

# Public Document Pack

## Kirklees Council



Council Chamber - Town Hall, Huddersfield

Tuesday 25 February 2025

Dear Member

**The Council will meet on Wednesday 5 March 2025 at 5.30 pm in the Council Chamber - Town Hall, Huddersfield.**

**(Please note that the meeting will break between 6.00pm – 6.30pm)**

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

The following matters will be debated:

### Pages

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

To receive any announcements from the Mayor and Chief Executive.

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**2: Apologies for absence**

Group Business Managers to submit any apologies for absence.

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**3: Minutes of Previous Meeting**

To approve the Minutes of the Meeting of the Council Meeting held on 12 February 2025.

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1 - 14

**4: Declaration of Interests** 15 - 16

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

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**5: Additional Meeting of Council (Reference from Corporate Governance and Audit Committee)** 17 - 20

To consider the proposal for an additional meeting of Council to be held in April 2025.

Contact: Leigh Webb, Head of Governance

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**6: Our Council Plan - 2025/2026 (Reference from Cabinet)** 21 - 44

To consider the adoption of the 2025/2026 Council Plan.

Contact: Stephen Bonnell, Head of Policy, Partnerships and Corporate Planning

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**7: Council Budget Report 2025/2026 and 2026/2027; incorporating Capital, Treasury Management, General Fund Revenue and Housing Revenue Account (Reference from Cabinet)**

To consider the recommendations of the Meeting of Cabinet, held on 11 February 2025 that;

- (i) General Fund Revenue
  - the Revenue Budget for 2025-2026, to deliver a balanced position, as attached at Appendix F, be approved
  - the forecast spending and funding plans for the 2025-2026 and 2026-2027 period, as set out at Appendix A, be noted.
  - the forecast levels of statutory and other council reserves, as set out at Appendix C, be noted
  - the strategy for the use of balances and reserves (paragraph 2.18 refers) be approved
  - that the Council's flexible capital receipts policy for 2025-2026, as set out at paragraph 2.25/Appendix G, be approved.
  - the Council tax requirement for 2025/2026, as set out

- at Appendix M, be approved.
- the Council's Statutory 151 Officer's positive assurance statement as to the robustness of the forecasts and estimates and adequacy of financial reserves, as set out at paragraph 2.23, be noted.
- authority be delegated to the Council's statutory s151 Officer to amend how the finally approved precepts are recorded in the Council's revenue budget in line with the final notifications received following decisions by the West Yorkshire Mayor Police and Crime Commissioner, the Fire and Rescue Authority and the Parish Councils, should these be received after 5 March 2025 (paragraph 3.1.3 refers)

(ii) Treasury Management

- the borrowing strategy be approved (paragraphs 2.16 to 2.29 refer)
- the investment strategy be approved (paragraphs 2.30 to 2.38 and Appendices A and B refer)
- the policy for provision of repayment of debt (minimum revenue provision) be approved (paragraphs 2.39 to 2.40, Appendix C refers)
- the treasury management prudential indicators be approved (Appendix D refers)
- the investment strategy (non treasury investments) be approved (Appendix F refers)

(iii) Capital

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

(iv) Housing Revenue Account

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

Any received amendments will be published in accordance with Council Procedure Rules 19(3) and 19(4) on 26 February 2025.

Contact: Kevin Mulvaney, Service Director – Finance

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By Order of the Council



Steve Mawson  
Chief Executive

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Contact Officer: Andrea Woodside

## COUNCIL

### KIRKLEES COUNCIL

**At the Meeting of the Council of the Borough of Kirklees held at  
Council Chamber - Town Hall, Huddersfield on Wednesday 12 February 2025**

## PRESENT

**The Mayor (Councillor Nosheen Dad) in the Chair**

## COUNCILLORS

Councillor Beverley Addy	Councillor Masood Ahmed
Councillor Munir Ahmed	Councillor Itrat Ali
Councillor Karen Allison	Councillor Zarina Amin
Councillor Ammar Anwar	Councillor Bill Armer
Councillor Ali Arshad	Councillor Timothy Bamford
Councillor Donna Bellamy	Councillor Martyn Bolt
Councillor Cahal Burke	Councillor Aafaq Butt
Councillor Andrew Cooper	Councillor Moses Crook
Councillor Aziz Daji	Councillor Hanifa Darwan
Councillor Paola Antonia Davies	Councillor Eric Firth
Councillor Charles Greaves	Councillor David Hall
Councillor Tyler Hawkins	Councillor Caroline Holt
Councillor James Homewood	Councillor Yusra Hussain
Councillor Zahid Kahut	Councillor Viv Kendrick
Councillor Jo Lawson	Councillor John Lawson
Councillor Vivien Lees-Hamilton	Councillor Susan Lee-Richards
Councillor David Longstaff	Councillor Gwen Lowe
Councillor Harry McCarthy	Councillor Hannah McKerchar
Councillor Matthew McLoughlin	Councillor Alison Munro
Councillor Darren O'Donovan	Councillor Carole Pattison
Councillor Amanda Pinnock	Councillor Andrew Pinnock
Councillor Ashleigh Robinson	Councillor Jane Rylah
Councillor Imran Safdar	Councillor Cathy Scott
Councillor Angela Sewell	Councillor Will Simpson
Councillor Anthony Smith	Councillor Elizabeth Smaje
Councillor Richard Smith	Councillor Mohan Sokhal
Councillor John Taylor	Councillor Mark Thompson
Councillor Graham Turner	Councillor Sheikh Ullah
Councillor Alex Vickers	Councillor Adam Zaman
Councillor Habiban Zaman	

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

There were no announcements.

## Council - 12 February 2025

**149 Apologies for absence**

Apologies for absence were received from Councillors Bramwell, Brook, Holmes, Khan, McGrath, Marchington, Moore, K Pinnock and Sheard.

**150 Minutes of Previous Meeting**

**RESOLVED** – That the Minutes of the Meeting held on 15 January 2025 be approved as a correct record.

**151 Declaration of Interests**

Councillor Bellamy declared an ‘other’ interest in Agenda Item 10 in her capacity as a member of the Fostering Panel.

Councillor Holt declared an ‘other’ interest in her capacity as a Member of the Adoption Panel.

Councillor Taylor declared an ‘other’ interest in Agenda Item 10 in his capacity as Chair of Corporate Governance and Audit Committee.

Councillor Sewell declared an ‘other’ interest in her capacity as a Member of the Fostering Panel.

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

Under the provision of Council Procedure Rule 9, Council received a petition from Councillor Vickers which requested that the Council commences the construction of the Meltham Greenway extension immediately, prioritising phase 3a between Netherton Fold and Crosland Factory Lane picnic area.

The Mayor advised that, in accordance with Council Procedure Rule 9(3), the subject matter of the petition be referred to the relevant Service Director.

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

No deputations or petitions were received.

**154 Public Question Time**

Council received the following written questions in accordance with Council Procedure Rule 11;

**Question from Avalon Rawling**

“In July 2024, the International Court of Justice declared Israel’s occupation of Gaza, the West Bank, and East Jerusalem illegal. International Agencies including but not limited to the UN Human Rights Council have identified and published lists of companies profiting from these illegal activities.

In November 2024, this council passed a motion to avoid using goods and services provided by such companies.

While we understand that it is not legal for the council to implement a blanket boycott, we would like to know what steps the council has taken to identify and remove companies that benefit from the illegal occupation from our suppliers lists.”

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

**155 West Yorkshire Combined Authority - Minutes**

The Minutes of West Yorkshire Combined Authority held on 12 December 2024 were received and noted.

**156 Half Yearly Monitoring Report - Treasury Management Activity 2024/2025 (Reference from Corporate Governance and Audit Committee / Cabinet)**

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

**RESOLVED** – That the treasury management performance during the first half of 2024/2025 be noted.

**157 Report of the Members' Allowances Independent Review Panel (Reference from Corporate Governance and Audit Committee)**

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

**RESOLVED** – That the recommendations of the Members' Allowances Independent Review Panel be approved;

- (i) to continue to apply the same percentage pay award awarded to Officers to the Basic Allowance and Special Responsibility Allowances
- (ii) the Special Responsibility Allowance paid to Chair of Corporate Governance and Audit Committee be increased from Band E (currently £3,115 per annum) to Band C1 (currently £7,790 per annum)
- (iii) the Special Responsibility Allowance paid to Fostering Panel Members be increased from Band E1 (currently £1,556 per annum) to Band D1 (currently £4,675 per annum)
- (iv) the Special Responsibility Allowance paid to Adoption Panel Members be increased from Band E1 (currently £1,556 per annum) to Band E (currently £3,115 per annum).

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

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

**Question from Councillor Greaves**

“What is the latest position with releasing the outstanding s106 education monies to our schools?”

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

**Question from Councillor Greaves**

“Does the Leader of the Council think that the introduction of parking charges to the new locations has been successful?”

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

**Question from Councillor Greaves**

“Does the Leader of the Council think that the Household Waste Recovery plan was successful?”

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

**Question from Councillor Cooper to the Leader of the Council – Councillor Pattison**

“Who represents Kirklees Council on the West Yorkshire Combined Authority Climate and Environment Committee?”

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

**Question from Councillor Cooper**

“What is the shortfall in funding from the Labour Government to the Council to cover the rise in Employers National Insurance Contributions?”

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

**Question from Councillor Cooper**

“Will the Cabinet drop proposals to privatise Castle Grange and Claremont House Dementia Care Homes?”

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

**Question from Councillor Safdar**

“In light of repeated fly tipping incidents which without doubt has cost this local authority a huge amount over the past few months and years, can we finally take enforcement and CCTV seriously at key repeat offender hotspots on the Walpole Estate and Yews Hill Road?”

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

**Question from Councillor Safdar**

“In July 2024, the International Court of Justice declared Israel’s occupation of Gaza, the West Bank, and East Jerusalem illegal. International Agencies including but not limited to the UN Human Rights Council have identified companies profiting from these illegal activities. In November 2024, this council passed a motion to divest from such companies.

What specific actions has Kirklees Council taken to identify and remove companies benefiting from the occupation from our preferred suppliers’ lists? How will the council ensure compliance with the motion going forward?”

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

**Question from Councillor Taylor**

“How satisfied are you with the way in which bin collection issues are resolved?”

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

**Question from Councillor J C Lawson**

“Why is there no full council meeting in April this year?”

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

**Question from Councillor Darwan**

“The UK, as a state party to the Genocide Convention, has a legal responsibility to take action to deter and prevent further genocidal acts being committed against Palestinians. What measures to date have been taken by Cabinet to divest pension funds they administer from companies enabling Israel’s genocide?”

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

**Question from Councillor Hall**

“Would the Cabinet Member please tell me how successful the bins catch-up operation was after the snow in January?”

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

**Question from Councillor J D Lawson**

“In what ways does this Council help victims of crime?”

## **Council - 12 February 2025**

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

### **Question from Councillor Taylor**

“With changes coming forward to the Ofsted Gradings for Schools could she confirm the current breakdown of our schools across the old ratings and whether our schools have been collectively improving or deteriorating over the last 5 years.”

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

### **Question from Councillor Taylor**

“In recent weeks there have been 3 further crashes at the accident blackspot between the Sovereign junction and Carr Lane/Cross lane junction. Over the 25 years I have been a Parish & more recently a Kirklees Councillor there have been many attempts at improvements here but still the accidents mount up. The most recent changes having been made in the last 12 months.

At the recent scrutiny Officers stated that there was nothing else that could be considered here, except perhaps a speed camera.

Given the community concerns on this issue will he please outline the steps that the Council now proposes to take to try and have a speed camera installed in this location to reduce the number of accidents in the vicinity.”

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

### **Question from Councillor Holt**

“Can the Cabinet Member inform the Council of the process which car-users have to go through to park for free in St John’s car park, Cleckheaton and especially where there is no meter present to get a ticket from?”

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

### **Question from Councillor Hall**

“What is the current waiting time while a disabled badge application is being processed?”

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

**Question from Councillor Sadfar**

“C+K Careers has been informed by Kirklees Council that its funding is to be cut by £150k for the year 2025/2026. On what intelligence based approach was this decision reached? As the need to deliver this important youth service hasn't changed. Also Calderdale Council hasn't implemented a budget cut only Kirklees Council has.”

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

**Question from Councillor Munro**

“Has a future use for the Tolson building been identified?”

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

**Question from Councillor Munro**

“Does the Council now have the valuation for the land known as HS9 in the Local Plan?”

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

**Question from Councillor Munro**

“I understand the Council was carrying out a review of its Snow Warden policy. Has this happened and are there any changes to that policy?”

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

**Question from Councillor Daji**

“The residents in my Batley East Ward have been very concerned about the poor services provided by the Highways and Environment Services. Over many months in the summer, I received so many cases where residents were complaining about the overgrown grass and bushes not being cut and overhanging tree branches not being cut down. Also, more recently residents have been asking me why there are no road sweepers in the area and why the state of the footpaths is so bad with the fallen leaves not being swept at all for months. This has led to some people slipping on the footpaths. I have been sent so many videos and photos of the neglect, many of which I forwarded with my emails to officers. It's got to the point where the residents of Batley East are asking why has Batley been so neglected. On top of this, Hyrstlands park in my Ward was so neglected all last summer that the grass wasn't cut despite many emails from me, depriving children and young people from playing cricket all summer. This is very shocking as officers took no action on this.

## **Council - 12 February 2025**

The concerns have led to residents having to do petitions to the council as their emails and phone calls to council officers are ignored, with officers working in silos passing the buck onto others, and Heads of services do not seem to take responsibility and engage.

I am very concerned when I walk round my patch and see all the neglect and deprivation in the environment people are living in. I haven't seen any real plans by the Council to bring about any improvements. As the stock answer seems to be lack of resources and staff. Also, the children's play areas have been neglected to the extent they are not fit for purpose and not safe for children.

I hope you will take these matters very seriously and take immediate action to ensure senior managers take responsibility for all these concerns. I hope from this coming spring and the summer period all these issues will be dealt with so that the residents and children do not have to go through such a bad summer period again. I would be happy to invite you to come to Batley anytime to see for yourself.

I look forward to your detailed reply and action plan to address all these issues. Can you please let me know what action you will take to ensure the Highways and Environment services will deliver a better service to the residents of Batley and how the officers will be more accountable for the delivery of services or lack of them?"

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

### **Question from Councillor Daji**

"With the closure of the Customer Services in Dewsbury the residents in North Kirklees have been very deprived and concerned as they have nowhere else to go for assistance. Including residents who cannot speak English, as the Customer Service had bilingual staff who assisted customers. With the closure of the Dewsbury service these customers are not receiving any service. It was said that the service was to be moved to the library but subsequently I am informed that this closed also. I have also heard that there is some kind of online service. However, I don't know if this is true. Even if it is residents are very dubious as to how this would work.

Can the Member throw any light on this and provide details about customer services for people who need assistance?"

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

### **Question from Councillor Daji**

"With the recent death of Sara Shariff and many other children over the years in parts of the UK, what is the position in Kirklees with Children's Services in terms of children being safe and protected from harm. Is the Member fully satisfied that the services are safe and there are adequate measures in place to monitor levels of quality services to Children to safeguard them. One measure and aspect of risk is

Social Workers having very high caseloads and teams carrying vacancies which are filled with agency workers.

Can you please provide information about how many agency social workers are employed in Children's Services currently and what are the plans to recruit permanent staff?"

A response was provided by the Cabinet Member for Children's Services (Councillor Kendrick).

**Question from Councillor McGrath**

"Do we have data on parking usage in Huddersfield town centre car parks throughout the week and if so, does the data indicate a need for additional parking, or is there sufficient capacity to accommodate typical visitor numbers by car?"

A response was provided by the Cabinet Member for Environment and Highways (Councillor Munir Ahmed).

**159 Minutes of Cabinet and Cabinet Committee - Local Issues**

Council received the Minutes of (i) Cabinet held on 10 December 2024 and 21 January 2025, and (ii) Cabinet Committee – Local Issues held on 19 November 2024.

**160 Holding the Executive to Account**

Council received a portfolio update from the Cabinet Member for Education and Communities (Councillor A U Pinnock), prior to oral questions to the Leader and Cabinet Members in accordance with Council Procedure Rule 13.

(It was moved by Councillor Hall, and seconded by Councillor Taylor that under the provision of Council Procedure Rules 15 and 16, the submitted Motions be considered as the next agenda items, be put to the vote without debate, and that the meeting time be extended to enable this. The proposal, upon being put to the vote, was agreed).

**161 Motion submitted in accordance with Council Procedure Rule 14 as to Bus Fares**

It was moved by Councillor Safdar and seconded by Councillor Arshad;

"That in the light of the recent budget will increase the current bus fare price cap, this Council notes the Labour Government increased the cap by 50%, from £2 to £3.

In practice current fares will be maintained until 31 March 2025. From 1 April 2025 until 31 December 2025 West Yorkshire fares will be £2.50 single and £6 Day Saver.

As a result, Kirklees residents will experience a significant increase in travel costs. Although an MCard weekly, monthly or annual ticket may still be cheaper than two single tickets a day for 5 days, not all bus users can afford to pre-purchase Mcards.

## Council - 12 February 2025

This Council believes that:

The increase in the bus fares will hasten the decline in passenger numbers. This could have a damaging impact on the district's bus services. As patronage declines operators will seek to reduce frequency or cut uneconomic routes, which so many residents across the Kirklees area rely on.

Such a move will also have a negative impact on young people travelling to access education, and those reliant on buses to reach their place of employment. It will also have a negative impact on elderly people who do not drive but need to access services, healthcare and visit family.

At a time when many residents across the Kirklees borough are struggling with soaring costs and expenses, an increase in fares will punish some of the most vulnerable in our community.

Increasing fares will discourage sustainable travel and remove an incentive to use public transport to access our town centres, leading to an increase in the number of cars on the road. Buses need to avoid being held up by congestion - created by increased car use. Where bus priority lanes exist, parking is not adequately enforced.

The resulting impact on emissions and clean air will exacerbates health outcomes.

This Council resolves:

- To request that the Leader of the Council writes to the Transport Secretary to outline the Council's dismay at this decision and ask the Government to reconsider this.
- To request that that the Leader of Kirklees Council writes to Mayor Tracy Brabin to highlight the negative impact of this policy and urge the Combined Authority to continue to support subsidised fares in West Yorkshire beyond 31 December 2025.
- That the Cabinet Portfolio Holder engages with local bus companies to consider ways to maintain the essential bus routes that provide a lifeline for many communities.
- That the Cabinet Portfolio Holders for Transport and Highways engage with WYCA on planned road reallocation schemes that are pipelined and are taking far too long to be enacted; to prioritise those road schemes that would reallocate road space and enable the introduction of more bus priority; making use of temporary schemes, if necessary. “

The Motion, upon being out to the vote, was not carried.

**RESOLVED** – That the Motion not be approved.

162

### **Motion submitted in accordance with Council Procedure Rule 14 as to Burial Sites**

It was moved by Councillor Hussain and seconded by Councillor Ahmed that;

## Council - 12 February 2025

"The needs of Dewsbury and Batley residents must continue to be a priority when identifying suitable burial sites. Capital funding has already been secured for Dewsbury, and land searches have primarily focused on Dewsbury and the surrounding communities.

There are credible and reputable organisations that deal with burials on a daily basis. While the Bereavement Service has engaged with these organisations through the Bereavement Forum, concerns remain about the extent to which these issues are being addressed. Greater collaboration between the Council and relevant organisations, including wider community groups, should be encouraged.

The Bereavement Forum meetings are attended by representatives from the bereavement industry, including local clergy, funeral directors, and celebrants. While these meetings are not public, the Council should explore ways to improve transparency and ensure wider community input on burial site provision.

It is essential that the approach to identifying burial land remains open, transparent, and inclusive. We seek reassurances that Dewsbury, Batley, and the surrounding areas are not being disadvantaged in the allocation of resources for burial space.

This Council therefore resolves:

1. That the Leader and Cabinet reaffirm their commitment to identifying suitable multi-faith burial land in Dewsbury and Batley and continue to engage with relevant stakeholders to explore all possible options.
2. That all funds allocated from the £500k (subject to any existing expenditure) remain in place for Dewsbury and Batley and are not utilised for any other areas in South Kirklees."

Whereupon, the submitted Labour Group Amendment was withdrawn.

The Motion, upon being put to the Vote was carried.

### **RESOLVED –**

"That the needs of Dewsbury and Batley residents must continue to be a priority when identifying suitable burial sites. Capital funding has already been secured for Dewsbury, and land searches have primarily focused on Dewsbury and the surrounding communities.

There are credible and reputable organisations that deal with burials on a daily basis. While the Bereavement Service has engaged with these organisations through the Bereavement Forum, concerns remain about the extent to which these issues are being addressed. Greater collaboration between the Council and relevant organisations, including wider community groups, should be encouraged.

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## Council - 12 February 2025

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2. That all funds allocated from the £500k (subject to any existing expenditure) remain in place for Dewsbury and Batley and are not utilised for any other areas in South Kirklees."

**163 Motion submitted in accordance with Council Procedure Rule 14 as to Exempting Social Care from the National Insurance Hike**  
Motion Withdrawn.

**164 Motion submitted in accordance with Council Procedure Rule 14 as to Political Governance in Kirklees**  
It was moved by Councillor Pattison and seconded by Councillor Crook that;

"This Council notes:

That within the last 2 years, following extensive and thorough cross-party work by the Democracy Commission and supported by the LGA, a finding and recommendation was made that a move to a committee system was not in the interests of this Council nor of the residents of Kirklees

That the above recommendation along with further recommendations to strengthen our scrutiny function was subsequently endorsed by Corporate Governance and Audit Committee and then by a democratic majority of members in full Council in January 2023

That a report on progress made against these recommendations was brought to the Corporate Governance and Audit Committee in April 2024 and that no further change was recommended

That the recent statement made by representatives of three of the smaller parties on this Council stating an intention to petition the public for a referendum, overruling the decision of both Corporate Governance and Audit Committee and this Council, to decide on our future political governance structure, is counter to the established will of this Council.

This Council believes:

That the time and resources required in the administration of a petition and referendum, which would cost the taxpayers of Kirklees in excess of £300,000, and the costs of any subsequent reorganisation which would be far higher, would be an unnecessary drain on our already pressured financial position.

## Council - 12 February 2025

Any reorganisation would not be complete for several years which would lead to a protracted period of confusion and distraction, preventing the council from supporting the residents of this borough effectively.

That a committee system of governance is less transparent than a Cabinet model and requires a significantly higher commitment of time from both members and officers.

That a committee system does not ensure that smaller parties or independent councillors have any more say in decision making than they do currently through our robust scrutiny function.

Therefore, this Council reaffirms its decision to remain a Council run by a Leader and Cabinet system.”

The Motion, upon being put to the Vote was carried.

### **RESOLVED –**

“This Council notes:

That within the last 2 years, following extensive and thorough cross-party work by the Democracy Commission and supported by the LGA, a finding and recommendation was made that a move to a committee system was not in the interests of this Council nor of the residents of Kirklees

That the above recommendation along with further recommendations to strengthen our scrutiny function was subsequently endorsed by Corporate Governance and Audit Committee and then by a democratic majority of members in full Council in January 2023

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### 165 **Minutes of other Committees**

Item not considered (Meeting terminated in accordance with Council Procedure Rule 16:2).

### 166 **Oral Questions to Committees/Sub Committees/Panel Chairs and Nominated Spokespersons of Joint Committees/External Bodies**

Item not considered (Meeting terminated in accordance with Council Procedure Rule 16:2).

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

Signed: ..... Dated: .....

## NOTES

### Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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



**Dates of Council Meetings – Proposal for Additional Council Meeting (Reference from Corporate Governance and Audit Committee)**

<b>Meeting:</b>	<b>Council – 5 March 2024</b>
<b>Cabinet Member:</b>	<b>Not applicable (Non executive decision)</b>
<b>Key Decision: Eligible for Call In:</b>	<b>No No</b>
<p><b>Purpose of Report</b></p> <p>To consider a proposal for an additional meeting of Council during the current 2024/2025 Municipal Year.</p> <p>The report was considered at the meeting of Corporate Governance and Audit Committee on 21 February 2025.</p>	
<p><b>Recommendation</b> – That an additional meeting of Council be scheduled to take place on April 23rd 2025 at 5.30pm and that authority be delegated to the Chief Executive, in consultation with Group Leaders, to determine whether the meeting is designated as a Key Discussion or Holding Executive to Account meeting.</p> <p><b>Reasons for Recommendation</b> – To allow for an additional ordinary meeting of Council to take place prior to the end of the Municipal Year.</p>	
<p><b>Resource Implications:</b> The overall cost of facilitating an extra meeting of Full Council is approximately £1500</p>	
<p><b>Date signed off by <u>Strategic 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>Rachel Spencer Henshall - 10.02.2025</b></p> <p><b>Not applicable</b></p> <p><b>Samantha Lawton - 05.10.2025</b></p>

**Electoral wards affected: Not applicable**

**Ward councillors consulted: Not applicable**

**Public or private: Public**

## **Has GDPR been considered? Not applicable**

### **1. Executive Summary**

Council Procedure Rule 2 (1) advises that the dates of ordinary Council Meetings in each Municipal Year will be determined by the Council following recommendations made by the Corporate Governance and Audit Committee. The dates of Council meetings for 2024/25 were approved by Council on 7 February 2024, following consideration by this Committee on 19 January 2024.

Council Procedure Rule 2(1) further advises that any changes to the agreed schedule of Council meetings requires the agreement of Council following a proposal from the Corporate Governance and Audit Committee.

Following discussion at the last meeting of this Committee, held on 31 January 2025, it is proposed to hold an additional meeting on April 23<sup>rd</sup> 2025 at 5.30pm. As there are no elections scheduled for May 2025, the proposed date is not in conflict with rules and guidance in respect of the pre-election period which are normally a consideration for meetings proposed in April.

There are two types of ordinary meetings of the Council, one which focuses on Holding the Executive to Account (HEA) and one which focuses on Key Discussions. During the current Municipal Year the minimum requirement of 4 HEA meetings has been met and the designation of the meeting type for any additional meeting will be set by the Chief Executive in consultation with Group Leaders.

A further report setting out the proposed Council meeting dates for the 2025/26 Municipal year will be submitted to the Corporate Governance and Audit Committee on 25 April 2025.

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

Not applicable

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

3.1 **Council Plan** – Not applicable

3.2 **Financial implications** – Not applicable

3.3 **Legal implications** – Not applicable

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

4. **Consultation** –

5. **Engagement** – Not applicable

6. **Options**

- 6.1 **Options considered – Not applicable**
- 6.2 **Reasons for recommended option** - To allow for an extra meeting of Council to take place in April and thus reduce the gap between ordinary business meetings of Council.
7. **Next steps and timelines** - Subject to approval, arrangements will be put in place for a meeting of Council to take place on Wednesday 23 April 2025, commencing 5.30pm.
8. **Contact officer** – Leigh Webb, Head of Governance
9. **Background Papers and History of Decisions** – Dates of Council Meetings – 2024 to 2025 Municipal Year [summary report template](#)
10. **Appendices** – Not applicable
11. **Service Director responsible** – Samantha Lawton (Service Director – Legal, Governance and Commissioning)

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## Our 2025/26 Council Plan (Reference from Cabinet)

<b>Meeting</b>	<b>Council – 5 March 2025</b>
<b>Date</b>	<b>5 March 2025</b>
<b>Council Member</b> (if applicable)	<b>Cllr Carole Pattison, Leader of the Council</b>
<b>Key Decision Eligible for Call In</b>	<b>Yes Yes</b>
<p><b>Purpose of Report</b>                  Our 2025/26 Council Plan (provided at <b>Appendix A</b>) sets out our ongoing commitment to our long-term vision and shared outcomes and council priorities and areas of focus for the 2025/26 financial year, supported by the budget. As such, it has been provided for approval alongside the 2025/26 annual budget.</p> <p>Council is asked to consider and approve the adoption of the 2025/26 Council Plan (<b>Appendix A</b>) as part of the Council’s Policy Framework.</p>	
<p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>For Council to consider and approve the adoption of the 2025/26 Council Plan (<b>Appendix A</b>) as part of the Council’s Policy Framework.</li> <li>For Council to note the comments from Overview and Scrutiny Management Committee, as provided in <b>section 5</b> of this report, and note how these are reflected in the draft Council Plan.</li> <li>For Council to consider the results of the public budget engagement as appended to the 2025/26 annual budget report, and note how these are reflected in the Council Plan.</li> </ul> <p><b>Reasons for Recommendations</b></p> <ul style="list-style-type: none"> <li>The Council Plan is included in the Policy Framework for the Council, and as such must be approved by Council to become adopted as part of that framework.</li> <li>The Council Plan sets the overarching strategic direction for the services and activities relating to the business of the Council, across all directorates and service delivery areas. As such, it is an important document providing strategic direction to all other plans, activities and services delivered by the Council.</li> </ul>	
<p><b>Resource Implication:</b> The Council Plan sets out the strategic framework for the Council’s budget and is to be considered alongside the Council’s budget for decision in March 2025.</p>	
<b>Date signed off by <u>Executive Director</u> &amp; name</b>	Rachel Spencer-Henshall – Deputy Chief Executive and Executive Director for Public Health and Corporate Resources 19/02/2025
<b>Is it also signed off by the Service Director for Finance?</b>	Kevin Mulvaney 19/02/2025

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

Samantha Lawton  
20/02/2025

**Electoral wards affected:** All

**Ward councillors consulted:** Not applicable

**Public or private:** Public

**Has GDPR been considered?** No personal data is included in this report.

## **1. Executive Summary**

- 1.1 The Council Plan sets the overarching strategic direction for the services and activities relating to the business of the Council and is aligned to the setting of our annual budget.
- 1.2 The Council Plan and the budget are aligned, because the Council Plan sets out our strategic priorities, and the budget sets out how resources have been aligned to deliver upon those priorities. As such, the Council Plan, attached at **Appendix A** covers the 2025/26 financial year.
- 1.3 The Council Plan retains and reasserts the longer-term cross-directorate principles which we work alongside our partners to achieve, including our vision, our shared outcomes, and our key partnership strategies.
- 1.4 The Council Plan also retains existing internal principles and ways of working, including our approach (working alongside people, partners and in our places), and our People Strategy, and associated organisational values and supporting behaviours (values of Kindness, Inclusion and Pride).
- 1.5 The 2025/26 Council Plan includes several changes setting out the direction and priorities of the Council for the 25/26 financial year, including four priorities, and associated 'areas of focus' which set out some of the key areas of work we are undertaking to progress each priority in the 25/26 financial year.

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

- 2.1 The Council Plan sets the overarching strategic direction for the services and activities relating to the business of the council.
- 2.2 The plan is part of the Council's Policy Framework as set out in Article 4 of the council's constitution. As such, it is approved at Full Council.
- 2.3 The plan doesn't attempt to list all the council's services and programmes. It summarises the council's role alongside partners in delivering our vision and shared outcomes and sets out how the council is prioritising our activity in the current context with the resources available.
- 2.4 The plan is developed alongside the budget in line with our Annual Business Planning Cycle and will go to Full Council alongside the budget in March for decision. The timings align the Council Plan with the financial year and the setting of the budget, with the Council Plan setting out our strategic priorities for the forthcoming financial year, and the budget setting out how resources have been aligned to deliver upon those priorities.

## 2.5 Key Features of the Council Plan retained from previous versions

The 2025/26 Council Plan retains and reasserts a number of long-term cross-directorate principles, which we have been working to for several years alongside partners across the district. Most of these can only be delivered in partnership. These include:

- **Vision** - Our vision for Kirklees is “to be a district that combines a strong, sustainable economy with a great quality of life - leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.”
- **Shared Outcomes** – These eight outcomes describe the impact the council and our partners are looking to have. These are summarised as: Healthy and Well, Best Start, Independence, Aspire and Achieve, Sustainable Economy, Shaped by People, Safe and Cohesive, and Clean and Green. It also includes an outcome we have chosen for ourselves: a commitment to be ‘Efficient and Effective’.
- **Our Key Partnership Strategies:** Environment Strategy, Inclusive Economy Strategy, Health and Wellbeing Strategy, and the Inclusive Communities Framework.
- **Approach** - How working with People, Partners and in our Places is central to the way that we do things.
- **Values and Behaviours** - Our People Strategy, and values of ‘Kindness, Inclusion and Pride’, and supporting behaviours.

## 2.6 Key Features of the Plan which are new for 2025/26

The 2025/26 Council Plan includes several changes setting out the direction and priorities of the Council for the 25/26 financial year. These include:

Four strategic priorities:

1. **Getting the basics right** – a balanced budget and a modern organisation
2. **Protecting the vulnerable and achieving inclusion**
3. **Thriving people and communities** – now and over the longer-term
4. **Local economic growth** – working with regional and national partners

Underneath each of the four broad priorities, further details cover:

- What the priority means
- Why it is important
- Areas of focus, setting out some of the key areas of work we are undertaking to progress the priority in the 25/26 financial year.

## 2.7 Key Features of the Plan which apply over the medium to long-term

The 2025/26 version of the Council Plan sets out the direction of key priorities for the Council for the forthcoming financial year, however there are several elements to the plan which go beyond this timeframe and are relevant across both medium and longer-term timescales. These key areas of focus in the Plan have been highlighted here:

## **Getting the basics right – a balanced budget and modern organisation**

- Build on our performance on refuse collection
- Deliver an effective road network.
- Enable our members to carry out their roles effectively and building officer awareness and confidence when supporting members.
- Build on the progress to design and deliver improvements in customer access.
- Deliver a programme of work to ensure managers are confident in managing budgets, performance, contracts and staff in their service.
- Develop services further through benchmarking, best practice and research.
- Develop and deliver an action plan setting out how we will act on the recommendations provided by the Local Government Association Corporate Peer Challenge in November 2024
- Focus on bringing in external funding for projects in Kirklees through working more collaboratively with partners.

## **Protecting the vulnerable and achieving inclusion:**

- Implement the 'Big Plan' – our offer to children and families with special educational needs and disabilities
- Work to ensure we have the right blend and availability of accommodation for people with social care needs
- Work with partners to enable children in care and care leavers to access the services they need
- Promote inclusion through workforce planning
- Prevent homelessness and rough sleeping

## **Thriving people and communities – now and over the longer-term**

- Work with our whole family of schools and educational settings to develop longer term plans for our operational arrangements and relationships.
- Build on our children's services continuous improvement plan and success.
- Work with businesses and community groups to build safe, clean and green places
- Ensure people are living in homes that are modern, safe and warm.
- Raise awareness of the Environment Strategy.
- Work closely with ward councillors as local place-leaders, enabling place-based responses to the unique challenges and opportunities of each place.
- Continue to deliver the community sector infrastructure contract with Third Sector Leaders.

## **Local economic growth, working with regional and national partners**

- Progress phase 1 of the Cultural Heart development in Huddersfield.
- Progress the Blueprint for regeneration in Dewsbury.
- Make progress on smaller town regeneration plans across the district, including in Batley, Cleckheaton, Heckmondwike, Holmfirth and Marsden.
- Deliver on the next stages of the West Yorkshire Investment Zone, working with the West Yorkshire Combined Authority, Huddersfield University and Leeds and Bradford Councils.
- Work with local, regional and national partners across all sectors to promote investment in local places.

- Produce, consult on, and begin the delivery of the Kirklees Transport Strategy.
- Strengthen rail links within the district and beyond, working with the Government and other partners.
- Deliver priority improvements to our transport hubs, including bus stations in Huddersfield, Dewsbury and Heckmondwike.
- Work with local employers to develop workforce skills and support inclusive employment.
- Develop and deliver new employment programmes to support residents with long-term health conditions.
- Delivering a range of adult learning programmes in several community settings.
- Progress planning and development of key housing sites.
- Progress the refresh of the Local Plan in line with the revised National Planning Policy Framework.

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

#### **3.1 Council Plan**

The new Council Plan (provided at **Appendix A** will replace the current version of the Council Plan (2024/25).

#### **3.2 Financial Implications**

The Council Plan provides the overarching strategic framework for the Budget, which sets out the resources available for delivering upon the priorities contained with the Council Plan.

#### **3.3 Legal Implications**

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

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

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

An Integrated Impact Assessment has been completed and is available on the Council website here: <https://www.kirklees.gov.uk/beta/delivering-services/integrated-impact-assessments>

### **4 Consultation**

The public consultation to support the 2025/26 annual budget was launched on the 11 December and ran up until the 15 January 2025. The purpose of the consultation is to help the council understand what is most important to people and communities in Kirklees, and to inform the development of, and decision making related to, the council's 2025/26 annual budget and associated Council Plan. A summary of the feedback has been appended to the 2025/26 budget report at **Appendix L**.

The public budget consultation highlighted the council services which matter the most to respondents. These were: emptying bins and cleaning streets, highways maintenance and improvement, schools, and services to support vulnerable adults and children and families.

The priorities, and associated areas of focus in the Council Plan (attached at **Appendix A**) explicitly include priorities for improvement on areas which matter the most to respondents to the consultation, including waste services, highways improvements, schools and services to protect vulnerable adults, children and families.

Council is asked to consider the results of the public budget engagement and note how these are reflected in the draft Council Plan.

## **5 Engagement**

The vision and shared outcomes are products of partner engagement. The shared outcomes indicators and measures and any updates are discussed and agreed at a partnership level with the Partnership Executive.

All four council directorates have been engaged in developing the areas of focus in the plan.

Leading Members have been updated on the ongoing development of the plan.

The Leader provided an initial overview of the Administration's thinking around new priorities at an OSMC session in September 2024. The priorities and areas of focus are further developments from that presentation and discussion.

On 17 January 2025, Overview and Scrutiny Management Committee considered the four priorities presented in the Plan, and suggestions for 'Areas of Focus'. Comments provided by members of the Committee were recorded as follows:

- That the intention to undertake an in-depth review of the Council Plan be noted and that it be recommended that it should more explicitly cover a longer timeframe than one year.
- That, in light of third sector partners and local community organisations being able to access external funding that is not available to the Council which could be used to help achieve Council objectives, it be recommended that the enablement approach be further strengthened to support them to take advantage of such funding opportunities.

The Committee also commented on the extent to which the green/environmental agenda was featured in the plan.

As a result of their feedback, we have incorporated the following amendments into the content of the Council Plan:

- Refined the area of focus on external funding, so it emphasises the importance of bringing external funding into our partnership working, especially with community organisations.
- Added a more explicit reference to the environment as an aspect of 'place' under 'people, partners, place'.

- Added an additional ‘area of focus’ – to raise awareness of the Environment Strategy, engaging with partners and communities on our shared role in delivering its ambitions.

With reference to the recommendation about the plan being more explicit about covering a longer timeframe than one-year, key features of the plan which apply to a timeframe longer than the 25/26 financial year have been included in section 2.7 of this report. Additionally, timeframes will also be considered whilst undertaking a more in-depth review ahead of the 2026 Council Plan.

Council is asked to note the comments from Overview and Scrutiny Management Committee and how these are reflected in the draft Council Plan as set out above.

## 6 Options

### 6.1 Options Considered

Council may either choose to approve the plan as presented or indicate any amendments or changes they may wish to make.

Our recommendations to Council are:

- For Council to consider and approve the adoption of the 2025/26 Council Plan (**Appendix A**) as part of the Council’s Policy Framework.
- For Council to note the comments from Overview and Scrutiny Management Committee, as provided in **section 5** of this report, and note how these are reflected in the draft Council Plan.
- For Council to consider the results of the public budget engagement as appended to the 2025/26 annual budget report, and note how these are reflected in the Council Plan.

### 6.2 Reasons for recommended Option

- The Council Plan is included in the Policy Framework for the Council, requiring approval at Full Council
- The Council Plan provides the overarching strategic direction and framework for the services and activities relating to the business of the Council, helping to prioritise in allocating and managing council resources
- The plan is an accurate reflection of our aims and priorities, and has been produced in collaboration with the Cabinet, the Executive Leadership Team, and other key council officers from across all directorates. Feedback from the Overview and Scrutiny Management Committee and the public budget engagement have also informed its development.
- As such, officers recommend that Council approve the adoption of the 2025/26 Council Plan (Appendix 1) as part of the Council’s Policy Framework.
- Any required amendments arising out of the Council meeting will be done through delegated decision to the Service Director for Strategy and Innovation in consultation with the Leader of the Council as the relevant Portfolio Holder.

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

If the Council Plan is adopted by Council, it will be published on the council website, replacing the current version of the Council Plan.

The Council Plan will then move into implementation and be used across all council directorates to guide and prioritise planning, and activities relating to the delivery of services. The plan, and the priorities and areas of focus within it, will also be communicated both internally and externally, to ensure wider awareness and engagement.

## **8. Contact officer**

Stephen Bonnell, Head of Policy, Partnerships, and Corporate Planning  
[Stephen.bonnell@kirklees.gov.uk](mailto:Stephen.bonnell@kirklees.gov.uk)

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

The Council Plan for 2024/25, [approved by Council on 6 March 2024](#).

## **10. Appendices**

Appendix A: 2025/26 Council Plan

## **11. Service Director responsible**

Andy Simcox, Service Director Strategy and Innovation



Kirklees Council

# Our Council Plan

1 April 2025 - 31 March 2026



Kirklees Council

# Our Council Plan

1 April 2025 - 31 March 2026

## Contents

<b>Introductions</b>	<b>4</b>
Introduction from the Leader	4
Introduction from the Chief Executive	5
<b>Our Council Plan – summary</b>	<b>6</b>
<b>Working in partnership</b>	<b>7</b>
Our vision	7
Shared outcomes	8
<b>Our key partnership strategies</b>	<b>9</b>
<b>Our council priorities for 2025/26</b>	<b>10</b>
Getting the basics right – a balanced budget and a modern organisation	12
Protecting the vulnerable and achieving inclusion	14
Thriving people and communities – now and over the longer-term	16
Local economic growth, working with regional and national partners	18
<b>Who we are and how we do things</b>	<b>20</b>
Our people	22
Our values	22
Who we work with	23
Shared customer and resident expectations	23
Our ongoing day-to-day focus	24

ACHIEVING INCLUSION

# Introductions



## Introduction from the Leader

This Council Plan sets out our commitment to continue to serve the people of Kirklees, make things better where needed, and enable thriving communities across Kirklees, now and over the longer-term.

Every day, we deliver a large variety of services to people across Kirklees, doing brilliant things for people in need. But we know that sometimes it is difficult for people interacting with us, and there is always room to do better.

That's why this year, the Council will focus on getting the basics right for our residents and customers. Our commitment is to ensure that, as much as possible, residents have a positive experience when interacting with us. It might be small things, like keeping people informed about an issue they've reported, having easily accessible information on our website, or making sure people are clear about what they can expect from us. But it's also about larger change and transformation, ensuring we have the technology, processes, culture, and skills to make improvements where needed. This is better for our residents and service-users, and it's also better for our committed staff, who need the right support to continue to do the brilliant things we see across services every day.

As part of getting the basics right, we know we need to maintain a partnership focus on protecting the most vulnerable people in our communities, who rely on our services. People continue to face complex, long-standing economic, health, and social challenges. Yet despite over a decade of underfunding of services in Kirklees, together with our partners, we continue to help a large variety of people to access support. This remains a priority.

As well as addressing the challenges we face, we see significant opportunities on the horizon, and that is why ambition is also at the heart of this plan. Our long-term plans to regenerate the towns and villages across Kirklees will continue to help us with this, as well as national policy changes. These present us with a once-in-a-generation opportunity to address the underfunding of the last decade, face our challenges head on, and unlock the local economic growth we need.

We can only build thriving communities in Kirklees if we work with partners to tackle our challenges head-on, do things better when we need to, and maintain our ambitions for the future. This plan sets out how we will do just that. I look forward to continuing to work with you to deliver together.

**Cllr Carole Pattison**

Leader of the Council



## Introduction from the Chief Executive

Recent years have been extremely challenging for council finances, both in Kirklees and across the country. We have already made significant strides towards putting our council on a sustainable footing, and this journey must continue. Our budget for the coming year does include new savings, but at a lower level than in previous years.

This is not just about reducing services. Where needed, we have put additional resources into budgets that need it to cope with demand, inflation, and shortfalls. We have also ensured there is funding available to facilitate further service transformation. Throughout our budget planning process we have asked ourselves not just about where we need to do less, but how we can do it differently.

This Council Plan sets out our direction for this ongoing transformation. We know there is always room to do better. It's essential that we work more closely with communities and listen to them about what is needed. This will require changing the way we work across all council services, building a customer focussed culture, and developing a shared understanding with partners and communities about the services they can expect from us.

We don't always have the powers and resources that our residents expect, and sometimes the best way to meet our communities' needs is for the council to get out of the way. Partners and communities – with the right support – can often be better placed to deliver. That's why engagement and partnership working runs throughout this plan. We will only be able to deliver our shared aspirations together.

It won't be easy, but I have complete faith in our ability to make the changes required. Our recent Local Government Association Corporate Peer Challenge confirmed what I have seen every day at every level of the organisation: the strength of our workforce. Our workforce's pride in serving the people of Kirklees continues to shine through, and I've seen this confirmed in the visits I make to teams across the district. It's this pride that will provide the springboard to the transformation we need to make and to deliver a sustainable, positive future for people in Kirklees.

**Steve Mawson**

Chief Executive

# Our Council Plan – Summary



## Vision

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



## Shared Outcomes

Shaped by people	Best start	Well	Independent
Aspire and achieve	Sustainable economy	Safe and cohesive	Clean and green



## Partnership Strategies

- Environment Strategy
- Inclusive Economy Strategy
- Kirklees Health and Wellbeing Strategy
- Inclusive Communities Framework



## Kirklees Council Plan

- Working smart and delivering efficiently and effectively
- Working with people and partners using a place-based approach
- Our values and behaviours
- Our priorities
- Our day-to-day services



# Working in partnership

## Our vision

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

## Shared outcomes

Our shared outcomes are descriptions – agreed in partnership – of the ongoing collective impact we aim to have now and over the long-term. Change in these outcomes is only possible in collaboration across our organisations.

### Our Shared Outcomes are:



#### Shaped by People

We make our places what they are.



#### Aspire and Achieve

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



#### Best Start

Children have the best start in life.



#### Sustainable Economy

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



#### Well

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



#### Safe and Cohesive

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



#### Independent

People in Kirklees live independently and have control over their lives.



#### Clean and Green

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

# Our key partnership strategies

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

These strategies are partnership-led. They explain where we are at in Kirklees – what our opportunities and challenges are, what we need to do to improve, and the role each of us has to make this happen together. Each of these top-tier strategies support the others to achieve the overall vision of the Council Plan. Success in one, translates into success in another.

Acting on the feedback from the council's recent corporate peer challenge, we will aim to work even more closely with partners on delivery of our shared priorities and outcomes.



You can find out more about these strategies at: [www.kirklees.gov.uk/policiesandstrategies](http://www.kirklees.gov.uk/policiesandstrategies)



# Our Council Priorities for 2025/26



**Getting the basics right – a balanced budget and a modern organisation**

**We are committed to being a well-run organisation where excellence, accountability, and transparency are at the core of everything we do.**

For residents, this means having access to reliable, high-quality services that improve their lives as well as residents having a clear understanding of what we can and can't do with the powers and resources available to us. This includes communicating effectively with residents whilst also celebrating our assets and successes. Partners, including business, community organisations, and public-sector services, will find a stable, well-managed partner that can champion, advise, and support their activities. Employees will benefit from a supportive and effective workplace where their contributions are clearly defined and valued. Overall, this priority is essential for our role alongside partners in enabling a thriving, inclusive, and sustainable district. Whatever we do, we do it well, striving to deliver services with the highest standards within the powers and resources available.

**Areas of focus**

**High demand services**

- Build on our refuse collection performance, reduce contamination to improve recycling rates, and deliver on the new national requirements around simpler recycling.
- Deliver an effective road network to help people get to where they need to be, including repairing potholes in a timely manner and responding to extreme weather.

**An efficient and effective organisation**

- Support our councillors to carry out their roles effectively, including building officer awareness of councillors' work and confidence in working with them.
- Build on the progress to design and deliver improvements in residents' and customers' access to and experience of our services, with a focus on reducing failure demand and establishing shared expectations.
- Deliver a programme of work to ensure managers are confident managing the budgets, performance, contracts, and staff in their services, supported by a technology strategy to help all staff use technology to make services more efficient and effective.
- Identify opportunities for further development of services through:
  - continuing to use a range of data to benchmark our performance compared to other councils
  - monitoring the activities of other councils and learning from national best practice
  - strengthening connections with researchers and experts across the region.
- Develop and begin delivery of an action plan setting out how we will act on the recommendations from the Local Government Association Corporate Peer Challenge in November 2024.

**Financially sustainable services**

- Deliver and monitor the agreed budget to ensure the sustainability and value for money of council services across the period of the Medium-Term Financial Plan, including reviewing the capital plan and rebuilding council reserves following demand and inflationary pressures in recent years.
- Bring in additional external funding for projects in Kirklees, both council-led and partnership-led, working especially closely with the local community sector, West Yorkshire Combined Authority, Homes England, and central government.

Knowl Park House, new Dementia Day Care Centre



## Protecting the vulnerable and achieving inclusion

**Protecting the vulnerable and inclusion is key to our vision of being an organisation with a culture of inclusion and diversity, where our people and those we work with have equal access to opportunities and resources and feel valued for who they are.**

Some people face greater disadvantages or structural barriers, requiring targeted help to reach their full potential. By addressing the needs of the most vulnerable, we want no one to be left behind and everyone to have the chance to contribute to and benefit from our collective progress. Inclusive and supportive communities are the backbone of a thriving society, where diverse perspectives and experiences are not only acknowledged but celebrated.

## Areas of focus

### Inclusive care and support

- Implement 'The Big Plan', our offer to children and families with special educational needs and disabilities, with a focus on:
  - providing the right support at the right time in the right place
  - supported transition of children into adulthood, enabling people to live fulfilled adult lives.
- Work to ensure we have the right blend and availability of accommodation for people with social care needs, supporting the local care market to be diverse, high quality, and sustainable. In particular, we will do this by:
  - accelerating delivery of more extra care units
  - increasing supported living arrangements
  - reviewing in-house and external market provision, working across our adults, housing, and capital programmes
  - continue the partnership with our local care association (KirCA), including progressing work to improve the experience of local people who are LGBTQ+ and using social care services
  - continue the focus on adaptations to enable people to live well in their current accommodation.
- As Corporate Parents, deliver the best services and outcomes for our children and young people, and provide continuing support for those that are care experienced, including:
  - enhancing our foster carer recruitment and retention approach to increase the number of foster carers
  - enhancing our corporate parenting responsibility by more widely implementing the concept of a 'family firm' for all our children in care and care leavers in Kirklees
- Work with partners to enable children in care and care leavers to access the services they need, including:
  - employment and skills support
  - access to housing, building on recent successes in ensuring wrap-around arrangements are in place for care leavers.

### An inclusive organisation

- Promote inclusion through workforce planning, including pathways for underrepresented groups that enable better representation in our leadership positions.
- Deliver on 'Year 1' of the action plan for the new Inclusion and Diversity Strategy.
- Review and improve the use of integrated impact assessments, which help services consider the impact of our decision-making on inclusion and equality, the environment, and access to services.
- Implement new support and guidance for employee networks, enabling them to support organisational and member priorities and expectations.
- Enhance our workforce data, ensuring we have the data we need to meet changing statutory requirements and our organisational ambitions for inclusion.

### Preventing homelessness and rough sleeping

- Prevent homelessness and rough sleeping, ensuring those most in need can access the right help in the right place at the right time. We want to prevent homelessness occurring in the first place, and ensure rough sleeping is rare, brief, and not recurring. We will do this through:
  - rapid early help and intervention
  - strengthening partnership working to secure the right accommodation
  - improve access to safe, decent, accessible, and affordable accommodation, whether long-term homes or temporary accommodation
  - work with private sector partners to enhance and incentivise access to private rented tenancies and provide good quality rented, affordable accommodation available for long term tenancies.



**Thriving people and communities – now and over the longer-term**

**We will work closely with local leaders and partners to foster thriving communities, recognising that each area has unique needs.**

By focusing on health, education, sustainability, and early intervention, we aim to build robust support networks across our communities involving schools, healthcare providers, and community organisations. This collaborative approach ensures that everyone in our diverse communities receives the help they need to live healthy, independent lives, thereby creating a stronger and more inclusive society for all.

Our strategy is rooted in the fundamental role of community organisations, which are the backbone of our efforts. These local champions, passionate about their neighbourhoods, collaborate with a variety of partners including health, care, police, fire services, education, and local businesses. Together, we strive to provide accessible, high-quality services, enhance learning outcomes, and promote clean, safe, and healthy places.

Every one of our services are pivotal to these efforts, designing services that make sense alongside partners, and working alongside partners and communities to ensure tangible benefits for local residents.

**Areas of focus**

**Children and families**

- Work with our whole family of schools and educational settings to develop longer-term plans for our operational arrangements and relationships.
- Build on our children's services continuous improvement plan and success, we will implement integrated models of care and preventative services to provide holistic support to our children, young people and families.

**Clean, safe and healthy places**

- Work with businesses and community groups in local places to support their efforts to build safe, clean, and green places where people want to live, work, and visit.
- Work with statutory partners, including the police and fire service, to coordinate enforcement activity and raise standards.
- Work with partners in agreeing a new shared Physical Activity Strategy for Kirklees.
- Ensure people are living in homes that are modern, safe, and warm, addressing all outstanding issues in compliance relating to fire safety, water quality, and damp, mould, and condensation.
- Raise awareness of the Environment Strategy, engaging with partners and communities on our shared role in delivering its ambitions.

**Thriving communities**

- Work closely with ward councillors as local place-leaders, enabling place-based responses to the unique challenges and opportunities in each place with the support of place standard engagement and action plans.
- Continue to work with local places to support an excellent network of libraries.
- Continue to support the development and growth of a stronger community sector through our community sector infrastructure contract with Third Sector Leaders, supported by a clear plan for improving council processes and collaboration with the community sector.



## Local economic growth, working with regional and national partners

**We will enable local economic growth by making the most of partnership working through our role in the West Yorkshire Combined Authority and partnership with government bodies, businesses, communities, and other key organisations. This means attracting investments, promoting business growth, and creating jobs, in particular when it comes to benefitting from innovation and technology as well as national economic growth and devolution.**

Enhancing our transport network is central to our plans. We want to ensure we benefit from our unique position at the heart of the north, with ever stronger connections into surrounding cities and towns. We also want transport to be better within Kirklees, whether that's road, rail, or active travel.

We are ambitious about sustainability and inclusion, ensuring everyone in this generation and future generations can benefit from economic growth. As set out in the Environment Strategy, we continue to aim for a greener, net zero, and climate-ready Kirklees by 2038 – that means mitigating and reducing emissions as well as adapting to the social, economic, and environmental impacts of climate change.

Our long-term programmes include our ongoing work to revitalise our town and village centres, creating good places to do business and vibrant, safe, and inclusive spaces, where everyone can enjoy the district's rich leisure, cultural, and heritage activities, including women and girls. This lies at the heart of our approach to growing the local economy.

## Areas of focus

### Investment & Place

- Engage on and deliver the Inclusive Economy Strategy.
- Progress Phase 1 of Our Cultural Heart, an ambitious centrepiece for Huddersfield and the whole of Kirklees, including a new library, food hall, and events square.
- Progress the Dewsbury Blueprint through the Arcade, Market, Field House, Civic Spaces, and Bond Street improvements.
- Progress our smaller town regeneration plans across the district, including in Batley, Cleckheaton, Heckmondwike, Holmfirth and Marsden.
- Work with West Yorkshire Combined Authority, Huddersfield University, and Leeds and Bradford councils to deliver on the next stages of the West Yorkshire Investment Zone, focussing on the development of the Gas Works Street site for high value business expansion and relocation.
- Work with local, regional, and national partners across all sectors to promote investment in local places, including supporting:
  - the relocation, retention and expansion of a major local IT company
  - both new inward investors and existing indigenous companies looking to grow and locate within and adjacent to the Investment Zone and Station to Stadium Corridor areas.

### Transport

- Produce, consult on, and begin delivery of the Kirklees Transport Strategy, setting the vision and framework for the future transport network in Kirklees.
- Strengthen rail links within the district and beyond, working with government and partners including Network Rail to deliver transformational change through improvements to the Penistone Line connections to South Yorkshire and the unprecedented investment in the Transpennine Route Upgrade.

- Deliver priority improvements to our transport hubs through a number of sites, including bus stations in Huddersfield, Dewsbury, and Heckmondwike.

### Skills and employment support

- Work with local employers to develop workforce skills and support inclusive recruitment through promoting apprenticeships, and delivery of Skills Bootcamp and the Employment Kirklees programme in key sectors including textiles, construction, and early years education.
- Develop and deliver new employment programmes to support residents with long-term health conditions to access and remain in good work, in partnership with the Department for Work and Pensions and West Yorkshire Combined Authority.
- Deliver a range of adult learning programmes in several community settings including provision of English for Speakers of Other Languages (ESOL).

### Housing growth

- Progress planning and development on our key housing sites at Dewsbury Riverside, and Bradley Park, ultimately delivering 3,000 units for Riverside and 473 for the first phase at Bradley.
- Progress the refresh of the Local Plan in line with the revised National Planning Policy Framework ahead of submission to government in late 2027.

### Devolution

- Ensure Kirklees responds to and maximises the benefits from national changes in devolution as set out in the English Devolution White Paper published December 2024, particularly the opportunities that are likely to emerge through the West Yorkshire Mayoral Combined Authority.



# Who we are and how we do things

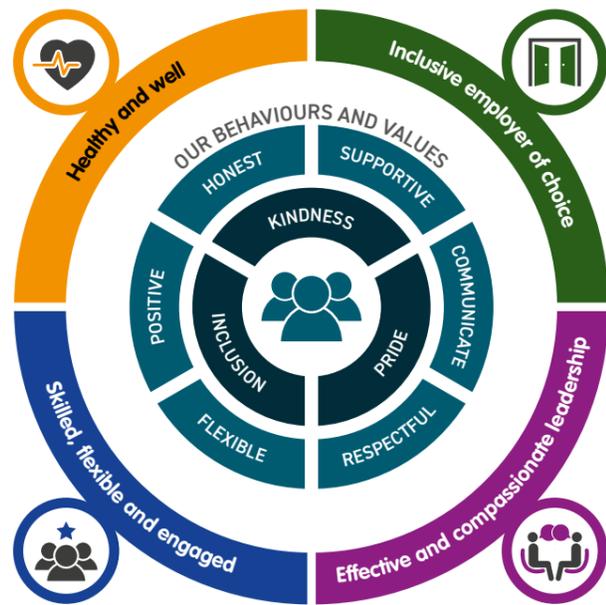
# Our people

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

Our People Strategy has our values and behaviours at its heart. The Strategy has four outcomes, supported by our People Pledge and a programme of work that supports working towards achieving the outcomes for all our staff. These outcomes are: 'healthy and well', 'inclusive employer of choice', 'effective and compassionate leadership', and 'skilled, flexible and engaged'.

We want healthy, motivated and flexible staff with the right skills, values and behaviours to work in partnership with people and places.

Our six behaviours are: supportive, communicate, respectful, flexible, positive and honest.



# Our values

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

### Kindness

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

### Inclusion

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

### Pride

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

# Who we work with

We use the phrase 'We're Kirklees' within our staff teams to reflect our pride in Kirklees and our commitment to working together for all our places. 'People', 'partners', and 'place' are three principles that cut across everything we do.

## People

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

## Partners

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

This includes collaborative partnership working to inform and shape priorities and action across the public, private and community sectors in Kirklees.

## Place

We recognise the unique identities of our local places, their strengths and aspirations. We know that one size doesn't fit all. We want to enable active citizens to make a difference, recognising their valuable skills, strengths and local knowledge, as well as delivering support and services that are shaped by local people. This also includes recognising how places are shaped by their natural environments and the wider changing climate.

# Shared customer and resident expectations

Over the course of the coming year we will be continuing an important piece of work related to customer and resident expectations. This relates to all of our services

Not all customers and residents have the same expectations of the council, and so it is impossible to provide everything that people expect of us. Furthermore, we don't always have the powers and resources people think we have. This is made even harder at a time of severe budget cuts.

Our aim is to create a mutual understanding between the council and the residents. We recognise that residents see the council as a unified entity and expect seamless service without being shuffled between teams. Our commitment lies in delivering excellent services while also ensuring that residents understand that some issues are inherently complex and require time to resolve.

In essence, we are committing to open and honest communication with our residents, setting realistic expectations, and collaborating to achieve the best possible outcomes. This approach helps build trust, manage expectations effectively, and ensures that our residents feel valued and informed about the services they receive.

**Efficient and Effective**  
Kirklees Council works smart and delivers efficiently and effectively.



# Our ongoing day-to-day focus

Supported by this year's Council priorities, we will maintain a focus on the day-to-day activities that support our shared outcomes. In this section you will find a description agreed with partners of the ongoing collective impact we aim to have now and over the long-term. It also includes a set of indicators which help us measure how well things are going against the outcomes. The measures are influenced by regional, national, and even international events, but we can use them to help us understand our collective impact across our partnerships.



## Shaped by people

We make our places what they are.

### Our shared day-to-day focus

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

### Tracking our shared impact:

- % people who agree that (in the last 12 months) they got involved in their community and something positive came out of it
- % people who agree that people in their local area pull together to improve the local area
- % people who agree that they personally can influence decisions affecting their local area
- % people who agree that their local area is a place where people trust each other.



## Best start

Children have the best start in life.

### Our shared day-to-day focus

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

### Tracking our shared impact:

- healthy birth weight
- school readiness
- children in poverty
- emotional wellbeing at age 13-14 years.



## Well

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

### Our shared day-to-day focus

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

### Tracking our shared impact:

- healthy life expectancy
- confidence managing health (with multiple conditions)
- emotional wellbeing (adults).



## Independent

People in Kirklees live independently and have control over their lives.

### Our shared day-to-day focus

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

### Tracking our shared impact:

- overall life satisfaction
- loneliness and isolation
- suitable housing
- % people who live without social care support.



## Aspire and achieve

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

### Our shared day-to-day focus

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

### Tracking our shared impact:

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



## Sustainable economy

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

### Our shared day-to-day focus

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

### Tracking our shared impact:

- disposable income per household (£)
- start-up businesses/businesses exporting
- productivity per hour worked (£) - Gross Value Added (GVA)
- median earnings.



## Safe and cohesive

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

### Our shared day-to-day focus

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

### Tracking our shared impact:

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



### Clean and green

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

#### Our shared day-to-day focus

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

#### Tracking our shared impact:

- overall satisfaction with local area
- greenhouse gas emissions (CO<sub>2</sub> equivalent)
- waste recycling rate
- % of mortality attributable to particulate pollution.



### Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively.

#### Our shared day-to-day focus

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

#### Tracking our shared impact:

- % employees who agree they are happy in their job
- staff sickness absence
- local spend (amount spent on locally-based suppliers)
- overall efficiency and effectiveness of council plan areas of focus.





Our beautiful borough

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