>
Q2 Capital Plan	208,350	355,344	245,571	161,433	321,842	<b>1,292,540</b>

- General Fund increase of £2.4m due to net +£4.7m grant (+£16.5m Transforming Cities Fund, -£26.3m WYTF, +£11.7m Trees for Climate, +£2.1m Highways S278/S106, +£0.5m Disabled Facilities Grant, +£0.5m Active Travel), offset by -£2.3m removal of borrowing.
- HRA overall nil change. Funding use reviewed; +£6.5m capital receipts, offset by -£5.9m Reserves, -£0.6m borrowing
- Officers continue to review the multi-year capital plan and budget profiles (under FPR 3.10-3.15), governed by Capital Assurance Board

## MEDIUM TERM CAPITAL PLAN - EXPENDITURE PLANS

EXPENDITURE CAPITAL PLAN	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 - 31/32 £'000	Total £'000
CHILDREN & FAMILIES	18,976	40,954	15,219	4,684	3,000	<b>82,833</b>
ADULTS & HEALTH	5,534	4,413	7,697	1,605	0	<b>19,249</b>
PLACE	134,188	249,846	147,054	82,614	206,683	<b>820,385</b>
PUBLIC HEALTH & CORPORATE RESOURCES	6,486	2,504	1,906	1,636	1,516	<b>14,048</b>
<b>GENERAL FUND</b>	<b>165,184</b>	<b>297,717</b>	<b>171,876</b>	<b>90,539</b>	<b>211,199</b>	<b>936,515</b>
<b>HOUSING REVENUE ACCOUNT</b>	<b>43,166</b>	<b>57,627</b>	<b>73,695</b>	<b>70,894</b>	<b>110,643</b>	<b>356,025</b>
<b>COUNCIL TOTAL</b>	<b>208,350</b>	<b>355,344</b>	<b>245,571</b>	<b>161,433</b>	<b>321,842</b>	<b>1,292,540</b>





## MEDIUM TERM CAPITAL PLAN - FUNDING SUMMARY

EXPENDITURE CAPITAL PLAN	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 - 31/32 £'000	Total £'000
<b>GENERAL FUND</b>						
<i><b>Direct / Earmarked Contributions to Schemes</b></i>						
Capital Grants/Contributions	103,917	158,763	48,878	48,581	59,048	<b>419,187</b>
Earmarked Capital Receipts	5,998	2,990	8,612	5,790	990	<b>24,380</b>
Service Funded Prudential Borrowing	1,545	19,621	7,626	140	2,050	<b>30,982</b>
Revenue Contributions	35	40	0	0	0	<b>75</b>
<i><b>Pooled Resources</b></i>						
Non-Earmarked Capital Receipts	4,000	4,000	4,000	4,000	4,000	<b>20,000</b>
Corporate Prudential Borrowing	49,689	112,303	102,760	32,028	145,111	<b>441,891</b>
<b>GENERAL FUND FUNDING</b>	<b>165,184</b>	<b>297,717</b>	<b>171,876</b>	<b>90,539</b>	<b>211,199</b>	<b>936,515</b>
<b>HOUSING REVENUE ACCOUNT</b>						
Capital Grants/Contributions	1,534	1,167	8,228	5,486	997	<b>17,412</b>
Earmarked Capital Receipts	5,641	4,423	3,233	9,574	5,087	<b>27,958</b>
Reserves / Revenue Contributions	10,991	2,790	0	0	0	<b>13,781</b>
Reserves - MRR	25,000	25,000	25,000	25,000	75,000	<b>175,000</b>
Corporate Prudential Borrowing	0	24,247	37,234	30,834	29,559	<b>121,874</b>
<b>HRA FUNDING</b>	<b>43,166</b>	<b>57,627</b>	<b>73,695</b>	<b>70,894</b>	<b>110,643</b>	<b>356,025</b>



# Prudential & Treasury Management Indicators Quarter 2 2024-25



# Prudential Indicators

- The Council measures and manages its **capital expenditure, borrowing and commercial and service investments** with reference to the following indicators.
- It is now a requirement of the **CIPFA Prudential Code** that these are reported on a quarterly basis.
- **Information contained includes:**
  - Capital Expenditure
  - Capital Financing Requirement
  - Gross Debt and the Capital Financing Requirement
  - Debt and the Authorised Limiting and Operational Boundary
  - Net Income from Commercial and Service Investments to Net Revenue Stream
  - Proportion of Financing Costs to Net Revenue Stream





# Prudential Indicators

## Capital Expenditure

- The Council has undertaken and is planning capital expenditure as summarised in the table below.
- The main General Fund capital projects for 24/25 include spend on the Cultural Heart, Town Centre Action Plans (Huddersfield/Dewsbury/Local Centres), Highways baseline schemes, and major projects for both the West Yorkshire plus Transport Schemes and Transforming Cities Fund. HRA capital expenditure is recorded separately and to date includes supporting a Council House Building programme, Building Safety and Housing Growth
- The 24/25 forecast includes spend rolled over from 23/24, while 25/26 and 26/7 budget figures are those approved as part of the 24/25 Budget Report

	2023/24 £m actual	2024/25 £m forecast	2025/26 £m budget	2026/27 £m budget
General Fund	111.1	163.4	188.0	122.7
Housing Revenue Account	31.6	43.0	64.6	64.0
Capital investments	5.6	2.0	0.0	0.0
<b>Total Capital expenditure</b>	<b>148.3</b>	<b>208.4</b>	<b>252.6</b>	<b>186.7</b>



# Prudential Indicators

## Capital Financing Requirement

- The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, loan repayments and capital receipts used to replace debt. The actual CFR is calculated on an annual basis.
- The effect from the change in the accounting for leases has not yet been reflected in the CFR.

	2023/24 £m actual	2024/25 £m forecast	2025/26 £m budget	2026/27 £m Budget
General Fund	691.2	743.2	798.5	831.5
Housing Revenue Account	204.3	201.8	212.0	213.8
Capital investments	5.6	2.0	0.0	0.0
<b>Total Capital Financing Requirement</b>	<b>901.1</b>	<b>947.0</b>	<b>1010.5</b>	<b>1,045.3</b>



# Prudential Indicators

## Gross Debt and the Capital Financing Requirement

- Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

	2023/24 actual £m	2024/25 forecast £m	2025/26 budget £m	2026/27 budget £m	Debt at 30.09.2024 £m
Debt (incl. PFI & leases)	784.9	854.4	866.5	901.2	825.8
Capital Financing Requirement	901.1	947.0	1,010.5	1,045.3	



# Prudential Indicators

## Debt and the Authorised Limit and Operational Boundary

- The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower Operational Boundary is also set as a warning level should debt approach the limit.
- Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt did not go above the operational boundary.

	Maximum debt Q2 2024/25	Debt at 30.09.24	2024/25 Authorised Limit	2024/25 Operational Boundary	Complied
Borrowing	756.0	748.2	892.6	872.6	Yes
PFI and Finance Leases	77.6	77.6	82.8	77.8	Yes
<b>Total debt</b>	<b>833.6</b>	<b>825.8</b>	<b>975.4</b>	<b>950.4</b>	



# Prudential Indicators

## Net Income from Commercial and Service Investments to Net Revenue Stream

- The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

	2023/24 actual £m	2024/25 forecast £m	2025/26 budget £m	2026/27 budget £m
Total net income from service and commercial investments	-1.1	-2.1	-1.9	-1.9
Proportion of net revenue stream	-0.3%	-0.5%	-0.5%	-0.5%



# Prudential Indicators

## Proportion of Financing Costs to Net Revenue Stream

- Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.
- The net annual charge is known as financing costs; this is compared to the net revenue stream, ie the amount funded from Council tax, Business rates and general government grants.

	2023/24 actual	2024/25 forecast	2025/26 budget	2026/27 budget
General Fund - Financing costs (£m)	21.4	32.8	54.8	59.7
General Fund – Proportion of net revenue stream (with reduced MRP)	5.9%	8.6%	14.6%	15.2%
General Fund – Proportion of net revenue stream	11.6%	12.6%	14.6%	15.2%
HRA – Financing costs (£m) – (including depreciation)	35.3	34.2	34.3	35.5
HRA - Proportion of net revenue stream	35.9%	31.8%	31.6%	31.9%



# Treasury Management Indicators

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



# Treasury Management Indicators

## Liability Benchmark

- This indicator compares the Council's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £30.0m required to manage day-to-day cash flow.
- Following on from the medium-term forecast below, the long the long-term liability benchmark includes capital expenditure funded by borrowing of £55 million in 2024-25, minimum revenue provision based on assets lives and reduction in balance sheet resources of £33 million.

	31.03.24 actual £m	31.03.25 forecast £m	31.03.26 forecast £m	31.03.27 forecast £m
Loans CFR	823.5	874.2	996.8	1113.0
Less: Balance sheet resources	155.3	122.6	116.7	115.5
Net loans requirement	668.2	751.6	880.1	997.5
Plus: Liquidity allowance	30.0	30.0	30.0	30.0
Liability benchmark	698.2	781.6	910.1	1027.5
Existing borrowing - committed	707.3	711.4	644.3	599.6

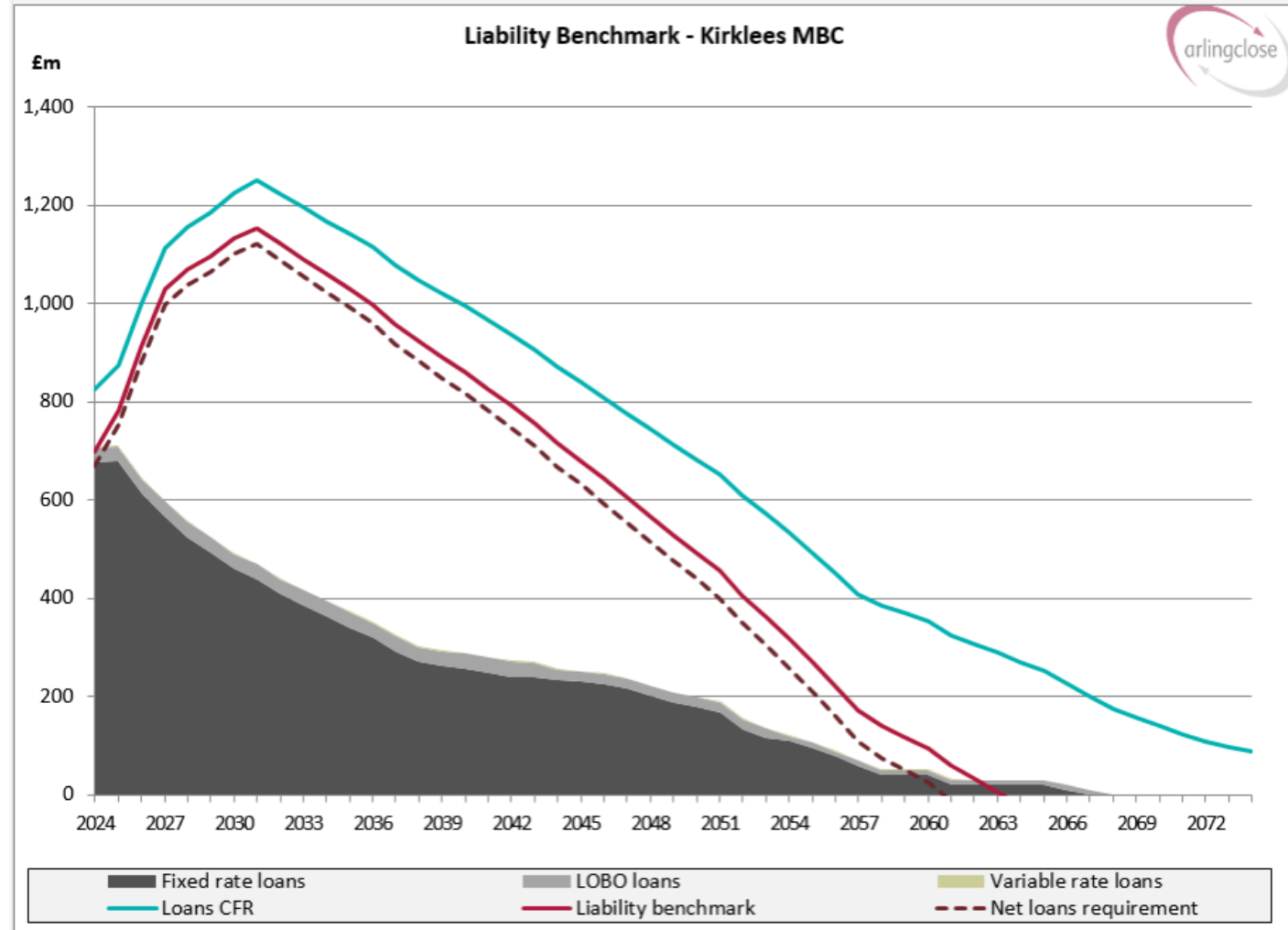




# Treasury Management Indicators

## Liability Benchmark

The total liability benchmark is shown in the chart, together with the maturity profile of the Council's existing borrowing. The red line is the liability benchmark reaching a peak in 2032 highlighting the gap between current borrowing identified in grey, which is reducing over time with repayments, and the additional borrowing required to fund the capital plan.



# Treasury Management Indicators

## Maturity Structure of Borrowing

- This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	Upper limit	Lower limit	30.09.24 actual	Complied
Under 12 months	20%	0%	17%	Yes
12 months and within 24 months	20%	0%	6%	Yes
24 months and within 5 years	60%	0%	14%	Yes
5 years and within 10 years	80%	0%	16%	Yes
10 years and above	100%	20%	47%	Yes

- Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. LOBO options of £30 million have a potential repayment date during 2024-25 and have been included in the under 12 months line.



# Treasury Management Indicators

## Long term Treasury Management Investments

- The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

	2024/25	2025/26	2026/27	No fixed date
Limit on principal invested beyond year end	n/a	n/a	n/a	n/a
Actual principal invested beyond year end	£10.0m	£10.0m	£10.0m	£10.0m
Complied	Yes	Yes	Yes	Yes

- Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.



# Treasury Management Indicators

## Interest Rate Exposures

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

	<b>31/03/24</b>	<b>30/09/24</b>
Bank Rate	5.25%	5.00%
1-year PWLB certainty rate, maturity loans	5.36%	4.95%
5-year PWLB certainty rate, maturity loans	4.68%	4.55%
10-year PWLB certainty rate, maturity loans	4.74%	4.79%
20-year PWLB certainty rate, maturity loans	5.18%	5.27%
50-year PWLB certainty rate, maturity loans	5.01%	5.13%



# Executive Leadership Team

## Monthly 24/25 Budget Savings Delivery Update Quarter 2 (Q2)

# Projected savings delivery summary (all directorates & HRA)

	24/25						
Directorate	Total budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Projection £000	24/25 Projected Variance £000	RAG Rating	Change in Variance from Q1 £000	RAG change from Q1
Children and Families	-6,104	-2,972	-5,156	948	May Slip	-97	↓
Adults and Health	-15,524	-4,172	-11,082	4,172	May Slip	647	↔
Place	-13,780	-4,085	-9,880	3,900	May Slip	-39	↔
Corporate Strategy, Commissioning and Public Health	-7,416	-2,115	-7,416	-	On Track	-	↔
All Directorates	-42,554	-13,884	-33,534	9,020		511	
Housing Revenue Account	-3,121	-1,969	-2,868	253	May Slip	255	↔
Total Directorates + HRA	-45,675	-15,853	-36,402	9,273		766	

# Savings Delivery Monitoring RAG Summary (all directorates & HRA)

	24/25				
Proposals (RAG rating)	Number of proposals	Change from Q1	Budgeted Savings £000	Latest Projection £000	Projected Variance £000
<b>Complete</b> – proposal has been fully delivered and full savings will be realised	28	2	-6,701	-6,749	-48
<b>On track</b> – high level of confidence that full savings will be delivered	59	1	-19,298	-18,984	314
<b>May slip</b> – a risk that full savings will not be realised, but mitigating actions are in place. High level of confidence that mitigating actions will bring this back on track.	16	-5	-10,710	-8,676	2,034
<b>Slipped</b> – a risk that full savings will not be realised, but mitigating actions are in place. Lower level of confidence that mitigating actions will bring this back on track.	9	2	-8,966	-1,993	6,973
<b>Significant issue</b> – proposal cannot be delivered. Alternative proposal to deliver the quantum needs to be found from elsewhere.	0	0	0	0	0
<b>TOTAL</b>	<b>112</b>		<b>-45,675</b>	<b>-36,402</b>	<b>9,273</b>
<b>Changes since Q1 - Summary</b>	<b>Number of proposals</b>				
Proposals moved in positive direction (e.g. from Red to Amber)	8				
Proposals moved in a negative direction (e.g. from Amber to Red)	4				

# Monthly Savings Monitoring

## Children and Families

### [Q2]



# Savings Delivery Monitoring – Children and Families (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24CF1	Cross Directorate	Integration for support to keep families together	-1,443		-1,326	117	May slip	Work ongoing to ascertain final position. Budget assumed saving due to be in place from July 1st but has slipped	0	↔
24CF2	Child protection and Family Support	Section 17 Funding and Household Support Fund	-220	-220	213	433	Complete	HSF will be used to substitute budget but still pressure of £433K.	79	↑
24CF3	Child protection and Family Support	Redesign MST (Multisystemic Therapy) provision	-290	-290	-290	0	Complete		0	↔
24CF4	Learning and Early Support	Further review Calderdale and Kirklees Careers Contract	-750	-750	-750	0	Complete		0	↔
24CF5	Learning and Early Support	SEND Efficiencies	-64		-64	0	On Track	Awaiting confirmation of Health Contribution	0	↔
24CF6	Learning and Early Support	Mainstream our approach to mental health in Families	-314	-314	-314	0	Complete		0	↔
24CF7	Learning and Early Support	School Support Efficiencies	-111		-111	0	May Slip	Savings likely to be achieved but potential pressure in this area relating to KBS of £147k	-147	↔
24CF8	Learning and Early Support	Redesign and integration of targeted detached Youth Work offer	-398	-353	-353	45	On Track	May be some slippage against target due to timescales slipping - amount TBC	0	↔
24CF9	Learning and Early Support	Redesign Early Support Play Offer	-152	-152	-152	0	Complete		0	↔
24CF10	Resources, Improvements and Partnerships	Redesign of short break, respite and support provision	-400		-310	90	May Slip	Slippage in timescale of redesign	10	↔

# Savings Delivery Monitoring – Children and Families (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24CF12	Resources, Improvements and Partnerships	CAMHS redesign and associated efficiencies	-180	-180	-180	0	Complete		0	↔
24CF13	Resources, Improvements and Partnerships	Renegotiation of One Adoption West Yorkshire funding formula	-425	-425	-425	0	Complete		0	↔
24CF14	Resources, Improvements and Partnerships	Funding contributions to placements (NHS)	-400		-400	0	May slip	Work ongoing to ensure contributions from Health partners are maximised.	0	↔
24CF16	Learning and Early Support	Cease the operation of Kirklees Supply Service (KSS)	-60	-60	-60	0	Complete		0	↔
24CF17	Learning and Early Support	Stop direct delivery for the Duke of Edinburgh Award	-105		-23	82	May slip	Plans to reduce overspend position TBC	11	↔
24CF19	Learning and Early Support	School Improvement	-200		-19	181	May slip	Work ongoing to reduce overspend, timing TBC	-50	↔
24CF20	Learning and Early Support	Reduce success Centres Offer	-100		-100	0	On Track		0	↔
24CF22	Children and Families Directorate	Expected vacancy efficiency management	-264		-264	0	On Track		0	↔
24CF23	Learning and Early Support	Virtual School for Children looked after – embedding of additional duties	-125	-125	-125	0	Complete		0	↑

## Savings Delivery Monitoring – Children and Families (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
NEWCH 1	Child protection and Family Support	Remodel early help and children's social care in line with National review	-17	-17	-17	0	Complete		0	↑
NEWCH 7	Child protection and Family Support	Review & redesign C&K commission	-86	-86	-86	0	Complete		0	↔
<b>TOTAL CHILDREN AND FAMILIES</b>			<b>-6,104</b>	<b>-2,972</b>	<b>-5,156</b>	<b>948</b>			<b>-97</b>	

# Monthly Monitoring









## Adults and Health

### [Q2]

# Savings Delivery Monitoring – Adults and Health (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24AH2	Adult social care in-house provision	Explore the future of learning disabilities supported living schemes provided by the Council	-200	-307	-307	-107	On track	Ongoing review - expected to be achieved by year end.	-107	↔
24AH3	Adult Social Care	Alignment of Occupational Therapy services to improve outcomes for the citizens of Kirklees	-100	-50	-100	0	On track		0	↔
24AH4	Mental Health and Learning Disabilities	Contract Savings	-277	-152	-277	0	Complete	Changes in place - saving will be delivered throughout the year.	0	↔
24AH6	Adults and Health	Household Support Fund Grant	-400	-400	-400	0	May Slip	Expected to be achieved but dependent on national funding decision for second half of year	0	↔
24AH7	Adult Social Care	Kirklees Integrated Community Equipment Service (KICES)	-200	-100	-200	0	Complete		0	↔
24AH9	Adult Social Care	Staffing savings across Adults and Health	-340	-170	-340	0	On track	Ongoing work/review and analysis of budgets - expected to be achieved	0	↔
24AH11	Mental Health and Learning Disabilities	Supported Living Project	-1,680	-475	-1,080	600	On track	Work ongoing around Adults Transformation programme - expectation that will be achieved but some slippage into next year. Tracking methodology being worked up	600	↔
24AH12	Adult Social Care	Reduction of Agency Use against all Hubs	-80	-40	-80	0	Complete	Work put in place - expected to be achieved by year end	0	↔

# Savings Delivery Monitoring – Adults and Health (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24AH13	Adult Social Care	Review of Direct Payment Policy application to ensure delivering to intended outcomes for individuals	-1,750	-24	-1,000	750	May Slip	Work ongoing around Adults Transformation programme - possibility of partial slippage (to be determined as work progresses). Key workstreams now being implemented as of July.	750	
24AH14a	Learning Disability	Reviewing Shared Lives Provision to mitigate costs elsewhere in Adult Social Care	-350	-29	-350	0	On track	Work ongoing around Adults Transformation programme - currently expected to be achieved by year end (tracking methodology being worked up)	0	
24AH17	Communities and Access Services	Community Based Integrated Library and customer service functions and assets	-950	-301	-602	348	Slipped	Service change underway. Does not include potential one-off VR cost.	58	
24AH18	Communities and Access Services	Bring all customer contact centre activity together across the Council	-175		-175	0	On track	Ongoing work to determine - expected to be on track.	0	
24AH19	Communities and Access Services	Review of Registration Service Delivery Model and fees and charges	-40	-126	-251	-211	Complete	Work undertaken - will be realised through the year.	-53	
24AH20	Communities and Access Services	Community Grant Schemes	-604	-565	-604	0	Complete	Mainly already achieved, one staff element being realised through the year.	0	
24AH21	Communities and Access Services	Review of 24 hours service	-120		-120	0	On track		0	
24AH23	Communities and Access Services	Community Safety	-250	-125	-250	0	Complete	Savings being realised - will achieve level by year end.	0	

# Savings Delivery Monitoring – Adults and Health (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24AH23	Adult Social Care	Ings Grove – exploring partnership delivery options	-643		-643	0	On track	Work underway to review partnership income potential.	0	↔
24AH24	Communities and Access Services	Review of Personalised Care funding and delivery model	-170	-170	-170	0	Complete		0	↔
24AH25	Learning Disability and Mental Health	To review the current Southwest Yorkshire Partnership NHS Foundation Trust (SWYPFT) and Kirklees Council's Community Mental Health Integration arrangements	-270		-141	129	May Slip	Various elements on track but home care share may slip (work ongoing to review). Tracking methodology being worked up.	0	↔
24AH28	Adult Social Care	Increasing the collection of social care income	-2,627		-427	2,200	Slipped	Ongoing review of income streams, processes, and levels of debt - likely underachievement	0	↔
NEWAD 1	Communities and Access Services	Integrated Community and Access model	-147	-147	-147	0	Complete	Achieved - see also work ongoing re 24AH17	0	↔
NEWAD 2	Older people and Physical Disabilities	Work with an External Change Partner	-3,240	-1,124	-2,777	463	May Slip	Work ongoing around Adults Transformation programme - possibility of partial slippage (to be determined as work progresses). Key workstreams now being implemented as of July.	-601	↔
NEWAD 3	Learning Disability and Mental Health	Work with wider health and care system to properly reflect the cost and design of services	-378	-144	-378	0	On track	Deemed as being complete - benefit to be realised throughout the year.	0	↓

## Savings Delivery Monitoring – Adults and Health (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
NEWAD4	Learning Disability and Mental Health	Reviewing the respite offer for people with a learning disability	-189	-189	-189	0	Complete		0	↔
NEWAD5	Adults Sufficiency	Mental Health Peer Support service pilot review	-26	-26	-26	0	Complete		0	↔
NEWAD11	Adults Sufficiency	Review of Stroke Support services	-48	-48	-48	0	Complete		0	↔
<b>TOTAL ADULTS AND HEALTH</b>			<b>-15,254</b>	<b>-4,712</b>	<b>-11,082</b>	<b>4,172</b>			<b>647</b>	



# Monthly Monitoring Place [Q2]

# Savings Delivery Monitoring – Place (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24GR1	Business and Economy	Reduction in support to business	-250	-125	-250	0	On track		0	↔
24GR2	Employment and Skills	Reduction in employment and Skills support to individuals and businesses	-248	-248	-248	0	On track		0	↔
24GR3	Corporate Landlord and Capital	Business rate savings from successful rating appeals in respect of museums and galleries	-100	-100	-100	0	On track		0	↔
24GR5	Corporate Landlord and Capital	Asset Rationalisation	-840	-420	-840	0	On track	Overspend reduction, pressure on NEWGR5	0	↔
24GR6	Major Projects	Increased additional external recharges for delivery of transport and infrastructure programmes	-250	-125	-250	0	On track		0	↔
24GR7	Major Projects	Reduction of the Digital Infrastructure Team	-200	-200	-200	0	On track		0	↔
24GR8	Housing Solutions (Benefit Subsidy)	Potential rent increase for temporary accommodation	-200		0	200	Slipped	Proposal not able to deliver	0	↔
24GR9	Housing Solutions	Extending the trial of additional temporary accommodation	-320		-320	0	May slip		0	↔
24GR10	Housing Growth	Reduction in Posts	-94	-47	-94	0	On track		0	↔
24GR11	Development, Housing	Increase of fees on Disabled Facilities Grants	-370	-185	-370	0	On track		0	↔

# Savings Delivery Monitoring – Place (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24GR12	Town Centre Programmes	Readjustment of budget for capitalisation of staff and utilisation of external funding	-55	-28	-55	0	On track		0	↔
24GR13	Development	One-off savings 24/25	-298	-149	-298	0	On track	Pressure included in NEWGR5	-32	↔
24GR14	Growth and Regeneration Directorate	Efficiencies / Directorate Wide	-670		-535	135	Slipped	Mitigations are a freeze on all Highway & SS revenue funded posts and a £50k future efficient saving from Highway revenue(	-200	↔
24EC1a	Highways	Recharge Rate Increase	-405	-202	-405	0	On track		0	↑
24EC1b	Highways	Reduction of Winter Service	-550		-550	0	On track		0	↔
24EC1c	Highways and Operational Services	Removal of services relating to highways and operational services	-66	-33	-66	0	On track		0	↔
24EC2	Highways	Additional Income Generation	-770	-385	-770	0	On track		0	↔
24EC3	Highways	Changes to Grading/Removal of Existing Revenue Funded Established Posts	-130	-65	-130	0	On track		0	↔
24EC4	Operational Services	Homes and Neighbourhoods Service Level Agreement Review	-645		-275	370	Slipped	Service Review concluding October. Mitigation of redundancy costs via deployment etc..	-52	↔

# Savings Delivery Monitoring – Place (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24EC6	Operational Services	Street Cleansing Review	-250	-125	-250	0	On track		0	↔
24EC7	Operational Services	Waste Collection from unadopted roads	-85	-43	-85	0	On track		0	↔
24EC9	Operational Services	Household Waste Recycling Centre Opening hours review	-56		-56	0	On track		0	↔
24EC10	Operational Services	Missed waste collection policy change	-150	-75	-150	0	On track		0	↔
24EC13	Operational Services	Bulky Waste Charges Review	-126	-63	-126	0	On track		0	↔
24EC14	Climate Change and Environmental Strategy	School Transport Service Transformation	-728	-182	-728	0	May slip	Post 16 changes to be implemented in September	0	↔
24EC15	Environmental Health	To increase income and decrease the headcount of the environmental health service by service review.	-54	-27	-54	0	May slip	Fees and charges to be reviewed and work ongoing on structure.	0	↔
24EC17	Public Protection	Directorate Programme Office Structure Review	-150	-75	-150	0	On track		0	↔
24EC19	Climate Change and Environmental Strategy	Electric Vehicle Infrastructure Delivery – external funding used for salaries.	-50	-25	-50	0	On track	Funding agreed	0	↔

# Savings Delivery Monitoring – Place (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24EC29	Operational Services	Parking Services – Residents Parking Charges and New District Parking Charges	-1,004		-278	726	Slipped	Alternative permit and car park charges have now been agreed at Cabinet. This position reflects permits only until certainty of dates for districts	726	↓
24EC30	Highways and Streetscene	Fleet Reductions	-496	-248	-496	0	On track		0	↔
24EC31	Highways and Streetscene	A review of capital recharge (staffing) rates whilst employed of both internal and external (grant) projects.	-695	-347	-695	0	On track		0	↔
NEWGR5	Development	Asset Rationalisation	-1,350		119	1,469	Slipped	Use of flexible capital receipts being explored for transformational activities, essential only repairs, holding of vacancies	119	↔
NEWEN2	Climate Change and Environmental Strategy	Change to policy and operational delivery to reduce costs	-325	-163	-325	0	May slip	Reducing single use taxi's through merged routes, and increased use of personal travel budgets.	0	↔
NEWEN5	Highways	Parking – Existing Charges Uplift	-1,600	-300	-600	1,000	Slipped	KDN published, service considering external resources to increase fine income, CEO recruitment ongoing again with a view to increasing fine income & enforcement	-600	↔
NEWEN7	Highways and Streetscene	Waste Strategy efficiencies	-200	-100	-200	0	On track		0	↔
<b>TOTAL PLACE</b>			<b>-13,780</b>	<b>-4,085</b>	<b>-9,880</b>	<b>3,900</b>			<b>-39</b>	

# Savings Delivery Monitoring – Housing Revenue Account (ALL Proposals)

	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
HRA1	Housing Management and Partnerships	Management Cost Savings HMP	-428	-214	-428	0	On track	The process is complete, some changes in April/May so shortfall will be picked up by natural means.	0	↔
HRA2	Asset Development and Building Safety	Management cost savings AD&BS	-93	-93	-93	0	Complete	This has been achieved	0	↔
HRA3	Property Services	Management Cost Savings – Property	-379	-244	-297	82	May slip	Amount of £82k paid for Union duties still a pressure	0	↔
HRA4	Housing Management and Partnerships	Recovery of service charges	-250	-55	-110	140	May slip	Initial assumption included GM but tenants not agreed. Savings achieved through Communal cleaning	0	↔
HRA5	Housing Management and Partnerships	Reduction in standard void rent loss	-255	0	0	255	Slipped	Savings have not been achieved to date. A revised process is in place and work is ongoing to improve this position.	255	↓
HRA6	Asset Development and Building Safety	Removal of waking watch Harold Wilson Court	-416	-213	-640	-224	On track	Notice given to stop the waking watch at Harold Wilson Court and Buxton House from July 2024.	0	↔
HRA11	Housing Management and Partnerships	Maximising rental income when re-letting properties	-300	-150	-300	0	On track	Will be achieved through relets	0	↔
HRA12	Housing Management and Partnerships	No longer funding Kirklees Better Outcomes Partnership	-1,000	-1000	-1,000	0	Complete	This has been achieved	0	↔
<b>TOTAL HRA</b>			<b>-3,121</b>	<b>-1,969</b>	<b>-2,868</b>	<b>253</b>			<b>255</b>	

# Monthly Monitoring

## Corporate Strategy, Commissioning and Public Health

### [Q2]

# Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24CS1	Legal and Procurement	Capitalising time allocated to work on capital related work	-400	-200	-400	0	On track	Continuation of 23/24 capital allocations.	0	↔
24CS2	Legal, Governance and Commissioning	Vacancy Management and Reviewing Fees and Charges	-120	-60	-120	0	On track		0	↔
24CS4	Welfare and Exchequer and Advice	Advice Contract and Advice Provision	-250	-125	-250	0	On track	Service redesigns in progress, no budget issues anticipated at this stage.	0	↔
24CS5	Accountancy	Changes in Supplier Payment Terms	-460	-460	-460	0	Complete	Completed and will be monitored through treasury management budget	0	↔
24CS6	Welfare and Exchequer	Vacancy Management in Welfare and Exchequer Service	-305	-153	-305	0	On track	Service redesigns in progress, no budget issues anticipated at this stage.	0	↔
24CS7A	Welfare and Exchequer	Council Tax Support	-3,300 (not in totals)		-3,300 (not in totals)	0	On track	Implemented at start of financial year	0	↔
24CS7B	Welfare and Exchequer	Single Person Review(SPD) (Only non-CTR recipients)	-937 (not in totals)		-937 (not in totals)	0	On track	Work has commenced and will be monitored through the Collection Fund. Any impact will hit following year.	0	↔
24CS8	People Services	Review of People Services Operating Model	-298	-298	-298	0	Complete	Service review completed	0	↔



## Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24CS9	People Services	Improvements and Changes to Agency Spend	-750		-750	0	On track	Mitigations found – funded from savings in central inflation requirement	0	↑
24CS11	Policy, Partnerships and Corporate Planning	Service Re-design	-110	-110	-110	0	Complete	Service review completed	0	↔
24CS13	IT	Efficiencies relating to Information Technology	-549	-275	-549	0	On track	Majority of savings implemented in 23/24 and will continue into 24/25. Significant culture change is required around reducing printing costs.	0	↔
24CS16	Public Health	PH Ring-Fenced Budget	-1,314		-1,314	0	On track	To identify additional services that can be charged to PH grant as per budget assumptions.	0	↔
24CS17	Democracy and Place Based Working	Service Re-design	-88	-44	-88	0	On track	Redesign now completed, and PBW merged into other areas.	0	↑
24CS18 D	People Services	Improvement to Overtime Costs across the Council	-340		-340	0	On track	Mitigations found – funded from savings in central inflation requirement	0	↑
24CS20	Democracy and Place Based Working	Members Devolved Ward Budget	-230	-115	-230	0	On track	Budget reductions actioned and communicated	0	↔
24CS21	Cross Directorate	Efficiencies – Governance £270k,	-270	-135	-270	0	On track		0	↔

# Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

Ref	Service Area	Proposal Title	24/25 budgeted savings £000	24/25 YTD Delivered £000	24/25 Latest Proj'n £000	24/25 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from Q1 £000	RAG change from Q1
24EC18	Culture and Visitor Economy	Increase to Bereavement Fees and Charges	-180		-180	0	On track		0	↔
24EC20	Culture and Visitor Economy	Caretaking and Cleaning – Increased charges to schools	-200		-200	0	On track		0	↔
24EC21	Culture and Visitor Economy	Markets Vacancy Savings and Income Generation	-248		-248	0	On track		0	↔
24EC22	Culture and Visitor Economy	Changes to the creative Development offer	-90	-90	-90	0	Complete		0	↔
24EC24	Culture and Visitor Economy	Operational Review relating to Commercial Catering, Venues and Museums and Galleries	-104		-104	0	On track	Asset decision required re DRAM (DRAM Centre 37 may slip)	0	↔
24EC27	Culture and Visitor Economy	Increase Commercial Income	-140		-140	0	On track		0	↔
24EC34	Culture and Visitor Economy	Increase School Meal Charges	-503		-503	0	On track		0	↔
NEWCS3 /4	Finance	Administration Funding from HSF	-367		-367	0	On track	HSF6 has now been confirmed,	0	↑
NEWCS3 /4	Strategy & Innovation	Performance Income from Schools	-100	-50	-100	0	On Track	Income at risk but offset by vacancies	0	↔
<b>TOTAL CORPORATE STRATEGY</b>			<b>-7,416</b>	<b>-2,115</b>	<b>-7,416</b>	<b>0</b>			<b>0</b>	

## Breakdown of Capital Budget Changes since Q1

## Appendix 3

	£'000	£'000	£'000
<b>QUARTER 1 CAPITAL BUDGET/ BUDGET UPDATE</b>			<b>278,709</b>
<b>Increase in Grants/Contributions/Other</b>			
<b>Children &amp; Families</b>			
One Off Initiatives (Grant)	(32)		
<b>Place</b>			
Trees for Climate	10,195		
Disabled Facilities Grant (Grant)	564		
West Yorkshire plus Transport Fund (Grant)	(14,720)		
Transforming Cities Fund (Grant)	(24)		
Flood Management (Grant / S106)	78		
Highways S278 Developer Contributions	2,078		
Highways Network Management (Grant)	386		
Active Travel (Grant)	505		
Play Strategy (RCCO)	40		
<b>Public Health &amp; Corporate Resources</b>			
Bereavement (Grant)	8		
<b>Total Change in Grants/Contributions/Other</b>	<b>(922)</b>		
<b>Borrowing Removed</b>			
<b>Place</b>			
New Street Public Realm Development	(661)		
Dewsbury Riverside	(944)		
Huddersfield Heat Network Scheme	(191)		
<b>Total Borrowing Removed</b>	<b>(1,796)</b>		
<b>Change in Grants/Borrowing</b>		<b>(2,718)</b>	
<b>Re-profiling / Virements between Years</b>			
<b>General Fund:</b>			
<b>Adults &amp; Health</b>			
Milldale and Crescentdale	(1,576)		
Library & Public Buildings	(157)		
<b>Place</b>			
Start Up & Retention Grants	(100)		
Leeds City Region Revolving Investment Fund	(250)		
Trees for Climate	(1,911)		
Huddersfield Town Centre Action Plan, George Hotel	(19,305)		
Huddersfield Town Centre Action Plan	(3,207)		

## Breakdown of Capital Budget Changes since Q1 (cont'd)

## Appendix 2

	£'000	£'000	£'000
<b>Re-profiling / Virements between Years (cont'd)</b>			
Dewsbury Town Centre Action Plan	(2,200)		
Regeneration of Smaller Towns Centres	(10,897)		
Strategic Acquisition Fund	(800)		
West Yorkshire plus Transport Schemes	(14,973)		
Transforming Cities Fund	221		
Corporate Landlord	(2,014)		
Corporate Landlord (virement from Woodley School 2025/26)	68		
Asset Management Property Database	(85)		
Climate Emergency - Green Travel	(200)		
Project Fleet	(750)		
Huddersfield District Heat Network	(3,600)		
Highways	537		
Waste Strategy/Management Plant/Infrastructure	(143)		
Play Strategy	(78)		
OSAMS	(500)		
Parking	88		
<b>Public Health &amp; Corporate Resources</b>			
Information Technology	(840)		
School Catering	(295)		
<b>General Fund Re-profiling</b>	<b>(62,967)</b>		
<b>Housing Revenue Account:</b>			
Housing Growth	(1,490)		
LAHF - Refugee Housing	(200)		
LAHF 3 - Refugee Housing	1,090		
Council House Building	(74)		
Housing Capital Plan	(960)		
Building Safety	(1,238)		
Six Storey Blocks	(1,335)		
Ashview	(147)		
Buxton House	(583)		
Harold Wilson Court	251		
Berry Brow Remodelling	67		
Environmental	(29)		
Fuel Poverty	(26)		
<b>Housing Revenue Account Re-profiling</b>	<b>(4,674)</b>		
<b>Total Re-profiling</b>		<b>(67,641)</b>	
<b>Total Change in Budget</b>			<b>(70,359)</b>
<b>QUARTER 2 CAPITAL REVISED BUDGET</b>			<b>208,350</b>

## Breakdown of Capital Budget Funding Stream Changes since Q1

### Appendix 4

	£'000	£'000	£'000
<b>Change in Budget - Funding Breakdown:</b>			
<b>General Fund</b>			
Borrowing	(11,347)		
Borrowing (self-financed)	(19,411)		
Grant (Grants & contributions)	(37,030)		
S106 / S278	2,103	(65,685)	
<b>Housing Revenue Account</b>			
Grant (Grants & contributions)	342		
Capital Receipts	3489		
Reserves/Revenue Contributions	(8,505)	(4,674)	
<b>Change in Budget</b>			<b>(70,359)</b>

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**Report title:** Q2 2024/25 Council Plan and Performance Update Report

<b>Meeting</b>	Cabinet
<b>Date</b>	10 <sup>th</sup> December 2024
<b>Cabinet Member</b> (if applicable)	Councillor Tyler Hawkins
<b>Key Decision Eligible for Call In</b>	No
<b>Purpose of Report</b>	
The Q2 2024/25 Council Plan and Performance Update Report provides information on progress against the 2024/25 Council Plan priorities and the performance against the 2024/25 Council Key Measures.	
<b>Recommendations</b>	
<ul style="list-style-type: none"> <li>It is recommended that the report is noted.</li> </ul>	
<b>Resource Implication:</b> None	
<b>Date signed off by <u>Executive Director</u> &amp; name</b>	Rachel Spencer-Henshall, Deputy Chief Executive & Executive Director of Public Health and Corporate Resources – 28 <sup>th</sup> November 2024
<b>Is it also signed off by the Service Director for Finance?</b>	Kevin Mulvaney, Service Director – Finance – 28 <sup>th</sup> November 2024
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	Sam Lawton, Service Director – Legal, Governance and Commissioning (Monitoring Officer) – 28 <sup>th</sup> November 2024

**Electoral wards affected:** Not applicable

**Ward councillors consulted:** Not applicable

**Public or private:** Public

**Has GDPR been considered?** No personal data within report

## 1. Executive Summary

The Q2 2024/25 Council Plan and Performance Update Report is the second iteration of a new report providing Executive Leadership Team, Executive Board, Cabinet and Scrutiny Panels/Committees with:

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

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

Where available, data has been reported for the current quarter/year, the previous quarter/year and the current quarter for the previous year. This provides a short (3-month/1-year) and longer (12-month/2-year) term trend. Benchmarking data will be reported where available. The most appropriate comparator group for each measure will be selected. This will include comparisons against one or more of regional, statistical neighbour and national rates.

The Q2 2024/25 Council Plan and Performance Update Report has been updated to reflect the Directorate structural changes agreed at Personnel Committee on 2<sup>nd</sup> July 2024.

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

Cabinet is invited to consider this report in relation to the Council Plan deliverables contributing to the Kirklees Shared Outcomes and the Council's aspiration to be effective and efficient in the delivery of its services.

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

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

### **3.1 Council Plan**

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

### **3.2 Financial Implications**

There are no financial implications.

### **3.3 Legal Implications**

There are no legal implications.

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



There are no other implications

### **3.5 Integrated Impact Assessment (IIA)**

No Integrated Impact Assessment (IIA) is needed

## **4 Consultation**

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

## **5 Engagement**

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

## **6 Options**

### **6.1 Options Considered**

It is recommended that the report is noted.

### **6.2 Reasons for recommended Option**

This report is for information only.

## **7 Next steps and timelines**

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

## **8 Contact officer**

Head of Data and Insight, Mike Henry  
Telephone – 01484 221000  
Email – Mike.Henry@kirklees.gov.uk

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

Not applicable.

## **10 Appendices**

Not applicable.

## **11 Service Director responsible**

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

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Kirklees Council

# **Council Plan and Performance Update Report**

Quarter 2 2024/25

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# Council Plan Priorities Update – Quarter 2 2024/25

## Introduction

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

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

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

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

You can find the full version of the Council Plan at [www.kirklees.gov.uk/councilplan](http://www.kirklees.gov.uk/councilplan).

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

Our latest Corporate Financial Monitoring Report, based on the position at Q2 2024/25, is now forecasting an overspend of £9.9m and savings delivery of 79% against the £42.6m target. This is an improvement on the forecast overspend of £12.9M reported within the Q1 2024/25 Corporate Financial Monitoring Report. Significant pressures remain within Children's services due to demand and complexity of cases; costs of temporary accommodation and the impact upon benefit subsidy; demand pressures within adult social care and pressures within the place directorate around car parking income and waste management.

Our Council Budget Strategy for 2025/26, approved on 18 September 2024, highlighted some financial risks. The strategy identified a £29.3m funding gap for 2025/26 and a total forecast deficit of £40.9m by 2029/30, driven by pressures in social care, income shortfalls, and rising temporary accommodation costs. Services are working to identify savings to meet the 2025/26 budget gap. Identified savings to meet this gap will be outlined in the December 2024 cabinet report containing the draft annual budget for public consultation in advance of the budget being approved by Council on the 6 March 2025.

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

The council is also continuing work to better coordinate external funding applications and develop strategic relationships with key funders like the National Lottery Community Fund and Sports England – so we can maximise the opportunities available to us and improve our chances of success for accessing external sources of funding.

In terms of the Third Sector, at the end of Q2 2024/25, the volunteering and capacity building elements of the infrastructure contract with Third Sector Leaders have already exceeded agreed targets. 1,245 volunteering opportunities have been supported (against a target of 260), and the number of organisations receiving non-financial support was 223 (against a target of 120). The network of community anchor organisations is currently funded from a range of different sources, including the national UK Shared Prosperity Fund, which comes to an end in 2025. The Council continues to work with Third Sector Leaders and community anchors to seek further long-term funding from external sources, to enable the extension and further development of the community anchor role.

IAs will be used once again to support the budget decision making process for 2025/26. Work has now begun to put in place support mechanisms for services completing IAs for budget saving proposals, including timelines, awareness, training and engagement. Work to understand the collective impacts of all the proposals will also be completed to support a more strategic understanding of the overall impact of budgetary reductions.

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

A three-week Ofsted inspection of Children's Services in July concluded with an overall judgement of 'good', an improvement from 2019's 'requires improvement' rating. This is a testament to significant continuous efforts over the past five years and highlights the excellent progress made in helping and protecting children, the experiences and progress of children in care, care leavers, and the impact of leadership on social work practice. Ofsted's report highlights strengths and areas already being addressed by the council as shown in the Council Plan and our transformation plans.

This quarter, we established a partnership with statutory, non-statutory, and voluntary sector partners to form governance and delivery arrangements for the Kirklees Parenting Strategy, including the voice of Care Leavers. We also revised the services assessment and planning arrangements for care leavers, developing a plan for children in care progressing to adulthood.

We are continuing to work on the two-year adult social care transformation programme agreed by Cabinet in December 2023. This programme aims to prevent, reduce, and delay demand for care by helping people earlier. We want to resolve care needs effectively, offer more wellbeing and preventative services, increase care at home options, and use more assistive technology and housing adaptations. This will reduce the need for long term care.

We have redesigned the reablement operating model as well as redesigning the older people and adults with physical disabilities social care pathway and processes and have begun testing these new approaches. Embedding strength-based approaches is underway to ensure individuals are supported to be as independent as possible. Redesigning of the financial assessment process has commenced to support service users when paying towards their care.

We are continuing to prepare for the upcoming Care Quality Commission inspection which in this quarter has involved a high level of staff engagement work; updating our self-assessment and reviewing the information return that will be required when we receive the call. As part of the preparations, we have also been planning for Association of Directors of Adult Social Services to undertake a Peer Challenge in the first part of 2025.

We continue to implement the Homes and Neighbourhoods Asset Strategy and Investment Plan agreed by Cabinet in March 2024. The five-year strategy includes an investment of over £200m total spend from the Housing Revenue Account (HRA). In this quarter, we have implemented a service improvement plan for fire safety and introduced improvements to the management of damp, mould, and condensation. Water safety assessments, stock condition surveys, and fire risk assessments will be initiated across all stock from autumn 2024. Additionally, we have completed drafting a new Competency and Conduct policy with the first cohort of staff invited to enrol on an appropriate relevant housing qualification course from January 2025.

Housing complaints increased from 554 in 2022/23 to 826 in 2023/24, partially explained by a greater effort to inform tenants about the complaints process. Most complaints were resolved at stage 1, but the number of upheld complaints remains high.

In line with our ambition to ensure the tenant's experience informs the development and delivery of housing services, we are taking steps to make improvements. These steps include making sure our working relationships with delivery partners are efficient and effective, making better use of our IT and recording systems, as well as a telephone-based approach for gathering feedback. We are also introducing new training programmes for staff.

We continue to work with teams across the council to make sure we use our spaces efficiently and effectively. We have now raised £2.34m in capital receipts by mid-August – an increase of £1.12m since last quarter. This work will continue through the remainder of the year.

Our Access Strategy aims to ensure customers can find the right information, answers to their enquiries and updates on progress for their requests without calling the council where a call is unnecessary. We want to ensure our processes to respond to customer demand are inclusive, efficient and are designed around the customer's needs. An area of activity that has progressed this quarter is the work to develop the Access to Services Toolkit, which aims to use the learning from our previous work around improving online accessibility and repeated calls. The toolkit will enable services to implement process and service change improvements to improve online accessibility and getting it right first time. In the focus areas of Council Tax and Waste, work has continued to improve webpages, webchat bots and interactive voice recordings to offer customers better options to self-serve.



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

The council has now adopted the new Environment Strategy as part of our Policy Framework. Approved on the 18 September 2024, this strategy is now one of our four ‘top-tier’ strategies that guide everything the council does, and its partnership pledge process is now accepting pledges via the authority’s dedicated webpages. The vision of this strategy is to improve the lives of the people in Kirklees, creating healthy, happy and well-connected communities. The strategy aims to increase community engagement and empower communities, organisations and businesses to work together in nurturing people and places. The strategy defines what we want to achieve for the environment in Kirklees.

We’re making it easier for residents to reuse and recycle clothes with new, specially designed clothes banks. The council has partnered with Textile Recycling International (TRI) and is asking residents to separate clothing and home textiles into two different specially designed textile collection banks. We’ve also awarded £5,000 to six local organisations as part of our Zero Waste Community Grant. Launched in April 2024, the scheme aims to support groups to reduce waste by providing funding for implementing their green initiatives.

Our parks and greenspaces have once again been recognised amongst the country’s best parks, retaining their Green Flag Awards, an international quality mark for parks and green spaces.

Several parks across Kirklees will see investment of over £200,000 in their tennis courts thanks to funding from the Lawn Tennis Association (LTA). Kirklees Council and the LTA recently agreed a partnership which will see 19 courts across four parks refurbished and upgraded. The project will be delivered by the LTA with support from Kirklees’ Parks and Greenspaces Team.

The Director of Public Health (DPH) Annual Report 2023/24 focused on inequalities in the experience of death and dying. The Health and Wellbeing Board and Dying Well Board have both discussed the findings from the report. Action on the recommendations outlined within the plan will continue throughout 2024 and 2025.

Work to ensure that there is quality support and accommodation for adults with complex requirements is continuing. Construction of the new dementia day care facility at Knowl Park House in Mirfield, has now been completed on schedule. Staff are currently being trained, and the new facility will be officially open in November.

Construction is continuing at Ashbrow’s new housing development, which will see the completion of 50 new apartments dedicated to helping people with extra care needs live independently by winter 2024. We will be repurposing and modernising day care facilities for adults with learning disabilities at Mill Dale and Crescent Dale in Heckmondwike. The existing buildings will be repurposed to support up to 40 adults with profound and multiple learning disabilities and autism.

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

We have a draft Kirklees Inclusive Economy Strategy (KIES) which brings together the key areas of collaboration for partners across the public and private sectors in Kirklees with the aim of creating a stronger, more resilient local economy that works for everybody in Kirklees. The KIES has been developed through engagement with partners and can only be successfully delivered in partnership.

West Yorkshire Combined Authority (WYCA) are in the process of developing a Local Growth Plan (LGP) which is both a manifesto commitment of the Mayor and a requirement of the new Labour Government. The government frame LGPs as expressing the local contribution to the National Industrial Strategy. It is currently understood that LGPs will be focused around 3-5 principal drivers of growth rather than a full economic strategy and that WYCA will continue to develop and publish a full economic strategy as well as the LGP. It is important that Kirklees has an economic strategy in place that articulates our priorities to inform both these West Yorkshire documents as well as driving our own action and direct engagement with government.

We continue to develop the West Yorkshire Life Sciences Investment Zone. The Investment Zone will support innovation in the health, wellbeing and digital industries and is anchored by the new National Health Innovation Campus (NHIC), a transformative project led by the University of Huddersfield. The new campus offers world-class research, teaching, and public health facilities, leading to improved local health outcomes and innovation in healthcare for the north of England, the UK, and internationally. The first University building on the campus is almost complete and work has commenced on building 2.

The Council is developing the business cases for capital and revenue interventions designed to support businesses to start, grow or relocate on the back of this research excellence. The area forms part of the wider Station to Stadium Enterprise Corridor and the Council is focussing on bringing forward the Gas Works Street site for high value employment and 'grow on' space. The new Government has recently confirmed Investment Zones will proceed following a period of review following the General Election. Preparatory work is progressing with site investigations and work to assess the utility supply in the area, before development plans can be considered.

Our investment in Huddersfield continues and enabling works at Our Cultural Heart have been ongoing since Spring this year. This project represents an ambitious centrepiece for Huddersfield and will support wider regeneration and investment. Our recent development of New Street, the restoration of the Byram Arcade, creation of a new multi-functional event space at St Peter's

Gardens and securing £16.5million investment from Government to regenerate Huddersfield Market to support traders and surrounding businesses, demonstrate the ongoing work to regenerate our town.

In Dewsbury work is underway on the Arcade and Station Apartments schemes with both due to complete next summer. The Public Realm work at the Town Centre and Memorial Gardens commenced over summer. Design work on the market and town park continues, with the planning application submitted over summer. We are also working on the development of a Dewsbury Long-term Plan that builds on the Blueprint.

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

We continue to develop new strategies for Culture, Heritage, and Tourism that will engage more people in our cultural and heritage offer and raise Kirklees' profile, with a clear 10-year vision for culture across Kirklees and co-produced local action plans. The Culture Strategy started with the 'Culture is Ordinary' conference in November 2022 and is being developed throughout 2024. It will unite the district with a common 10-year vision for culture, identity, and creativity.

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

We will continue to work on these two strategies alongside the Heritage Strategy approved in April 2024 to transform the district for the future.

During 2024, strategic housing work has continued with landowners at the Dewsbury Riverside site to agree terms of collaboration and appointment of a master developer to develop the site. To progress the development of the urban extension, meetings have been held with key landowners and collaboration terms are in development. The actions to identify a preferred master developer for the site, and secure Homes England funding are programmed for the end of 2024/early 2025.

To progress the Bradley Park urban extension, strategic acquisitions are now being pursued. The procurement of a development partner for Phase 1 is programmed for early 2025.

# Council Performance Update – Quarter 2 2024/25

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

## Example table, key and explanations

### Benchmark key codes:

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

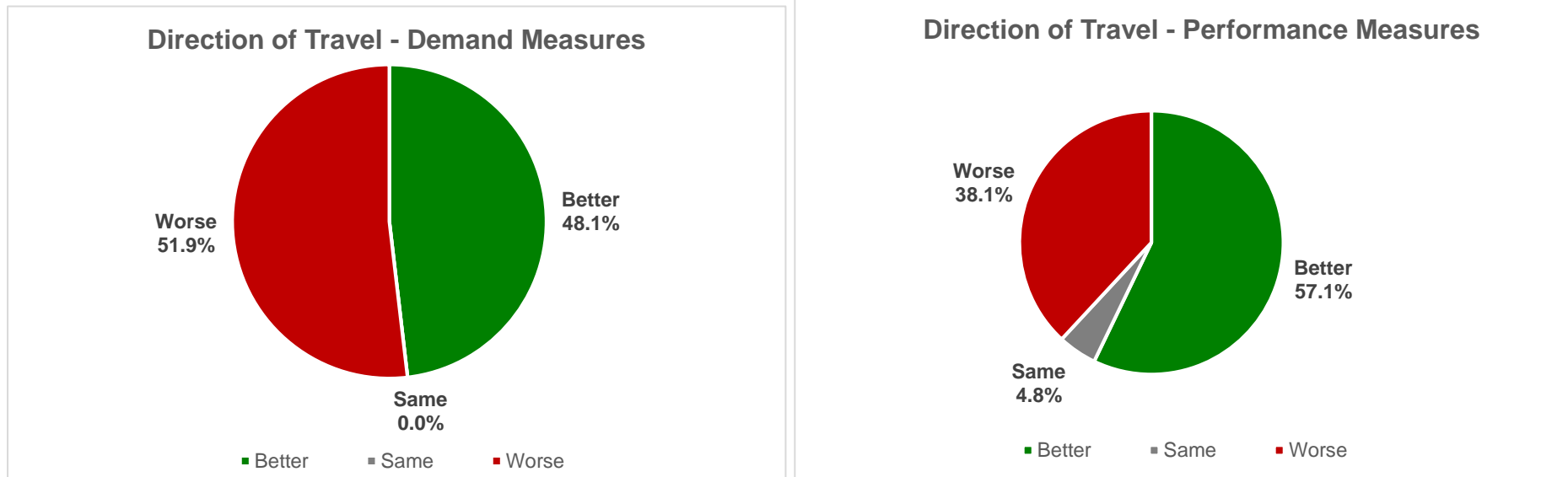
- = performance/rate in Kirklees is better than the benchmark group.
- = performance/rate in Kirklees is worse than the benchmark group.
- ◆ = performance/rate in Kirklees is the same as the benchmark group.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Looked After Children	Demand	609 (Q2 2024/25)		<p><b>Worse</b></p> <p>by 9 children compared with Q1 2024/25</p> <p><b>Better</b></p> <p>by 1 child compared with Q2 2023/24</p>	<p>● Kirklees - 60</p> <p>Statistical Neighbours - 93</p> <p>Children looked after rate per 10,000 children aged under 18 (2022/23)</p>

<p><b>Key Measure:</b></p> <p>This is a description of what we are measuring.</p>	<p><b>Measure type:</b></p> <p>What the measure is measuring - either performance or demand.</p>	<p><b>Latest value:</b></p> <p>This shows the latest value that is available and indicates the period it covers. If the value is a percent the numerator and denominator will be provided in brackets.</p>	<p><b>Trend:</b></p> <p>A line graph showing the data trend for the measure.</p>	<p><b>Latest value comparison:</b></p> <p>The latest value will be compared to 3-months ago (12-months for annual measures) and 12-months ago (24-months ago for annual measures), how the measures is performing and the difference.</p>
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## Summary

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



27 of the 36 demand measures within this section have longer-term trend data available.

63 of the 77 performance measures within this section have longer-term trend data available.

## Adults and Health

### Adults Social Care (ASC) Operation Key Measures

#### Quarter 2 2024/25

There has been a slight reduction in the number of adults aged under 65 being supported via long-term care compared with the same period in 2023/24. 59.7% of adults aged under 65 are being supported through a direct payment, providing them with choice and control over the type of care they receive. Latest benchmarking data (Q4 2022/23) shows that there is a higher proportion of service users under 65 who are in receipt of a direct payment in Kirklees (65.2%) compared to the national rate (38%).

There are more adults aged under 65 in Kirklees who are in nursing and residential placements compared to the national rate, demonstrating the complexity of care. Fewer adults aged under 65 in Kirklees receive a community service compared to the national rate.

There has been a reduction in the number of adults aged 65+ in nursing and residential care. The rate of adults aged 65+ in nursing and residential care is lower in Kirklees than it is nationally. The reduction in adults aged 65+ in nursing and residential care has resulted in an increase in the number of adults aged 65+ receiving a community service. The increase in the proportion of adults 65+ receiving a community service is a positive one and demonstrates that we are keeping older adults in their own homes within the community and as independent as possible.

The proportion of adult social care users and adult carers who found it easy to get information about available support has increased from last year. The percentage of adult social care users who found it easy to get information about available support is at the highest rate for six years.

## Key Measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Community Service Users aged 18-64 (at period end)	Demand	1,745 (30th September 2024)	<p>18-64 Nursing and Residential Service Users 18-64 Community Service Users</p>	<p><b>Worse</b> by 29 users compared with the end of Q1 2024/25</p> <p><b>Better</b> by 42 users compared with the end of Q2 2023/24</p>	<p>● Kirklees - 639</p> <p>National - 676 Number of Community Service users aged 18-64 per 18-64 100,000 population (Q1 2024/25)</p>
Number of Nursing and Residential Service Users aged 18-64 (as at period end)	Demand	409 (30th September 2024)		<p><b>Worse</b> by 3 users compared with the end of Q1 2024/25</p> <p><b>Better</b> by 8 users compared with the end of Q2 2023/24</p>	<p>● Kirklees - 161</p> <p>National - 111 Number of Nursing and Residential Service users aged 18-64 per 100,000 18-64 population (Q1 2024/25)</p>
% of service users receiving a Direct Payment aged 18-64 (at period end)	Performance	59.7% (1,042 / 1,745) (30th September 2024)		<p><b>Better</b> by 0.3 percentage points compared with the end of Q1 2024/25</p> <p><b>Worse</b> by 1.6 percentage points compared with the end of Q2 2023/24</p>	<p>● Kirklees - 65.2</p> <p>National - 38 % of Direct Payment service users aged 18-64 (Q4 2022/23)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Community Service Users aged 65+ (at period end)	Demand	1,960 (30th September 2024)	<p>65+ Nursing and Residential Service Users 65+ Community Service Users</p>	<p><b>Worse</b> by 94 users compared with the end of Q1 2024/25</p> <p><b>Worse</b> by 297 users compared with the end of Q2 2023/24</p>	<p>● Kirklees - 2264 National - 2326</p> <p>Number of Community Service users aged 65+ per 100,000 65+ population (Q1 2024/25)</p>
Number of Nursing and Residential Service Users aged 65+ (as at period end)	Demand	1,006 (30th September 2024)		<p><b>Better</b> by 32 users compared with the end of Q1 2024/25</p> <p><b>Better</b> by 104 users compared with the end of Q2 2023/24</p>	<p>● Kirklees - 1256 National - 1413</p> <p>Number of Nursing and Residential Service users aged 65+ per 100,000 65+ population (Q1 2024/25)</p>
% of service users receiving a Direct Payment aged 65+ (at period end)	Performance	16.84% (330 / 1,960) (30th September 2024)		<p><b>Better</b> by 0.01 percentage points compared with the end of Q1 2024/25</p> <p><b>Same</b> by 0 percentage points compared with the end of Q2 2023/24</p>	<p>● Kirklees - 16.5 National - 14.8</p> <p>% of Direct Payment service users aged 65+ (Q4 2022/23)</p>



Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% of carers who found it easy to find information about ASC services*	Performance	62.8% (2023/24)	<p>54.4%      62.8%</p> <p>2021/22      2023/24</p>	<p><b>Better</b> by 8.4 percentage points compared with 2021/22</p> <p>No comparison data available for 2019/20</p>	<p>Kirklees - 54.4% National - 57.7%</p> <p>(2021/22)</p>
% of adult social care users who found it easy to find information about ASC services*	Performance	74.8% (2023/24)	<p>65.3%      60.1%      74.8%</p> <p>2020/21      2021/22      2022/23      2023/24</p>	<p><b>Better</b> by 14.7 percentage points compared with 2022/23</p> <p><b>Better</b> by 9.5 percentage points compared with 2021/22</p>	<p>Kirklees - 60.1% National - 64.6%</p> <p>(2022/23)</p>

\*Annually collected measure, no updated data for quarter 2 2024/25

## Communities and Access Services Key Measures

### Quarter 2 2024/25

We have been steadily increasing the percentage of people supported by our Wellness Service. The positive change in the overall wellbeing score has increased since last quarter and is higher than at the same period last year.

The percentage of repeat domestic abuse incidents within 12 months is reducing. The number of anti-social behaviour incidents dealt with by the Police has also reduced on the previous quarter and is lower than the same period last year. This is reflective of the Council's ambition to work in partnership to keep people safe and helping communities flourish.

#### Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of completed Wellness Service interventions (percent of referrals that lead to completed intervention)	Performance	79.8% (640 / 802)  (Q2 2024/25)		<p><b>Better</b> by 5.6 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 9 percentage points compared with Q2 2023/24</p>	No benchmarking data is available
% of repeat domestic abuse incidents within 12 months	Performance	43% (1,213 / 2,821)  (Q2 2024/25)		<p><b>Better</b> by 1.9 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 5.7 percentage points compared with Q2 2023/24</p>	<p>West Yorkshire Police - 37</p> <p>Most Similar Groups - 29</p> <p>Domestic abuse rate per 1,000 population aged over 16 (2022/23)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark														
Number of Anti-Social Behaviour incidents	Performance	1,195  (Q2 2024/25)	<table border="1"> <caption>ASB Incidents Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Incidents</th> </tr> </thead> <tbody> <tr> <td>Q1 2023/24</td> <td>1,330</td> </tr> <tr> <td>Q2 2023/24</td> <td>1,330</td> </tr> <tr> <td>Q3 2023/24</td> <td>1,195</td> </tr> <tr> <td>Q4 2023/24</td> <td>1,195</td> </tr> <tr> <td>Q1 2024/25</td> <td>1,396</td> </tr> <tr> <td>Q2 2024/25</td> <td>1,195</td> </tr> </tbody> </table>	Quarter	Incidents	Q1 2023/24	1,330	Q2 2023/24	1,330	Q3 2023/24	1,195	Q4 2023/24	1,195	Q1 2024/25	1,396	Q2 2024/25	1,195	<p><b>Better</b> by 201 incidents compared with Q1 2024/25</p> <p><b>Better</b> by 135 incidents compared with Q2 2023/24</p>	<p>● West Yorkshire - 11 National - 17</p> <p>Number of ASB incidents per 1,000 population (Q4 2023/24)</p>
Quarter	Incidents																		
Q1 2023/24	1,330																		
Q2 2023/24	1,330																		
Q3 2023/24	1,195																		
Q4 2023/24	1,195																		
Q1 2024/25	1,396																		
Q2 2024/25	1,195																		

## Children and Families

### Learning & Early Support Key Measures

#### Quarter 2 2024/25

The latest data shows continued improvement in finalising Education, Health and Care Plans within the 20-week timescale. The transition to a new case management system in Q3 2024/25 should support our approach to sustaining this improvement.

In August 2024, new DfE Attendance Guidance was introduced explaining ‘Attendance is everyone’s business. The barriers to accessing education are wide-ranging and can be complex, both within and beyond the school gates. They are often specific to individual pupils and families.’ We have reviewed and revised our local protocols and continue to work with our school partners to put in place robust systems to track, monitor and enable strategies to promote good attendance. Further work is planned in the next quarter to further review opportunities for timely support and intervention, including the introduction of attendance networks to enable the sharing of good practise.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of Education, Health, and Care Plans finalised within 20 weeks during the quarter	Performance	34.95% (115 / 329)  (Q2 2024/25)		<p><b>Better</b> by 9.1 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 30.5 percentage points compared with Q2 2023/24</p>	<p>● Kirklees - 13%</p> <p>National - 50.3%</p> <p>% of EHCP issued within 20 weeks (excluding exceptions) (2023)</p>
School attendance - Total school absence - (authorised and unauthorised)	Performance	6.85% (3,998 / 58,419)  (Sep 2023 - Jul 2024)		<p><b>Better</b> by 0.3 percentage points compared with Sep 2022 - Jul 2023</p> <p><b>Better</b> by 0.5 percentage points compared with Sep 2021 - Jul 2022</p>	<p>● Kirklees - 7.2%</p> <p>National - 7.4%</p> <p>Total absence %  (Q1 2023/24)</p>

## Child Protection & Family Support Key Measures

### Quarter 2 2024/25

The quarter 2 data highlights continued low numbers of Children Looked After compared to our statistical neighbours and the England average. We have high numbers of our children living in family-based settings with a continued focus on our children being supported to live with their carers through special guardianship order arrangements. Our focus is to maintain this trend through prioritising these arrangements and offering high quality support.

For our children who are looked after, we continue to ensure they experience long-term placement stability close to their home. With recently introduced internal fostering strategies, including recruitment (where we have record number of carers currently in the assessment process), and support which includes our enhanced emotional wellbeing service, we predict ongoing improvement for this priority area.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																		
Number of Looked After Children	Demand	609 (Q2 2024/25)	<table border="1"> <caption>Number of Looked After Children - Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>~595</td> </tr> <tr> <td>Q3 2021/22</td> <td>~585</td> </tr> <tr> <td>Q1 2022/23</td> <td>~580</td> </tr> <tr> <td>Q3 2022/23</td> <td>~590</td> </tr> <tr> <td>Q1 2023/24</td> <td>~585</td> </tr> <tr> <td>Q3 2023/24</td> <td>610</td> </tr> <tr> <td>Q1 2024/25</td> <td>600</td> </tr> <tr> <td>Q2 2024/25</td> <td>609</td> </tr> </tbody> </table>	Quarter	Value	Q1 2021/22	~595	Q3 2021/22	~585	Q1 2022/23	~580	Q3 2022/23	~590	Q1 2023/24	~585	Q3 2023/24	610	Q1 2024/25	600	Q2 2024/25	609	<p><b>Worse</b></p> <p>by 9 children compared with Q1 2024/25</p> <p><b>Better</b></p> <p>by 1 child compared with Q2 2023/24</p>	<p>Kirklees - 60</p> <p>Statistical Neighbours - 93</p> <p>Children looked after rate per 10,000 children aged under 18 (2022/23)</p>
Quarter	Value																						
Q1 2021/22	~595																						
Q3 2021/22	~585																						
Q1 2022/23	~580																						
Q3 2022/23	~590																						
Q1 2023/24	~585																						
Q3 2023/24	610																						
Q1 2024/25	600																						
Q2 2024/25	609																						

# Public Health and Corporate Resources

## Governance & Commissioning Key Measures

### Quarter 2 2024/25

Demand for FOIs has reduced from the last quarter, whereas demand for SARs continues to rise. Performance for both FOIs and SARs has been affected by various operational factors, including delays in obtaining service responses as detailed in Q1 2024/25. The compliance figures are expected to improve to levels similar to those reported in Q1, as responses are sent out to the requests which remain open and within deadline. An FOI policy will be launched later this year. The SARs backlog has been evaluated, and alternative approaches are being considered to expedite processing. The Information Governance team will continue to support and collaborate with service areas to address their needs and improve FOI and SAR compliance.

The percentage of spend with local suppliers has increased compared to last year. Enhancements in data collection, recording, quality, and analysis may have contributed to this reported increase. The Procurement Team is actively working to promote the YORtender procurement portal, encouraging more suppliers located within the district to register.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																																												
Percent of Freedom of Information requests completed in time	Performance	57% (211 / 373)  (Q2 2024/25)	<table border="1"> <caption>FOI Requests and Completion Data</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Number of FOI requests</th> <th>% of FOIs completed in time</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2022/23</td> <td>~380</td> <td>~75%</td> </tr> <tr> <td>Q2</td> <td>2022/23</td> <td>~373</td> <td>~75%</td> </tr> <tr> <td>Q3</td> <td>2022/23</td> <td>~380</td> <td>~75%</td> </tr> <tr> <td>Q4</td> <td>2022/23</td> <td>~390</td> <td>~78%</td> </tr> <tr> <td>Q1</td> <td>2023/24</td> <td>~400</td> <td>~78%</td> </tr> <tr> <td>Q2</td> <td>2023/24</td> <td>427</td> <td>79%</td> </tr> <tr> <td>Q3</td> <td>2023/24</td> <td>~410</td> <td>~78%</td> </tr> <tr> <td>Q4</td> <td>2023/24</td> <td>~400</td> <td>~75%</td> </tr> <tr> <td>Q1</td> <td>2024/25</td> <td>406</td> <td>72%</td> </tr> <tr> <td>Q2</td> <td>2024/25</td> <td>373</td> <td>57%</td> </tr> </tbody> </table>	Quarter	Year	Number of FOI requests	% of FOIs completed in time	Q1	2022/23	~380	~75%	Q2	2022/23	~373	~75%	Q3	2022/23	~380	~75%	Q4	2022/23	~390	~78%	Q1	2023/24	~400	~78%	Q2	2023/24	427	79%	Q3	2023/24	~410	~78%	Q4	2023/24	~400	~75%	Q1	2024/25	406	72%	Q2	2024/25	373	57%	<p><b>Worse</b> by 15 percentage points compared with Q1 2024/25</p> <p><b>Worse</b> by 22 percentage points compared with Q2 2023/24</p>	<ul style="list-style-type: none"> <li>● Kirklees - 80%</li> <li>● Bradford - 95%</li> <li>● Calderdale - 94%</li> <li>● Leeds - 88%</li> <li>● Wakefield - 99%</li> </ul> <p>(2023/24)</p>
Quarter	Year	Number of FOI requests	% of FOIs completed in time																																														
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Q2	2023/24	427	79%																																														
Q3	2023/24	~410	~78%																																														
Q4	2023/24	~400	~75%																																														
Q1	2024/25	406	72%																																														
Q2	2024/25	373	57%																																														
Number of Freedom of Information requests received	Demand	373  (Q2 2024/25)		<p><b>Better</b> by 33 requests compared with Q1 2024/25</p> <p><b>Better</b> by 54 requests compared with Q2 2023/24</p>	<ul style="list-style-type: none"> <li>● Kirklees - 3.8</li> <li>● Bradford - 3.1</li> <li>● Calderdale - 6.45</li> <li>● Leeds - 2.69</li> <li>● Wakefield - 3.75</li> </ul> <p>Number of FOI requests per 1,000 population (2023/24)</p>																																												

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Subject Access Requests received	Demand	137 (Q2 2024/25)	<p>Number of SARs requests: 107, 107, 107, 127, 137 Percent of SAR's completed in time: 64%, 64%, 62%, 47%</p>	<p><b>Worse</b> by 10 requests compared with Q1 2024/25</p> <p><b>Worse</b> by 30 requests compared with Q2 2023/24</p>	<p>Kirklees - 0.98 Bradford - 0.44 Calderdale - 1.35 Leeds - 1.31 Wakefield - 1.1</p> <p>Number of SAR requests per 1,000 population (2023/24)</p>
Percent of Subject Access Requests completed in time	Performance	47% (64 / 137) (Q2 2024/25)		<p><b>Worse</b> by 15 percentage points compared with Q1 2024/25</p> <p><b>Worse</b> by 17 percentage points compared with Q2 2023/24</p>	<p>Kirklees - 63% Bradford - 97% Calderdale - 92% Leeds - 59% Wakefield - 76%</p> <p>(2023/24)</p>
% spend with local suppliers*	Performance	57% (£236.1M / £414.M) (2023/24)		<p><b>Better</b> by 3.6 percentage points compared with 2022/23</p> <p><b>Better</b> by 1.4 percentage points compared with 2021/22</p>	No benchmarking data is available

\*Annually collected measures, no updated data for quarter 2 2024/25.

## Finance Key Measures

### Quarter 2 2024/25

Business Rates Collection continues to be robust, surpassing previous quarters. Council Tax collection rate has slightly improved from the previous quarter and is comparable to last year. We will continue to carefully monitor the situation to ensure our target is met.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																				
Council Tax collection rate*	Performance	51.26% (£146.1M / £284.9M)  (Apr 2024 - Sep 2024)	<table border="1"> <caption>Council Tax Collection Rate Trend</caption> <thead> <tr> <th>Period</th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> </tr> </thead> <tbody> <tr> <td>Apr - Jun</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Apr - Sep</td> <td>49.0%</td> <td>51.1%</td> <td>51.26%</td> </tr> <tr> <td>Apr - Dec</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Apr - Mar</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Period	2022/23	2023/24	2024/25	Apr - Jun	-	-	-	Apr - Sep	49.0%	51.1%	51.26%	Apr - Dec	-	-	-	Apr - Mar	-	-	-	<p><b>Better</b> by 0.13 percentage points compared with Apr 2023 - Sep 2023</p> <p><b>Better</b> by 2.28 percentage points compared with Apr 2022 - Sep 2022</p>	<p>◆</p> <p>Kirklees - 96% National - 96%</p> <p>(April 2023 to March 2024)</p>
Period	2022/23	2023/24	2024/25																						
Apr - Jun	-	-	-																						
Apr - Sep	49.0%	51.1%	51.26%																						
Apr - Dec	-	-	-																						
Apr - Mar	-	-	-																						
Business Rates collection rate*	Performance	55.01% (£57.5M / £104.5M)  (Apr 2024 - Sep 2024)	<table border="1"> <caption>Business Rates Collection Rate Trend</caption> <thead> <tr> <th>Period</th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> </tr> </thead> <tbody> <tr> <td>Apr - Jun</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Apr - Sep</td> <td>59.20%</td> <td>52.36%</td> <td>55.01%</td> </tr> <tr> <td>Apr - Dec</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Apr - Mar</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Period	2022/23	2023/24	2024/25	Apr - Jun	-	-	-	Apr - Sep	59.20%	52.36%	55.01%	Apr - Dec	-	-	-	Apr - Mar	-	-	-	<p><b>Better</b> by 2.65 percentage points compared with Apr 2023 - Sep 2023</p> <p><b>Worse</b> by 4.19 percentage points compared with Apr 2022 - Sep 2022</p>	<p>●</p> <p>Kirklees - 95.2% National - 96.8%</p> <p>(April 2023 to March 2024)</p>
Period	2022/23	2023/24	2024/25																						
Apr - Jun	-	-	-																						
Apr - Sep	59.20%	52.36%	55.01%																						
Apr - Dec	-	-	-																						
Apr - Mar	-	-	-																						

\*Measures where data is collected quarterly year to date.



## People Services Key Measures

### Quarter 2 2024/25

Staff turnover remains stable with no specific areas for concern. We continue to use deployment to avoid redundancy and have recently introduced some additional steps in the service change process around voluntary redundancy as a mitigation to less jobs becoming available across the council. We have identified roles that are exempt from recruitment restrictions, these are typically hard to recruit to or those roles with high turnover

In relation to sickness absence, we are promoting early intervention for all referrals and clinical review for all long-term sickness absence cases. We are piloting an approach to support managers in areas of higher sickness or risk of higher sickness in dealing with sickness absence and difficult conversations.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																		
Staff turnover (percentage of staff leaving the Council)	Performance	2.7% (220 / 8,186)  (Q2 2024/25)	<table border="1"> <caption>Staff Turnover Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Turnover (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2021/22</td><td>~2.5%</td></tr> <tr><td>Q3 2021/22</td><td>~3.0%</td></tr> <tr><td>Q1 2022/23</td><td>~2.5%</td></tr> <tr><td>Q3 2022/23</td><td>~3.0%</td></tr> <tr><td>Q1 2023/24</td><td>~2.5%</td></tr> <tr><td>Q3 2023/24</td><td>4.0%</td></tr> <tr><td>Q1 2024/25</td><td>2.7%</td></tr> </tbody> </table>	Quarter	Turnover (%)	Q1 2021/22	~2.5%	Q3 2021/22	~3.0%	Q1 2022/23	~2.5%	Q3 2022/23	~3.0%	Q1 2023/24	~2.5%	Q3 2023/24	4.0%	Q1 2024/25	2.7%	<p>Same by 0 percentage points compared with Q1 2024/25</p> <p>Better by 1.3 percentage points compared with Q2 2023/24</p>	<p>Kirklees - 2.7%</p> <p>Bradford - 2.9%</p> <p>Leeds - 1.6%</p> <p>Wakefield - 2.4%</p> <p>Turnover rate (Q3 2023/24)</p>		
Quarter	Turnover (%)																						
Q1 2021/22	~2.5%																						
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Q1 2024/25	2.7%																						
Average sickness days per full time equivalent (FTE) over the last 12 months	Performance	13.72  (Q2 2024/25)	<table border="1"> <caption>Average Sickness Days Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Sickness Days</th> </tr> </thead> <tbody> <tr><td>Q1 2021/22</td><td>~12.5</td></tr> <tr><td>Q3 2021/22</td><td>~12.8</td></tr> <tr><td>Q1 2022/23</td><td>~13.0</td></tr> <tr><td>Q3 2022/23</td><td>~13.2</td></tr> <tr><td>Q1 2023/24</td><td>~13.4</td></tr> <tr><td>Q3 2023/24</td><td>13.40</td></tr> <tr><td>Q1 2024/25</td><td>13.83</td></tr> <tr><td>Q2 2024/25</td><td>13.72</td></tr> </tbody> </table>	Quarter	Average Sickness Days	Q1 2021/22	~12.5	Q3 2021/22	~12.8	Q1 2022/23	~13.0	Q3 2022/23	~13.2	Q1 2023/24	~13.4	Q3 2023/24	13.40	Q1 2024/25	13.83	Q2 2024/25	13.72	<p>Better by 0.11 days per FTE compared with Q1 2024/25</p> <p>Worse by 0.32 days per FTE compared with Q2 2023/24</p>	<p>Kirklees - 13.9</p> <p>Bradford - 13.22</p> <p>Leeds - 12.93</p> <p>2023/24</p>
Quarter	Average Sickness Days																						
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Q1 2024/25	13.83																						
Q2 2024/25	13.72																						

## Public Health & Health Protection Key Measures

### Quarter 2 2024/25

Smoking in pregnancy continues to be on a downward trajectory, lower than previous quarters. There are significant differences in smoking rates based on deprivation levels. The tobacco alliance continues to focus on stopping people from starting to smoke in the first place (and therefore not needing support to quit) and increasing access to smoking cessation support.

There were 8 accidents reportable to the Health and Safety Executive under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) during Q2 2024/25. This is an increase of one compared to the same period in 2023/24. Whilst accidents in both periods resulted in lost working days, only 1 accident in each period resulted in a specified injury (informally referred to as a major injury).

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Smoking during pregnancy (mother's smoking status at time of delivery)	Performance	6% (55 / 911)  (Q1 2024/25)		<p><b>Better</b> by 1.4 percentage points compared with Q4 2023/24</p> <p><b>Better</b> by 3 percentage points compared with Q1 2023/24</p>	<p>🔴</p> <p>Kirklees - 9.4% National - 8.8%</p> <p>Smoking during pregnancy (April 2022 to March 2023)</p>
Number of RIDDOR reportable incidents	Performance	8  (Q2 2024/25)		<p><b>Better</b> by 1 incident compared with Q1 2024/25</p> <p><b>Worse</b> by 1 incident compared with Q2 2023/24</p>	No benchmarking data is available

## Place

### Skills & Regeneration Key Measures

#### Quarter 2 2024/25

Although the cost of living and cost of doing business clearly remain concerning for many, increased business confidence and investment intentions seem to point towards a more positive outlook moving forwards, driven by expectations of falling inflation and interest rates. As a result, Kirklees businesses continue to prove highly resilient, with employment levels in key sectors including manufacturing and engineering remaining stable. Large swings in macro-economic measures such as Employment Rate are not generally seen on a quarterly basis, however employment rate and unemployment rates continue to track generally marginally adverse from national and regional averages. Overall local labour market data for Kirklees always masks high levels of economic inactivity and too many residents in low pay, low skill and insecure work; this is also linked to low growth in business productivity. Increasing skills levels (at all levels) is key to increasing productivity and wages for residents.

This quarter the Council has responded to Government consultations on planning reform and inputted into the West Yorkshire Local Growth Plan. Nationally, the Government has published the 2035 Industrial Strategy which sets out a clear focus on the likes of health and life sciences, creative and digital and advanced manufacturing. All sector in which Kirklees presents comparative advantage and growth potential.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark										
Employment Rate	Performance	74.1% (Q4 2023/24)	<table border="1"> <caption>Employment Rate Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Employment Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2023/24</td> <td>~73.5%</td> </tr> <tr> <td>Q2 2023/24</td> <td>74.1%</td> </tr> <tr> <td>Q3 2023/24</td> <td>72.7%</td> </tr> <tr> <td>Q4 2023/24</td> <td>74.1%</td> </tr> </tbody> </table>	Quarter	Employment Rate (%)	Q1 2023/24	~73.5%	Q2 2023/24	74.1%	Q3 2023/24	72.7%	Q4 2023/24	74.1%	<p><b>Better</b> by 1.4 percentage points compared with Q3 2023/24</p> <p>No comparison data available for Q4 2022/23</p>	<p><b>Better</b> Kirklees - 73.3% Yorkshire and the Humber - 73.1%</p> <p>(April 2023 - March 2024)</p>
Quarter	Employment Rate (%)														
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Q2 2023/24	74.1%														
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Q4 2023/24	74.1%														

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																				
Business births	Performance	500  (Q1 2024/25)	<table border="1"> <caption>Business Births Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2020/21</td><td>~450</td></tr> <tr><td>Q3 2020/21</td><td>~480</td></tr> <tr><td>Q1 2021/22</td><td>~470</td></tr> <tr><td>Q3 2021/22</td><td>~480</td></tr> <tr><td>Q1 2022/23</td><td>~490</td></tr> <tr><td>Q3 2022/23</td><td>~470</td></tr> <tr><td>Q1 2023/24</td><td>400</td></tr> <tr><td>Q3 2023/24</td><td>530</td></tr> <tr><td>Q1 2024/25</td><td>500</td></tr> </tbody> </table>	Quarter	Value	Q1 2020/21	~450	Q3 2020/21	~480	Q1 2021/22	~470	Q3 2021/22	~480	Q1 2022/23	~490	Q3 2022/23	~470	Q1 2023/24	400	Q3 2023/24	530	Q1 2024/25	500	<p><b>Worse</b> by 30 businesses compared with Q4 2023/24</p> <p><b>Better</b> by 100 businesses compared with Q1 2023/24</p>	<p>● Kirklees - 14.1</p> <p>West Yorkshire - 13.7</p> <p>Business births per 10,000 people aged 16+ (Apr - Jun 2024)</p>
Quarter	Value																								
Q1 2020/21	~450																								
Q3 2020/21	~480																								
Q1 2021/22	~470																								
Q3 2021/22	~480																								
Q1 2022/23	~490																								
Q3 2022/23	~470																								
Q1 2023/24	400																								
Q3 2023/24	530																								
Q1 2024/25	500																								
Number of planning applications received - major	Demand	29  (Q2 2024/25)	<table border="1"> <caption>Major Planning Applications Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q4 2022/23</td><td>~23</td></tr> <tr><td>Q1 2023/24</td><td>~25</td></tr> <tr><td>Q2 2023/24</td><td>26</td></tr> <tr><td>Q3 2023/24</td><td>~24</td></tr> <tr><td>Q4 2023/24</td><td>~22</td></tr> <tr><td>Q1 2024/25</td><td>22</td></tr> <tr><td>Q2 2024/25</td><td>29</td></tr> </tbody> </table>	Quarter	Value	Q4 2022/23	~23	Q1 2023/24	~25	Q2 2023/24	26	Q3 2023/24	~24	Q4 2023/24	~22	Q1 2024/25	22	Q2 2024/25	29	<p><b>Better</b> by 7 applications compared with Q1 2024/25</p> <p><b>Better</b> by 3 application compared with Q2 2023/24</p>	<p>● Kirklees - 0.3</p> <p>Yorkshire and the Humber - 0.4</p> <p>Number of major planning application decisions per 1,000 properties (Jul 23 - Jun 24)</p>				
Quarter	Value																								
Q4 2022/23	~23																								
Q1 2023/24	~25																								
Q2 2023/24	26																								
Q3 2023/24	~24																								
Q4 2023/24	~22																								
Q1 2024/25	22																								
Q2 2024/25	29																								
Percent of population with at least level 2 qualification*	Performance	87.3% (236,000 / 269,500)  (2023)	<table border="1"> <caption>Level 2 Qualification Trend Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2020</td><td>72.9%</td></tr> <tr><td>2021</td><td>72.7%</td></tr> <tr><td>2023</td><td>87.3%</td></tr> </tbody> </table>	Year	Value	2020	72.9%	2021	72.7%	2023	87.3%	<p><b>Better</b> by 14.6 percentage points compared with 2021</p> <p><b>Better</b> by 14.4 percentage points compared with 2020</p>	<p>● Kirklees - 87.3%</p> <p>Yorkshire and the Humber - 85.1%</p> <p>(2023)</p>												
Year	Value																								
2020	72.9%																								
2021	72.7%																								
2023	87.3%																								

\*Annually collected measure, no updated data for quarter 2 2024/25.

## Highways, Streetscene and Waste Key Measures

### Quarter 2 2024/25

Fly tipping continues to be an issue both locally and nationally. The number of fly tipping reports have increased this quarter when compared with last, which places Kirklees slightly above the Yorkshire and Humber average, but below the national rate. The use of overt and covert cameras continues to improve enforcement against those who feel it necessary to fly tip, working with local partners and national campaigns.

Kirklees Council continue to work actively with its partners, residents and business to improve recycling rates, and the trend is positive over the past year, with contamination remaining on a downward trend.

Our missed bins performance has improved further, with more than 99.8% of all bins collected from households without complaint. Challenges affecting performance continue to include accessibility due to parked cars, roadworks, incidents, and accidents. A programme of work continues with communities to relocate bins to aid collection and maximise performance.

Whilst there has been some clarity from government on the future requirements for Simpler Recycling and associated legislation, there continues to be no certainty of future funding arrangements. This creates challenges when planning for the introduction of new services to improve recycling rates.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Recycling contamination rate	Performance	15.4% (Q1 2024/25)		<p><b>Better</b> by 2.1 percentage points compared with Q4 2023/24</p> <p><b>Better</b> by 6.1 percentage points compared with Q1 2023/24</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Potholes - % of emergency defects made safe within intervention timescales.	Performance	87.5% (7 / 8)  (Q2 2024/25)	<p>Q3 2022/23 Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25</p>	<p><b>Worse</b> by 12.5 percentage points compared with Q1 2024/25</p> <p><b>Worse</b> by 12.5 percentage points compared with Q2 2023/24</p>	No benchmarking data is available
Number of fly tipping reports	Demand	2,581  (Q2 2024/25)	<p>Q2 2020/21 Q4 2020/21 Q2 2021/22 Q4 2021/22 Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25</p>	<p><b>Worse</b> by 350 reports compared with Q1 2024/25</p> <p><b>Worse</b> by 985 reports compared with Q2 2023/24</p>	<p>Kirklees - 16.4 Yorkshire and the Humber - 14.1 Fly-tipping incidents reported per 1,000 people (2022/23)</p>
Missed bins (% of collections without complaints)	Performance	99.82% (2,346,803 / 2,350,927)  (Q2 2024/25)	<p>Q1 2022/23 Q2 2022/23 Q3 2022/23 Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25</p>	<p><b>Better</b> by 0.03 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 0.11 percentage points compared with Q2 2023/24</p>	No benchmarking data is available

## Homes & Neighbourhoods Key Measures

### Quarter 2 2024/25

Homes and Neighbourhoods collected 98.43% of rents due. The arrears of 3.6% are driven largely by the cost-of-living challenges faced by tenants and by the migration from Housing Benefit to Universal Credit (UC), which can cause delays of up to five weeks for tenants' receipt of payment.

It is anticipated that rent arrears performance will be maintained in the next quarter and beyond. We continue to work with tenants to support them to secure work through our Employment and Skills Team. Where appropriate, we also signpost tenants to other services including Money Advice, which may include support with identifying benefit entitlements.

There are currently 1,250 open cases where the Council's tenants are experiencing damp, mould and condensation (DMC). Although a slight increase from last quarter (1,224 cases), it should be noted that the figure is significantly lower than Q4 2023/24 (1830 cases). This number is currently inflated as we are working on tackling a backlog. When a backlog DMC case is complete this has a negative effect on the average length, once the back log jobs are complete a more accurate number will be shown as we resolve newly reported cases.

The average relet times for turning around void properties has deteriorated slightly to 90 days, compared with 89 days in the previous quarter. Relet times continue to be hindered by vacancies across multiple teams supporting the delivery of void services. Recruitment to a number of these posts has been successful and new starters will provide additional capacity to assist with void output and relet times. A third-party contractor will be available to use from Q3 to support with additional property maintenance works at void stage to increase void output.

The proportion of non-emergency responsive repairs completed within timescale remains stable at 82%. The council is looking at ways to improve performance in this area.

The number of households in temporary accommodation has dropped slightly from 474 to 463 households since the previous quarter. This represents 2.28 households per thousand, compared with 4.87 households per thousand nationally.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																								
Percentage of rents in arrears.	Performance	3.56% (£3.3M / £93.8M)  (Q2 2024/25)	<table border="1"> <caption>Percentage of rents in arrears - Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2021/22</td><td>3.62%</td></tr> <tr><td>Q3 2021/22</td><td>3.70%</td></tr> <tr><td>Q1 2022/23</td><td>3.56%</td></tr> <tr><td>Q3 2022/23</td><td>3.70%</td></tr> <tr><td>Q1 2023/24</td><td>3.62%</td></tr> <tr><td>Q3 2023/24</td><td>3.76%</td></tr> <tr><td>Q1 2024/25</td><td>3.62%</td></tr> <tr><td>Q2 2024/25</td><td>3.56%</td></tr> </tbody> </table>	Quarter	Value	Q1 2021/22	3.62%	Q3 2021/22	3.70%	Q1 2022/23	3.56%	Q3 2022/23	3.70%	Q1 2023/24	3.62%	Q3 2023/24	3.76%	Q1 2024/25	3.62%	Q2 2024/25	3.56%	<p><b>Better</b> by 0.1 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 0.2 percentage points compared with Q2 2023/24</p>	<p>◆ Kirklees - 3.6% National - 3.6%</p> <p>Current tenant arrears % (2023/24)</p>						
Quarter	Value																												
Q1 2021/22	3.62%																												
Q3 2021/22	3.70%																												
Q1 2022/23	3.56%																												
Q3 2022/23	3.70%																												
Q1 2023/24	3.62%																												
Q3 2023/24	3.76%																												
Q1 2024/25	3.62%																												
Q2 2024/25	3.56%																												
Number of open damp, mould and condensation cases	Demand	1,250  (Q2 2024/25)	<table border="1"> <caption>Number of open damp, mould and condensation cases - Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q4 2023/24</td><td>1,224</td></tr> <tr><td>Q1 2024/25</td><td>1,224</td></tr> <tr><td>Q2 2024/25</td><td>1,250</td></tr> </tbody> </table>	Quarter	Value	Q4 2023/24	1,224	Q1 2024/25	1,224	Q2 2024/25	1,250	<p><b>Worse</b> by 26 cases compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	<p>◆ Kirklees - N/A National - 3.7%</p> <p>Damp and mould live cases as a % of stock (2023/24)</p>																
Quarter	Value																												
Q4 2023/24	1,224																												
Q1 2024/25	1,224																												
Q2 2024/25	1,250																												
Average days to re-let time.	Performance	90.1  (Q2 2024/25)	<table border="1"> <caption>Average days to re-let time - Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2021/22</td><td>89.7</td></tr> <tr><td>Q3 2021/22</td><td>89.7</td></tr> <tr><td>Q1 2022/23</td><td>89.7</td></tr> <tr><td>Q3 2022/23</td><td>89.7</td></tr> <tr><td>Q1 2023/24</td><td>67.2</td></tr> <tr><td>Q3 2023/24</td><td>89.7</td></tr> <tr><td>Q1 2024/25</td><td>89.7</td></tr> <tr><td>Q2 2024/25</td><td>90.1</td></tr> </tbody> </table>	Quarter	Value	Q1 2021/22	89.7	Q3 2021/22	89.7	Q1 2022/23	89.7	Q3 2022/23	89.7	Q1 2023/24	67.2	Q3 2023/24	89.7	Q1 2024/25	89.7	Q2 2024/25	90.1	<p><b>Worse</b> by 0.4 days compared with Q1 2024/25</p> <p><b>Worse</b> by 22.9 days compared with Q2 2023/24</p>	<p>◆ Kirklees - 69.73 National - 36.31</p> <p>(2023/24)</p>						
Quarter	Value																												
Q1 2021/22	89.7																												
Q3 2021/22	89.7																												
Q1 2022/23	89.7																												
Q3 2022/23	89.7																												
Q1 2023/24	67.2																												
Q3 2023/24	89.7																												
Q1 2024/25	89.7																												
Q2 2024/25	90.1																												
Proportion of non-emergency responsive repairs completed within timescale.	Demand	82.2% (21,184 / 25,778)  (Q2 2024/25)	<table border="1"> <caption>Proportion of non-emergency responsive repairs completed within timescale - Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q4 2021/22</td><td>85.05%</td></tr> <tr><td>Q1 2022/23</td><td>85.05%</td></tr> <tr><td>Q2 2022/23</td><td>85.05%</td></tr> <tr><td>Q3 2022/23</td><td>85.05%</td></tr> <tr><td>Q4 2022/23</td><td>85.05%</td></tr> <tr><td>Q1 2023/24</td><td>81.79%</td></tr> <tr><td>Q2 2023/24</td><td>85.05%</td></tr> <tr><td>Q3 2023/24</td><td>85.05%</td></tr> <tr><td>Q4 2023/24</td><td>85.05%</td></tr> <tr><td>Q1 2024/25</td><td>81.79%</td></tr> <tr><td>Q2 2024/25</td><td>82.20%</td></tr> </tbody> </table>	Quarter	Value	Q4 2021/22	85.05%	Q1 2022/23	85.05%	Q2 2022/23	85.05%	Q3 2022/23	85.05%	Q4 2022/23	85.05%	Q1 2023/24	81.79%	Q2 2023/24	85.05%	Q3 2023/24	85.05%	Q4 2023/24	85.05%	Q1 2024/25	81.79%	Q2 2024/25	82.20%	<p><b>Better</b> by 0.41 percentage points compared with Q1 2024/25</p> <p><b>Worse</b> by 2.85 percentage points compared with Q2 2023/24</p>	<p>● Kirklees - 86.3% National - 81.5%</p> <p>% of non-emergency repairs completed within target timescale (2023/24)</p>
Quarter	Value																												
Q4 2021/22	85.05%																												
Q1 2022/23	85.05%																												
Q2 2022/23	85.05%																												
Q3 2022/23	85.05%																												
Q4 2022/23	85.05%																												
Q1 2023/24	81.79%																												
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Q4 2023/24	85.05%																												
Q1 2024/25	81.79%																												
Q2 2024/25	82.20%																												
Number of households in temporary accommodation.	Demand	463  (Q2 2024/25)	<table border="1"> <caption>Number of households in temporary accommodation - Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q4 2022/23</td><td>474</td></tr> <tr><td>Q1 2023/24</td><td>474</td></tr> <tr><td>Q2 2023/24</td><td>391</td></tr> <tr><td>Q3 2023/24</td><td>474</td></tr> <tr><td>Q4 2023/24</td><td>474</td></tr> <tr><td>Q1 2024/25</td><td>474</td></tr> <tr><td>Q2 2024/25</td><td>463</td></tr> </tbody> </table>	Quarter	Value	Q4 2022/23	474	Q1 2023/24	474	Q2 2023/24	391	Q3 2023/24	474	Q4 2023/24	474	Q1 2024/25	474	Q2 2024/25	463	<p><b>Better</b> by 11 households compared with Q1 2024/25</p> <p><b>Worse</b> by 72 households compared with Q2 2023/24</p>	<p>◆ Kirklees - 2.28 Yorkshire and the Humber - 1.43</p> <p>Number of households in temporary accommodation per 1,000 households (Q4 2023/24)</p>								
Quarter	Value																												
Q4 2022/23	474																												
Q1 2023/24	474																												
Q2 2023/24	391																												
Q3 2023/24	474																												
Q4 2023/24	474																												
Q1 2024/25	474																												
Q2 2024/25	463																												



## Development Key Measures

### Quarter 2 2024/25

Demand for temporary accommodation remains high in Kirklees, positive albeit small changes are beginning to be seen from the transformation plan with more households leaving temp accommodation than entering with the quarter closing at 463. Changes to the front door and prioritising of allocations are expected to make step changes in the numbers prevented from being homeless, and the numbers leaving temporary accommodation to both social and private rented sectors.

The number of new affordable homes built and ready for letting has increased over the last quarterly monitoring period. Year on year completions remain low, impacting on move on homes. Several schemes of affordable housing are approaching planning stage so the next 2 years should see a step change in this. Colleagues from Housing Growth and Solutions are feeding into the local plan housing assessment to address the need for correct type and tenure of housing, particularly a renewed emphasis on social rental.

We look forward to the government’s spending review and planning reforms to help boost the number of affordable homes delivered in the district. Given the lead time for new housing, there is no immediate improvement in longer term trends expected for this indicator.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Affordable homes facilitated by Housing Growth	Performance	17 (Q1 2024/25)		<p><b>Better</b> by 13 homes compared with Q4 2023/24</p> <p><b>Worse</b> by 12 homes compared with Q1 2023/24</p>	No benchmarking data is available

## Environment Strategy & Climate Change Key Measures

### Quarter 2 2024/25

Whilst the national and local trend of numbers of children and complexity accessing home to school transport is continuing to increase, there are positive signs for Kirklees. There is a decreasing number of children using taxis and minibuses and an increasing number of children utilising personal travel budgets, which is a more cost-effective way of providing transport assistance. This gives families flexibility to choose the best mode of transport for their needs and reduces reliance on others to provide transport.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of children accessing home to school transport	Demand	1,518  (30th September 2024)		<p><b>Worse</b> by 48 children compared with the end of Q1 2024/25</p> <p><b>Worse</b> by 271 children compared with the end of Q2 2023/24</p>	DfT are looking at collecting data nationally next year

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

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



## Appendix A – Council Measures

### Adults and Health

#### Adults Social Care (ASC) Operation Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% Contacts to ASC that were signposted, information, advice or guidance was given or had no further action	Performance	35% (Q2 2024/25)	<p>Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25</p>	<p><b>Worse</b> by 8.5 percentage points compared with Q1 2024/25</p> <p><b>Worse</b> by 4.9 percentage points compared with Q2 2023/24</p>	No benchmarking data is available
% Contacts to ASC that progress to an Assessment	Performance	33.9% (Q2 2024/25)	<p>Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25</p>	<p><b>Better</b> by 1.2 percentage points compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	No benchmarking data is available
% Care Act Assessments that progressed to a long term service	Performance	83.2% (Q2 2024/25)	<p>Q4 2023/24 Q1 2024/25 Q2 2024/25</p>	<p><b>Worse</b> by 0.6 percentage points compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																								
Average commissioned home care hours per user.	Demand	13.55  (30th September 2024)	<table border="1"> <caption>Average commissioned home care hours per user</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>30th June 2024</td> <td>13.80</td> </tr> <tr> <td>30th September 2023</td> <td>13.80</td> </tr> <tr> <td>31st December 2023</td> <td>13.20</td> </tr> <tr> <td>31st March 2024</td> <td>13.20</td> </tr> <tr> <td>30th June 2024</td> <td>13.55</td> </tr> <tr> <td>30th September 2024</td> <td>13.55</td> </tr> </tbody> </table>	Date	Value	30th June 2024	13.80	30th September 2023	13.80	31st December 2023	13.20	31st March 2024	13.20	30th June 2024	13.55	30th September 2024	13.55	<p><b>Worse</b> by 0.35 hours per user compared with the end of Q1 2024/25</p> <p><b>Better</b> by 0.25 hours per user compared with the end of Q2 2023/24</p>	<p>● Kirklees - 13.5 National - 14.4</p> <p>(2023/24)</p>										
Date	Value																												
30th June 2024	13.80																												
30th September 2023	13.80																												
31st December 2023	13.20																												
31st March 2024	13.20																												
30th June 2024	13.55																												
30th September 2024	13.55																												
Permanent admissions to residential care per 100,000 population for adults aged 18-64	Demand	8.0  (30th September 2024)	<table border="1"> <caption>Permanent admissions to residential care per 100,000 population</caption> <thead> <tr> <th>Date</th> <th>Adults aged 18-64</th> <th>Adults aged 65 or over</th> </tr> </thead> <tbody> <tr> <td>31st March 2020</td> <td>9.0</td> <td>372.0</td> </tr> <tr> <td>31st March 2021</td> <td>8.0</td> <td>372.0</td> </tr> <tr> <td>31st March 2023</td> <td>9.0</td> <td>372.0</td> </tr> <tr> <td>31st March 2024</td> <td>8.0</td> <td>372.0</td> </tr> <tr> <td>31st March 2024</td> <td>9.0</td> <td>372.0</td> </tr> <tr> <td>30th June 2024</td> <td>8.0</td> <td>268.0</td> </tr> <tr> <td>30th September 2024</td> <td>8.0</td> <td>268.0</td> </tr> </tbody> </table>	Date	Adults aged 18-64	Adults aged 65 or over	31st March 2020	9.0	372.0	31st March 2021	8.0	372.0	31st March 2023	9.0	372.0	31st March 2024	8.0	372.0	31st March 2024	9.0	372.0	30th June 2024	8.0	268.0	30th September 2024	8.0	268.0	<p><b>Better</b> by a rate of 1 user compared with the end of Q1 2024/25</p> <p>No comparison data available for the end of Q2 2023/24</p>	<p>● Kirklees - 20.1 National - 14.6</p> <p>(2022/23)</p>
Date	Adults aged 18-64	Adults aged 65 or over																											
31st March 2020	9.0	372.0																											
31st March 2021	8.0	372.0																											
31st March 2023	9.0	372.0																											
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30th June 2024	8.0	268.0																											
30th September 2024	8.0	268.0																											
Permanent admissions to residential care per 100,000 population for adults aged 65 or over.	Demand	268.0  (30th September 2024)	<table border="1"> <caption>Permanent admissions to residential care per 100,000 population for adults aged 65 or over</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>31st March 2020</td> <td>372.0</td> </tr> <tr> <td>31st March 2021</td> <td>372.0</td> </tr> <tr> <td>31st March 2023</td> <td>372.0</td> </tr> <tr> <td>31st March 2024</td> <td>372.0</td> </tr> <tr> <td>31st March 2024</td> <td>372.0</td> </tr> <tr> <td>30th June 2024</td> <td>268.0</td> </tr> <tr> <td>30th September 2024</td> <td>268.0</td> </tr> </tbody> </table>	Date	Value	31st March 2020	372.0	31st March 2021	372.0	31st March 2023	372.0	31st March 2024	372.0	31st March 2024	372.0	30th June 2024	268.0	30th September 2024	268.0	<p><b>Better</b> by a rate of 104 users compared with the end of Q1 2024/25</p> <p>No comparison data available for the end of Q2 2023/24</p>	<p>● Kirklees - 500.9 National - 560.8</p> <p>(2022/23)</p>								
Date	Value																												
31st March 2020	372.0																												
31st March 2021	372.0																												
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30th September 2024	268.0																												

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% s42 safeguarding enquiries where the risk was reduced or removed.	Performance	97.8% (444 / 454)  (Q2 2024/25)		<p><b>Better</b> by 0.2 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 4.4 percentage points compared with Q2 2023/24</p>	<p>● Kirklees - 93.2% National - 90.9%</p> <p>(2022/23)</p>
% S42 safeguarding enquiries where making safeguarding personal outcomes were met.	Performance	95%  (Q4 2023/24)		<p><b>Better</b> by 1.1 percentage points compared with Q3 2023/24</p> <p>No comparison data available for Q4 2022/23</p>	<p>● Kirklees - 95.4% National - 94.2%</p> <p>(2022/23)</p>
Number of people waiting for an ASC assessment	Performance	473  (30th September 2024)		<p><b>Worse</b> by 4 people compared with the end of Q1 2024/25</p> <p>No comparison data available for the end of Q2 2023/24</p>	<p>Benchmarking data not publically available</p>
The outcome of short-term services: sequel to service – this relates to those people accessing short term support (reablement etc) and the percentage of those people that go on to have no long term support with ASC.*	Performance	86.1  (2023/24)		<p><b>Better</b> by 0.3 percentage points compared with 2022/23</p> <p><b>Better</b> by 4.6 percentage points compared with 2021/22</p>	<p>● Kirklees - 85.8 National - 77.6</p> <p>(2022/23)</p>

\*Annually collected measure, no updated data for quarter 2 2024/25

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Survey measures - Overall satisfaction of people who use services with their care and support*	Performance	63.9 (2023/24)		<p><b>Better</b> by 1.9 compared with Q4 2022/23</p> <p><b>Better</b> by 0.7 compared with Q4 2021/22</p>	<p>Kirklees - 62 National - 63.9 (2022/23)</p>
Carers of people in ASC quality of life (assess the overall quality of life of carers who support individuals with adult's social care needs) **	Performance	7.2 (2023/24)		<p><b>Worse</b> by 0.3 compared with Q4 2021/22</p> <p>No comparison data available for 2019/20</p>	<p>Kirklees - 7.5 National - 7.3 (2021/22)</p>

\*Annually collected measure, no updated data for quarter 2 2024/25

\*\*Biennially collected Measure, no updated data for quarter 2 2024/25

## Communities and Access Services Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Change in emotional wellbeing score for Wellness Service clients (using Short Warwick-Edinburgh Mental Wellbeing Scale; scores can range from 7 to 35, with higher scores indicating higher positive wellbeing; positive change indicates improved emotional wellbeing)	Performance	4.1 (Q2 2024/25)		<p><b>Better</b> by 0.1 compared with Q1 2024/25</p> <p><b>Better</b> by 0.5 compared with Q2 2023/24</p>	<p>No benchmarking data is available</p>

## Integrated Commissioning Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark										
% Kirklees ASC providers judged as good or outstanding by CQC	Performance	75.5% (139 / 184)  (30th September 2024)	<table border="1"> <caption>Trend Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>30th June 2023</td> <td>75.5%</td> </tr> <tr> <td>31st March 2024</td> <td>80.5%</td> </tr> <tr> <td>30th June 2024</td> <td>75.7%</td> </tr> <tr> <td>30th September 2024</td> <td>75.5%</td> </tr> </tbody> </table>	Date	Percentage	30th June 2023	75.5%	31st March 2024	80.5%	30th June 2024	75.7%	30th September 2024	75.5%	<p><b>Worse</b></p> <p>by 0.2 percentage points compared with the end of Q1 2024/25</p> <p>No comparison data available for the end of Q2 2023/24</p>	<p><b>⬇️</b></p> <p>Kirklees - 75.5%</p> <p>National - 83.4%</p> <p>(Q2 2024/25)</p>
Date	Percentage														
30th June 2023	75.5%														
31st March 2024	80.5%														
30th June 2024	75.7%														
30th September 2024	75.5%														



## Children and Families

### Learning & Early Support Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Education, Health, and Care Plans	Demand	4,739 (Q2 2024/25)		<p><b>Worse</b> by 362 EHC plans compared with Q1 2024/25</p> <p><b>Worse</b> by 693 EHC plans compared with Q2 2023/24</p>	<p>Kirklees - 4.1%</p> <p>Statistical Neighbours - 4.8%</p> <p>% of pupils with statement of SEN or EHC Plans (2023)</p>
Percentage of inspected Early Years providers rated Good or better by Ofsted	Performance	99% (279 / 284) (Q1 2024/25)		<p>Same by 0 percentage points compared with Q3 2023/24</p> <p><b>Better</b> by 2 percentage points compared with Q1 2023/24</p>	<p>Kirklees - 99%</p> <p>National - 98%</p> <p>Percentage of inspected Early Years providers rated Good or better by Ofsted (Q1 2024/25)</p>
Percentage of pupils who are persistently absent (attendance below 90%) from school	Performance	20.9% (Sep 2023 - Jul 2024)		<p><b>Better</b> by 0.3 percentage points compared with 2022/23 academic year</p> <p><b>Better</b> by 1.5 percentage points compared with 2021/22 academic year</p>	<p>Kirklees - 21%</p> <p>Statistical Neighbours - 21.46%</p> <p>(2022/23 academic year)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Suspensions - Number of all school suspensions expressed as a % of school population	Performance	11.16% (7,634 / 68,426)  (Sep 2023 - Jul 2024)		<b>Worse</b> by 0.35 percentage points compared with the 2022/23 academic year	 Kirklees - 8.85% National - 6.91% Suspensions - Number of all school suspensions expressed as a % of school population (Q1 2022/23)
Exclusions - Total Permanent Exclusions from Schools as a % of the school population	Performance	0.17% (114 / 68,426)  (Sep 2023 - Jul 2024)		<b>Worse</b> by 2.31 percentage points compared with the 2021/22 academic year	 Kirklees - 0.08% National - 0.08% Permanent Exclusions rate (Q1 2022/23)
% of state funded schools rated good or better by Ofsted	Performance	87% (158 / 181)  (Q2 2024/25)		<b>Same</b> by 0 percentage points compared with Q1 2024/25  <b>Same</b> by 0 percentage points compared with Q2 2023/24	 Kirklees - 87% National - 90% % of schools rated good or better (Q2 2024/25)
Not in Education, Employment or Training - % of 16-17 year olds that are not in education, employment or training*	Performance	2.5%  (2023/24)		<b>Worse</b> by 0.2 percentage points compared with 2022/23  <b>Better</b> by 0.1 percentage points compared with 2021/22	 Kirklees - 2.5% National - 2.8% (2023/24)

\*Annually collected measure, no updated data is available for quarter 2 2024/25

## Child Protection & Family Support Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Children in Need	Demand	2,227 (Q2 2024/25)	<p>Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25</p>	<p><b>Worse</b> by 132 children compared with Q1 2024/25</p> <p><b>Worse</b> by 8 children compared with Q2 2023/24</p>	<p>● Kirklees - 220.9 Statistical Neighbours - 364.28</p> <p>● Children in Need rate per 10,000 (2023/24)</p>
Number of children with a Child Protection Plan	Demand	433 (Q2 2024/25)	<p>Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25</p>	<p><b>Worse</b> by 6 children compared with Q1 2024/25</p> <p><b>Better</b> by 26 children compared with Q2 2023/24</p>	<p>● Kirklees - 42.8 Statistical Neighbours - 43.08</p> <p>● Children who are the subject of a CPP - rate per 10,000 (2023/24)</p>
Number of children and young people starting to be looked after in the quarter	Demand	62 (Q2 2024/25)	<p>Q1 2022/23 Q2 2022/23 Q3 2022/23 Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25</p>	<p><b>Worse</b> by 20 children compared with Q1 2024/25</p> <p><b>Better</b> by 15 children compared with Q2 2023/24</p>	<p>● Kirklees - 21 Statistical Neighbours - 27.6</p> <p>● Rate of children starting to be looked after each year (2022/23)</p>
Number of Children Looked After ceasing to be looked after in the quarter	Demand	51 (Q2 2024/25)	<p>Q1 2022/23 Q2 2022/23 Q3 2022/23 Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25</p>	<p><b>Better</b> by 3 children compared with Q1 2024/25</p> <p><b>Worse</b> by 14 children compared with Q2 2023/24</p>	<p>● Kirklees - 22 Statistical Neighbours - 26.4</p> <p>● Rate of children ceasing to be looked after each year (2022/23)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Children Looked After in an external residential provision	Performance	27 (Q2 2024/25)		<p><b>Better</b> by 2 children compared with Q1 2024/25</p> <p><b>Worse</b> by 13 children compared with Q2 2023/24</p>	No benchmarking data is available
Number of Children Looked After aged 16-18 in semi supported accommodation external residential provision	Performance	37 (Q2 2024/25)		<p><b>Better</b> by 4 children compared with Q1 2024/25</p> <p><b>Better</b> by 24 children compared with Q2 2023/24</p>	No benchmarking data is available
Number of contacts to children's services	Demand	4,316 (Q2 2024/25)		<p><b>Better</b> by 358 contacts compared with Q1 2024/25</p> <p><b>Worse</b> by 49 contacts compared with Q2 2023/24</p>	No benchmarking data is available
Number of referrals to children's social care	Demand	722 (Q2 2024/25)		<p><b>Better</b> by 200 referrals compared with Q1 2024/25</p> <p><b>Better</b> by 72 referrals compared with Q2 2023/24</p>	<p><b>Better</b></p> <p>Kirklees - 366.8 Statistical Neighbours - 631.1</p> <p>Rate per 10,000 of referrals to Children's Social Services (2022/23)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of Care Leavers in suitable accommodation	Performance	91% (305 / 335)  (Q2 2024/25)		<p><b>Worse</b> by 2.8 percentage points compared with Q1 2024/25</p> <p><b>Worse</b> by 0.9 percentage points compared with Q2 2023/24</p>	<p>● Kirklees - 91% National - 88%</p> <p>% in suitable accommodation (Q4 2022/23)</p>
Percentage of Care leavers in Employment, Education or Training (of those available for EET)	Performance	63.9%  (Q1 2024/25)		<p><b>Worse</b> by 2.8 percentage points compared with Q4 2023/24</p> <p><b>Worse</b> by 5.7 percentage points compared with Q1 2023/24</p>	No benchmarking data is available this is a locally specified measure
Percentage of Children's Homes rated Good or better by Ofsted*	Performance	40% (2 / 5)  (2023/24)		<p><b>Worse</b> by 20 percentage points compared with Q4 2022/23</p> <p><b>Worse</b> by 60 percentage points compared with Q4 2021/22</p>	No benchmarking data is available

\*Annually collected measure, no updated data for quarter 2 2024/25

## Resources, Improvement & Partnerships Measures

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

## Public Health and Corporate Resources

### Corporate Resources Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percent of stage 3 complaints completed in time	Performance	85% (17 / 20)  (Q2 2024/25)		<p><b>Worse</b> by 1 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 15 percentage points compared with Q2 2023/24</p>	No benchmarking data is available due to different complaints processes across Council's
Number of stage 3 complaints received	Demand	24  (Q2 2024/25)		<p><b>Worse</b> by 6 complaints compared with Q1 2024/25</p> <p><b>Worse</b> by 7 complaints compared with Q2 2023/24</p>	No benchmarking data is available due to different complaints processes across Council's
No. of Ombudsman complaints upheld	Performance	3  (Q2 2024/25)		<p><b>Worse</b> by 1 complaint compared with Q1 2024/25</p> <p><b>Same</b> by 0 complaints compared with Q2 2023/24</p>	<ul style="list-style-type: none"> <li>Kirklees - 2.5</li> <li>● Bradford - 4.8</li> <li>● Calderdale - 7.3</li> <li>● Leeds - 4.6</li> <li>● Wakefield - 2.8</li> </ul> <p>Upheld decisions per 100,000 residents (2022/23)</p>
Percent of Ombudsman complaints upheld	Performance	38% (3 / 8)  (Q2 2024/25)		<p><b>Better</b> by 23 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 21 percentage points compared with Q2 2023/24</p>	<ul style="list-style-type: none"> <li>● Kirklees - 69%</li> <li>National - 77%</li> </ul> <p>(2022/23)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Total £ Social Value delivered (derived from contracts above £100k per annum with commitments recorded via the Social Value Portal)	Performance	£3,220,494 (Q2 2024/25)		<p><b>Worse</b> by £5.2M compared with Q1 2024/25</p> <p><b>Better</b> by £1.8M compared with Q2 2023/24</p>	No benchmarking data is available
% of 2024/25 budgets savings completed or on track for delivery.	Performance	78% (87 / 112) (Q2 2024/25)		<p><b>Worse</b> by 3 percentage points compared with Q1 2024/25</p> <p>No comparison data available in Q2 2023/24</p>	No benchmarking data is available
Vacancy rate (percent of vacant positions across the Council)	Performance	7% (543 / 8,119) (30th September 2024)		<p><b>Same</b> by 0 percentage points compared with the end of Q1 2024/25</p> <p>No comparison data available for the end of Q2 2023/24</p>	<p>Kirklees - N/A</p> <p>Leeds - 2.90%</p> <p>Q3 2023/24</p>



## Public Health & Health Protection Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Breastfeeding initiation rates (proportion of babies whose first feed included breastmilk)	Performance	71.3% (662 / 929)  (Q1 2024/25)*	<p>Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25</p>	<p><b>Better</b> by 3.6 percentage points compared with Q4 2023/24</p> <p><b>Better</b> by 3.7 percentage points compared with Q1 2023/24</p>	<p>⬇️</p> <p>Kirklees - 71.3% National - 72.4%</p> <p>Breastfeeding rates (Q1 2024/25)</p>
Percentage of people taking up an NHS Health Check invite	Performance	31.1% (3,309 / 10,647)  (Q1 2024/25)*	<p>Q1 2020/21 Q3 2020/21 Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25</p>	<p><b>Worse</b> by 11.9 percentage points compared with Q4 2023/24</p> <p><b>Worse</b> by 10.9 percentage points compared with Q1 2023/24</p>	<p>⬇️</p> <p>Kirklees - 31% National - 36%</p> <p>Percentage of people taking up an NHS Health Check invite (Q1 2024/25)</p>
Suicide rate per 100,000 population**	Performance	12.2  (2021-23)	<p>2019-21 2020-22 2021-23</p>	<p><b>Worse</b> by 0.3 suicides per 100,000 population compared with 2020-22</p> <p><b>Worse</b> by 0.8 suicides per 100,000 population compared with 2019-21</p>	<p>⬇️</p> <p>Kirklees - 12.2 National - 10.7</p> <p>Suicide rate (persons) (January 2021 to December 2023)</p>

\*Quarter 2 data will be available in December 2024

\*\*Annually collected measure, no updated data for quarter 2 2024/25

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark										
Percentage of children who are overweight/obese in Year 6*	Performance	37.5% (2,000 / 5,333)  (2023/24)	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2021/22</td><td>40.7%</td></tr> <tr><td>2022/23</td><td>37.6%</td></tr> <tr><td>2023/24</td><td>37.5%</td></tr> </table>	Year	Value	2021/22	40.7%	2022/23	37.6%	2023/24	37.5%	<p><b>Better</b> by 0.1 percentage points compared with 2022/23</p> <p><b>Better</b> by 3.2 percentage points compared with 2021/22</p>	<p>Kirklees - 37.5% National - 35.8%</p> <p>(School year 2023/24)</p>		
Year	Value														
2021/22	40.7%														
2022/23	37.6%														
2023/24	37.5%														
All new sexually transmitted infection diagnoses (rate per 100,000)*	Performance	571  (2023)	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2020</td><td>571</td></tr> <tr><td>2021</td><td>488</td></tr> <tr><td>2022</td><td>590</td></tr> <tr><td>2023</td><td>571</td></tr> </table>	Year	Value	2020	571	2021	488	2022	590	2023	571	<p><b>Better</b> by 19 diagnoses per 100,000 compared with 2022</p> <p><b>Worse</b> by 83 diagnoses per 100,000 compared with 2021</p>	<p>Kirklees - 571 National - 704</p> <p>(Jan-Dec 2023)</p>
Year	Value														
2020	571														
2021	488														
2022	590														
2023	571														
Cancer screening coverage: breast cancer*	Performance	62.6% (29,989 / 47,915)  (Apr 2020 to Mar 2023)	<table border="1"> <tr><th>Period</th><th>Value</th></tr> <tr><td>Apr 2018 to Mar 2021</td><td>57.1%</td></tr> <tr><td>Apr 2019 to Mar 2022</td><td>58.5%</td></tr> <tr><td>Apr 2020 to Mar 2023</td><td>62.6%</td></tr> </table>	Period	Value	Apr 2018 to Mar 2021	57.1%	Apr 2019 to Mar 2022	58.5%	Apr 2020 to Mar 2023	62.6%	<p><b>Better</b> by 4.1 percentage points compared with Apr 2019 to Mar 2022</p> <p><b>Better</b> by 5.5 percentage points compared with Apr 2018 to Mar 2021</p>	<p>Kirklees - 62.6% National - 66.2%</p> <p>(April 2020 to March 2023)</p>		
Period	Value														
Apr 2018 to Mar 2021	57.1%														
Apr 2019 to Mar 2022	58.5%														
Apr 2020 to Mar 2023	62.6%														
Cancer screening coverage: bowel cancer*	Performance	73.8% (50,502 / 68,427)  (Oct 2020 to Mar 2023)	<table border="1"> <tr><th>Period</th><th>Value</th></tr> <tr><td>Oct 2018 to Mar 2021</td><td>67.3%</td></tr> <tr><td>Oct 2019 to Mar 2022</td><td>72.3%</td></tr> <tr><td>Oct 2020 to Mar 2023</td><td>73.8%</td></tr> </table>	Period	Value	Oct 2018 to Mar 2021	67.3%	Oct 2019 to Mar 2022	72.3%	Oct 2020 to Mar 2023	73.8%	<p><b>Better</b> by 1.5 percentage points compared with Oct 2019 to Mar 2022</p> <p><b>Better</b> by 6.5 percentage points compared with Oct 2018 to Mar 2021</p>	<p>Kirklees - 73.8% National - 72%</p> <p>(October 2020 to March 2023)</p>		
Period	Value														
Oct 2018 to Mar 2021	67.3%														
Oct 2019 to Mar 2022	72.3%														
Oct 2020 to Mar 2023	73.8%														

\*Annually collected measure, no updated data for quarter 2 2024/25

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Cancer screening coverage: cervical cancer (aged 25-49)*	Performance	68.6% (52,858 / 77,095)  (Oct 2019 to Mar 2023)	<p>A line chart showing the trend of cervical cancer screening coverage for women aged 25-49. The x-axis represents three time periods: Oct 2017 to Mar 2021, Oct 2018 to Mar 2022, and Oct 2019 to Mar 2023. The y-axis represents the percentage of coverage. The data points are 70.6% for the first period, 70.1% for the second, and 68.6% for the third. A blue line connects these points, showing a downward trend.</p>	<p><b>Worse</b> by 1.5 percentage points compared with Oct 2018 to Mar 2022</p> <p><b>Worse</b> by 2 percentage points compared with Oct 2017 to Mar 2021</p>	<p>● Kirklees - 68.6% National - 65.8%</p> <p>(October 2019 to March 2023)</p>

\*Annually collected measure, no updated data for quarter 2 2024/25

## Place

### Skills & Regeneration Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Occupancy rate of council business centre units rented out (per square foot).	Performance	87.3% (147,915.29 sq ft / 169,368.17 sq ft) (Q2 2024/25)	<p>89.0% 87.3%</p> <p>Q1 2024/25 Q2 2024/25</p>	<p><b>Worse</b></p> <p>by 1.7 percentage points compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	No benchmarking data is available this is a locally specified measure
Unemployment Rate	Performance	3.9% (Q4 2023/24)	<p>4.0% 3.9%</p> <p>Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24</p>	<p><b>Better</b></p> <p>by 0.1 percentage points compared with Q3 2023/24</p> <p>No comparison data available for Q4 2022/23</p>	<p>Kirklees - 4%</p> <p>National - 3.9%</p> <p>(April 2023 - March 2024)</p>
Business deaths	Performance	470 (Q1 2024/25)	<p>490 535 470</p> <p>Q1 2020/21 Q3 2020/21 Q1 2021/22 Q3 2021/22 Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25</p>	<p><b>Better</b></p> <p>by 65 businesses compared with Q4 2023/24</p> <p><b>Better</b></p> <p>by 20 businesses compared with Q1 2023/24</p>	<p>Kirklees - 13.3</p> <p>West Yorkshire - 12.6</p> <p>Business deaths per 10,000 people aged 16+ (Apr - Jun 2024)</p>
Number of planning applications received - minor	Demand	134 (Q2 2024/25)	<p>141 151 134</p> <p>Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25</p>	<p><b>Worse</b></p> <p>by 17 applications compared with Q1 2024/25</p> <p><b>Worse</b></p> <p>by 7 applications compared with Q2 2023/24</p>	<p>Kirklees - 3.1</p> <p>Yorkshire and the Humber - 3</p> <p>Number of minor planning application decisions per 1,000 properties (Jul 23 - Jun 24)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																
Number of planning applications received - other	Demand	318 (Q2 2024/25)	<table border="1"> <caption>Trend Data for Number of planning applications received - other</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2022/23</td> <td>440</td> </tr> <tr> <td>Q1 2023/24</td> <td>440</td> </tr> <tr> <td>Q2 2023/24</td> <td>440</td> </tr> <tr> <td>Q3 2023/24</td> <td>359</td> </tr> <tr> <td>Q4 2023/24</td> <td>359</td> </tr> <tr> <td>Q1 2024/25</td> <td>359</td> </tr> <tr> <td>Q2 2024/25</td> <td>318</td> </tr> </tbody> </table>	Quarter	Value	Q4 2022/23	440	Q1 2023/24	440	Q2 2023/24	440	Q3 2023/24	359	Q4 2023/24	359	Q1 2024/25	359	Q2 2024/25	318	<p><b>Worse</b> by 41 applications compared with Q1 2024/25</p> <p><b>Worse</b> by 122 applications compared with Q2 2023/24</p>	<p>●</p> <p>Kirklees - 7</p> <p>Yorkshire and the Humber - 6.9</p> <p>Number of other planning application decisions per 1,000 properties (Jul 23 - Jun 24)</p>
Quarter	Value																				
Q4 2022/23	440																				
Q1 2023/24	440																				
Q2 2023/24	440																				
Q3 2023/24	359																				
Q4 2023/24	359																				
Q1 2024/25	359																				
Q2 2024/25	318																				

### Highways, Streetscene & Waste Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																				
Percentage of street lighting faults attended within published timeframes (7 working days).	Performance	81% (630 / 779) (Q2 2024/25)	<table border="1"> <caption>Trend Data for Percentage of street lighting faults attended</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>69.2%</td> </tr> <tr> <td>Q3 2020/21</td> <td>69.2%</td> </tr> <tr> <td>Q1 2021/22</td> <td>74%</td> </tr> <tr> <td>Q3 2021/22</td> <td>74%</td> </tr> <tr> <td>Q1 2022/23</td> <td>74%</td> </tr> <tr> <td>Q3 2022/23</td> <td>69.2%</td> </tr> <tr> <td>Q1 2023/24</td> <td>69.2%</td> </tr> <tr> <td>Q3 2023/24</td> <td>74%</td> </tr> <tr> <td>Q1 2024/25</td> <td>81%</td> </tr> </tbody> </table>	Quarter	Value	Q1 2020/21	69.2%	Q3 2020/21	69.2%	Q1 2021/22	74%	Q3 2021/22	74%	Q1 2022/23	74%	Q3 2022/23	69.2%	Q1 2023/24	69.2%	Q3 2023/24	74%	Q1 2024/25	81%	<p><b>Better</b> by 7 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 11.8 percentage points compared with Q2 2023/24</p>	<p>No benchmarking data is available</p>
Quarter	Value																								
Q1 2020/21	69.2%																								
Q3 2020/21	69.2%																								
Q1 2021/22	74%																								
Q3 2021/22	74%																								
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Q3 2022/23	69.2%																								
Q1 2023/24	69.2%																								
Q3 2023/24	74%																								
Q1 2024/25	81%																								
People killed or seriously injured in road traffic accidents	Performance	42 (Q2 2024/25)	<table border="1"> <caption>Trend Data for People killed or seriously injured in road traffic accidents</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>72</td> </tr> <tr> <td>Q3 2020/21</td> <td>72</td> </tr> <tr> <td>Q1 2021/22</td> <td>50</td> </tr> <tr> <td>Q3 2021/22</td> <td>50</td> </tr> <tr> <td>Q1 2022/23</td> <td>50</td> </tr> <tr> <td>Q3 2022/23</td> <td>50</td> </tr> <tr> <td>Q1 2023/24</td> <td>50</td> </tr> <tr> <td>Q3 2023/24</td> <td>72</td> </tr> <tr> <td>Q1 2024/25</td> <td>42</td> </tr> </tbody> </table>	Quarter	Value	Q1 2020/21	72	Q3 2020/21	72	Q1 2021/22	50	Q3 2021/22	50	Q1 2022/23	50	Q3 2022/23	50	Q1 2023/24	50	Q3 2023/24	72	Q1 2024/25	42	<p><b>Better</b> by 8 accidents compared with Q1 2024/25</p> <p><b>Better</b> by 30 accidents compared with Q2 2023/24</p>	<p>●</p> <p>Kirklees - 52</p> <p>Yorkshire and the Humber - 60.4</p> <p>Number of people killed or seriously injured in road traffic accidents per 100,000 population (2023)</p>
Quarter	Value																								
Q1 2020/21	72																								
Q3 2020/21	72																								
Q1 2021/22	50																								
Q3 2021/22	50																								
Q1 2022/23	50																								
Q3 2022/23	50																								
Q1 2023/24	50																								
Q3 2023/24	72																								
Q1 2024/25	42																								

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark										
% of B and C roads that should be considered for maintenance (categorised as red and may need maintenance)*	Performance	4% (2022/23)	<table border="1"> <caption>Trend Data for B and C Roads</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>3.5%</td> </tr> <tr> <td>2020/21</td> <td>2.0%</td> </tr> <tr> <td>2021/22</td> <td>3.0%</td> </tr> <tr> <td>2022/23</td> <td>4.0%</td> </tr> </tbody> </table>	Year	Value (%)	2019/20	3.5%	2020/21	2.0%	2021/22	3.0%	2022/23	4.0%	<p><b>Worse</b> by 1 percentage points compared with 2021/22</p> <p><b>Worse</b> by 2 percentage points compared with 2020/21</p>	<p>Kirklees - 4%</p> <p>Yorkshire and the Humber - 3%</p> <p>(2022/23)</p>
Year	Value (%)														
2019/20	3.5%														
2020/21	2.0%														
2021/22	3.0%														
2022/23	4.0%														
% of A roads that should be considered for maintenance (categorised as red and may need maintenance)*	Performance	4% (2022/23)	<table border="1"> <caption>Trend Data for A Roads</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>3.5%</td> </tr> <tr> <td>2020/21</td> <td>2.0%</td> </tr> <tr> <td>2021/22</td> <td>2.0%</td> </tr> <tr> <td>2022/23</td> <td>4.0%</td> </tr> </tbody> </table>	Year	Value (%)	2019/20	3.5%	2020/21	2.0%	2021/22	2.0%	2022/23	4.0%	<p><b>Worse</b> by 2 percentage points compared with 2021/22</p> <p><b>Worse</b> by 2 percentage points compared with 2020/21</p>	<p>Kirklees - 4%</p> <p>Yorkshire and the Humber - 3%</p> <p>(2022/23)</p>
Year	Value (%)														
2019/20	3.5%														
2020/21	2.0%														
2021/22	2.0%														
2022/23	4.0%														
% of U roads that should be considered for maintenance (categorised as red and may need maintenance)*	Performance	28% (2022/23)	<table border="1"> <caption>Trend Data for U Roads</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>17%</td> </tr> <tr> <td>2020/21</td> <td>17%</td> </tr> <tr> <td>2021/22</td> <td>17%</td> </tr> <tr> <td>2022/23</td> <td>28%</td> </tr> </tbody> </table>	Year	Value (%)	2019/20	17%	2020/21	17%	2021/22	17%	2022/23	28%	<p><b>Worse</b> by 11 percentage points compared with 2021/22</p> <p><b>Worse</b> by 11 percentage points compared with 2020/21</p>	<p>Kirklees - 28%</p> <p>Yorkshire and the Humber - 15%</p> <p>(2022/23)</p>
Year	Value (%)														
2019/20	17%														
2020/21	17%														
2021/22	17%														
2022/23	28%														

\*Annually collected measures data taken from DfT, no updated data for quarter 2 2024/25

## Homes & Neighbourhoods Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of closed damp, mould and condensation cases	Demand	1,017 (Q2 2024/25)	<p>588 (Q1 2024/25)   1017 (Q2 2024/25)</p>	<p><b>Better</b> by 429 cases compared with Q1 2024/25</p> <p>No comparison data available in Q2 2023/24</p>	No benchmarking data is available
Average length of open damp, mould and condensation cases (in days)	Demand	153 (Q2 2024/25)	<p>141 (Q1 2024/25)   153 (Q2 2024/25)</p>	<p><b>Worse</b> by 12 cases compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	No benchmarking data is available
Proportion of homes for which all required fire risk assessments have been carried out.	Demand	100% (Q2 2024/25)	<p>100% (Q1 2024/25)   100% (Q2 2024/25)</p>	<p><b>Same</b> by 0 percentage points compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	No benchmarking data is available
Percentage of fire risk assessments reported to the regulator that are outstanding.	Demand	0% (Q2 2024/25)	<p>0% (Q1 2024/25)   0% (Q2 2024/25)</p>	<p><b>Same</b> by 0 percentage points compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	No benchmarking data is available
Proportion of emergency responsive repairs completed within timescale.	Demand	95.8% (12,850 / 13,417) (Q2 2024/25)	<p>94.0% (Q2 2023/24)   95.1% (Q1 2024/25)   95.8% (Q2 2024/25)</p>	<p><b>Better</b> by 0.7 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 1.8 percentage points compared with Q2 2023/24</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of households in B&B temporary accommodation.	Demand	218 (Q2 2024/25)		<p><b>Better</b> by 12 households compared with Q1 2024/25</p> <p><b>Worse</b> by 36 households compared with Q2 2023/24</p>	<p>Kirklees - 47.6%</p> <p>Yorkshire and the Humber - 37.9%</p> <p>% of households in B&amp;B temporary accommodation (Q4 2023/24)</p>
Number of applicants on Housing Register	Demand	19,172 (Q2 2024/25)		<p><b>Worse</b> by 252 applicants compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	No benchmarking data is available

### Development Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Market homes delivered within Housing Growth programme.	Performance	14 (Q1 2024/25)		<p><b>Worse</b> by 4 homes delivered compared with Q4 2023/24</p> <p><b>Worse</b> by 8 homes delivered compared with Q1 2023/24</p>	No benchmarking data is available
Affordable homes delivered within Housing Growth programme.	Performance	12 (Q1 2024/25)		<p><b>Better</b> by 1 homes delivered compared with Q4 2023/24</p> <p><b>Better</b> by 4 homes delivered compared with Q1 2023/24</p>	No benchmarking data is available



## Environmental Strategy & Climate Change Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Average cost per child accessing home to school transport for the quarter	Demand	£1,026 (Q2 2024/25)	<p>Q1 2024/25: £1,096 Q2 2024/25: £1,026</p>	<p><b>Better</b> by £70 per child within the quarter compared with Q1 2024/25</p> <p>No comparison data available for Q2 2023/24</p>	DfT are looking at collecting data nationally next year
Percent of Councillor enquires (across the whole Council) responded to within timeframe	Performance	92% (1,353 / 1,474) (Q2 2024/25)	<p>Q4 2022/23: 1,814 (81%) Q1 2023/24: 2,010 (81%) Q2 2023/24: 1,717 (81%) Q3 2023/24: 1,814 (81%) Q4 2023/24: 1,717 (81%) Q1 2024/25: 1,353 (91%) Q2 2024/25: 1,353 (92.0%)</p>	<p><b>Better</b> by 1 percentage points compared with Q1 2024/25</p> <p><b>Better</b> by 11 percentage points compared with Q2 2023/24</p>	No benchmarking data is available
Number of Councillor enquires received across the whole Council	Demand	1,717 (Q2 2024/25)	<p>Q4 2022/23: 1,814 Q1 2023/24: 2,010 Q2 2023/24: 1,717 Q3 2023/24: 1,814 Q4 2023/24: 1,717 Q1 2024/25: 1,353 Q2 2024/25: 1,717</p>	<p><b>Better</b> by 97 enquires compared with Q1 2024/25</p> <p><b>Better</b> by 293 enquires compared with Q2 2023/24</p>	No benchmarking data is available
Number of noise pollution complaints	Demand	1,000 (Q2 2024/25)	<p>Q1 2023/24: 1,126 Q2 2023/24: 1,126 Q3 2023/24: 932 Q4 2023/24: 932 Q1 2024/25: 932 Q2 2024/25: 1,000</p>	<p><b>Worse</b> by 68 complaints compared with Q1 2024/25</p> <p><b>Better</b> by 126 complaints compared with Q2 2023/24</p>	<p>●</p> <p>Kirklees - 8.2 Yorkshire and the Humber - 8.1</p> <p>Rate of complaints about noise per 1,000 population (2020/21)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Food hygiene percent of premises rated 5 stars	Performance	69% (2463 / 3,570)  (30th September 2024)	<p>A horizontal line with two blue dots. The left dot is at 68.3% and the right dot is at 69.0%. Below the line, 'Q1 2024/25' is aligned with the 68.3% dot and 'Q2 2024/25' is aligned with the 69.0% dot.</p>	<p><b>Better</b> by 0.7 percentage points compared with the end of Q1 2024/25</p> <p>No comparison data available for the end of Q2 2023/24</p>	No benchmarking data is available



**REPORT TITLE: CORPORATE RISK: QUARTERLY REPORT 2 2024/25**

<b>Meeting:</b>	<b>Cabinet</b>
<b>Date:</b>	<b>10 December 2024</b>
<b>Cabinet Member</b> (if applicable)	<b>Cllr Tyler Hawkins</b>
<b>Key Decision Eligible for Call In</b>	<b>No No – Information report</b>
<b>Purpose of Report</b> To provide a report on corporate risk management for the second quarter of 2024/25	
<b>Recommendations</b> <ul style="list-style-type: none"> <li>• That the report be noted</li> <li>• Cabinet determines if any action is required as a result of this report</li> </ul> <b>Reasons for Recommendations</b> <ul style="list-style-type: none"> <li>• This provides information about an assessment of risks faced by the organisation at a significant corporate level</li> </ul>	
<b>Resource Implications:</b> <ul style="list-style-type: none"> <li>• None directly from this report, other than the potential costs or savings from implementing actions</li> </ul>	
<b>Date signed off by <u>Strategic Director</u> &amp; name.</b>  <b>Is it also signed off by the Service Director for Finance?</b>  <b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	Rachel Spencer-Henshall 2 December 2024  Kevin Mulvaney 2 December 2024  Sam Lawton 2 December 2024

**Electoral wards affected:** all

**Ward councillors consulted:** none

**Public or private:** public

**Has GDPR been considered?** yes

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

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

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# Corporate Risk Report, Quarter 2 2024/25



## Q2 Summary position:

- There have been no new risks raised, and no risks removed this quarter.
- Increases in risk score:
  - No increases to risk scores this quarter
- Reductions in risk score:
  - Data insight for the operational delivery of social care (AH03) has reduced from a Red (16) rated risk to an Amber (12) rated risk. This reflects the progress that has been made in development of the CQC Dashboard and supporting Data Pack, successfully submitted Client Level Data to NHS Digital and rollout of the Adult Social Care Hub Dashboards that are now being used in huddles.
  - Potential for Industrial & disruptive action (PS02) remains an Amber rated risk however is reduced in score from Amber (12) to Amber (9). This reflects that agreement has now been reached on the 2024 local government pay award as well as the continuation of positive working relationships between Trade Unions and senior leaders.
  - Children's Safeguarding risk (CF01) has reduced from an Amber (8) rated risk to a Green (6) rated risk, in line with the target risk score. This is consistent with the 'Good' rating received following the Ofsted ILACS review in Q2.





# Summary overview (page 1 of 2)

Reference	Risk Description	Risk Owner	Risk Score (R)	Direction of travel
FIN01	Risk of in year budget overspend	Kevin Mulvaney	20	↔
FIN02	Risk of medium-long term financial instability	Kevin Mulvaney	20	↔
PS01	Talent Management	Shauna Coyle	16	↔
LGC04	Risk of ineffective contract management	Samatha Lawton	16	↔
SI03	Failure to protect key information and data from a cyber attack	Terence Hudson	16	↔
HN01	Housing Safety & Quality	Naz Parkar	16	↔
CF02	SEND provision	Jo-Anne Sanders	16	↔
DEV02	Homelessness and housing stock availability	Joanne Bartholomew	16	↔
FIN03	Failure to develop, monitor and achieve the capital plan	Kevin Mulvaney	15	↔
AH03	Data insight for operational delivery of Adult Social Care	Cath Simms	12	↔
SI01	Data Integrity	Mike Henry	12	↔



# Summary overview (page 2 of 2)

Reference	Risk Description	Risk Owner	Risk Score (R)	Direction of travel
LGC03	Failure of Procurement processes	Samantha Lawton	12	⇒
HP01	Emergency Planning & Business Continuity	Jane O'Donnell	12	⇒
ES01	Climate Change	Kat Armitage	12	⇒
CAS01	Community Cohesion, wellbeing & resilience	Jill Greenfield	12	⇒
AH01	Adults Safeguarding	Cath Simms	12	⇒
LGC02	Information Governance	Samantha Lawton	12	⇒
DEV01	Corporate assets portfolio management	Joanne Bartholomew	12	⇒
PS02	Potential for Industrial action	Shauna Coyle	9	↓
LGC01	Failure in corporate governance	Samantha Lawton	9	⇒
AH02	Adult Social Care assurance framework	Cath Simms	9	⇒
HP02	Health & Safety	Jane O'Donnell	8	⇒
CF01	Children's Safeguarding	Vicky Metherringham	6	↓
SO02	Relationships with key partners	Stephen Bonnell	6	⇒



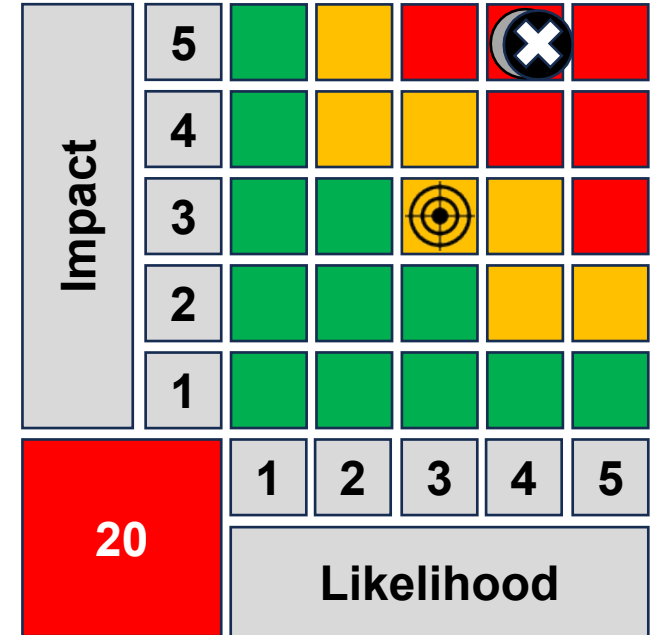
## FIN01 Budget Monitoring and Management

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

**Risk Owner: Kevin Mulvaney, Service Director Finance**

### Quarterly update:

- The risk score is unchanged reflecting continued pressure on delivery of previously identified in year savings and some emerging new pressures, further detail is included in the Q2 monitoring report
- Appropriate governance is in place to provide ongoing monitoring of the budget position and ensure required action is taken promptly
- It should be noted that the outlook for the remainder of 2024-25 is stabilising around some of the key in year pressures the Council has faced this year



### Controls in operation:

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

### Further actions underway to address risk:

1. Check & Challenge approach in place
  - Led by Chief Executive & CFO
  - Q2 November 2024
2. Restrictions in place for non-essential expenditure
  - People Panel review of staffing proposals
  - This is being monitored monthly by HD-One. Budgets will be reduced on non-essential spend codes.
3. Enhanced control of staffing budgets being put in place, linking expenditure to staff structure on SAP, work remains ongoing.

## FIN02 Medium Term Financial Sustainability

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

**Risk Owner: Kevin Mulvaney, Service Director Finance**

### Quarterly update:

- Risk score remained high to reflect likely significant increase in savings required to plug the financial gap
- MTFP has been reported to Cabinet in September 2024 which requires savings of £29m for 2025-26.



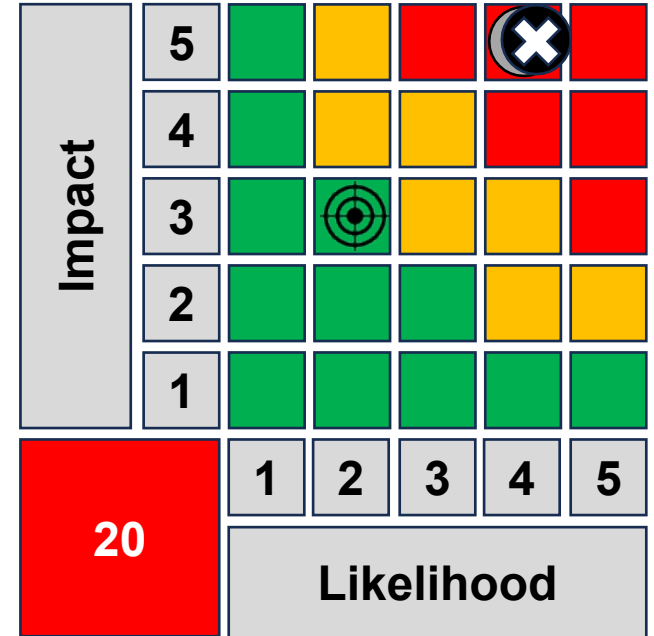
Current risk score



Previous risk score



Target risk score



## Controls in operation:

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

## Further actions underway to address risk:

1. Detailed review of medium-term plan and savings gap, report to Cabinet September 2024. Directorates will be expected to work on savings to close the gap of £29m for 2025-26, £12.9m identified.
2. Safety Valve Agreement has been extended and will now end in 2029-30 (previous date 2026-27)
  - Monitoring of costs being draw down from SEND Transformation Reserve
  - Monthly monitoring of expenditure against high needs block.
  - Q2 position indicates that deficit will not be eradicated by 2030, meeting has been arranged with DfE.

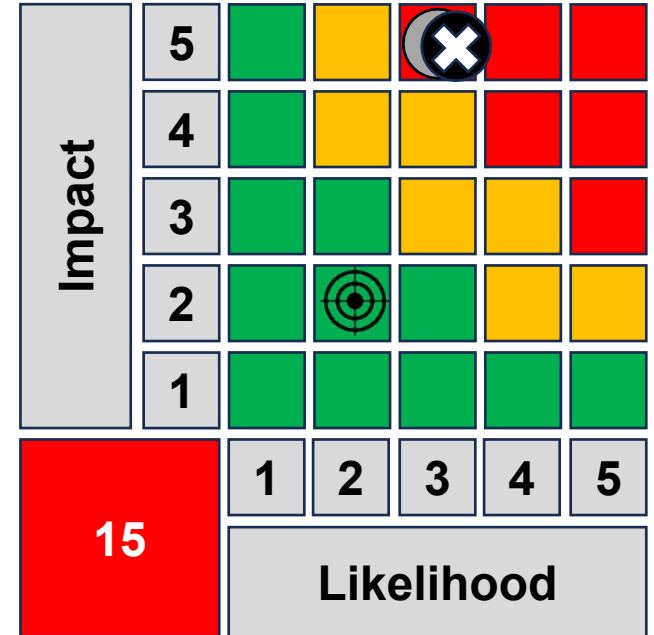
## FIN03 Capital Plan Management

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

**Risk Owner: Kevin Mulvaney, Finance Service Director**

### Quarterly update:

- Reprofile of capital plan quarterly.
- £71m of slippage identified and will be reported in quarter 2 finance report
- Current capital budget for 24/25 is £279m- expenditure in 23/24 was £148m so further reprofiling is likely to occur



### Controls in operation:

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

### Further actions underway to address risk:

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

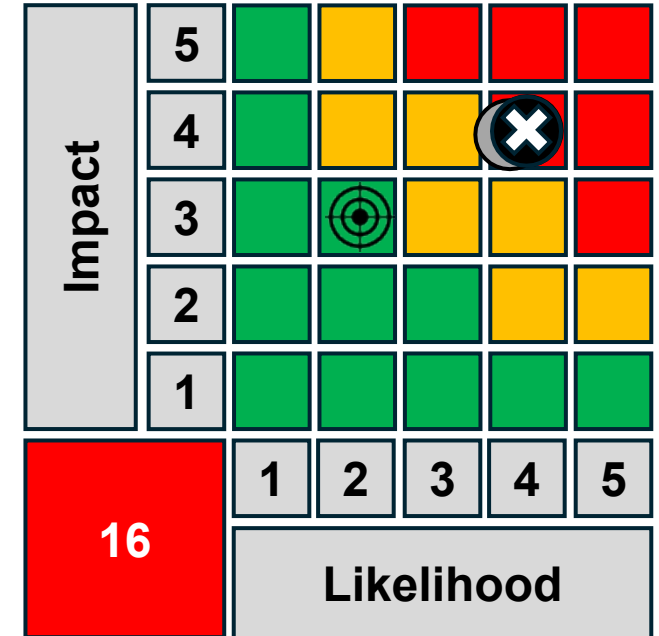
## PS01 Talent Management

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

**Risk Owner: Shauna Coyle, Head of People Services**

### Quarterly update:

- Continued active management of recruitment and service redesign activity, utilising deployment as a key mitigation against redundancy and supporting internal talent progression as a priority.
- A number of technical / professional roles remain in high demand and short supply, with local gov't financial challenges exacerbating situation where private sector competition is also strong
- Continue to see a high reliance on agency staff in some areas - targeted work in high spend areas is underway utilising different recruitment options to reduce spend
- Refresh of People Panel to streamline and sequence the approval of SLT, HR & Finance



### Controls in operation:

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

### Further actions underway to address risk:

1. Further development and embedding of succession and workforce planning
2. Phase 3 of People strategy includes projects focused on employee value proposition throughout the employee lifecycle. Scoping activity continues
3. Revitalising of exit interviews and developing 'stay' interviews to drive understanding. Initial findings continue to be analysed to inform next steps
4. Review of approach to Market Rate Supplements - paper to ELT Oct 2024
5. Support through change learning and resources in place
6. Piloting use of specialist support for hard to fill roles
7. Relaunching approach to work experience and careers outreach to promote Kirklees as a potential future employer.
8. Planned participation in local government recruitment campaign
9. Focus on sickness reduction

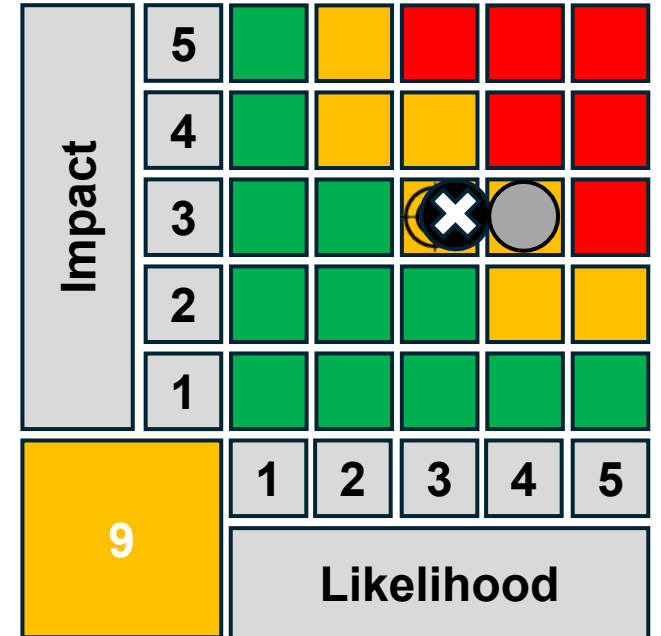
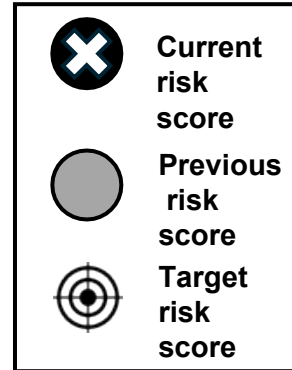
## PS02 Industrial and disruptive action

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

**Risk Owner: Shauna Coyle, Head of People Services**

### Quarterly update:

- Agreement has been reached on the local government pay award for 2024
- Ballots for industrial action by both Unison and Unite did not reach the required threshold
- There continues to be complexity and a high volume of employee relations matters under management, driven by the level of service change activity
- Continue to meet formally and informally with Trade Union (TU) colleagues at senior and service level to encourage positive TU relationships



## Controls in operation:

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

## Further actions underway to address risk:

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






## SI01 Data Integrity

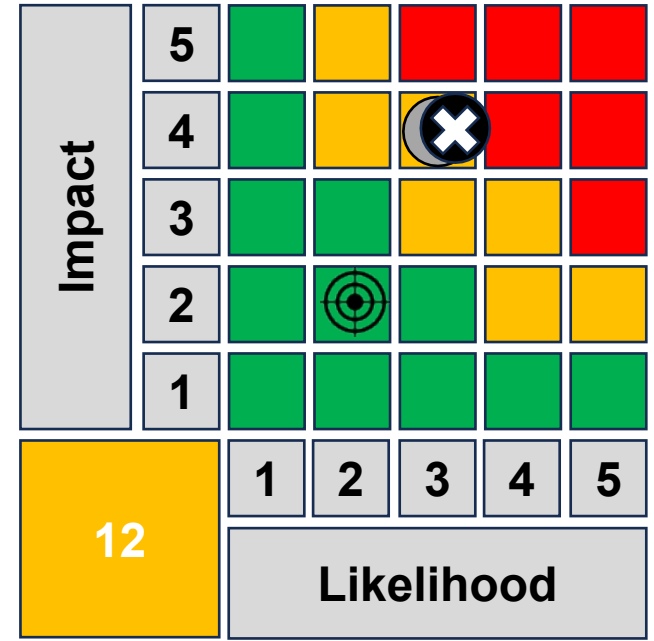
Risk of poor/uninformed decision making, failure to maximise income or inability to comply with statutory requirements caused by data integrity issues leading to reputational damage, ineffective resource allocation and/or a reduction in Council funding

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

### Quarterly update:

There remains continued focus on enabling delivery within areas subject to regulatory oversight and / or new regulatory requirements as well as support to activity that is a Transformation priority. Whilst good progress has been made where specific interventions and support is in place this has been at the expense of further development of the Council wide Data Management Strategy and specific data management initiatives.

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



## Controls in operation:

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

## Further actions underway to address risk:

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



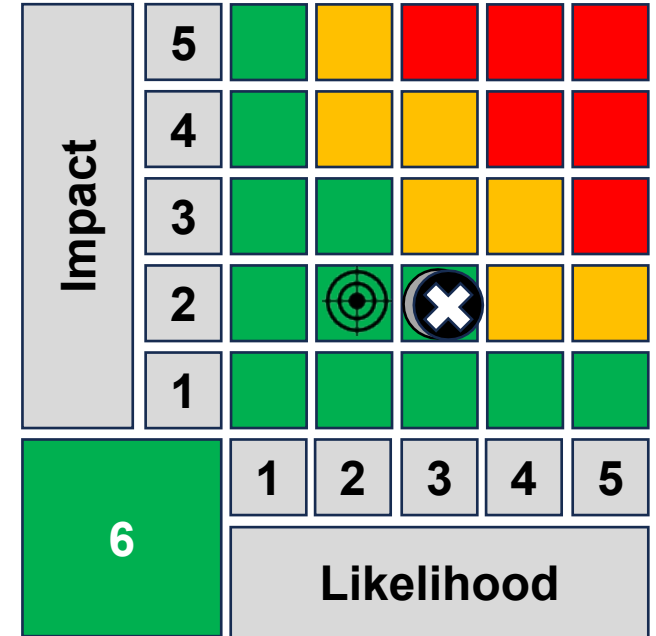
## SI02 Relationships with key partners

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

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

### Quarterly update:

- Political membership of local and regional groups changed again, e.g. chair of Kirklees Health and Wellbeing Board and West Yorkshire Combined Authority committees.
- Communication improved with Sport England and National Lottery Community Fund Funding
- Building connections between the Third Sector and Corporate Planning & Coordination teams to share knowledge and opportunities for external funding
- Effective relationships with key partners have supported clear and prompt decision making and enabled progress to be made in complex, time sensitive and heightened pressure situations



## Controls in operation:

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

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## Further actions underway to address risk:

1. Team WY Partnership Action Plan, e.g.:
  - Embedding WY partnership principles
  - Assurance Framework review
  - New communication and collaboration routes
  - Clear roles and responsibilities for informal engagement groups
  - Supporting Chief Executives with strategic prioritisation

This work has slowed down due to other WY priorities around devolution but was outlined to WY Political Leaders in early October.
2. Inclusive Economic Strategy in draft format and ready for Council this financial year
3. Further external funding strategic relationship development based on the 2023 relationship analysis and mapping
4. Building connections between teams to support broader relationships and connections, minimising the risk associated with individual relationships and points of contact

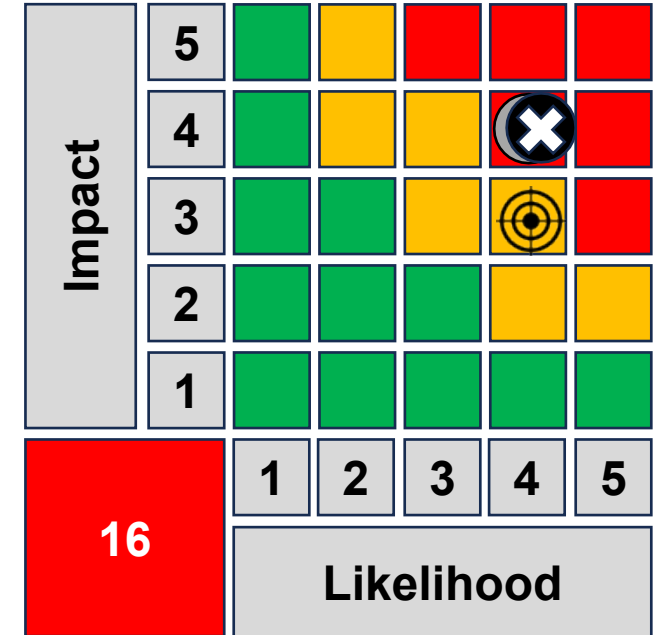
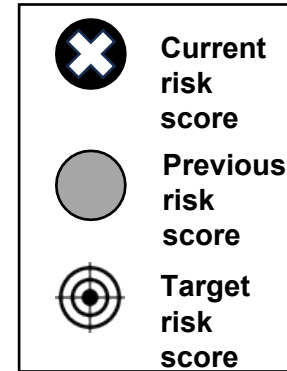
## SI03 Cyber Security

The risk of a data breach and / or impaired system functionality caused by a malicious cyber-attack leading to inability to deliver council services, costs to recover / compensate and associated reputational damage

**Risk Owner: Terence Hudson, Head of Technology**

### Quarterly update:

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



## Controls in operation:

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

## Further actions underway to address risk:

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

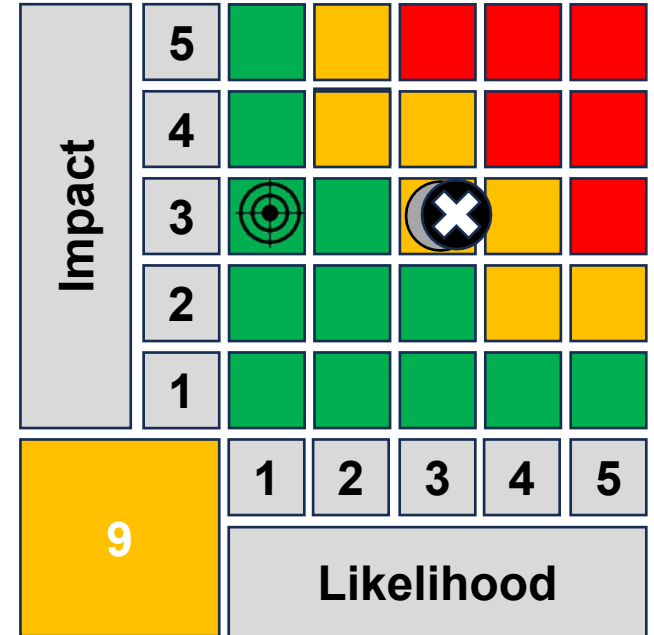
## LGC01 Corporate Governance Failure

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

**Risk Owner: Samantha Lawton, Service Director Legal & Commissioning**

### Quarterly update:

The Council needs to ensure that where decisions are required, these are made promptly and clearly following the necessary processes (e.g. consultation and completion of integrated impact assessments) before decision-making by the appropriate body. It is acknowledged that the current financial pressures will necessitate decisions that are not universally popular, and with impacts felt more by certain service users. Whilst there is reputational risk associated with these decisions, this does not mean that the appropriate decision-making process has not been followed.



## Controls in operation:

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

## Further actions underway to address risk:

1. Ensuring the new minority Cabinet is supported to achieve effective and timely decisions through the governance process
2. Further consideration of updates to constitution to facilitate effective decision making
  - Reports will proceed to CGAC as part of the updating of the Constitution by the Monitoring Officer (likely Q4 24/25)
3. Ongoing training and support to new members is provided by the Governance team
4. Completion of the pilot Conflicts of Interest reporting tool within Corporate Services Directorate
  - Final dashboard amendments to be completed based on pilot findings
  - Rollout across other Directorates to follow

## LGC02 Information Governance

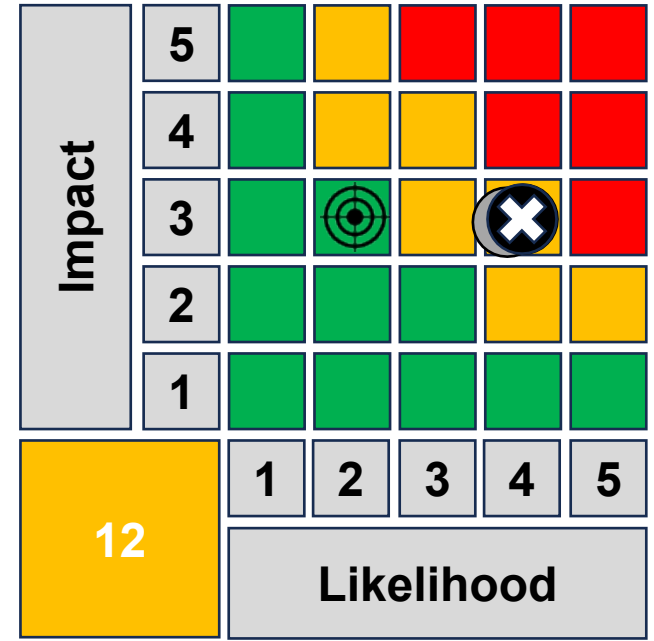
Failure to process (obtain, hold, record, use, share) information in line with the UK General Data Protection Regulations, Data Protection Act, Freedom of Information legislation and other relevant legislation leading to regulatory censure, fines, and associated reputational damage

**Risk Owner: Samantha Lawton, Service Director Legal & Commissioning**

### Quarterly update:

- Continue to receive large volumes of FOI and Data Protection Requests. Q2 sees an increase in SARs but a slight decrease in FOI/EIR requests on the same period last year
- Ways of working within the team have been reviewed with a view to decreasing the SARs backlog.
- DSPT for 2024-25 has launched and work is underway to meet requirements.
- IG Annual Report 2023-2024 was presented to Corporate Governance and Audit Committee in September.

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



## Controls in operation:

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

## Further actions underway to address risk:

1. Development of the Record of Processing Activity (RoPA) being overseen by the Information Governance Board
2. Development of improved Data Protection Impact Assessment (DPIA) process providing clearer guidance and delivering efficiency for staff
  - Launch of revised Policy & Procedure in Q4 24-25
  - Training and guidance roll out to commence at same time but continue into Q1 25/26 before becoming BAU.
3. FOI/EIR project to deliver improved reporting and improved compliance
  - Policy and action plan were presented to the IG Board in Aug 24, expected sign off Oct 24.
4. Review of IG Team ways of working to address SARs backlog.
  - Review conducted in Q2, expected to launch in Q3.

## LGC03 Procurement

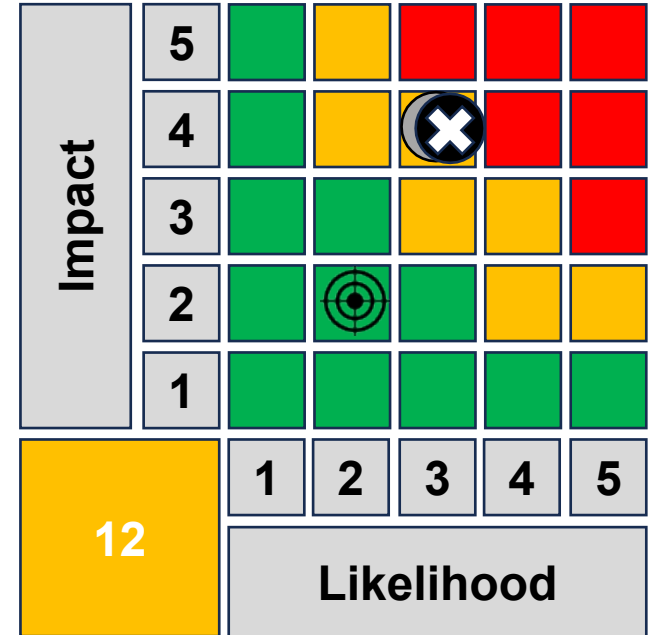
Risk that the council enters into contracts with suppliers / commissioned service providers that do not secure the intended outcomes, due to inadequate or non-adherence to processes and procedures resulting in increased costs, reduced benefits and possible statutory breaches and reputational damage.

**Risk Owner: Samantha Lawton, Service Director Legal & Commissioning**

### Quarterly update:

The implementation of the Procurement Act has been delayed until February 2025 to allow the new Government to produce and publish a revised National Procurement Policy Statement. The Procurement team continues to update processes in preparation for the go-live date.

Recruitment activity for permanent Head of Procurement is now complete.



## Controls in operation:

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

## Further actions underway to address risk:

1. Continuous Improvement Assessment Framework
  - Work ongoing to make incremental improvements across the commercial lifecycle and to upskill staff
  - Timescales and governance of this project will be established in the Winter following recruitment of a Head of Procurement
2. Procurement tracker – pipeline management
  - Went live 1<sup>st</sup> April 2024, linked to measures outlined in Procurement Strategy
3. Procurement Act
  - New procurement regulations come into force February 2025
  - Task & Finish group established to oversee delivery of required change
  - Implementation and Action Plan put in place to manage roll out

## LGC04 Contract Management

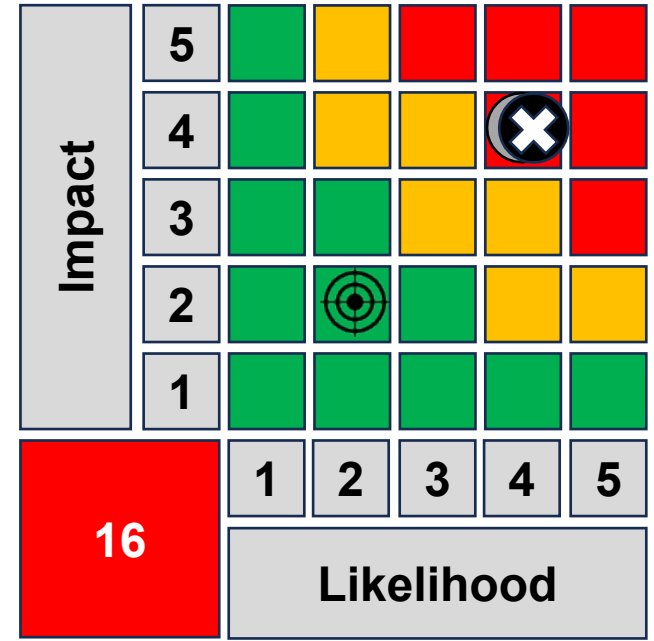
Risk that suppliers do not provide goods / services in line with contractual agreements and / or a failure to identify, control and manage risks arising through supplier / contractor activity due to lack of robust oversight and quality assurance arrangements.

**Risk Owner: Samantha Lawton, Service Director Legal & Commissioning**

### Quarterly update:

There continues to be an inconsistent approach to contract management across the organisation with outcomes reflecting this. There remain examples where improved practice could ensure more effective delivery or better value for money and also instances where a more robust approach has delivered benefits. Additionally, a number of PFI contracts expire quite soon, and effective management of their termination is vital to maximise outcome and avoid legacy issues.

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



### Controls in operation:

1. Contract Assurance Oversight Board (CAOB) has oversight of significant contracts to ensure that contract award and management has transparency
2. Key Performance Indicators / Outcome Measures / Specifications that will be used to monitor performance are agreed pre contract completion and defined within contractual documentation
3. All contracts have a named contract manager

Contract handover document is produced by Procurement team and provided to contract manager. Document details contract manager responsibilities and specific KPIs that will need monitoring.

### Further actions underway to address risk:

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



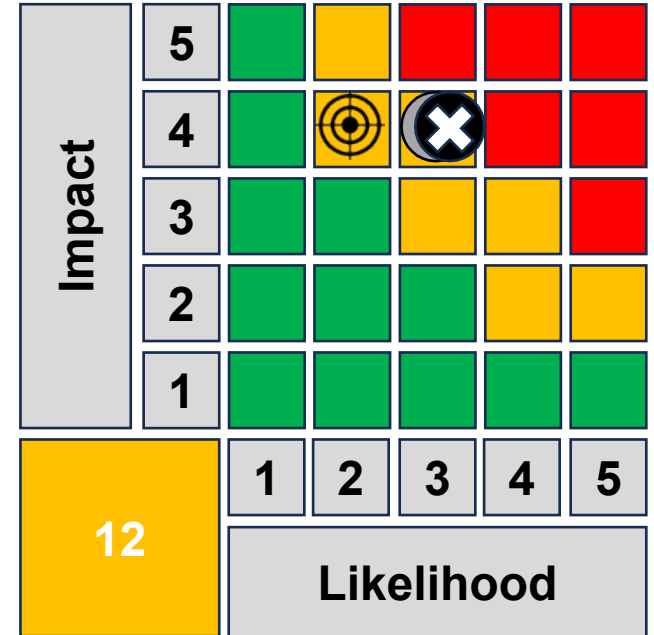
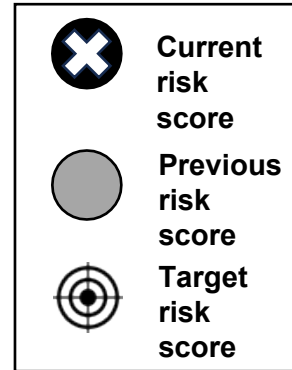
## HP01 Emergency Planning & Business Continuity

The risk that the Council's incident management / emergency planning is insufficient to manage a serious incident or series of related incidents leading to short term or prolonged impacts on the Kirklees community and Council employees and operations.

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

### Quarterly update:

- Major Incident Plan reviewed in-line with the learning from our response to National community unrest.
- Emergency Preparedness, Resilience & Response (EPRR) audit of Kirklees Compliance has commenced
- Tested KC evacuation, severe weather and recovery plans
- Participation in the multi-agency training event around a terrorist attacked at Huddersfield University



## Controls in operation:

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

## Further actions underway to address risk:

1. Programme of work with commercial and other organisations to ensure readiness for enhanced controls on publicly accessible locations as a result of the introduction of 'Protect Duty'
  - The Bill has now entered the parliamentary process to become law.
2. Revisions to the monthly Business Resilience Report risk descriptors have been implemented to ensure alignment, but not duplication, with Service Risk Registers
3. Lockdown and Run, Hide, Tell procedures tested at CC1
4. Communication framework agreed for the response to a major IT outage

## HP02 Health & Safety (H&S)

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

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

### Quarterly update:

- Tools Purchasing Policy being developed within Property Services to improve controls.
- Close working with Homes and Neighbourhoods to improve health and safety compliance. Grenfell Recommendation need to be considered.
- IOSH Senior Executive refresher training underway.
- Annual H&S Report on its flight-path to CGAC



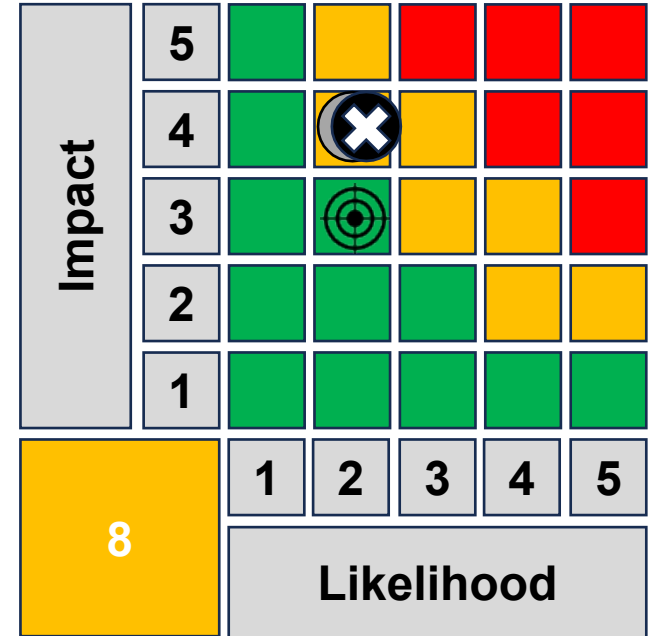
Current risk score



Previous risk score



Target risk score



## Controls in operation:

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

## Further actions underway to address risk:

1. Monitoring of compliance with Hand Arm Vibration Syndrome (HAVS) to ensure all required mitigations are consistently applied across services by the Corporate Safety Team.
2. Terms of Reference for Health and Safety Oversight Board have been reviewed.
3. RIDDOR reporting processes have been reviewed to ensure timely reporting.
4. Review/update of Corporate Health and Safety Policy is underway.



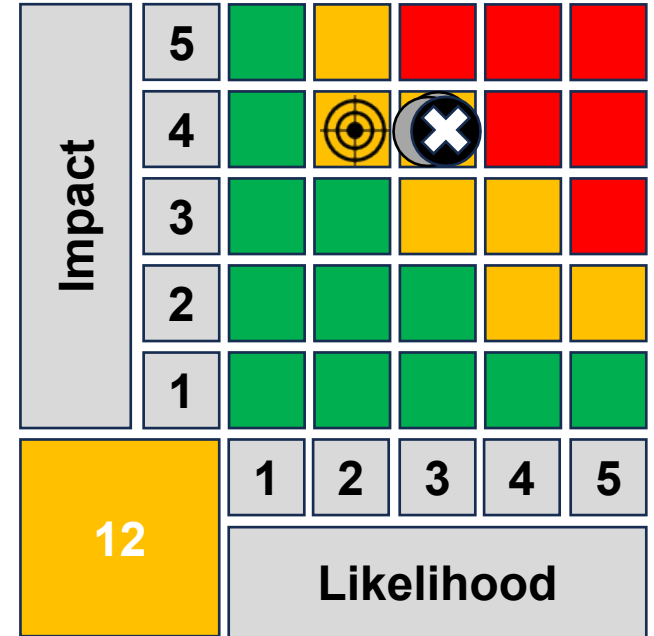
## AH01 Adults Safeguarding

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

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

### Quarterly update:

- Transformation work looking at improved processes and pathways for safeguarding enquiries and response complete
- Plan put in place to reduce the backlog of safeguarding referrals received from the online professional's form.
- Safeguarding Adults Board data dashboard has been built and was successfully rolled out in September to KSAB
- Issues with implementation of the PIPOT policy identified, policy being reviewed.



## Controls in operation:

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

## Further actions underway to address risk:

1. New team at front door incorporating front door duty and safeguarding following transformation work will be piloted from October 2024.
2. Deep dive into safeguarding response following S42 enquiry will take place by end Q3.
3. Safeguarding referrals backlog is on track to reduce to agreed levels by end October
4. Allocations process in the Community Hubs (social work) being trialled – implementation in Q3 – this will prioritise S42 referrals requiring allocation and enquiry.

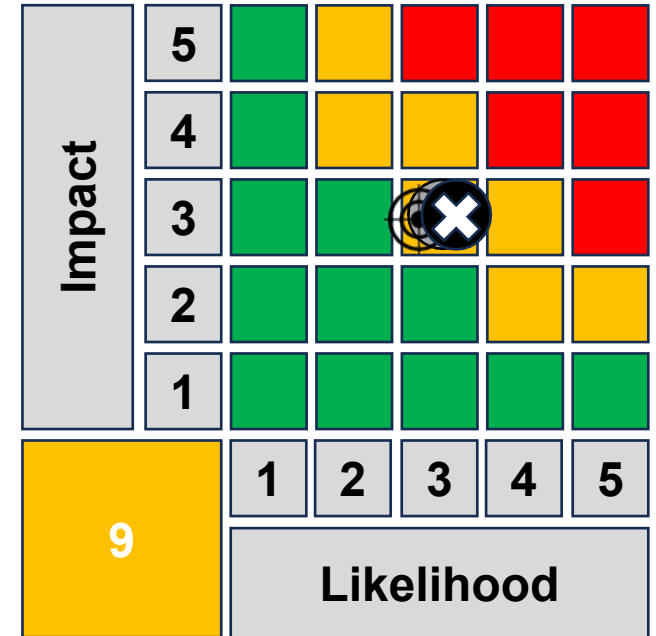
## AH02 Adult Social Care assurance framework

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

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

### Quarterly update:

- Gaps in Information Return (IR38) have been allocated to Heads of Service to coordinate
- Work towards identifying 50 cases for submission for CQC has started
- Self-assessment updated
- Engaged with regional ADASS session to share self-assessments
- Ongoing work with D&I regarding data availability and analytical capacity
- Equality and Diversity plan being written



## Controls in operation:

1. CQC Assurance project group established, and progress updates provided to SCLT on a regular basis
2. Self-assessment checklist has been introduced
3. Information Return (IR38) requirements allocated to Heads of Service to coordinate.
4. CQC data pack has been developed with D&I
5. Engagement with sector led groups to take learnings from Local Authorities who have already been subject to inspection. Identification of previous areas of focus and inspection themes.  
Internal communications strategy in place to build staff awareness, understanding and engagement with the inspection process

## Further actions underway to address risk:

1. Planned Peer Review provisionally booked for March 2025
2. Core member of regional ADASS group for peer support and sharing best practice
3. Ongoing engagement with leaders, staff and external stakeholders to share findings from other LA's and key messages re self-assessment
4. New portfolio holder fully briefed on CQC process
5. CQC preparation will report into ELT as part of new process for assurance

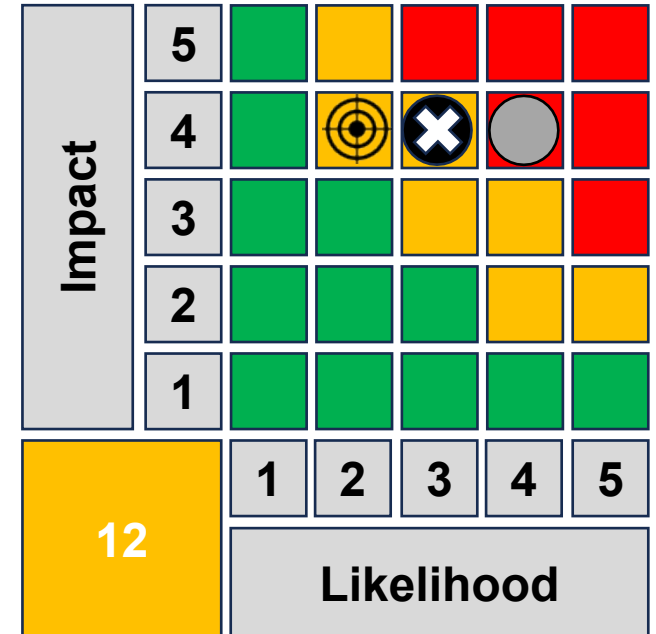
## AH03 Data Insight for operational delivery of adult services

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

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

### Quarterly update:

- Waiting Well data submitted to regional ADASS group – benchmarking now available for waiting lists
- CQC dashboard produced. Closure of remaining gaps is being managed through CQC Assurance Board.
- Client Level Data is being submitted to NHS Digital. Whilst gaps remain an action plan is being developed in conjunction with other WY LA's to prioritise which gaps to focus on
- Commenced roll out of ASC hub dashboard to be used in weekly huddles



## Controls in operation:

1. Data Intelligence - Weekly Data and Insight Workstream meetings to provide updates on progress of Tableau dashboards.
2. Weekly Adults / D&I prioritisation meeting
3. Form created to monitor additional D&I request to prevent duplication and prioritisation risk.
4. Additional D&I resource agreed (to November)

## Further actions underway to address risk:

1. Draft CQC data pack is established. CQC project team to review data provided, gaps in the data, and identify any outliers requiring operational input to create a robust and quality assured data pack
2. There will be at least 3 cycles at monthly intervals to create trend data that we can submit to CQC
3. High level benchmarking exercise has been completed covering Client Level Data, waiting lists and other KPIs. Further action underway to agree KPIs that will be used at SCLT, SLT & with Portfolio Holder. Target date Dec 24.
4. Data engineering work is ongoing to build a reporting infrastructure to enable ASC staff to access required information from Mosaic

## CF01 Childrens Safeguarding

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

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

### Quarterly update:

Children's services rated as 'Good' by ILAC's inspection. No children are at risk of significant harm. Improvement plan in place to address points raised in the inspection. Risk score reduced and in target range.



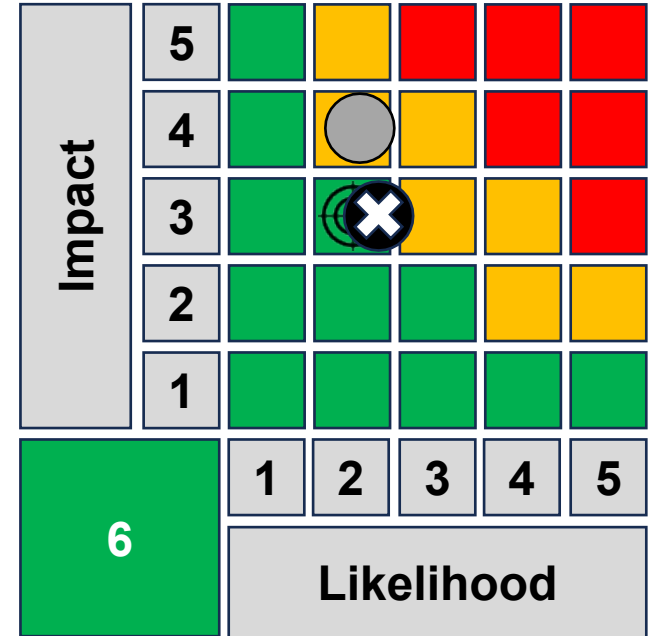
Current risk score



Previous risk score



Target risk score



## Controls in operation:

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

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## Further actions underway to address risk:

- Implementation of Integrated model to meet requirements of Stable Homes Built on Love (McCallister recommendations) and updated Working Together guidance
  - Phase 1: Completed April 2024
  - Phase 2: In progress. Completion date – Jan 2025
  - Phase 3: Date tbc.

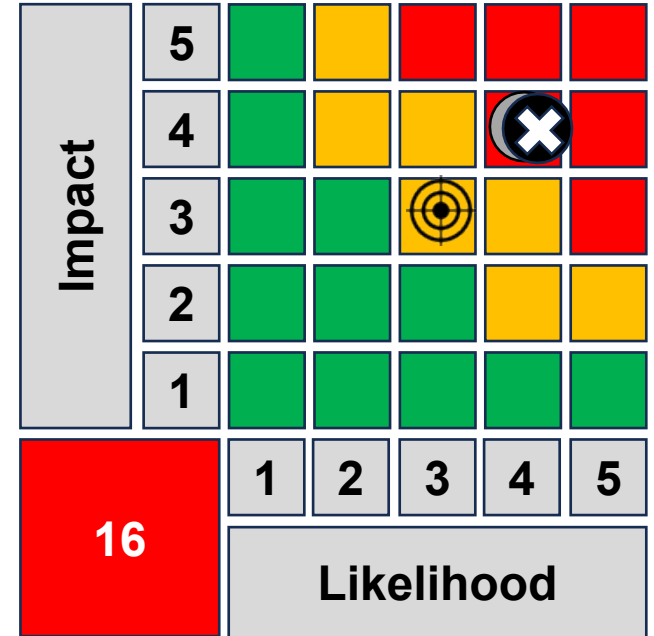
## CF02 Sufficiency of SEND provision

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

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

### Quarterly update:

- Safety Valve - Quarterly report submitted which successfully triggered the release of funding
- EHCP demand continues to be high, but compliance rates are showing positive improvement
- SENDACT Service structural redesign is now fully implemented
- Positive feedback, with recognition of challenges, from DfE / NHS England at WSoA catch up.
- New ARP now live
- Pupils have now started at Woodley School & College (in advance of building completion)
- SEND Area Inspection anticipated in early 2025



## Controls in operation:

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

## Further actions underway to address risk:

1. Safety Valve commitments – plan agreed and in place, DfE engaged.
2. Migration of case file management to liquid logic in progress.
3. Cluster working is now live.
4. Quality & Compliance partnership Governance group + SENDACT weekly performance meetings in place to drive performance improvement. Further support gained from DfE.
5. Written Statement of Action formally completed but dialogue continues.
6. Refreshed sufficiency plan approaching sign off to inform future action.
7. SEMH Special School Rebuild (Joseph Norton Academy) – A pre-construction agreement is being developed; further site surveys have also been undertaken to reduce risk in terms of groundworks.
8. Support from DfE for Preparing for Adulthood vision & planning workstream

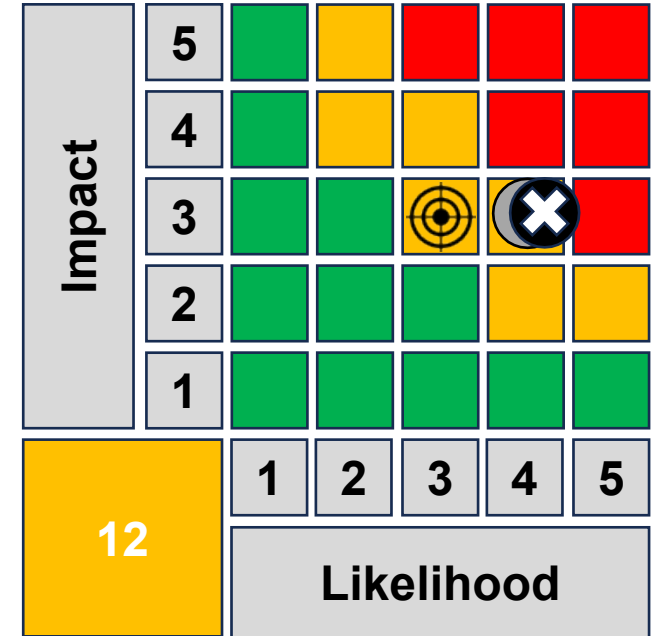
## CAS01 Community Cohesion, Wellbeing & Resilience

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

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

### Quarterly update:

- No change to risk score, Amber score remains in line with national threat level and Gold group
- Tension monitoring & meetings continue including opening of large-scale site.
- Switch to daily tensions monitoring and updates to select identified group over protest period in August. Weekly place-based meetings in north and south with Communities staff who have been engaging with public providing reassurance and feedback
- Prevent action plan updated, community roundtable discussions held, faith engagement planning in process.



### Controls in operation:

1. Dedicated community tensions monitoring process and a clear procedure to process intelligence related to protests and tensions. Procedure includes Police and Emergency planning colleagues.
2. Weekly tensions monitoring meetings are held with all relevant partners, escalations are reported into Police Silver and via Safer/Emergency Planning internally dependent on issue. Silver/Gold groups in place for oversight.
3. The Prevent Action Plan addresses community engagement, critical thinking and ideological issues and seeks to mitigate risk.
4. Engaging with and enabling opportunities for communities to build relationships and counter extremist narratives.  
Building community resilience via the Inclusive Communities Framework. Annual refresh and full 5-year review (2022-2027) of Strategic Intelligence Assessment informing the Community Partnership Plan (statutory requirement)

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### Further actions underway to address risk:

1. Undertake intensive refresher training with front line staff in focussed areas
2. Weekly and regular surgeries around Anti Social Behaviour to continue as usual
3. Strategic Intelligence Assessment and partnership data project in motion to support Communities partnership board and partnership plan priority setting
4. Wider development work in progress to outline community engagement, training and awareness plan to be delivered by the newly formed team (integrated Community Plus and Cohesion)
5. Prevent community engagement action plan to be delivered by prevent officers and front-line place-based staff enabling focussed engagement via relationship building with community, focus based on risk e.g. Domestic Abuse, connecting with communities (e.g. Faith)
6. Lessons learnt and planning meeting with Police initially, and then Partners, to review response to rising community tensions in August – Nov 24



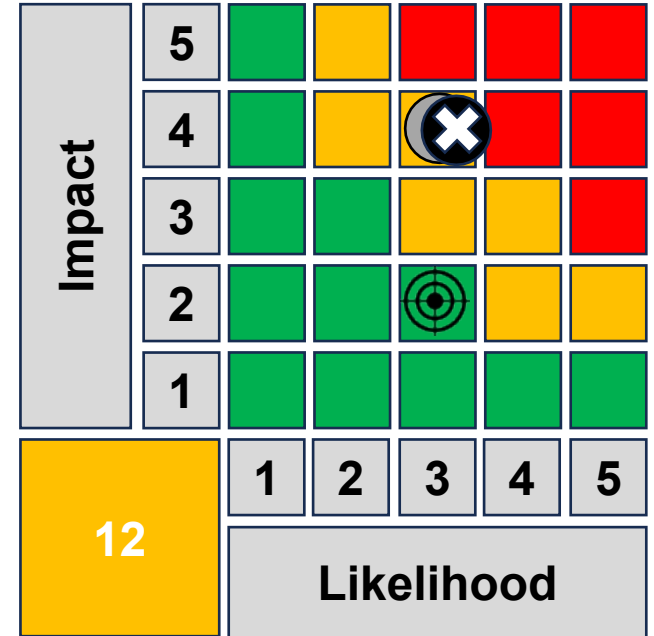
## DEV01 Corporate Assets

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

**Risk Owner: Joanne Bartholomew, Service Director Development**

### Quarterly update:

- Ongoing condition survey programme, being reviewed to ensure data integrity
- Compliance guide in development but all completed info published on Intranet
- Asset rationalisation and disposal programme underway
- Database specification ready to be issued for procurement however procurement have noted delays and likely date for issue is Jan 2025.
- Core Estate work currently held due to resource requirement



## Controls in operation:

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

## Further actions underway to address risk:

1. New asset management database system
  - Expected implementation has now slipped from Q4 2024 to Q1 2025
  - Specification ready to issue to Procurement Team
2. Asset Strategy & Core Estate
  - Asset Strategy on hold pending estate review.
  - Implementation of Core Estate principles currently on hold.

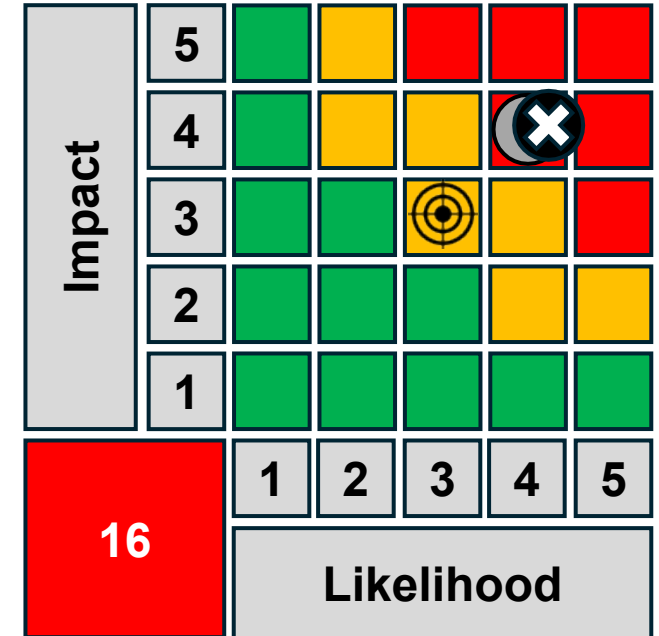
## DEV02 Homelessness and housing stock availability

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

**Risk Owner: Joanne Bartholomew, Service Director Development**

### Quarterly update:

- Demand pressures resulting in continued very high usage of TA, at the end of Sept over 50% of TA households were in nightly paid TA (mainly B&B hotels)
- Preventing Homelessness and Rough Sleeping Strategy / TA Placement Policy was approved at Cabinet in September.
- New central government approach to housing delivery, benefits & homelessness not known
- Increasing risk due to uncertainty over future occupancy of Ashenhurst and imminent closure of Berry Brow



### Controls in operation:

1. Revised emergency accommodation procurement framework now in place
2. Regular monitoring and management oversight of all temporary accommodation placements – new two stage approval process now in place and initial figures (first four months) showing slowdown in number of new placements
3. LAHF programme – acquisition/refurb of stock for meeting needs of Ukraine and Afghan households. (will also include new TA units now LAHF3 programme underway)
4. Governance structure in place via Homelessness/TA Transformation Board which has oversight of TA demands/pressures in particular
5. Implementation and the effectiveness of the revised Kirklees Allocations Policy (revised 2022) is monitored quarterly by a joint HSS/H&N Implementation Group. Portfolio Holder is briefed quarterly on performance of the Policy.

### Further actions underway to address risk:

1. Development of private rented sector options to divert customers from Temporary Accommodation, or to provide swifter 'move on' options
2. Flexible financial incentives being utilised for homeless prevention and diversion from TA
3. Effective management of expectations ensuring customers are aware at the outset of the likelihood of securing suitable alternative accommodation
4. Ashenhurst scheme has had lease extension to mid Jan 2025 at current occupancy levels however intentions of prospective buyer(s) are unclear
5. Berry Brow units being used for TA, however time limited access to these pending demolition – units must be vacated by end December 2024.
6. Implementation of B&B reduction plan, and development of Service Development Plan with input from MHCLG adviser and external specialist consultants.



## HN01 Housing Safety & Quality

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

**Risk Owner: Naz Parkar, Service Director Homes & Neighbourhoods**

### Quarterly update:

The service continues to work at pace to deliver robust management and oversight of building safety across residential housing stock. Progress has been made in addressing fire safety remediation works and the recently identified water safety assessments. It should be noted that progress with closing down Damp, Mould & Condensation (DMC) cases is proving challenging and we expect seasonality to increase the volume of referrals this quarter. Ongoing engagement with the regulator to inform them of the identified risks and steps being taken to achieve compliance.



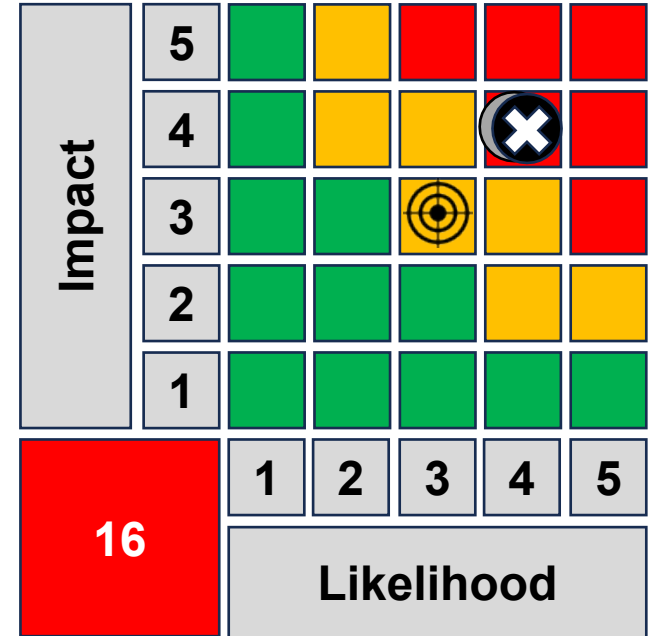
Current risk score



Previous risk score



Target risk score



## Controls in operation:

1. Revised governance structure in place to monitor actions and provide oversight of controls with clear escalation routes and accountability points
2. Updated Policies and supporting Management Plans in place for fire safety elements
3. Regulatory Notice action plan and monthly meetings in place to track progress

Asset & Building Safety team appropriately resourced

## Further actions underway to address risk:

1. Remaining Management Plans to Cabinet for approval during Q4 2024-25
2. Specialist consultancy for Fire Remedial Actions (FRAs) appointed and work commenced
3. Tender for fire safety remediation works has been issued with contract award anticipated during Q3 24-25
4. New delivery model is being developed to further improve case resolution times for DMC cases, and focus on resolution of underlying causes, implementation by end Q3 2024-25
5. Asprey (asset management system) upgrade on track to deliver in Q3 24-25 with phase 2 introduction of modules providing new functionality to follow
6. Water Safety assessment programme has commenced following risk-based approach
7. Review and consideration of the Grenfell Tower Inquiry Phase 2 report

## ECC01 Climate Change

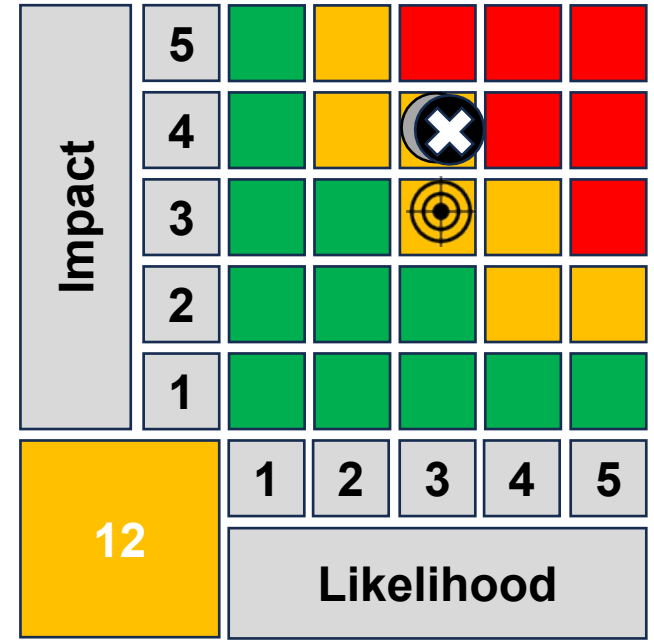
Failure to mitigate and adapt to a more volatile climate, caused by insufficient resource, inadequate funding and a lack of prioritisation, leading to prolonged impacts on the natural environment, residents, communities, businesses and delivery of Council services.

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

### Quarterly update:

No change to risk score as further actions and new control measures have no direct impact. Kirklees Environment Strategy now approved. Pilot programme approved and work slowly underway in relation to mitigating climate risk. This will initially involve the development of Service-level Climate Change Risk Assessments with the identified pilot Services within the Council.

Current risk score  
 Previous risk score  
 Target risk score



## Controls in operation:

1. Environment & Climate Change Scrutiny Panel in place to check & challenge work from the legacy Environment and Climate Change Service Area.
2. Business continuity plans respond to severe weather event impacts, which are being made more extreme by climate change
3. Climate Change consideration included within the Integrated Impact Assessment which all new Council funded projects are required to complete
4. Climate Change training is available on My Learning for Officers and Members, completion rates are being tracked but remain low (<1% of all colleagues completed as at Sept 2024).  
Climate and Environment considerations / impacts are required to be outlined within all Cabinet reports needed for decision-making.  
Kirklees new 'Environment Strategy; Everyday Life' has been approved by Council (Sept 2024).

## Further actions underway to address risk:

1. Development of service level climate change risk registers and adaptation plans, in line with commitment to DeFRA AR4 reporting
  - Pilot approach agreed with Highways and Public Protection.
  - To be agreed with Homes & Neighbourhoods. .
  - Deliverability being compromised by reduced service-level capacity / input irrespective of an agreement to participate.
2. A new approach to the Councils direct, operational Greenhouse Gas Emissions has been completed in draft and is currently going through governance for approval. This provides a new baseline of emission to inform future decision-making and required actions to for rapid emission reduction to achieve the authorities Net Zero by 2038 target.

**REPORT TITLE: Annual RIPA update**

<b>Meeting:</b>	<b>Cabinet</b>
<b>Date:</b>	<b>10<sup>th</sup> December 2024</b>
<b>Cabinet Member</b> (if applicable)	<b>Cllr Tyler Hawkins</b>
<b>Key Decision Eligible for Call In</b>	<b>No</b> <b>No – not a decision-making report</b>
<b>Purpose of Report</b>  To brief Cabinet on the use of the Regulation of Investigatory Powers Act 2000 by the Council since the last report on use in September 2023.	
<b>Recommendations</b> <ul style="list-style-type: none"> <li>• That the report be noted by members</li> </ul> <b>Reasons for Recommendations</b> <ul style="list-style-type: none"> <li>• The report is for information only</li> </ul>	
<b>Resource Implications:</b>  A need for officer training has been identified.	
<b>Date signed off by Executive Director &amp; name</b>   <b>Is it also signed off by the Service Director for Finance?</b>  <b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Rachel Spencer-Henshall – 27<sup>th</sup> November</b>   <b>Kevin Mulvaney - 27<sup>th</sup> November</b>  <b>Samantha Lawton – 26<sup>th</sup> November</b>

**Electoral wards affected: All**

**Ward councillors consulted: None**

**Public or private: Public**

**Has GDPR been considered? Yes**

**1. Executive Summary**

- 1.1 The role of Cabinet in Regulation of Investigatory Powers Act (RIPA) 2000 matters is to provide strategic oversight and to keep the Council's use of surveillance under review. This is the annual report on the Council's use of RIPA to Cabinet.
- 1.2 As a result of the view of the Investigatory Powers Commissioner's Office (IPCO) that the use of RIPA should be considered more often than annually by Local Authorities the Council's Corporate Governance and Audit Committee considers and monitors any RIPA related matters during the year as part of its quarterly audit reports. The process followed is that any reports are to be brought back to cabinet to be considered during the year as necessary. There were no incidents which required RIPA to be used in the period since the last report to Cabinet and therefore no reports were required to be brought back to Cabinet since the last annual report.

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

- 2.1 The Council is subject to the requirements of RIPA, which sets out how and when a local authority can engage in covert surveillance. RIPA regulates three types of surveillance, these being directed surveillance, the use of covert human intelligence and the obtaining of communications data. The current policy was adopted in January 2019 when it was amended in line with the implementation of GDPR and the Data Protection Act 2018.
- 2.2 The annual return to IPCO for 2023 has been completed. This is a report to the Commissioner on the Council's use of investigatory powers during 2022.
- 2.3 The RIPA policy has been reviewed and only one update has been made. This is a minor amendment, to change details of the Authorising Officers. Members are asked to note the update.
- 2.4 The number of RIPA authorisations granted since the last annual report is 0.
- 2.5 The Council is subject to an IPCO inspection every three years. The most recent inspection took place in the autumn of 2023 and there were no issues identified by the Regulator.
- 2.6 Members are asked to note that training for officers at all levels is something that the regulator does take a keen interest in. No formal training has taken place since 2019 and it is proposed that external training will be sourced for officers and this is likely to take place in the 2<sup>nd</sup> quarter of 2025 and will be funded from existing budgets.

**3. Implications for the Council**

- 3.1 **Working with People**  
N/A

### 3.2 **Working with Partners**

West Yorkshire Police – this will most often be a formal request for access to CCTV information held by the Council and is provided on the basis of a formal written request.

West Yorkshire Trading Standards– this will usually be within the context of test purchase operations, typically involving sales of age restricted goods to minors.

### 3.3 **Place Based Working**

N/A

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

N/A

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

N/A

### 3.6 **Financial Implications for the People Living or Working in Kirklees**

N/A

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

Externally sourced training will involve a cost to the authority.

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

4.1 The following have been consulted on the contents of this report and have approved them:

4.1.1 The Service Director – Legal, Governance and Commissioning, as Senior Responsible Officer

4.1.2 The Head of Legal Services, as RIPA Monitoring Officer

4.1.3 The Cabinet member for Corporate Services

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

5.1 To assess training needs and source suitable external training for officers, to take place in early 2025, in advance of the next IPCO inspection.

5.2 To continue to raise RIPA awareness, particularly with regards to the use of social media to obtain intelligence.

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

6.1 That members note the updated RIPA policy.

6.2 That members note the remainder of the report.

## 7. **Cabinet portfolio holder's recommendations**

7.1 That members note the report.

8. **Contact officers**

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

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

2023 Annual RIPA report to Cabinet - [2023 RIPA Annual Report](#)

Quarterly reports to Corporate Governance and Audit

10. **Service Director responsible**

Samantha Lawton  
Service Director – Legal, Governance and Commissioning  
01484 221000  
[Samantha.lawton@kirklees.gov.uk](mailto:Samantha.lawton@kirklees.gov.uk)