

Public Document Pack



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

Samantha Lawton

Governance and Commissioning

PO Box 1720

Huddersfield

HD1 9EL

Tel: 01484 221000

Please ask for: Yolande Myers

Email: yolande.myers@kirklees.gov.uk

Monday 24 November 2025

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **1.30 pm** on **Tuesday 2 December 2025**.

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

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

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

Samantha Lawton

Service Director – Legal, Governance and Commissioning

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

The Cabinet members are:-

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

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Cabinet

To receive apologies for absence from Cabinet Members who are unable to attend this meeting.

2: Minutes of Previous Meeting

1 - 4

To approve the Minutes of the Meeting of the Cabinet held on 21 October 2025.

3: Declaration of Interests

5 - 6

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

4: Admission of the Public

Most agenda items take place in public. This only changes where there is a need to consider exempt information, as contained at Schedule 12A of the Local Government Act 1972. You will be informed at this point which items are to be recommended for exclusion and to be resolved by the Committee.

5: Deputations/Petitions

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

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

6: Questions by Members of the Public

To receive any public questions.

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

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

7: Questions by Elected Members (Oral Questions)

Cabinet will receive any questions from Elected Members.

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

8: Council Proposed Budget Report 2026/27; incorporating Capital, Treasury Management, General Fund Revenue and Housing Revenue Account 7 - 82

To consider the Council's proposed budget for 2026/27.

Contact: Kevin Mulvaney Service Director, Finance

9: Rent & service charge setting for Housing Revenue Account properties for 2026-27 83 - 100

To consider the Housing Revenue Account (HRA), Rent, Service Charge Uplift and the HRA Budget for 2026-27.

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

-
- 10: Proposed Updates to Procurement Strategy** 101 - 132
- To consider proposed updates to the Procurement Strategy.
- Contact: Ruth Calladine, Head of Procurement & Commissioning Support
-
- 11: Marsden Master Plan - Approval and Next Steps** 133 - 204
- To consider the Marsden Masterplan and proposed next steps.
- Contact: Joanne Tansley, Design and Conservation Project Manager – Town Centre Regeneration
-
- 12: Corporate Financial Monitoring Report; Quarter 2 2025-26** 205 - 302
- To receive information on financial monitoring for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 2 (month 6), 2025/26.
- Contact: James Anderson, Head of Accountancy
-
- 13: Q2 2025/26 Council Plan and Performance Update Report** 303 - 396
- To receive the Q2 2025/26 Council Plan and Performance Update Report.
- Contact: Head of Data and Insight, Mike Henry
-
- 14: Corporate Risk Report, Quarter 2 2025-26** 397 - 428
- To receive an update on the Corporate Risk Register for Quarter 2 2025-26.
- Contact: Martin Dearnley, Head of Audit & Risk
-

15: Local Government Association (LGA) Corporate Peer Challenge - Kirklees Council Action Plan Progress Report 429 - 460

To receive an update on Local Government Association (LGA) Corporate Peer Challenge – Kirklees Council Action Plan Progress Report.

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

16: Surplus Property Disposals - December 2025 461 - 470

To consider Surplus Property Disposals.

Contact: Alistair Kimpton: Strategic Manager, Logistics

17: Huddersfield Health Innovation Incubator Programme 471 - 480

To consider the Huddersfield Health Innovation Incubator Programme.

Contact: Chris Duffill, Head of Business and Skills

Contact Officer: Yolande Myers

KIRKLEES COUNCIL

CABINET

Tuesday 21st October 2025

Present: Councillor Carole Pattison (Chair)
Councillor Beverley Addy
Councillor Moses Crook
Councillor Nosheen Dad
Councillor Tyler Hawkins
Councillor Viv Kendrick
Councillor Jane Rylah
Councillor Graham Turner

Observers: Councillor Hanifa Darwan
Councillor Jo Lawson
Councillor Cathy Scott
Councillor Habiban Zaman

Apologies: Councillor Amanda Pinnock

50 Membership of Cabinet

Apologies for absence were received on behalf of Councillor Pinnock.

51 Minutes of Previous Meeting

RESOLVED – That the Minutes of the meeting held on 9 September 2025 be approved as a correct record.

52 Declaration of Interests

No interests were declared.

53 Admission of the Public

All agenda items were considered in public session.

54 Deputations/Petitions

Isobel Heeley on behalf of Holmfirth Business Together submitted a petition in relation to the temporary closure of traffic at Hollowgate, Holmfirth.

55 Questions by Members of the Public

No public questions were received.

56 Questions by Elected Members (Oral Questions)

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

Question from Councillor J C Lawson

“Following the media attention given to the controversial development at Westgate in Cleckheaton, I have been contacted by several residents in my ward who have similar concerns to those regarding Westgate. Cabinet is aware of the development of 700 homes on former Black Cat Fireworks factory and associated land, a brownfield site. My residents want assurances that their health and wellbeing is not being put at risk by the planned building works that will take several years. Will the relevant Cabinet member outline what tests and procedures are done on brownfield sites, known to be sites of former factories that relied heavily on chemicals and other carcinogenic substances, to ensure they are fit to build homes on? Can he assure residents that these were carried out on the site and is not a risk to their health and wellbeing, and that of future residents?”

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

Question from Councillor Scott

“You stated that the burial land update would be brought back to Cabinet in October. Council adopted the burial land motion on 12 February 2025 and under CPR 14, CPR 13.9, motions agreed by council must be acted upon by Cabinet or the relevant portfolio holder. You informed the Kirklees Bereavement Forum on 11 May 2025, that you would outline the short, medium, and long term solutions within three months ensuring the £500,000 remained ringfenced for Dewsbury. You have failed to deliver on that commitment which is a clear breach of CPR 13.9 of Article 7 relating to the executive duty to implement the Council’s decision transparently. Can you explain why you failed to honour this promise, and when you will find the burial land update and give it to the public?”

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

Question from Councillor Vickers

“Following on from Councillor Lawson’s concerns regarding the former Black Cat development site, the Phase 1 and Phase 2 GO environmental site assessment states on page 4 ‘this assessment has identified the presence of elevated heavy metals, polycyclic aromatic hydrocarbons, asbestos and total petroleum hydrocarbons C16 and C21’. It then states, ‘further chemical validation samples will be required’. Could the Council confirm that this testing has been carried out, and that the samples have been received by planning?”

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

Question from Councillor Zaman

“The Council’s report relating to the Playing Pitch Strategy in January 2025, lists Sands Lane, Dewsbury as an established cricket ground and notes that the Council will work with the national governing bodies to explore the greatest potential at these sites. Given that public statement of intent, why did the Council decide, just 10 days before the start of the 2025 cricket season, to prohibit cricket being played at Sands Lane without prior notice or consultation with long term users, such as Savile Stars Cricket Club, which has been using the ground since 1995?”

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

57 Increasing Physical Activity in North Kirklees

(Under the provision of Council Procedure Rule 36(1), Cabinet received representations from Councillors Scott, Darwan, Lawson and H Zaman).

Cabinet considered an update following the decision in November 2024 to permanently close Dewsbury Sports Centre due to health and safety concerns and financial constraints. The report outlined findings from an independent engagement exercise commissioned to explore barriers and enablers to physical activity in North Kirklees, with a particular focus on Dewsbury and Batley. The Brightsparks research, gathered responses from nearly 1,000 residents and highlighted a strong community desire for a new sport and leisure facility that would be safe, welcoming, and socially inclusive. The research also identified wider factors influencing physical activity, including affordability, safety, accessibility, and cultural relevance.

Cabinet noted that physical activity levels in Dewsbury and Batley remained among the lowest in the district, with significant disparities affecting women, disabled people, and those from deprived communities. Cabinet was informed that the proposed next steps included commissioning an options appraisal and feasibility study to explore the development of a new facility, alongside immediate work to pilot community-based physical activity offers.

RESOLVED -

- 1) That, in noting the report, approval be given to take the next steps towards developing a new sport and leisure facility.
- 2) That approval be given to commission an external options appraisal and feasibility study to determine:
 - (i) what should be prioritised as part of any new sport and leisure facility, including facilities, co-location of services;
 - (ii) potential site options, including the availability of sites; the capacity and suitability of sites to accommodate new provision; and the accessibility of sites mindful of proposed future housing growth; and
 - (iii) the viability of options to be delivered within new capital budgets additional to the existing capital plan.
- 3) That the proposed immediate work, using insight from the Brightsparks report to develop targeted opportunities to complement existing provision and support people across North Kirklees to be physically active, be noted.

- 4) That it be noted that many factors affect physical activity and agree to keep working with partners to tackle the broader issues that make it harder for people to be active.
- 5) That scrutiny be engaged ahead of, and throughout the next steps of the process.
- 6) That authority be given to the Service Director Legal, Governance and Commissioning to execute any documents or instruments in relation to these resolutions.

58 Inclusion and Diversity Strategy 2024-2027 – 12-month update

Cabinet received an update on the Inclusion and Diversity Strategy 2024–2027. The report outlined achievements across the strategy’s three pillars: Compliance, Ambition, and Partnership. Members were informed of the key achievements over the past year which included (i) strengthened community engagement through partnerships (ii) enhanced accessibility and inclusion (iii) progress in inclusive education and (iv) work to foster a diverse and engaged workforce.

Cabinet noted that progress against the strategy demonstrated how the Council was advancing its broader objectives, ensuring that inclusion was not a standalone initiative but a fundamental part of achieving the ambitions set out in the Council Plan. The Inclusion & Diversity Strategy also set out how the Council was fulfilling its obligations under the Public Sector Equality Duty to set inclusion objectives.

RESOLVED – That the 12 month update on the Inclusion and Diversity Strategy 2024-2027 be received and noted.

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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



Report title: Council Budget Report 2026/27; incorporating
Capital, Treasury Management, General Fund Revenue and Housing
Revenue Account

Meeting:	Cabinet
Date:	2 December 2025
Cabinet Member (if applicable)	Cllr Graham Turner
Key Decision Eligible for Call In	Yes No – The report is a proposed budget for consultation ahead of the final budget at Council in February 2026
<p>Purpose of Report The purpose of this report is the Council's proposed budget for 2026/27 for consultation. This includes the Capital, General Fund revenue and Housing Revenue Account (HRA).</p>	
<p>Recommendations</p> <p><u>Cabinet are asked to:</u></p> <ul style="list-style-type: none"> • Note that the proposed budget is balanced based on assumptions around the potential impact of the Fair Funding Review 2.0 as outlined in the Medium Term Financial Strategy (MTFS) in September. These assumptions may be subject to change when the provisional local government finance settlement is published by Government (expected mid-December) and furthermore once the final settlement is published. A balanced budget must be set no later than 10th March 2026. • Agree to a 5 week consultation on the Proposed Budget for 2026/27 starting on 3rd December and closing on 7th January. This includes the proposed 2.99% increase in core Council Tax and the 2% increase in the Adult Social Care precept. • Note the forecast spending and funding plans for the 2026-27 year and indicatively the following 2 years (Appendix B); • Note that the Proposed Budget for 2026/27 presented in this report is based on the approval and delivery of £6.9m of new savings for 2026/27 as identified in this report (Appendix D). • Note the forecast levels of statutory and other Council reserves as set out at Appendix C; • Note the proposed savings as set out in Appendix D <p><u>Capital</u></p>	

- Note the draft updated Capital Plan for 2025-33 for consultation as part of the budget; (Appendix E)
- Note the proposed release of £57.7m uncommitted budget across the multi-year capital plan (£1.3m 2025/26, £56.4m 2026/27 onwards) to assist treasury management of the capital financing budget
- Note the proposed addition of £35.1m budget towards a new sport and leisure facility in North Kirklees (£0.1m feasibility 2025/26, £35m construction budget 2028/29 – 2032/33)
- Note following changes to the operation of business rates pools set out by Government, there will be no Leeds City Region business rates pool in 2026/27.

Housing Revenue Account

- Note the proposed budget including rent and service charges increases for the HRA which is considered as a separate report on this Cabinet.
- Note the Integrated Impact assessments referred to in paragraph 3.5 of this report before making any decisions.

Reasons for Recommendations

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

Resource Implications:

This report sets the provisional budget resource allocations for 2026/27 details of which are included in the following pages and appendices

Date signed off by <u>Executive Director</u> & name	Rachel Spencer-Henshall –21 November 2025
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney – 21 November 2025
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Sam Lawton – 21 November 2025

Electoral wards affected: All

Ward Councillors consulted: All

Public or private: Public

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

1. Overview

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

A	Provisional Budget 2026/27
B	Movement in Budgets by Directorate
C	Reserves
D	Savings Proposals
E	Multi-Year Capital Plan

1.2 **Integrated Impact Assessments**

- 1.3 Members' attention is drawn to the information and advice in section 3.5 of this report which makes reference to the Council's Public Sector Equality Duty.

1.4 **Executive Summary**

- 1.5 The council's draft budget provides a stable financial platform to fund and improve vital local services across Kirklees in 2026/27. It also represents a continuation of the ambitious programme to invest in the Kirklees economy and infrastructure over the coming five years.
- 1.6 Funding decisions within the budget are in line with the council's priorities. This means that spending aims to improve services that residents and businesses rely on as well as supporting local people who need the council's help the most. At the same time, budget decisions aim to bring communities together and invest in towns and villages across Kirklees.
- 1.7 Many local authorities in England have faced severe financial challenges. In the past two years, around 50 councils have required Emergency Financial Support (EFS) from central government. By delivering on its Medium-Term Financial Strategy and taking difficult funding decisions in previous years, Kirklees has avoided this fate and the negative impact on services that follows intervention. In line with the council's strategy, the draft budget for 2026/27 is therefore balanced, with budget provided for the additional cost of services balanced with increased funding.
- 1.8 A major part of the pressure on council budgets has been due to increased demand for services, especially for social care for both adults and children. This is an ongoing national issue. The draft budget addresses these demands with an additional £15.2m for adult social care and an extra £5.2m for children who need extra support. These decisions are essential to maintain financial stability for any local authority but also mean residents in Kirklees can continue to receive some of the council's most important services.
- 1.9 By stabilising the council's finances and benefiting from changes to central government support to councils like Kirklees, the draft budget provides additional revenue funding in 2026/27 for priorities identified by residents and businesses. This means additional revenue funding for the planning service (£135k) which means the council can address unlawful development more effectively and enforce planning conditions that protect the quality of life for resident and to explore opportunities for

improving their Digital offer within the service, to increase productivity and improve outcomes for residents. There is also extra funding to tackle fly-tipping across Kirklees (£215k) and to support for community organisations whose external funding is due to end (£150k).

- 1.10 Alongside the draft revenue budget, the capital programme maintains the momentum behind the major economic investment coming into Kirklees in recent years. In total, the plan represents a £1.4bn commitment to economic, transport and housing investment in all parts of Kirklees. Despite the ambition of the council's investment, the capital programme has been reviewed to make sure it is both affordable and deliverable. As a result of that work, the plans can now include £35m in capital funding for a new sports facility for Dewsbury and the wider North Kirklees community.
- 1.11 To deliver the financial stability upon which services rely, and in line with the council's legal responsibilities, the draft budget is balanced so that planned spending matches the council's assessment of available income. The council must also maintain a prudent level of reserves to protect services in case of the kind of economic shocks the country has seen in recent years. The draft budget achieves those aims by identifying efficiency savings across services. The plans include £6.9m in new revenue savings. This is the lowest savings requirement for the last three years and demonstrates the increasing sustainability of the budget. Savings are primarily focused on reducing the management and administration costs of services and retaining posts that are already vacant. This approach minimises any impact on frontline services and Kirklees residents.
- 1.12 While changes to central government funding are expected to benefit Kirklees, the council tax system in England remains unreformed. This means that local authorities, primarily based in the south, are able to balance their budgets through relatively lower rates of council tax. The current system leads to extra pressure on councils like Kirklees to raise council tax to meet increasing demand for services. In line with predicted council tax increases across the country, the draft budget proposes a 2.99% increase for 2026/27 with an additional 2% dedicated to services for older residents who need social care and local people with disabilities. In total, this equates to £1.88 each week for a typical Band D property.
- 1.13 The draft budget will now be subject to public consultation. Last year, for the first time, the council published a complete budget so that residents and businesses could scrutinise specific proposals before they were put forward for final agreement. This year, a budget book including details of individual lines of proposed spending, will be published alongside the budget to add an additional layer of transparency to the budget setting process.
- 1.14 Overall, the draft budget balances the council's ambition to transform and improve services for residents while focusing funding on local people and services that need support the most. It builds on the significant investment already coming into Kirklees through the council and its partners while setting a stable and prudent platform for service and economic development for future years.
- 1.15 **Overall Budget Position**
- 1.16 The following table summarises the updated balanced budget position for 2026/27 with movements from the 2025/26 base budget.

	2026/27 £m
Opening Position Balanced 2025/26 Budget	-
Funding Changes	(23.1)
Use of Reserves Changes	1.8
Additional Budgeted Spend	39.1
Superannuation Rate Reduction (estimate)	(7.1)
Savings Proposals (total inc previously approved)	(10.7)
Balanced Budget	0.0

Information required to make a decision.

2 BACKGROUND

2.1 Financial Strategy

2.1.1 The 2026/27 Medium Term Financial Strategy (MTFS) reported to Council on 17th September 2025 is a five-year financial plan, which sets out the Council's commitment to provide value for money services to deliver the vision and shared outcomes for Kirklees, and our priorities for the Council, within the overall resources available to it. The MTFS shows how our Council's finances will be structured and managed to ensure that this fits with, and supports, the delivery of our Council Plan priorities, which will drive delivery of the work.

2.1.2 The overarching principles of the Financial Strategy are:

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

- The Council will become more sustainable by reducing the reliance of one-off funding sources, such as reserves, to fund recurring expenditure and it must continue to make an appropriate provision to top up its unallocated (general) reserve to ensure that on a risk based approach this reserve is always above a minimum level and seeks to reach a desirable level over the medium term. This strategy provides the removal of use of reserves supporting base expenditure by 2028.
- The strategy will also provide specific funding for the creation of ~~certain~~ earmarked reserves to continue to fund transformation costs that will be required to deliver service change across the Council. This change can help deliver its ambition of being modern efficient Council.
- The strategy also recognises the need to provide the Council's agreed contribution to the SEND Safety Valve plan at c£10.6m, the first contribution is being made as budgeted in 2025/26 at £2.15m and the following four years assume the same level.

- This financial plan aims to provide funding to address known pressures in the base budget and will make appropriate provision for inflation (pay and prices) and a reasonable assessment of demand pressures based upon the latest available information. In the main these are the demand pressures being reported in Q2 2025/26 financial monitoring.
- In general, fees and charges to the public are assumed to be increased annually by 3%; however, where costs rise beyond this, services will continue to seek to recover full costs in line with the Council policy on fees and charges - so as to not to create additional burdens on the Council's financial position. Charges for users of Adult Social Care services will continue to be based on assessment of a clients' ability to pay.
- The Capital plan will continue to be reviewed and will evolve on an ongoing basis and it is likely that as part of the ongoing review, some schemes will be slipped or removed from the capital plan.
- New capital schemes will be considered for inclusion in the Capital plan as part of the Council's investment and modernisation programme. It is anticipated that as the Council's Digital strategy develops, it is likely that significant capital investment will be required to support the implementation costs of more modern systems that will enable the Council to become more efficient and productive.
- Collectively, these principles are designed to continue the work from last year to ensure the base revenue budget is robust and affordable and one from which Members can make decisions on savings proposals that will be required to deliver a balanced budget.
- By recognising the ongoing pressures within the base budget the S151 Officer is content that this ensures the budget set for 2026/27 in the context of anticipated Government funding increases continues to set the Council's finances on a more sustainable footing. However, there still remains a need for savings across services to be able to set a balanced budget for 2026/27.

2.2 **Proposed Budget 2026/27**

- 2.2.1 The budget includes the estimated changes to the Council's main sources of income (i.e. central government grant and local taxation), corporate expenditure (e.g. capital financing costs) and pressures on services (arising from inflation, demand or legislative changes such as the increase to the government national minimum wage) based on current information.
- 2.2.2 The September MTFS outlined a total gap between pressures and anticipated funding of £56.3m, of which £17.9m related to 2026/27.
- 2.2.3 Given the financial challenges facing the Council, the focus of attention has been to set a balanced budget for 2026/27, based on detailed up to date estimates of all the pressures and developing savings proposals to address the immediate reported gap of £17.9m in 2026/27.
- 2.2.4 The overall budget process was directed by these guiding principles:

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

- Continue to maintain a focus on services that deliver **prevention and intervention** early on before issues become worse for people
 - Continue to provide sufficient resource to those services, particularly in the social care sector where **levels of demand** will increase
 - Safeguard key **regeneration activity** to support longer-term inclusive economic growth
 - Consider opportunities for **maximising income** and identify alternative sources of funding where possible
 - Prioritise **transformation of services** which increase efficiency and effectiveness of service delivery
 - Make sure we maintain appropriate **risk and governance** practices
- 2.2.5 Once the budget is approved, there will be a longer-term focus around delivery of transformational activity and in particular, how the refreshed Digital strategy can help deliver change at speed and for the Council to be as efficient and enterprising and as productive as possible.
- 2.2.6 The updated figures presented in this report include early estimates of changes in funding highlighted in the governments' Fair Funding Review 2.0. The upcoming Autumn Budget, the Government response to the Fair Funding 2.0 consultation and the policy statement are all due in late November. Collectively these which will inform the Local Government Finance Settlement (the draft figures of which, are expected in mid to late December 2025).
- 2.2.7 They also reflect that the Council is forecasting a £5.1m overspend for 2025/26 (at Quarter 2) and there are several pressures that are expected to continue into 2026/27 and in some cases beyond. The budget proposals provide the necessary funding, whilst providing challenge to services, to meet budget pressures and funding essential to deliver our priorities without placing additional burdens on the Council to deliver greater savings.
- 2.2.8 Detailed work has been ongoing since September 2025 to close the £17.9m savings gap for 2026/27 and the updated budget forecast indicates a balanced budget can be presented for consultation at this stage. The following table summarises the changes since the MTFs report and more detail is provided in the main report.

	Change £m
Opening Position – MTFS Update Gap 2026/27	17.9
Reduce Contribution to Transformation Reserve	(0.8)
Taxbase Adjustments - Council Tax	(2.3)
Service Reserve Usage	(0.7)
Superannuation Rate Reduction (estimate)	(7.1)
Pressure Increases	2.6
Pressure Decreases	(3.3)
Existing Savings Changes	0.6
New Savings	(6.9)
Revised Position – Draft Budget Report 2026/27	0

2.2.9 The forecast funding gap for the period to 2030/31 is now estimated to be £30.1m; a reduction of £26.2m from the MTFP Update report figure of £56.3m. The position will be updated further in the final Annual Budget Report to Cabinet and Council in February, once the Local Government Finance Settlement figures are known and a quick refresh of known pressures.

2.3 **Local Government Draft Financial Settlement and Autumn Budget 2025**

2.3.1 The Chancellor is expected to announce the Autumn Budget in late November, followed by the publication of the Draft Local Government Financial Settlement in mid-December. As such there are no further updates to the funding assumptions at this time beyond those highlighted in the Council's Budget Strategy report in September 2025 including the effects of the proposed Council Tax Equalisation.

2.3.2 The Draft Local Government Financial Settlement will incorporate the finalised updated Fair Funding Review figures. The Fair Funding Review 2.0 represents a comprehensive reform of the local government finance system, aiming to better allocate funding based on councils' relative needs and resources. The review introduces various new relative needs formulae, a resource adjustment, and a business rates reset and with a three-year transition, so as to dampen any financial impacts across individual authorities. The Council's Budget Strategy Update report in September 2025 provided a detailed insight into the methodology involved and an early estimate of the likely financial impact. The final figures are expected to be confirmed within the Draft Local Financial Government Settlement.

2.4 **Net Revenue Charge Assumption**

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

2.4.2 The funding reforms noted in section 2.3 above include our estimates of the proposed realignment of various grants into SFA for 2026/27. This means that some grants previously recognised within services, will be rolled in and paid through RSG going forwards. The result of these changes means that it is estimated that approximately £56m of grant budgets currently held in services will be removed for 2026/27, with

this income being recognised within government funding figures instead. The impact of this is assumed to be subsumed within the overall funding envelope for the council, however the adjustments will artificially inflate the changes from 2025/26 to 2026/27 of both net directorate budgets and funding levels. It is important to understand these are technical adjustments and do not provide for additional spending power. The following table provides a summary of grants assumed to rolling into RSG in 2026/27.

Grants Rolled into RSG in 2026/27	2025/26 Kirklees Allocation £m
Service Grants	
Social Care Grant	46.081
ASC Market Sustainability and Improvement Fund	8.137
Domestic Abuse Safe Accommodation Grant	1.193
Homelessness Prevention Grant (Temporary Accommodation Element)	0.925
	56.336
Unringfenced Grants	
Recovery Grant	8.396
New Homes Bonus	0.114
Employers National Insurance Contributions Grant	3.518
	12.028
Total Grants Rolled into RSG	68.364

2.4.3 It is noted from the Policy Statement that it is now intended for the Recovery Grant to remain separate from RSG in 2026/27. The final budget report will be updated to reflect this, along with any other changes to the Government's grant simplification within the LGFS.

2.4.4 The table below summarises the total and assumed variations in funding available to support the budget next year. The figures exclude specific grant funding streams that are expected to remain budgeted within directorates.

2026/27 Funding Build Up	Council Tax Income £m	Business Rates Retained Income £m	Government Funding £m	Collection Fund Re-payment £m	Net Contribution to Reserves £m	Total Funding £m
2025-26 Funding	(252.9)	(64.1)	(82.4)	3.8	8.3	(387.3)
Grant Realignment -Directorates to SFA	-	-	(56.3)	-	-	(56.3)
Updated Baseline	(252.9)	(64.1)	(138.7)	3.8	8.3	(443.6)
Funding Increase	(14.9)	(0.8)	(6.8)	-	-	(22.5)
Other Changes				(0.6)	1.8	1.2
2026-27 Funding	(267.8)	(64.9)	(145.5)	3.2	10.1	(464.9)

2.4.5 Whilst the estimates above are considered prudent and with respect to the Government funding remain unchanged from the September MTFs, if the final LGFS and submission of Council tax base results in a changed level of funding beyond that

budgeted for here, it is proposed that any additional funding be directed in order towards

- The emergence of any new significant budget pressures between the date of this report and the final approved budget in February 2026, including any direct impacts of the Chancellors Budget on 26th November
- Budget Contingency Reserve - to provide resilience in those services that are subject to volatility in demand and to mitigate against any unforeseen slippage in the delivery of agreed savings. This would be informed by the Quarter 3 2025/26 financial monitoring report.
- Repay reserves for drawdowns that may be required as a result of the 2025/26 budget being overspent.
- Review the contributions to the Collection Fund and other reserves that are assumed in these draft budget proposals.

2.4.6 Should the final LGFS settlement be at a level lower than the assumptions contained in this report or additional funding assumed comes with new burdens that has not been recognised, then further savings proposals will need to be brought forward at speed from Directorates to enable a balanced budget to be set. However, at this stage this is not expected.

2.5 **Business Rates and Government Funding**

2.5.1 Government funding is uplifted by c5% in 2026/27 budget plans. This increase is included in the assumption that Kirklees will receive 60% of the current modelled funding gain from the funding reforms, as outlined in the MTFS update report to Cabinet and Council in September 2025. Actual uplifts and grant allocations will not be confirmed until the provisional settlement in mid-December which is after this Cabinet.

2.5.2 Business Rates income is inflated by approximately 1% in the 2026/27 budget plans.

2.5.3 A breakdown of the business rates and government funding assumptions is outlined in the following table and reflects assumptions that existing grants such the Recovery Grant and the Employers NI grant will be rolled up into the Revenue Support Grant. Government has previously confirmed that New Homes Bonus grants will end.

Business Rates & Government Funding	25/26 updated baseline £m	26/27 budget estimate £m
Retained Business Rates	(64.1)	(64.9)
Government Funding:		
- Business Rates Top Up	(32.0)	(25.8)
- Business Rates Grants	(20.3)	-
- Revenue Support Grant	(73.4)	(118.9)
- New Homes Bonus	(0.1)	-
- Housing Benefit Admin Grant	(1.0)	(0.8)
- Employers NI	(3.5)	-
- Recovery Grant	(8.4)	-
Total Government Funding	(138.7)	(145.5)
TOTAL	(202.8)	(210.4)

2.6 **Business Rates Pool**

- 2.6.1 The Council has been part of a regional Business Rates Pool since 2013. All Pools are subject of an annual application process to Government, both existing and new Pools. The 2026/27 MTFs update report to Council on 17 September 2025 gave delegated authority for the Chief Executive and Service Director – Finance, in consultation with the Leader and Finance and Regeneration Portfolio holder to approve the Council’s continued participation in a Leeds City Region (LCR) Pool for 2026/27, which included all West Yorkshire Councils and York.
- 2.6.2 Following this approval, MHCLG have since provided further details on the arrangements for business rates levies in 2026/27. Under the new arrangements, this is the first year that authorities are considering business rates pools after the resetting of the Business Rates Baseline (BRBs) under Fair Funding 2.0. This reset essentially wipes away all the business rates growth accumulated since 2013/14; and it was the pooling of this growth that provided the financial benefit for the Pool as a whole and which was distributed across all the members.
- 2.6.3 The aforementioned baseline reset also increases the risk that one or more of the authorities will fall into safety net if their business rates income falls. Within the changes there is also an expectation that Government will raise the safety net threshold to 95% of the new Baseline Funding for all authorities (previously 92.5%) which further increases this risk. The members of the Pool would be expected to fund any such safety net payments (to one or more of the member authorities) and it would represent a financial loss to the region.
- 2.6.4 The result of these changes mean that there is little chance of a financial benefit being generated to retain within the Pool, but with a much increased level of risk that individual member authorities require safety net funding from the other members of the Pool. As such, there has been agreement from all members of the 2025/26 Pool that the pooling arrangements will not be continued into 2026/27. This will be kept under review for future years.

2.7 Council Tax

- 2.7.1 It is expected that the current Government Council Tax referendum principles are extended as part of the 2026/27 local government finance settlement. These allow Council's to apply up to a 3% Council Tax uplift, without requiring a local referendum). Council updated budget plans reflect a proposed 2.99% Council Tax uplift in 2026/27 (excluding precepts). This has been very clearly signposted in the Government's Fair Funding 2.0 consultation.
- 2.7.2 In addition to allowable Council Tax uplifts within referendum principles, it is expected that Government will also grant Councils with Social Care responsibilities local discretion to uplift Council Tax up to a maximum of a further 2%.
- 2.7.3 Council updated budget plans assume the maximum allowable uplift of 2% for Adult Social Care (ASC) precept in 2026/27 and this will be ring-fenced to support adult social care base budget additional spend requirements.
- 2.7.4 Taking into account both the basic Council Tax uplift and the ASC precept, the current budget assumes a total proposed Council Tax increase for 2026/27 will be 4.99%.
- 2.7.5 The impact of the proposed 4.99% uplift on households in Kirklees is outlined in the following table.

Council Tax Charge - Kirklees Only	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
Annual								
2025/26	1,309.60	1,527.87	1,746.13	1,964.40	2,400.93	2,837.47	3,274.00	3,928.80
2026/27	1,374.95	1,604.11	1,833.26	2,062.42	2,520.74	2,979.06	3,437.37	4,124.85
Increase	65.35	76.24	87.13	98.02	119.81	141.59	163.37	196.05
Weekly								
2025/26	25.18	29.38	33.58	37.78	46.17	54.57	62.96	75.55
2026/27	26.44	30.85	35.26	39.66	48.48	57.29	66.1	79.32
Increase	1.26	1.47	1.68	1.88	2.31	2.72	3.14	3.77

- 2.7.6 The Council is mindful of the current financial challenges facing the citizens of Kirklees but faces a tough choice about whether to increase Council tax to bring in desperately needed funding to protect services to the most vulnerable residents whilst at the same time acutely aware of the significant financial burden that places on households.
- 2.7.7 The Council Tax system continues to be disproportionate across the country and successive Governments have failed to come up with an alternative method of local taxation.
- 2.7.8 In addition to the Council Tax uplifts, the taxbase has also been updated to reflect the most current available figures. This results in an estimated increase of 1.1% compared to the 2025/26 taxbase level. Final figures will be confirmed as part of the final budget report to Council in February 2026.

2.7.9 Historically the budget has assumed an ultimate Council tax collection rate of 98.5%. The Council has not been able to achieve this ultimate target despite having good systems in place to recover debt. As a guide the total amount collected as at Sept 2025 for Council tax in 2021/22 is 97.9% and for 2020/21 is 98.2%. It is therefore proposed to reduce this ultimate target rate to 98.25%. Should more income collected this would be accounted for in the Collection Fund and if this is in surplus be available for future years budgets.

2.7.10 Overall, there is a forecast £14.9m increase in Council Tax income for 2026/27 as summarised in the table below:

Council Tax	2025/26 £m	2026/27 £m
Base Council Tax Income		(252.9)
<i>2026/27 Changes:</i>		
Change in Taxbase – Net Growth		(2.8)
Increase - Basic Council Tax Charge 2.99%		(7.7)
Increase - Adult Social Care precept 2%		(5.1)
Collection Rate Reduced from 98.5% to 98.25%		0.7
Total Changes		(14.9)
Council Tax Income	(252.9)	(267.8)

Directorate Portfolios

The 2026/27 proposed budgets identifying the additional pressures and savings are provided at Appendix B by Directorate with the key points described below.

2.8 Children and Families

2.8.1 Updated budget plans include a total of £5.2m of additional funding to be invested into Children’s Services (prior to savings proposals). This funding provides funding for demand led pressures for Looked After Children (LAC) and support to Children with disabilities. The service will continue to develop local internal residential provision which will enable more children to be placed within Kirklees and efforts will be made to increase the number of internal foster care placements, all of which will help to provide a robust sufficiency offer.

2.8.2 As referenced in para 2.4.2, a sum of £3.0m represents a technical adjustment to reflect the assumed wrapping up of the Social Care grant into the Revenue Support Grant (RSG).

2.8.3 Children’s Services new savings proposals total £2.5m in 2026/27, a further £0.9m in 2027/28 and £0.7m in 2028/29, these are summarised at Appendix D.

2.8.4 Directorate savings proposals include the redesign of a number of internal and commissioned areas to ensure the most effective service is delivered. The service will also look to reduce the number of external residential placements through development of internal residential provision as well as an increased number of experienced and skilled Foster Carers to mitigate the need for external residential

placements. The service will also develop Edge of Care proposals to provide intensive and timely support for Families at risk of breakdown aiming to keep children at home.

2.9 **Adults & Health**

2.9.1 The budget proposals provide an additional £15.2m of funding for demand and cost pressures (excluding staff pay awards – held centrally until agreed) due to the volume and complexity of need of social care provision. The 2% ASC precept will raise c£5.1m to help fund these pressures.

2.9.2 Within this £15.2m of additional funding, there are significant forecasted pressures arising from the potential impact of an increase to the headline National Living Wage (NLW) for 2026/27. Current budget modelling is based on a rise in the NLW to £12.71 per hour, from the current £12.21 per hour. This is estimated to cost c£5.6m. The NLW rate is expected to be confirmed in the Chancellor's budget on 26th November.

2.9.3 The economic landscape continues to bring uncertainty within the Adult Social Care market. Continued review remains key, alongside dialogue with key partners. Discussions around the uplifts on the rates paid to external providers for demand-led activities are ongoing and will consider the pressure on the market as well as the available funding envelope.

2.9.4 Savings approved as part of last year's budget for 2026/27 were £2.4m. Work is ongoing toward their achievement. As Adult Social care had already identified significant savings towards the budget gap, there is reduced scope for further savings in this upcoming budget and an additional £2m of new savings are proposed, bringing a total requirement for 26/27 of £4.4m.

2.9.5 These proposals for Adult Social Care savings centre around reviewing the scope and means of current provision, across a range of activities and client need including realising the benefits of technology. Additional staffing savings of £0.4m are also proposed, mainly from service re-design and a review of staff turnover.

2.9.6 The 2026/27 budget also assumes the term grant funding totalling £680k with Communities services. These short term (1 -2 years) savings can be made by ensuring full cost recovery for council delivered activity to a number of external income sources and grants.

2.10 **Place**

2.10.1 The updated budget plans for Place 2026/27 include new pressures of £3.6m, existing savings of £0.4m and new savings of £1.3m.

2.10.2 The Council has been proactive in trying to reduce Home to School Transport cost pressures. In 2025 we have spent £0.75m of capital budget buying new minibuses. However, there are still underlying demand pressures which need addressing. The budget proposes a sum of £2m to be added to address this. There is also a need to continue towards the establishment of a robust and resilient Seasonal Weather budget which means a further £0.3m is being provided for, with any in-year underspends being transferred to a reserve.

- 2.10.3 The Parking income budget will be reduced by c£0.6m to reflect the current levels of activity. This adjustment corrects the underlying structural shortfall in the Parking budget prior to last year's reset of charges.
- 2.10.4 The budget also provides for the permanent increase in resources into the Greenspaces Action Team budget of £215k to support the removal of Flytipping.
- 2.10.5 A sum of £135k is proposed to be added for additional staff resource to support Planning enforcement and caseload and to provide a budget to explore opportunities for improving their Digital offer within the service.
- 2.10.6 The end of the Leeds City Region (LCR) Business Pool in 2026/27 requires £200k of funding to be added to the budget to support the Local Plan. Previously Council had agreed that LCR business rate pool surpluses be set aside for this purpose.
- 2.10.7 Additionally, there are pressures relating to the cessation of some previously grant funded activities - £0.2m baselined into Climate Change budgets, previously funded through the WYCA gainshare and £0.2m for Parks and Greenspaces to reduce the reliance on S106 funded activity.
- 2.10.8 As per para 2.4.2, £0.9m (50%) of the Homelessness Prevention Grant is expected to be rolled into overall settlement funding.
- 2.10.9 There is an existing saving of £0.4m included in respect of Highways Network Management income and efficiencies.
- 2.10.10 New savings proposals include £0.4m regarding the consolidation, rationalisation, closure and disposal of buildings and assets as part of a 3 year plan to reduce the cost of the corporate estate by nearly £1.5m following an initial review of the Council's corporate estate; £0.4m in respect of the deletion of vacant posts across the directorate and £0.1m in respect of the income generation of Planning Performance Agreements. More details of savings are provided in Appendix D .

2.11 **Public Health and Corporate Resources**

- 2.11.1 The updated proposals for 2026/27 include pressures of £1.7m, existing savings of £0.2m and new savings of £1.8m.
- 2.11.2 Income pressures of £0.5m relate to the impact of the continued rollout of Universal Credit, which is expected to reduce Housing Benefit overpayment recovery levels.
- 2.11.3 Legal Services demand pressures are £0.3m relating to additional casework and £75k is required a new Procurement system to replace YorTender.
- 2.11.4 A total of around £0.7m (£0.4m in Year 1) over 3 years is proposed to be added to the Council's central software licensing budget to reflect increased costs and the movement for a Microsoft Enterprise (E3) license to an E5 license. The council has delayed this move in recent years in order to keep costs down, but the move is now required in order to ensure technology supports improvements in services to the public, productivity and efficiency in back office services. The E5 license will enable significant improvements in digital service provision, the storage and sharing of files across teams, the management and presentation of data, and further benefits to the

management of cyber security measures, complementing the council's existing strengths.

- 2.11.5 The budget proposals also assume that Members will once again be able to enrol in the Local Government Pension Scheme and the estimated employer's contribution is £0.15m. This is expected to be confirmed in the Chancellor's budget.
- 2.11.6 There is not anticipated to be any UKSPF funding in 2026/27 but to mitigate this loss, the budget proposes a sum of £150k to provide continued support for the Voluntary Sector within Kirklees for projects previously funded by UKSPF. Discussions will be undertaken with the sector to review the current UKSPF projects to determine the final allocation of support.
- 2.11.7 The proposed budget for 2026/27 for Kirklees Active Leisure (KAL) will remain at the same level as 2025/26 at £2.6m. This includes the estimated cost of energy as well as the Council grant.
- 2.11.8 There are staffing savings of £0.5m (over two years) in Welfare and Exchequer to reflect the anticipated reduction in workload from the roll out of Universal credit and subsequent Housing Benefit admin grant and other funding reductions.
- 2.11.9 Savings in people services/Kirklees Direct over three years will deliver £0.6m, this will be achieved from investment in technologies, team redesigns for more agile ways working and vacancy management
- 2.11.10 Vacancy management, including the deletion of vacant posts across the Directorate will save c£0.4m
- 2.11.11 With respect to Catering services, the Council currently provides a subsidy for the provision of school meals for Kirklees children of £0.9m (excluding overheads). Total costs are expected to rise by £0.6m (pay and food inflation) next year and therefore to maintain this subsidy at current levels, it is proposed to increase the price of a school meal by 15p (c5%).
- 2.11.12 There is a proposal to cease providing the Peripatetic caretaking services which currently operates with a £0.1m subsidy.

2.12 **Central budget**

- 2.12.1 The budget provides for a pay award of 3.5% in 2026/27. Each 1% costs broadly £2.5m per annum on the Council's existing payroll costs. The budget also provides for the additional 0.2% relating to the 2025/26 pay award which was settled at 3.2% compared with the budget provision of 3%.
- 2.12.2 Budgets for pay awards and inflation continue to be held centrally until they are agreed nationally or are contractually committed within service. Where there are no known contractual commitments, all other budgets are assumed to be cash limited to the current level of provision with no inflationary uplifts.
- 2.12.3 Central Budgets also reflect an assumed 3.7% point reduction in the employers' pension contribution rate, from 15.7% to 12%. (Ultimately these savings will be allocated to service budgets). This reduction is estimated to save a net c£7.1m

compared to the current budget. This reduction has been recommended for approval by the West Yorkshire Pension Fund (WYPF) Advisory Committee to the WYPF Investment Committee. The decision will be made on the same day as this Cabinet.

2.12.4 This recommended reduction has arisen following the improvement in the overall performance of the WYPF and detailed discussions with senior officers of the WYPF, their actuaries and representatives of the five WY Councils. This Council welcomes the fact that the WYPF has listened carefully to the collective and individual responses to the consultation in proposing this level of reduction in employers' contribution. There is no impact on the pension entitlements to staff from this change.

2.13 **Treasury Management**

2.13.1 Treasury management budgets assume that the Bank of England base rate of 4.0% (as at October 2025) is estimated to fall to 3.75% by March 2026 and remain at that level until March 2027, based on advice from the Council's Treasury advisors. The budget reflects assumed combined average borrowing rates of 4.69% in 2026/27 and in future years. This is based on the continuation of current borrowing strategy, which combines the use of both short- and long-term borrowing.

2.13.2 The budget also provides in full for the borrowing associated with the updated capital plan borrowing requirements and associated annual revenue resources to be set aside to service Council debt, including additional interest payable £10m and Minimum Revenue Provision (MRP) costs of £21m. Following an independent review in 2023/24 a further saving of £10.8m will be released through a Voluntary Revenue Provision in 2025/26 and £10.7m in 2026/27. The total treasury budget is £39m for 2026/27.

2.14 **Flexible Capital Receipts**

2.14.1 Government guidance allows the capitalisation of certain types of qualifying revenue expenditure in-year, funded from the flexible use of 'in-year' generated capital receipts. The original government guidance covered the 2016-19 period, but this was subsequently extended by a further 3 years, to 2021/22. The Local Government Finance Settlement for 2021/22 extended these capital receipts flexibilities for a further three years, which covers the period up to and including 2024/25. On 26 March 2025, the government published a new version of the Direction and Guidance on Flexible Use of Capital Receipts, extending the general direction on flexible use of capital receipts to 2029/30.

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

2.14.3 The Council will use the powers under the government guidance on the flexible use of capital receipts to fund up to £4m qualifying transformation expenditure in 2025/26 and £4m in 2026/27, dropping to £2m from 2027/28 onwards. Whilst the current guidance runs through to 2030, the Council will need to review capital receipts disposal forecasts over this period. The proposals set out are 'in principle' and allow

officers the flexibility to consider a range of funding options in-year that meet the intended objectives set out in the Council’s budget strategy.

2.15 **Budget Savings**

2.15.1 On the 17 September 2025, Council approved the Medium-Term Financial Strategy (MTFS) for the Council, which updates on the Council’s projected financial position and sets its longer-term strategy for managing its finances going forward. The MTFS identified that there was a projected budget gap of £17.9m for the 2026/27 financial year.

2.15.2 In order to bridge that gap, further savings have been developed to help contribute to closing that gap. It should be noted that this is the lowest level of directorate savings that has been required to balance the budget in recent years. These are summarised by Directorate in the following table:

SAVINGS PROPOSALS 2026/27	Existing Savings	New Savings – Included in MTFS	New Savings – After MTFS	Total Savings
	£m	£m	£m	£m
Children & Families	(0.2)	(0.3)	(2.2)	(2.7)
Adults & Health	(2.4)	-	(2.0)	(4.4)
Place	(0.4)	-	(1.3)	(1.7)
Public Health and Corporate Resources	(0.1)	(0.4)	(1.4)	(1.9)
TOTAL	(3.1)	(0.7)	(6.9)	(10.7)

2.15.3 High level descriptions of the proposals have been briefly described above in the Directorate portfolio section and are also shown at Appendix D.

2.15.4 As shown in paragraphs 1.21 and 2.28 the delivery of these proposed savings is integral to the balancing of the budget. Should, after budget consultation, any savings not be taken forwards then alternative proposals may be required for the budget to remain in balance.

2.15.5 When the Annual Budget for 2026/27 is approved in February 2026, next steps will be focused on delivery of this budget, the savings within it, and delivering the priorities set out in the Council Plan. There will be ongoing work to monitor external factors such as demand and costs, so we are able to respond early and appropriately.

2.15.6 Robust programme management of the delivery of the budget, and effective governance mechanisms will continue, alongside regular monitoring of capacity and demand information, and monitoring of financial situation.

2.16 **Monitoring & Challenge**

2.16.1 Throughout the process of developing the current MTFS and the detailed proposals contained here for the 2026/27 budget, Members and Executive Directors have been regularly briefed regarding the base budget pressures the Council faces and which need to be reflected in the base budget. Savings proposals have been developed by Service teams and agreed with Executive Directors and their Portfolio leads as a

means of helping deliver a balanced budget for 2026/27.

2.16.2 The Council’s budget in any one financial year is allocated to budget holders and each budget holder is notified of their budget at the start of the financial year. Given the consultation with Service Directors, they are fully aware of what pressures have been funded and the savings they are expected to deliver. Within the performance and development review process for people managers there is a core target to effectively manage and monitor budgets, highlighting any pressures or potential underspends in a timely way. Budget holders are able to review the latest financial monitoring information, including projections, directly from the on-line financial system in an easy-to-use format.

2.16.3 The Financial Management teams are structured to support budget holders, deal with queries and proactively monitor key budget areas. The quarterly Financial Monitoring report presents the Council’s revenue and capital projections, prepared by managers working in conjunction with finance teams. In addition, a monthly review enables Directors to monitor the Council’s revenue projection and take any further action to ensure effective management of the budget.

2.17 **Reserves**

2.17.1 The Council holds both “earmarked” and “general” reserves. Earmarked reserves are balances set aside for specific purposes and corrective actions; these are summarised in Appendix C.

2.17.2 General reserves are balances held as contingencies against risks such as emergency events. The general reserves are expected to be £26.0m by March 2026, assuming no further use of these balances is required in 2025/26, and as illustrated in the table below reach £30m by 2030 with an annual contribution of £1m.

31 st March 2025 £m	31 st March 2026 £m	31 st March 2027 £m	31 st March 2028 £m	31 st March 2029	31 st March 2030
(25.0)	(26.0)	(27.0)	(28.0)	(29.0)	(30.0)

2.17.3 A contribution of £1.7m will be made to the Transformation Reserve in 2026/27 to help deliver change capacity within the organisation. With expected carried forward balances, there will be around £2.8m available to provide continuing support to Transformation activity in 2026/27 which will be used to support the delivery of future savings.

2.17.4 The base budget will be supported a reduced contribution of £3.2m from the Voluntary Revenue Provision reserve. This is a temporary source of funding that will need to be removed from the base over the life of the MTFS. It should be noted that the 2025/26 budget is supported by c£6.0m drawdown from this reserve. The Council is moving in the right direction to reduce the reliance on one off funding to support ongoing revenue expenditure.

2.17.5 A risk assessment of the Council’s level of reserves is carried out each financial year, when setting the budget and updating the financial plan. It is updated regularly during

the financial year as part of the formal financial management reporting process. The risk assessment is based on the following key factors and an underlying presumption that significant risks need an appropriate level of cover:

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

2.17.6 A risk assessment of the Council's level of general reserves was updated as part of the Budget Strategy Update Report (in September 2025), which estimated the value of the risks at £22.0m. This will be updated again as part of the final Budget Report to Cabinet and Council in February 2026. The Council will ensure the reserves remain at an adequate level to manage effectively all future risks and liabilities, in particular whilst operating in the current volatile and uncertain environment. The proposals contained in this report will provide additional funding to areas of overspending which should provide greater assurance and reduce the financial risk in those areas.

2.18 Schools Funding (Dedicated Schools Grant or DSG)

2.18.1 A detailed report on Schools funding is due to be presented at Cabinet on 13 January 2026 following the provisional local government finance settlement, expected late December 2025.

High Needs Safety Valve funding agreement

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

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

2.18.4 Further annual contributions by Government of £2.3m between 2025/26 – 2029/30 will be released quarterly subject to satisfactory quarterly monitoring reviews with the Department for Education (DfE) Safety Valve Team. To date, the Council has received £4m for 2022/23, £2.2m for 2023/24, £2.3m in 2024/25 and £1.5m so far in 2025/26.

2.18.5 The Council has also prioritised significant revenue resources of its own, including capital plan to increase High Needs sufficiency across the district, to be funded through a mix of borrowing and grant funding and a commitment to contribute more

than £10m of its own revenue resource. The initial contribution of £2.15m was made in 2025/26, a further instalment of £2.15m will be provided as part of the 2026/27 budget and this will continue annually until 2029/30.

2.18.6 There has also been significant broader schools' system support through schools block funding transfers to High needs block; £1.6m in 2022/23, £2.1m in 2023/24, £2.6m in 2024/25, £3.6m in 2025/26 and a proposal to transfer £3.6m in 2026/27. The transfers were approved through Schools Forum. This funding will ensure more children receive additional support to remain in, or return to, mainstream school and supports the DSG deficit reduction plans; reflecting the collaborative partner approach to addressing the growing pressures relating to High Needs.

2.18.7 Any future year annual block transfer requests will be subject to review and consultation through Schools Forum. Despite this additional funding, both locally and nationally, there is a forecast overspend of £14.7m in year and increasing the deficit at the end of the 2025/26 to around £78.5m. This is primarily due to the rising numbers, inflationary costs and complexity of cases.

2.18.8 There is currently a statutory override in place for DSG deficits. This is a provision introduced by the government in 2020 and was originally extended to 2026. This separates local authorities' Dedicated Schools Grant (DSG) deficits from their wider financial position. The DSG is a ring-fenced grant for local authorities' school budgets, and any deficit associated with it is held in an Unusable Reserve due to this statutory override. This has now been further extended until March 2028.

2.18.9 There has been a delay to the publication of the Government's White Paper on SEND, an update of the effects of this will be provided in due course.

2.19 Housing Revenue Account (HRA)

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

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

2.19.2 Updated HRA budget proposals including their capital plan are subject to a separate report on this Cabinet agenda and will be incorporated in full in the Council's final budget report in February 2026.

2.20 CAPITAL

2.20.1 The Council Budget Strategy Update (17th September 2025) referred to a corporate review and affordability assessment of Capital Plan being undertaken to mitigate against the forecast 2025/26 outturn position and ongoing financial challenges facing the Council.

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

2.20.3 The capital review undertaken by the Capital Assurance Board considered options to re-phase capital projects/programmes, examine opportunities to release borrowing or identify alternative funding sources, and bring forward asset disposals (both to reduce operational costs as well as generating capital receipts) have all been considered to help control the cost of borrowing.

2.20.4 Given the extent of borrowing that underpins the Programme, and the current and forecast cost of that debt, the focus of the review is to consider what scope there is to reduce/re-profile the Capital Plan for the Council. This is being balanced against the future investment needs of the Council, both in maintaining the delivery of essential services, providing match funding where it is necessary to leverage external funding and to deliver ambitions around growth and regeneration.

Update of the Medium-Term Capital Plan 2025/33

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

2.20.6 Following a refresh of the plan, the updated multi-year plan will deliver capital investment of £1.383bn (£954m General Fund and £429m Housing Revenue Account). The HRA Capital Plan is subject to a separate report on this Cabinet agenda.

2.20.7 The most recent Quarter 2 Financial Monitoring report is also presented at this meeting of Cabinet. Members are asked to consider an updated position on the Council's capital plan for 2025/26. The General Fund Capital Plan has been revised to £215.4m as at quarter 2 and is in line with the refreshed multi-year capital plan presented within this Council Budget Report and will be refreshed again as part of the final budget report in February.

2.20.8 The General Fund Capital Plan is summarised in the following table, and shown in more detail at Appendix E.

Multi-Year Capital Expenditure Summary (General Fund)

Council Plan	25/26 £m	26/27 £m	27/28 £m	28/29 £m	29/30 £m	30/31- 31/33 £m	Total £m
Children & Families	23.9	30.5	21.0	3.8	2.7	2.5	84.4
Adults & Health	4.0	2.3	1.0	0.0	0.0	0.0	7.3
Place	179.0	229.1	123.2	90.2	98.9	70.7	791.1
Public Health & Corporate Resources	8.5	7.6	5.9	10.4	10.8	28.4	71.6
Expenditure Total	215.4	269.5	151.1	104.4	112.4	101.6	954.4
Funding:							
Capital Grants / S106/ Contributions	119.0	121.9	66.7	53.8	49.4	21.0	431.8
Earmarked Capital Receipts	7.9	14.9	2.4	5.4	5.4	2.0	38.0
Service Funded Prudential Borrowing	4.3	26.1	9.2	9.6	4.0	1.0	54.2
Non-Earmarked Capital Receipts	1.3	1.1	1.2	0.7	0.7	0.0	5.0
Corporate Prudential Borrowing	82.9	105.5	71.6	34.9	52.9	77.6	425.4
Funding Total	215.4	269.5	151.1	104.4	112.4	101.6	954.4

*It should be noted that figures shown in the table's penultimate column represent spend in the last 3 years of the Plan i.e. 2030/31 – 2032/33.

2.20.9 For the General Fund, £23.4m slippage was identified in 2025/26 and moved into future years resulting in a more deliverable forecast plan. The below table breaks the re-profiled budget down into funding streams, noting most of the slippage is self-financed and just over half of the slippage being transferred into 2028/29:

Council Plan	25/26 £m	26/27 £m	27/28 £m	28/29 £m	29/30 £m	30/31 £m
Borrowing	-6.6	2.8	1.5	1.0	1.0	0.3
Self-Funded	-11.1	3.5	0.0	7.6	0.0	0.0
Grant/S106/Contributions	-4.7	1.1	0.0	3.6	0.0	0.0
Receipts	-1.0	1.0	0.0	0.0	0.0	0.0
	-23.4	8.4	1.5	12.2	1.0	0.3

Officers will continue to identify further re-profiling of the current year financial budget, which will help to reduce in-year capital financing costs as part of the ongoing monitoring, and this will next be reported within the Quarter 3 Financial Monitoring Report.

2.20.10 The Budget Strategy Update Report (17th September 2025) noted that a review of the Capital Plan will be undertaken, highlighting key stages in the exercise. Further to the re-profiling of the plan, the initial stage of the multi-year review of the Capital Plan has also been undertaken. All uncommitted lines funded by borrowing or self-financed were reviewed with a view to removal from the Capital Plan. In total £57.7m was identified across all years and released from the existing Plan:

- Investment & Modernisation Fund (-£40m). Budget was decreased to bring it down to more realistic levels with an even profile across years. Whilst some invest to save bids are being worked up, it is evident that a sum of £10m per year is not needed at this point and therefore it is appropriate to reduce this and the Capital Financing Requirement (CFR) overall.
- Homes for Children (-£0.2m). Remaining budget left to support the Children Homes Strategy. Purchase of properties from the open market to convert into small 'satellite' children's homes will cost substantially more than budget remaining. It is more appropriate that in future such acquisitions would be considered for funding via the Investment and Modernisation Fund as self-financed business cases on the basis that they would be a net saving after borrowing from the LAC budget.
- Short Breaks (-£1.1m). A strategy is under development which recommends a strategic and collaborative approach with a unified asset strategy. The uncommitted budget is recommended for removal until such a point when a future strategy with suitable budgets is known and again could be subject to business case approvals.
- Libraries (-£2.6m) unallocated programme line to be reduced (from an initial budget of £3.6m).
- Dementia Day Care (-£5.9m) unallocated programme line to be removed.
- Highways (-£5m) borrowing for Principal Roads is assumed to be funded by grant and a bid is being prepared for funding from WYCA.
- Waste Depot (-£2.5m). Whilst budget was initially put in as a marker, it is proposed this is removed until a business case can be fully developed.
- Start Up & Retention Grant (-£0.1m). Future business cases for the provision of grant to local businesses will be considered for funding from the Investment & Modernisation Fund.
- Information Technology (-£250k). Reduction over the life of the programme.

2.20.11 Baseline capital investment supports maintenance work programmes across the Council's existing asset base, including Schools, Highways, Corporate Buildings, and transport infrastructure. All baseline capital programmes include a new financial year 5 allocation based on the previous year's baseline levels. In total £27.8m has been added into 2030/31 of which £10.8m is borrowing and £17m is grant assumption.

2.20.12 The Council will continue to use the powers under the government guidance on the flexible use of capital receipts to fund up to £4m qualifying transformation expenditure in 2025/26 and £4m in 2026/27, dropping to £2m from 2027/28 onwards. The proposals set out are 'in principle' and allow officers the flexibility to consider a range of funding options in-year that meet the intended objectives set out in the Council's budget strategy, and future year budgets have been added to reflect the policy in the Capital Plan.

2.20.13 Cabinet considered an update report for a new sports and leisure facility to serve communities of Dewsbury and Batley (21st October 2025). The next steps were agreed and £0.1m has been added into 2025/26 for the commissioning of an external options appraisal followed by a feasibility study. Until the outcome of these studies is understood, it is difficult to define the total amount of capital required, so an indicative sum of £35m has been added to the plan. There is an expectation that £5m of the budget will be met by external funding to help mitigate against borrowing. As more information becomes available, the capital plan will be updated accordingly.

2.20.14 Apart from the new leisure facility in Dewsbury, at this stage there are no further recommendations for new schemes to be added to the Plan. It is envisaged that there will be some drawdown against the Investment & Modernisation Fund set up to help services transform and deliver ongoing revenue savings. Business cases will be appraised by Capital Assurance Board and proposals for drawdown towards new schemes will be recommended to Cabinet for approval via upcoming financial reports. There will be no additional revenue pressures as a result of additional borrowing incurred for the Investment and Modernisation Fund (borrowing costs are covered by reduced revenue costs).

2.20.15 The Council's capital plan will continue to be reviewed and will evolve on an ongoing basis. It is anticipated that as the Council's Digital strategy develops, it is likely that significant capital investment will be required to support the implementation costs of more modern systems that will enable the Council to become more efficient and productive. There is, as yet, no provision in the plan for these issues as need developing further.

Summary Capital Plan Changes

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 – 32/23 £'000	Total
Budget Update Strategy	239,203	273,258	158,344	93,303	111,565	54,480	930,153
General Fund:							
Re-profiling	(23,408)	8,402	1,542	12,164	1,000	300	0
Removal	(1,359)	(22,360)	(10,849)	(8,050)	(8,050)	(7,000)	(57,668)
Grant Adjustments	806	7,306	0	(1)	0	0	8,111
Addition	100	0	0	5,000	6,000	24,000	35,100
Transformation Capitalisation (FCR)	0	3,000	2,000	2,000	2,000	2,000	11,000
Continued Operational Activities	0	0	0	0	0	27,784	27,784
Total Change	(23,861)	(3,652)	(7,307)	11,113	950	47,084	24,327
Revised Capital Plan	215,342	269,606	151,037	104,416	112,515	101,564	954,480

2.20.16 The General Fund capital plan has a net increase of £24.3m and this is to be funded mainly by a reduction of £40m self-financed borrowing, a net increase of £23.2m borrowing, an increase of £30.1m grants/S106/contributions and £11m un-ringfenced capital receipts.

2.20.17 Officers will continue to re-shape the plan to reflect realistic delivery timescales and funding needs/opportunities going forward; including emerging further national

government and regional intelligence on emerging infrastructure developments. The Plan will be continued to be reviewed to identify areas where potential exists to reduce capital allocations to lower the Council's borrowing costs. Where pressures are identified, the current borrowing envelope will be assessed, and funds reprioritised to areas of highest need.

2.21 Risk

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

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

- The risk that the final LGFS is worse than that contained in the budget assumptions detailed in this report, requiring further savings proposals to be brought forward at pace. This is considered unlikely as the assumptions in this report reflect a 60% gain from Fair Funding 2.0.
- Risk that additional funding announced comes with unbudgeted for new burdens
- Risk of medium-long term financial instability caused by failure to develop or adhere to robust financial planning processes and procedures leading to reductions in service provision, possible government intervention and reputational damage.
- Risk of increased costs due to inflation, in particular the pay award and NLW increases being above those assumed in the budget proposals.
- Demand pressures, generally, and particularly within Adults and Children's Social Care result in unbudgeted additional costs.
- Risks associated with the availability and provision of Temporary Accommodation for persons accepted as homeless and the resulting cost implications.
- Inability to meet the needs of the SEND community due to continued increases in demand, greater complexity in clients' needs and insufficient locally available provision.
- Risk that the capital programme is not sustainable due to a reliance on capital receipts from asset disposals that are not guaranteed and borrowing at a time of elevated interest rates.
- The risk of a reduction in expected income as tenants, residents and businesses are unable to meet financial commitments, resulting in a failure to meet budgeted income

targets.

- Failure to maintain sufficient level of priority and focus leading to required savings initiatives not being delivered, resulting in budget overspend.
- Exposure to material unforeseen costs or uninsured losses and the overall adequacy of Council Reserves.

2.22 Positive Assurance Statement

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

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

The statement will form part of the final Annual Budget Report due to Cabinet and Council in February 2026 based on the financial position at that time.

3. Implications for the Council

3.1 Council Plan
N/A.

3.2 Financial Implications

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

3.3 Legal Implications

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

There is a limited statutory duty to consult Non-domestic ratepayers representatives before setting the budget (under **section 65 LGFA 92** and **the Non-domestic ratepayers (consultation) regulations 1992 /3171**) This statutory duty does not specify a timescale for consultation .However, the Council's Constitution says it must no be less than 4 weeks .

The Council is consulting more widely than the statutory duty and in carrying out its consultation exercise the council must comply with the "Gunning principles" namely:

- That consultation must be at a time when the proposals are still at a formative stage.
- The council must provide sufficient information about the proposals to

consultees to enable intelligent consideration and informed responses.

- Adequate time must be given to facilitate responses.
- The product of the consideration of responses must be conscientiously taken into account in finalising any proposals.

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

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

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

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

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

3.4 Climate Change & Air Quality
N/A

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

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

Under section 149 of the Act:

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

The relevant protected characteristics are:

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

In order to fulfil the PSED the Council is required to assess the impact of any proposed action on the equality objectives set out above. The way in which the Council has approached this task previously was to conduct Equality Impact Assessments (EIA's) as appropriate.

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

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

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

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

The new budget saving proposals outlined within the 2026/27 budget (and within Appendix D) have a total potential reduction of FTE (Full time equivalent posts) in the region of 55. However, we can mitigate some of this impact by deleting vacant posts that are currently being held in service structures, equating to approximately 28.

This means that the number of staff potentially at risk, because of the 2026/27 budget saving proposals, is currently 27. As such, we will be making an HR1 declaration of 27 FTE posts that are potentially at risk of redundancy.

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

4. Consultation

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

5. Engagement

The public consultation to support the 2026/27 annual budget will be launched on the 3rd December 2025 and will run up until 7th January 2026.

Similar to previous years, the public consultation will be available online and will be supported by information providing a summary of the proposed budget.

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

Feedback from the consultation will then be collated, analysed and used to help inform final decision making related to the budget. A summary of the consultation results will be provided alongside the budget at Cabinet on the 10th February 2026, and at Council on the 25th February 2026.

6. Options

6.1 Options Considered

N/A

6.2 Reasons for Recommended Option

N/A

7. Next Steps and timelines

7.1 The draft budget will be presented to Overview and Scrutiny Management Committee on 16th January 2026 and Political Groups during January 2026. A final version of the Budget will be presented to Cabinet and Council in February 2026 following the release of the Local Government Finance Settlement.

8. Contact Officer and Relevant Papers

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

9. Background Papers and History of Decisions

Background Papers

- Annual Budget Report 2025/26 and future years (Item 7)
- Annual Financial Outturn Report and Rollover Report 2024/25 (Item 8)
- Autumn Budget 2024 - GOV.UK
- Council Budget Strategy Update report; 2026/27 and future years; 17th September 2025 (Item 10)
- Our 2025/26 Council Plan: Council 5 March 2025
- Corporate Financial Monitoring Report Quarter 2, 2025/26 to Cabinet December 2025
- Integrated Impact Assessments (kirklees.gov.uk).
- Summary Budget Book 2025/26

10. Appendices

Appendix A MTFs Summary

- Appendix B Detailed Budgets by Service Area
- Appendix C Reserves
- Appendix D Savings Proposals
- Appendix E Capital Plan

11. Service Director Responsible

Kevin Mulvaney Service Director – Finance

This page is intentionally left blank

GENERAL FUND SUMMARY 2026/27 TO 2030/31

APPENDIX A

5 YEAR BUDGETS	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
CHILDREN	88,793	94,954	96,273	97,142	99,421	101,700
ADULTS	110,677	173,785	189,513	203,913	219,377	234,723
PLACE	58,383	61,270	61,385	61,837	62,437	63,037
CORPORATE	61,584	61,362	61,259	61,340	61,090	60,590
CENTRAL	67,853	73,520	90,883	104,026	116,257	128,405
TOTAL NET BUDGET	387,290	464,891	499,313	528,258	558,582	588,455

FUNDED BY	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
COUNCIL TAX	(252,901)	(267,780)	(283,110)	(299,318)	(316,453)	(334,569)
RETAINED BUSINESS RATES	(64,115)	(64,958)	(65,666)	(66,433)	(67,193)	(67,945)
GOVERNMENT FUNDING	(82,382)	(145,462)	(150,574)	(155,807)	(160,199)	(164,682)
COLLECTION FUND	3,789	3,184	3,183	-	-	-
TOTAL FUNDING	(395,609)	(475,017)	(496,168)	(521,558)	(543,845)	(567,197)

RESERVES & GAP	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
NET CONTRIBUTION TO VRP RESERVE	4,819	7,426	8,545	9,064	8,376	5,449
CONTRIBUTION TO TRANSFORMATION RESERVE	2,500	1,700	2,500	2,500	2,500	2,500
CONTRIBUTION TO GENERAL RESERVES	1,000	1,000	1,000	1,000	1,000	1,000
BUDGET GAP	-	-	15,190	19,264	26,613	30,207

	2025-26 NET CONTROLL- ABLE BUDGET	FUNDING REFORM GRANT REALIGN- MENT	ADD BACK SAVINGS FALL OUT	RE-BASED 2025-26 CONTROLL- ABLE BUDGET	DEMAND PRESSURE	INFLATION / PAY PRESSURE	OTHER PRESSURE - EXPEND- ITURE	OTHER PRESSURE - INCOME	FUNDING FALL-OUT	FUNDING INCREASE	SAVINGS	2026-27 BUDGET PROPOSAL
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<i>DIRECTORATE BUDGETS:</i>												
Children	88,793	3,000	109	91,902	3,626	1,550	-	-	500	(3)	(2,621)	94,954
Adults	110,677	52,411	-	163,088	7,892	7,325	-	600	-	(680)	(4,440)	173,785
Place	58,383	925	-	59,308	2,000	-	729	795	167	-	(1,729)	61,270
Corporate	61,584	-	-	61,584	300	100	841	300	145	-	(1,908)	61,362
Central	67,853	-	-	67,853	-	1,551	4,116	-	-	-	-	73,520
TOTAL NET BUDGET	387,290	56,336	109	443,735	13,818	10,526	5,686	1,695	812	(683)	(10,698)	464,891
<i>FUNDED BY:</i>												
Council Tax	(252,901)											(267,780)
Retained Business Rates	(64,115)											(64,958)
Government Funding	(82,382)											(145,462)
Collection Fund Transfer	3,789											3,184
TOTAL FUNDING	(395,609)											(475,017)
<i>TRANSFERS TO/(FROM) RESERVES:</i>												
VRP* - Contribution	10,804											10,668
VRP* - Drawdown	(5,985)											(3,242)
Transformation Reserve	2,500											1,700
General Reserves	1,000											1,000
TOTAL RESERVES	8,319											10,126
BUDGET DEFICIT	0											0

*VRP = Voluntary Revenue Provision

	2026-27 NET CONTROLL- ABLE BUDGET	ADD BACK SAVINGS FALL OUT	RE-BASED 2026-27 CONTROLL- ABLE BUDGET	DEMAND PRESSURE	INFLATION / PAY PRESSURE	OTHER PRESSURE – EXPEND- ITURE	OTHER PRESSURE - INCOME	FUNDING FALL-OUT	FUNDING INCREASE	SAVINGS	2027-28 BUDGET PROPOSAL
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<i>DIRECTORATE BUDGETS:</i>											
Children	94,954	-	94,954	1,044	1,235	-	-	-	-	(960)	96,273
Adults	173,785	-	173,785	10,200	6,842	182	600	400	(340)	(2,156)	189,513
Place	61,270	-	61,270	600	-	1,500	70	400	(1,400)	(1,055)	61,385
Corporate	61,362	-	61,362	-	100	401	450	-	-	(1,054)	61,259
Central	73,520	19	73,539	-	8,325	9,019	-	-	-	-	90,883
TOTAL NET BUDGET	464,891	19	464,910	11,844	16,502	11,102	1,120	800	(1,740)	(5,225)	499,313
<i>FUNDED BY:</i>											
Council Tax	(267,780)										(283,110)
Retained Business Rates	(64,958)										(65,666)
Government Funding	(145,462)										(150,574)
Collection Fund Transfer	3,184										3,183
TOTAL FUNDING	(475,017)										(496,168)
<i>TRANSFERS TO/(FROM) RESERVES:</i>											
VRP** - Contribution	10,668										10,166
VRP** - Drawdown	(3,242)										(1,621)
Transformation Reserve	1,700										2,500
General Reserves	1,000										1,000
TOTAL RESERVES	10,126										12,045
BUDGET DEFICIT	0										15,190

	2027-28 NET CONTROLL- ABLE BUDGET	ADD BACK SAVINGS FALL OUT	RE-BASED 2027-28 CONTROLL- ABLE BUDGET	DEMAND PRESSURE	INFLATION / PAY PRESSURE	OTHER PRESSURE – EXPEND- ITURE	OTHER PRESSURE - INCOME	FUNDING FALL-OUT	FUNDING INCREASE	SAVINGS	2028-29 BUDGET PROPOSAL
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<i>DIRECTORATE BUDGETS:</i>											
Children	96,273	-	96,273	369	1,235	-	-	-	-	(735)	97,142
Adults	189,513	-	189,513	9,258	7,147	-	600	80	(340)	(2,345)	203,913
Place	61,385	-	61,385	600	-	10,247	-	300	(9,980)	(715)	61,837
Corporate	61,259	250	61,389	-	100	241	300	-	-	(810)	61,340
Central	90,883	-	90,883	-	7,665	3,678	-	1,800	-	-	104,026
TOTAL NET BUDGET	499,313	250	499,443	10,227	16,147	14,166	900	2,180	(10,320)	(4,605)	528,258
<i>FUNDED BY:</i>											
Council Tax	(283,110)										(299,318)
Retained Business Rates	(65,666)										(66,433)
Government Funding	(150,574)										(155,807)
Collection Fund Transfer	3,183										-
TOTAL FUNDING	(496,168)										(521,558)
<i>TRANSFERS TO/(FROM) RESERVES:</i>											
VRP** - Contribution	10,166										9,064
VRP** - Drawdown	(1,621)										-
Transformation Reserve	2,500										2,500
General Reserves	1,000										1,000
TOTAL RESERVES	12,045										12,564
BUDGET DEFICIT	15,190										19,264

	2028-29 NET CONTROLL- ABLE BUDGET	ADD BACK SAVINGS FALL OUT	RE-BASED 2028-29 CONTROLL- ABLE BUDGET	DEMAND PRESSURE	INFLATION / PAY PRESSURE	OTHER PRESSURE – EXPEND- ITURE	OTHER PRESSURE - INCOME	FUNDING FALL-OUT	FUNDING INCREASE	SAVINGS	2029-30 BUDGET PROPOSAL
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<i>DIRECTORATE BUDGETS:</i>											
Children	97,142	-	97,204	1,044	1,235	-	-	-	-	-	99,421
Adults	203,913	-	205,890	8,174	7,430	-	-	200	(340)	-	219,377
Place	61,837	-	61,837	600	-	-	-	-	-	-	62,437
Corporate	61,340	250	61,470	-	100	-	-	-	-	(600)	61,090
Central	104,026	-	104,026	-	8,930	3,301	-	-	-	-	116,257
TOTAL NET BUDGET	528,258	250	528,388	9,818	17,695	3,301	-	200	(340)	(600)	558,582
<i>FUNDED BY:</i>											
Council Tax	(299,318)										(316,453)
Retained Business Rates	(66,433)										(67,193)
Government Funding	(155,807)										(160,199)
Collection Fund Transfer	-										-
TOTAL FUNDING	(521,558)										(543,845)
<i>TRANSFERS TO/(FROM) RESERVES:</i>											
VRP** - Contribution	9,064										8,376
VRP** - Drawdown	-										-
Transformation Reserve	2,500										2,500
General Reserves	1,000										1,000
TOTAL RESERVES	12,564										11,876
BUDGET DEFICIT	19,264										26,613

	2029-30 NET CONTROLL- ABLE BUDGET	ADD BACK SAVINGS FALL OUT	RE-BASED 2029-30 CONTROLL- ABLE BUDGET	DEMAND PRESSURE	INFLATION / PAY PRESSURE	OTHER PRESSURE – EXPEND- ITURE	OTHER PRESSURE - INCOME	FUNDING FALL-OUT	FUNDING INCREASE	SAVINGS	2030-31 BUDGET PROPOSAL
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<i>DIRECTORATE BUDGETS:</i>											
Children	99,421	-	99,483	1,044	1,235	-	-	-	-	-	101,700
Adults	219,377	-	221,354	7,918	7,768	-	-	-	(340)	-	234,723
Place	62,437	-	62,437	600	-	-	-	-	-	-	63,037
Corporate	61,090	-	60,970	-	100	-	-	-	-	(600)	60,590
Central	116,257	-	116,257	-	9,130	3,018	-	-	-	-	128,405
TOTAL NET BUDGET	558,582	-	558,462	9,562	18,233	3,018	-	-	(340)	(600)	588,455
<i>FUNDED BY:</i>											
Council Tax	(316,453)										(334,569)
Retained Business Rates	(67,193)										(67,945)
Government Funding	(160,199)										(164,682)
Collection Fund Transfer	-										-
TOTAL FUNDING	(543,845)										(567,197)
<i>TRANSFERS TO/(FROM) RESERVES:</i>											
VRP** - Contribution	8,376										5,449
VRP** - Drawdown	-										-
Transformation Reserve	2,500										2,500
General Reserves	1,000										1,000
TOTAL RESERVES	11,876										8,949
BUDGET DEFICIT	26,613										30,207

CHILDREN & FAMILIES	REF	2026-27 £000	2027-28 £000	2028-29 £000
NET CONTROLLABLE BUDGET STARTING POSITION		88,793	94,954	96,273
DEMAND PRESSURE				
Children Looked After - Demand Led Pressures		2,869	919	244
Children with Disabilities – Home Care / Direct Payments		757	125	125
		3,626	1,044	369
INFLATION/PAY PRESSURE				
Children Looked After		1,550	1,235	1,235
		1,550	1,235	1,235
FUNDING TECHNICAL ADJUSTMENT				
Technical adjustment - Social Care Grant into RSG		3,000	-	-
		3,000	-	-
FUNDING DECREASE				
Drawdown from Stronger Families Reserve – Fall Out		500	-	-
		500	-	-
FUNDING INCREASE				
Children's Social Care Prevention Grant		(3)	-	-
		(3)	-	-
SAVINGS				
Savings Fall-Out:				
Virtual School for Children Looked After	24CF23	109	-	-
Existing Savings:				
Review Family Help Resources	CF2502	(199)	-	-
New Savings:				
Implementation of Internal Dual Placement Home	CF26MTFP	(250)	-	-
Change Grow Live contract funding source	CF2601	(50)	-	-
Pressure Reduction - Children with a Disability Provision	CF2602	(480)	-	-
Redesign of Pathways for cared for Children's Health Assessments	CF2603	(75)	-	-
Reduction in growth in External Residential Placements from 10 per year to 5 per year	CF2604	(1,450)	(960)	(735)
Review Commissioning Team	CF2605	(50)	-	-
Review and Reduce Capacity across Children's Project Team	CF2606	(67)	-	-
		(2,512)	(960)	(735)
TOTAL CHANGES		6,161	1,319	869
NET CONTROLLABLE BUDGET UPDATED POSITION		94,954	96,273	97,142

ADULTS & HEALTH	REF	2026-27 £000	2027-28 £000	2028-29 £000
NET CONTROLLABLE BUDGET STARTING POSITION		110,677	173,785	189,513
DEMAND PRESSURE				
Adults Demand Pressures		7,892	10,200	9,258
		<u>7,892</u>	<u>10,200</u>	<u>9,258</u>
INFLATION/PAY PRESSURE				
Social Care Inflation		7,325	6,842	7,147
		<u>7,325</u>	<u>6,842</u>	<u>7,147</u>
OTHER PRESSURE - EXPENDITURE				
Increase in Bad Debt Provision		-	182	-
		<u>-</u>	<u>182</u>	<u>-</u>
OTHER PRESSURE - INCOME				
Shortfall on previous income savings target		600	600	600
		<u>600</u>	<u>600</u>	<u>600</u>
FUNDING FALL OUT				
Domestic Abuse Grants		-	-	80
Migration Grants		-	200	-
Health Grants Personalised Care		-	200	-
		<u>-</u>	<u>400</u>	<u>80</u>
FUNDING TECHNICAL ADJUSTMENT				
Domestic Abuse Safe Accommodation rolled into RSG		1,193	-	-
Social Care Funding into RSG		51,218	-	-
		<u>52,411</u>	<u>-</u>	<u>-</u>
FUNDING INCREASE				
Domestic Abuse Grants – Use of Reserve		(80)	-	-
Migration Grants – Use of Reserve		(400)	-	-
Personalised Care External Income – Use of Reserve		(200)	-	-
Better Care Fund Uplift		-	(340)	(340)
		<u>(680)</u>	<u>(340)</u>	<u>(340)</u>
SAVINGS				
Existing Savings:				
Work with external change partner to model future demand	NEWAD2	(2,204)	-	-
Reviewing Shared Lives Provision to mitigate costs elsewhere in Adult Social Care	24AH14a	(224)	-	-
New Savings:				
Communities & Access Services - Turnover % Factor	AH2601	(87)	-	-
Communities & access Services - Service Re-design	AH2602	(200)	-	-
Social Care Beds located within Enfield Down	AH2603	(54)	-	-
Improve transitional pathway from Looked After Children to Adult Social Care	AH2604	(250)	(250)	(500)
Tech Enabled Care - Cost avoidance of traditional face to face care packages	AH2605	(322)	(906)	(1,299)
Quality, Standards and Safeguarding Partnerships – Staffing Review	AH2606	(150)	-	-
Modernising Council Provided Learning Disabilities Day Services (North Kirklees)	AH2607	(80)	(20)	-

DIRECTORATE CHANGES

APPENDIX B

ADULTS & HEALTH	REF	2026-27 £000	2027-28 £000	2028-29 £000
Recovery Hub (Moorlands Grange) - Renegotiating Partnership Delivery Options	AH2608	(400)	(416)	(210)
Adult Social Care External Contracts Appraisal and Rationalisation (non-residential/nursing)	AH2609	(142)	(236)	(236)
Domiciliary Care - Variance in Provider Delivery	AH2610	(227)	(228)	-
Decommissioning and Combining Support Living Opportunities	AH2611	(100)	(100)	(100)
		(4,440)	(2,156)	(2,345)
TOTAL CHANGES		63,108	15,728	14,400
NET CONTROLLABLE BUDGET UPDATED POSITION		173,785	189,513	203,913

DIRECTORATE CHANGES

APPENDIX B

PLACE	REF	2026-27 £000	2027-28 £000	2028-29 £000
NET CONTROLLABLE BUDGET STARTING POSITION		58,383	61,270	61,385
DEMAND PRESSURE				
Home to School Transport		2,000	600	600
		<u>2,000</u>	<u>600</u>	<u>600</u>
OTHER PRESSURE – EXPENDITURE				
OSAMS Revenue Costs		-	100	-
Waste - Hire Vehicles		(250)	(250)	(250)
Waste - Disposal Contract - Legislation - Emissions Trading Scheme - Seasonal Weather pressure		-	1,400	4,200
School Crossing Patrol - non achievement of savings		250	250	-
Bowling Greens - Parks & Greenspaces - non achievement of savings		90	-	-
Simpler recycling financing costs		89	-	-
Food Waste Costs		-	-	517
Local Plan		-	-	5,780
Fly Tipping		200	-	-
Planning Enforcement		215	-	-
		<u>135</u>	<u>-</u>	<u>-</u>
		729	1,500	10,247
OTHER PRESSURE – INCOME				
Corporate Landlord - Reduction in income (Assets no longer held)		58	-	-
S106 income - Parks & Greenspaces		180	70	-
Parking		557	-	-
		<u>795</u>	<u>70</u>	<u>-</u>
FUNDING FALL-OUT				
Use of Employment & Skills Reserves Fall-Out	PL2530	-	100	-
Extended Producer Responsibility (EPR)		-	300	300
Climate change - Gain share funding		167	-	-
		<u>167</u>	<u>400</u>	<u>300</u>
FUNDING INCREASE				
New Burdens Funding - Emissions Trading Scheme		-	(1,400)	(4,200)
Defra - Food Waste		-	-	(5,780)
		<u>-</u>	<u>(1,400)</u>	<u>(9,980)</u>
FUNDING TECHNICAL ADJUSTMENT				
Technical Adjustment - Homelessness Prevention Grant Rolled into RSG		925	-	-
		<u>925</u>	<u>-</u>	<u>-</u>
SAVINGS				
Existing Savings:				
Highway Network Management Income & Efficiencies	PL2519	(400)	-	-
New Savings:				
Closure and Disposal of Ravensthorpe Social & Education Centre and Red Laithes Court	PL2601	(52)	(52)	-
Corporate Landlord and Property Closures, and Reorganisation of Civic Campus	PL2602/ PL2603	(67)	(21)	-
Consolidation and Rationalisation of Assets through increased utilisation and sharing of facilities	PL2604	(301)	(427)	(500)

DIRECTORATE CHANGES

APPENDIX B

PLACE	REF	2026-27 £000	2027-28 £000	2028-29 £000
Increased Ad-Hoc Property Management Charges following a benchmarking exercise	PL2605	(25)	(25)	(25)
Vacancy Management and Reductions in Staffing across the Programme Office	PL2606	(132)	-	-
Parks & Greenspaces - External funding/Event Income	PL2607	-	(50)	(100)
Removal of Vacant Apprentice Posts in Highways	PL2608	(65)	-	-
Review and Reorganisation of Business and Administrative Support in Place	PL2609	(100)	-	-
Continue to Deliver the School Transport Transformation Programme	PL2610	(280)	(331)	-
Employment & Skills - Reduction in Project Initiatives & Activities	PL2611	(30)	-	-
Increase Recharge of Business & Economy Staff to Capital Grant Projects	PL2612	(40)	(5)	-
Income from Planning Performance Agreements	PL2613	(100)	(30)	(15)
Increase Recharge of Major Projects Staff to Capital Grant Projects	PL2614	(56)	(69)	(68)
Major Projects – Removal of 2 Posts	PL26B01	(11)	(15)	-
Planning - Removal of 1 Post	PL26B02	-	(22)	-
Business and Economy - Removal of 1 Post	PL26B03	(20)	-	-
Housing Solutions - Reducing Spend on Storage Costs	PL26B04	(10)	(8)	(7)
Disposal of DRAM Centre via Community Asset Transfer	PL26B05	(40)	-	-
		(1,729)	(1,055)	(715)
TOTAL CHANGES		2,887	115	452
NET CONTROLLABLE BUDGET UPDATED POSITION		61,270	61,385	61,837

PUBLIC HEALTH & CORPORATE RESOURCES	REF	2026-27 £000	2027-28 £000	2028-29 £000
NET CONTROLLABLE BUDGET STARTING POSITION		61,584	61,362	61,259
DEMAND PRESSURE				
Legal Services		300		
		300	-	-
INFLATION/PAY PRESSURE				
Housing Benefit Subsidy		100	100	100
		100	100	100
OTHER PRESSURE - EXPENDITURE				
Microsoft upgrade		365	121	241
Elections (Reserve will have run out)		-	312	-
Members Pensions		150	-	-
CFA (W&E) Staffing		101	-	-
Procurement - New tender system Attimis		75	(32)	-
SPF Loss VCSE		150		
		841	401	241
OTHER PRESSURE - INCOME				
Court Fee Income		-	150	-
Housing Benefit Overpayment Income – Reduction from UC roll out		300	300	300
		300	450	300
FUNDING FALL-OUT				
McMillan funding		95		
Crisis Fund fee shortfall		50	-	-
		145	-	-
SAVINGS				
Savings Fall-Out:				
Savings Fall-Out - Public Health Ring-Fenced Budget	24CS16	-	-	250
Existing Savings:				
Review of People Services Operating Model	24CS8	(15)	-	-
Review of Fees and Charges across C&VE	CR2501	(20)	-	-
Review of Governance Service and Structure	CR2507	(75)	-	-
New Savings:				
HB Admin Grant reduction - staff savings to match reduction in grant	CR26MTFP	(365)	(180)	-
People Services/Kirklees Direct - Review Ways of Working	CR2601	(248)	(213)	(210)
Vacancy Management Savings across Strategy and Innovation	CR2602	(300)	-	-
Welfare & Exchequer - Deletion of 3 Posts	CR2603	(76)	-	-
Bereavement Services Vacancy Management	CR2604	(40)	-	-
Closure of Peripatetic Caretaking Service	CR2605	(61)	(61)	-
Increase in Fees & Charges for School Meals to Mitigate Increase in Food Costs and Supply Chain	CR2606	(600)	(600)	(600)
People Services – Additional Income	CR26B01	(100)	-	-
Co-operative Councils' Innovation Network	CR26B02	(8)	-	-
		(1,908)	(1,054)	(560)

DIRECTORATE CHANGES**APPENDIX B**

PUBLIC HEALTH & CORPORATE RESOURCES	REF	2026-27 £000	2027-28 £000	2028-29 £000
TOTAL CHANGES		(222)	(103)	81
NET CONTROLLABLE BUDGET UPDATED POSITION		61,362	61,259	61,340

DIRECTORATE CHANGES

APPENDIX B

CENTRAL BUDGETS	REF	2026-27 £000	2027-28 £000	2028-29 £000
NET CONTROLLABLE BUDGET STARTING POSITION		67,853	73,520	90,883
INFLATION/PAY PRESSURE				
Additional Inflation requirement		8,615	8,325	7,665
Reduction in Superannuation Rate		(7,064)	-	-
		1,551	8,325	7,665
OTHER PRESSURE - EXPENDITURE				
Joint Committees Levy Uplifts		576	411	420
Treasury Management Budget requirement - capital financing		3,089	6,549	3,273
Transformation Budgets (match capital programme)		-	2,000	-
Audit Fee		90	-	-
Cultural Heart Running Costs		800	59	(15)
Fall Out of 2025/26 Budget Amendments		(439)	-	-
		4,116	9,019	3,678
FUNDING FALL-OUT				
WYMCA gainshare funding - fall out		-	-	1,800
		-	-	1,800
SAVINGS				
Savings Fall-Out:				
Reductions in Communications Activity	CB2502	-	19	-
		-	19	-
TOTAL CHANGES		5,667	17,363	13,143
NET CONTROLLABLE BUDGET UPDATED POSITION		73,520	90,883	104,026

GENERAL FUND RESERVES

APPENDIX C

	Reserves position 31st March 2025	Budget report Approved Movements	Revised reserves position 1st April 2025	Estimated Movements In-Year	Estimated Reserves position 31st March 2026	Estimated Reserves position 31st March 2027	Estimated Reserves position 31st March 2028	Estimated Reserves position 31st March 2029	Estimated Reserves position 31st March 2030	Estimated Reserves position 31st March 2031
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Statutory (School Reserves)										
Schools Balances	(11,119)	-	(11,119)	324	(10,795)	(10,795)	(10,795)	(10,795)	(10,795)	(10,795)
Public Health	(896)	-	(896)	448	(448)	-	-	-	-	-
Total Statutory (School Reserves)	(12,015)	-	(12,015)	772	(11,243)	(10,795)	(10,795)	(10,795)	(10,795)	(10,795)
Earmarked										
Ward Based Activity	(577)	-	(577)	289	(288)	-	-	-	-	-
Place Standard	(402)	-	(402)	201	(201)	-	-	-	-	-
Sub Total (member led)	(979)	-	(979)	490	(489)	-	-	-	-	-
Transformation	(1,480)	(2,500)	(3,980)	2,500	(1,480)	(1,480)	(1,480)	(1,480)	(1,480)	(1,480)
Development Funding	(914)	-	(914)	457	(457)	-	-	-	-	-
Revenue Grants	(17,998)	-	(17,998)	3,000	(14,998)	(11,998)	(8,998)	(5,998)	(2,998)	-
Stronger Families	(688)	-	(688)	500	(188)	-	-	-	-	-
Other	(3,942)	-	(3,942)	1,139	(2,804)	(1,665)	(1,365)	(1,065)	(765)	(465)
Voluntary Revenue Provision	(6,504)	(4,819)	(11,323)		(11,323)	(18,749)	(27,294)	(36,358)	(44,734)	(50,183)
Strategic Budget Contingency	(3,500)	-	(3,500)	3,500	-	-	-	-	-	-
Earmarked reserves sub-total	(36,005)	(7,319)	(43,324)	11,586	(31,739)	(33,892)	(39,137)	(44,901)	(49,977)	(52,128)
General Balances	(25,046)	(1,000)	(26,046)	-	(26,046)	(27,046)	(28,046)	(29,046)	(30,046)	(31,046)
Total usable reserves	(61,051)	(8,319)	(69,370)	11,586	(57,785)	(60,938)	(67,183)	(73,947)	(80,023)	(83,174)
Grand Total All Reserves	(73,066)	(8,319)	(81,385)	12,358	(69,028)	(71,733)	(77,978)	(84,742)	(90,818)	(93,969)

Glossary of Reserves

RESERVE	DESCRIPTION
School Balances	Statutory reserves relating to both individual schools' balances/deficits carried forwards.
Public Health	Timing issues on Public Health grant spend commitments (Public health grant is statutorily ring-fenced)
Ward Based Activity	Set aside reflecting timing issues on ward-based activity spend commitments
Place Standard	Set aside to support the resourcing of emerging Place Standard action plans.
Transformation	Set aside for strategic transformation developments over the next 12 to 24 months.
Development Funding	To address the scale of development costs required to support targeted development and the upscaling of capital investment activity and major project activity over the MTFP.
Revenue Grants	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been incurred.
Stronger Families	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
Other	A range of smaller reserves earmarked for specific purposes.
Voluntary Revenue Provision	To fund voluntary overpayments of Minimum Revenue Provision (MRP).
Strategic Budget Contingency	To fund budget pressures that may arise due to delays in implementing savings plans and/or issues that have arisen post the agreement of the budget.
Unallocated Reserves	General reserve to support Council working capital and cashflow requirements, and unbudgeted/financial resilience risks highlighted in the Council's corporate risk register.

New Saving Proposals

Totals

Directorate	2026/27 £000	2027/28 £000	2028/29 £000
Children and Families	2,172	960	735
Adults and Health	2,012	2,156	2,345
Place	1,329	1,055	715
Public Health and Corporate Resources	1,433	874	810
All Directorates (total)	6,946	5,045	4,605
Housing Revenue Account	208	132	215

Impacted FTE

The new budget saving proposals outlined within the 2026/27 budget (and within this appendix) have a total potential reduction of FTE (Full Time Equivalent posts) in the region of 55. However, we can mitigate some of this impact by deleting vacant posts that are currently being held in service structures, equating to approximately 28.

This means that the number of staff potentially at risk, because of the 2026/27 budget saving proposals, is currently 27. As such, we will be making an HR1 declaration of 27 FTE posts that are potentially at risk of redundancy.

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

Business As Usual (BAU) Savings

In the lists below, we have also included savings which will be implemented as part of 'BAU' service delivery activity. This means that they do not need a decision and will be implemented separately to the budget decision making process by the service. These have been included at the end of each of the directorate lists and are clearly indicated as '**BAU**' savings.

Children and Families Directorate

Reference Number	Service Area	Proposal Title	Proposal Description	2026/27 £000	2027/28 £000	2028/29 £000	Staffing Implication? Y/N
CF2601	Children and Families	Change Grow Live contract funding source	£50k pf Public Health grant reallocated to fund the contract. (Replaces Children's base budget funding). No change to contract.	(50)	-	-	N
CF2602	Directorate wide	Pressure reduction - children with a disability provision	There are opportunities to review our approach for the packages of care for children with a disability to ensure we are securing opportunities that support families, are value for money, and are of a high quality.	(480)	-	-	N
CF2603	Children and Family Support	Re-design of pathways for cared for children's Health Assessments	The re-design of pathways for Cared for Children's Health Assessments, will result in efficiencies. The redesign will reduce overheads by streamlining the pathways for cared for children's health assessments. A redesign and re-specification of contract arrangements will be undertaken by the ICB as part of this process.	(75)	-	-	N
CF2604	Child Protection & Family Support	Reduction in growth in children's external residential placements.	We will reduce the growth assumptions made in the MTFS in relation to the number of children looked after placements that were accounted for. This reduction aligns with our broader sufficiency strategy to ensure children and young people are supported in local, family-based, and regulated settings wherever possible, improving outcomes and reducing high-cost, out-of-area, or unregulated placements.	(1,450)	(960)	(735)	N
CF2605	Learning and Early Support	Review Commissioning Team	A vacant post will not be filled and deleted in the Commissioning Team, and the priorities and functions will be reviewed.	(50)	-	-	Y
CF2606	Children's Services – Directorate wide	Review Programme Office Functions	It is proposed to review the Children's Programme office functions, and allocation of resource across the directorate.	(67)	-	-	Y

Adults and Health Directorate

Reference Number	Service Area	Proposal Title	Proposal Description	2026/27 £000	2027/28 £000	2028/29 £000	Staffing Implication? Y/N
AH2601	Communities and Access Services	Communities and Access Services - turnover % factor	To reduce the core funding within Communities Services to account for an average staff turnover % against services which are core funded only. LIPS (Local Integrated Partnerships), Central, Libraries, Community Safety, Detached Youth Team- 0% to 1% and Community Plus going from 0% to 2%.	(87)	-	-	N
AH2602	Communities and Access Services	Communities and Access Services - service redesign	Delete vacant posts. We're making savings by carefully reviewing vacant roles and choosing not to fill some of them. This approach allows us to reduce costs while continuing to focus resources where they're needed most.	(200)	-	-	Y
AH2603	Adults Social Care Operation	Social Care Beds located within Enfield Down	This proposal will look to remove funding for the 3 social care crisis beds at Enfield Down. Social Care professionals will be encouraged to consider Home from Home flats and Shared Lives as a suitable alternative whilst further work is completed on long and short-term residential placement availability and Supported Accommodation.	(54)	-	-	N
AH2604	Adults Social Care Operation	Improve transitional pathway from Looked after Children to Adult Social Care	This is a phased 3-year plan. By identifying children with potential Care Act eligible needs early, Adults Support Workers will offer support into children's services to work in an enablement focused way, using assistive technology and 1:1 support to reduce support. First phase is for easy identification of cases; currently we are not aware of most of the children in Looked After Care until they turn 18. This makes planning and commissioning the right support difficult and leads to expensive support packages.	(250)	(250)	(500)	N
AH2605	Adults Social Care Operation	Tech Enabled Care – Cost avoidance of traditional face to face care packages	Building on the diagnostic of the Assistive Technology offer in Kirklees completed in June, we will develop additional capability for Assistive Technology using the new digital ARC (Alarm Receiving Centre) platform which is currently being procured. The contract will be offered in November. Incrementally, we will increase referrals for Assistive Technology by 8 per month over 3 years. This will reduce spend on demand led budgets and support people to live at home independently for longer.	(322)	(906)	(1,299)	N

AH2606	Quality, Standards and Safeguarding Partnerships	Quality Standards and Safeguarding Partnerships - Staffing Review	This proposal seeks to achieve approximately £150k in savings for 2026/27 by reviewing and rationalising the Quality, Standards and Safeguarding portfolio.	(150)	-	-	Y
AH2607	Strategic Commissioning, Partnerships and Provider Services	Modernising Council provided Learning Disabilities Day Services (North Kirklees)	The Council is investing £2.5m in refurbishing and modernise Milldale and Crescent Dale, day care facilities in Heckmondwike, aiming to consolidate learning disabilities day services in North Kirklees onto a single, fit-for-purpose site. This will enable the closure and withdrawal from outdated facilities at Ravensthorpe Social and Education Centre and Red Laithes Court, both of which would require significant investment to remain viable. This proposal will deliver savings through service redesign, including a reduction of 2.6 FTE management posts, and will be implemented by June 2026.	(80)	(20)	-	Y
AH2608	Strategic Commissioning, Partnerships and Provider Services	Recovery Hub (Moorlands Grange) – renegotiating partnership delivery options	The Council and the wider health care system work closely together to provide a range of services that support hospital discharge, enable people to become more independent and to enable people with long term complex needs to live a good life. This proposal is grounded in renegotiating the terms and pricing of these services with a view to equalising the funding arrangements for the Recovery Hub (Moorlands Grange). The Council will work closely with NHS partners to review the current arrangements and, where necessary, recover a higher proportionate cost of providing the service whilst ensuring current funding from the ICB towards this service remains.	(400)	(416)	(210)	N
AH2609	Strategic Commissioning, Partnerships and Provider Services	Adult Social Care - external contracts appraisal and rationalisation (non-residential/nursing)	This proposal will aim to provide options for reprofiling, recommissioning or rationalising current Adult Services external contracts. This will involve reviewing the full portfolio of Adult Social Care contracts to identify opportunities for efficiencies and savings.	(142)	(236)	(236)	N
AH2610	Strategic Commissioning, Partnerships and Provider Services	Domiciliary Care - Variance in Provider Delivery	The Council has identified consistent under-delivery of planned domiciliary care hours by some providers. This proposal aims to generate savings by targeting these variances through a dual approach: (1) contractual engagement with providers to address under-delivery, and (2) increasing assessor capacity to review and right-size care packages.	(227)	(228)	-	N
AH2611	Strategic Commissioning, Partnerships	Decommissioning and combining Supported Living opportunities	This proposal seeks to deliver savings by decommissioning unsuitable supported living accommodation and combining tenants into existing vacancies within more appropriate	(100)	(100)	(100)	N

	and Provider Services		settings. This will involve working closely with existing service users/tenants to reassess their needs and support them into alternative, better quality accommodation which meets their needs.				
--	-----------------------	--	--	--	--	--	--

Place Directorate

Reference Number	Service Area	Proposal Title	Proposal Description	2026/27 £000	2027/28 £000	2028/29 £000	Staffing Implication? Y/N
PL2601	Corporate Landlord and Property	Closure and disposal of Ravensthorpe Social and Education Centre, and Red Laithes Court	The Council is investing £2.5m in the refurbishment and remodelling of Milldale and Crescent Dale Adults' Day Care facilities. This will enable Adult Services to review its in-house and commissioning models, consolidate day care services in North Kirklees onto one site and withdraw from the existing sites at Ravensthorpe Social and Education Centre and Red Laithes Court, both of which would need very significant investment to provide modern, fit for purpose facilities.	(52)	(52)	-	N
PL2602 / PL2603	Corporate Landlord and Property	Corporate Landlord and Property closures, and reorganisation of civic campus.	Closure of Front of House Function at Civic Centre 3, Huddersfield. This also aligns with the ongoing civic campus reorganisation. 2 FTE reduction of vacant posts. Complete closedown and disposal of former offices on Albion Street, Huddersfield. Savings related to running costs of the building, which is not a public facing building.	(67)	(21)	-	Y
PL2604	Corporate Landlord and Property	Consolidation and rationalisation of assets through increased utilisation and sharing of facilities.	Information and data received following the external review will be used to allow property consolidation and rationalisation of assets through increased utilisation and sharing of facilities. More efficient use of the Council's diverse range of buildings / locations will enable assets to be rationalised and consolidated, which will generate premises related savings. Year 1 (2026/27) would be spent working with services and directorates to identify opportunities for rationalisation of assets / greater utilisation of buildings, with building closures occurring in Year 2 (2027/28) and Year 3 (2028/29). Disposals for capital receipts where possible will also occur in Years 2 and 3.	(301)	(427)	(500)	N
PL2605	Corporate Landlord and Property	Increased ad-hoc property management	Uplift of ad hoc property management charges as outlined in the Corporate Disposals and Acquisitions and Estate	(25)	(25)	(25)	N

		charges following a benchmarking exercise.	Management Policies following a benchmarking review of our charges compared to other Local Authorities.				
PL2606	Streetscene and Highways	Vacancy Management and reductions in staffing across the Programme Office	Removal of vacant posts and vacancy management, including a reduction in the Programme Office.	(132)	-	-	Y
PL2607	Parks and Greenspaces	External Funding / Event Income	Income from events and funding bids.	-	(50)	(100)	N
PL2608	Highways	Removal of vacant apprentice posts in Highways	Reduce the Civil Engineer Apprenticeship scheme, remove the three vacant posts whilst continuing to support the eight occupied posts.	(65)	-	-	Y
PL2609	Public Protection	Review and reorganisation of business and administrative support in Place	A review is proposed to look at service need, how business and administrative support is deployed and budgeted for in teams and more importantly the job roles and job descriptions, training and development to meet the changing needs of services as well as the changing technological landscape.	(100)	-	-	Y
PL2610	Public Protection	Continue to deliver the school transport transformation programme	Implementing the planned next stages of the School Transport Transformation Programme, to make the service more efficient and cost effective. This will include working with partners and contractors to make changes to the journey routes to make them more efficient, and increasing competition in the operator market, so we have better and more streamlined contracts and procurement.	(280)	(331)	-	N
PL2611	Business & Economy Employment & Skills	Reduction in project initiatives & activities	Reduction in the level of business and resident-facing project activity funded through the Employment and Skills grant match budget and the 'miscellaneous' budget held in the Business & Economy service. The ending of European Structural Fund programmes in 2023 has reduced the requirement to provide match funding and the fund has been utilised more widely in recent years to support project activity directly. Some of this will be scaled back because of the reduction in funding.	(30)	-	-	N
PL2612	Business and Economy	Increase recharge of Business & Economy staff to capital grant projects	Increase recharging for Head of Service and Project Officer to the West Yorkshire Combined Authority for work on Mass Transit and the Investment Zone.	(40)	(5)	-	N

PL2613	Planning	Income from Planning Performance Agreements	Increasing the income budget to reflect income levels being received from Planning Performance Agreements (PPAs), with a target to incrementally increase in future years.	(100)	(30)	(15)	N
PL2614	Major Projects	Increase recharge of Major Projects staff to capital grant projects	Increase recharge for the Head of Service post across all Major Projects programmes (West Yorkshire Combined Authority, Transpennine Rail Upgrade, Department for Transport); and recharge levels (%) for the Rail team (to Transpennine Rail Upgrade, Penistone Line and Mass Transit).	(56)	(69)	(68)	N
PL26B01 (BAU)	Major Projects	Major Projects - Removal of 2 posts	Remove two vacant posts. The savings are related to the council funded element of these posts.	(11)	(15)	-	Y
PL26B02 (BAU)	Planning	Planning - Removal of 1 post	Removal of currently vacant Grade 12 from flooding in 27/28 to ensure continuity of resource via agency or secondment support for the Local Plan during 26/27.	-	(22)	-	Y
PL26B03 (BAU)	Business and Economy	Business and Economy - Removal of 1 post	Removal of currently vacant Grade 8 post from Business & Enterprise Centres.	(20)	-	-	Y
PL26B04 (BAU)	Housing Solutions	Reducing spend on storage costs	Reducing spend on storage costs for storing household belongings for people who we accept a Temporary Accommodation duty for.	(10)	(8)	(7)	N
PL26B05 (BAU – decision taken)	Corporate Landlord and Property	Disposal of DRAM Centre via Community Asset transfer	Through the process of community asset transfer, the DRAM will be leased for 125 years to a local community group, releasing the annual running costs and long-term repair backlog costs for the site.	(40)	-	-	N

Public Health and Corporate Resources Directorate

Reference Number	Service Area	Proposal Title	Proposal Description	2026/27 £000	2027/28 £000	2028/29 £000	Staffing Implication? Y/N
PR2601	People Services / Kirklees Direct	Review Ways of Working	Modernisation of the service, new systems and revised agile ways of working while not having a detrimental impact on services internally / externally and the customer experience.	(248)	(213)	(210)	Y

CR2602	Strategy and Innovation Services	Vacancy Management savings across Strategy and Innovation	Several currently vacant posts will not be filled and will be permanently removed from the services within the 'Strategy and Innovation' Service Directorate (i.e. Information Technology, Communication, Policy, Data and Insight, Transformation)	(300)	-	-	Y
CR2603	Welfare and Exchequer	Welfare and Exchequer - Deletion of 3 posts	These posts have been vacant since April 2025 and following review of services no longer need to be filled and can be deleted. Deletion will not impact on Council tax collection.	(76)	-	-	Y
CR2604	Culture and Visitor Economy - Bereavement Services	Bereavement Services Vacancy Management	Deletion of a Customer Service Officer role which is vacant from the staffing structure.	(40)	-	-	Y
CR2605	Culture and Visitor Economy - Cleaning & Caretaking Service	Closure of Peripatetic Caretaking Service	Closing down of the (loss making) Peripatetic Caretaking Service currently provided to schools. Historically, this service has supplied temporary caretaking support when a school's site-based caretaker is unavailable due to sickness, annual leave or other absences. Although it has contributed valuable operational continuity, sustaining the service has become increasingly challenging in light of ongoing budget constraints. Currently, the service operates with a £121,000 budget deficit resulting from a decrease in schools purchasing this provision.	(61)	(61)	-	Y
CR2606	Culture and Visitor Economy - Catering Services	Increase in fees and charges for school meals to mitigate increase in food costs and supply chain.	Catering is currently a subsidised service costing around £0.9m pa (excluding overheads). This proposal maintains that level of subsidy as the budget assumes additional costs of £600k pa (pay and food inflation). An Increase of c5% on the buyback calculation for charges to maintained schools from April 2026 and a 15p per meal increase in the price of a school meal from September 2026 (5.3%).	(600)	(600)	(600)	N
CR26B01 (BAU)	People Services	People Services - Additional Income	Additional income from Salary Sacrifice/Employee Healthcare. (Income achieved in excess of current income targets).	(100)	-	-	N
CR26B02 (BAU)	Policy, Partnerships and Corporate Planning	Co-operative Councils' Innovation Network	Ceasing membership / removal of subscription which has been inactive for a while.	(8)	-	-	N

Savings added in the Medium-Term Financial Strategy (already assumed in the £17.8m gap)

Reference Number	Service Area	Proposal Title	Proposal Description	2026/27 £000	2027/28 £000	2028/29 £000	Staffing Implication? Y/N
CF26MTF	Resources, Improvement and Partnerships <i>(Children and Families Directorate)</i>	Implementation of Internal dual placement home	Opening our new internal residential home to provide either dual or solo provision for our children looked after.	(250)	-	-	N
CR26MTFP	Welfare and Exchequer <i>(Public Health and Corporate Resources Directorate)</i>	Welfare and Exchequer - Staffing Savings	The Council is anticipating a reduction in Housing Benefit admin grant from the DWP and also in funding from McMillan for Advice. Housing Benefit is anticipated to see the largest reduction, around £0.5m of grant funding will be lost over the next two years, because of the ongoing rollout of Universal Credit (UC). As roll out of UC continues there will be a reduction in the workload of the Benefits team. This proposal seeks to reduce staffing costs in line with the grant reduction. Should there be a delay to the reduction in caseload and the grant is not reduced as quickly as forecast, then savings targets will be adjusted.	(365)	(180)	-	Y
Total				(615)	(180)	-	

This page is intentionally left blank

Capital Plan Expenditure Summary

Capital Plan Expenditure Summary	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
General Fund:							
Children & Families	23,863	30,515	20,989	3,827	2,750	2,500	84,444
Adults & Health	3,944	2,341	1,000	0	0	0	7,285
Place	179,040	229,119	123,187	90,170	98,939	70,690	791,145
Public Health & Corporate Resources	8,495	7,631	5,861	10,419	10,826	28,374	71,606
General Fund Capital Plan	215,342	269,606	151,037	104,416	112,515	101,564	954,480
Housing Revenue Account Capital Plan	39,215	73,785	85,343	87,572	85,555	57,893	429,363
TOTAL EXPENDITURE	254,557	343,391	236,380	191,988	198,070	159,457	1,383,843

Capital Plan Funding Summary

Appendix E

General Fund Funding Summary	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
<i>Direct / Earmarked Contributions to Schemes</i>							
Capital Grants/Contributions	118,987	121,895	66,707	53,781	49,410	21,006	431,786
Earmarked Capital Receipts	7,899	14,969	2,390	5,390	5,390	2,000	38,038
Service Funded Prudential Borrowing	4,269	26,114	9,187	9,626	4,050	1,000	54,246
Revenue Contributions	5	0	0	0	0	0	5
Non-Earmarked Capital Receipts	1,272	1,080	1,176	756	756	0	5,040
Corporate Prudential Borrowing	82,910	105,548	71,577	34,863	52,909	77,558	425,365
GENERAL FUND FUNDING	215,342	269,606	151,037	104,416	112,515	101,564	954,480

Housing Revenue Account Funding Summary	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
Capital Grants/Contributions	1,998	5,577	4,698	2,982	2,661	2,226	20,142
Earmarked Capital Receipts	1,574	4,514	6,466	16,045	10,788	2,678	42,065
Reserves / Revenue Contributions	11,654	7,186	0	0	0	0	18,840
Reserves - MRR	23,989	25,937	26,715	27,517	28,342	29,192	161,692
Corporate Prudential Borrowing	0	30,571	47,464	41,028	43,764	23,797	186,624
HRA FUNDING	39,215	73,785	85,343	87,572	85,555	57,893	429,363

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
CHILDREN & FAMILIES									
LEARNING & EARLY SUPPORT									
Strategic Priorities									
	New Special School for Woodley @ Almondbury	B/G	6,000	11,896	10,574	827	0	0	29,297
	New Special School for Joseph Norton @ Deighton	B/G	9,000	12,035	696	0	0	0	21,731
		T	15,000	23,931	11,270	827	0	0	51,028
	High Needs	G	0	0	6,119	0	0	0	6,119
	Additionally Resourced Provisions / Satellite Provisions	G	666	300	0	0	0	0	966
	District Sufficiency	T	15,666	24,231	17,389	827	0	0	58,113
	King James High School	G	29	0	0	0	0	0	29
	Scissett Middle School	S106	1	0	0	0	0	0	1
	North Huddersfield Trust School	G/B	1,941	150	0	0	0	0	2,091
	Thornhill Community Academy	G	434	50	0	0	0	0	484
	Secondary Places Basic Need	G	23	80	51	0	0	0	154
	New Pupil Places in Primary/Secondary Schools	T	2,428	280	51	0	0	0	2,759
	Childcare Expansion	G	50	550	299	0	0	0	899
	Strategic Priorities Total		18,144	25,061	17,739	827	0	0	61,771

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
CHILDREN & FAMILIES									
	LEARNING & EARLY SUPPORT								
	Baseline								
	Capital Maintenance	G	4,179	4,020	2,700	2,500	2,300	2,100	17,799
	Devolved Formula Capital	G	990	1,434	550	500	450	400	4,324
	Baseline Total		5,169	5,454	3,250	3,000	2,750	2,500	22,123
	LEARNING & EARLY SUPPORT TOTAL		23,313	30,515	20,989	3,827	2,750	2,500	83,894
	RESOURCES, IMPROVEMENT AND PARTNERSHIPS								
	Strategic Priorities								
	Homes for Children - Fieldview	B	550	0	0	0	0	0	550
	RESOURCES, IMPROVEMENT AND PARTNERSHIPS TOTAL		550	0	0	0	0	0	550
	CHILDREN & FAMILIES TOTAL		23,863	30,515	20,989	3,827	2,750	2,500	84,444

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
ADULTS & HEALTH									
COMMUNITIES AND ACCESS SERVICES									
	Libraries	B	0	0	1,000	0	0	0	1,000
	Library Open Access	G	124	14	0	0	0	0	138
	Community Cohesion Grant	G	110	0	0	0	0	0	110
	COMMUNITIES AND ACCESS SERVICES TOTAL		234	14	1,000	0	0	0	1,248
LEARNING DISABILITIES & MENTAL HEALTH									
	Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy	B	29	0	0	0	0	0	29
	Knowl Park House	B	592	1,350	0	0	0	0	1,942
	Milldale and Crescentdale	B	2,935	877	0	0	0	0	3,812
	Red Laithes Court	B	19	0	0	0	0	0	19
	LEARNING DISABILITIES & MENTAL HEALTH TOTAL		3,575	2,227	0	0	0	0	5,802
ADULT SOCIAL CARE OPERATION									
	Carephones - Digital Switchover	B	135	100	0	0	0	0	235
	ADULT SOCIAL CARE OPERATION TOTAL		135	100	0	0	0	0	235
	ADULTS & HEALTH TOTAL		3,944	2,341	1,000	0	0	0	7,285

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
SKILLS & REGENERATION									
Business Economy									
	Start Up & Retention Policy Grants	B	200	200	0	0	0	0	400
	Leeds City Region Revolving Fund	B	0	0	0	526	0	0	526
	WY Investment Zones	G	889	0	0	0	0	0	889
	Business Economy Total		1,089	200	0	526	0	0	1,815
Major Projects									
West Yorkshire plus Transport Schemes:									
	A62 to Cooper Bridge Corridor Improvements	G	1,282	3,746	5,648	10,826	20,067	0	41,569
	A653 Leeds to Dewsbury Corridor (M2D2L)	G	6	0	0	0	0	0	6
	A641 Bradford Rd - Bradford/Brighouse/Huddersfield	G	146	0	0	0	0	0	146
	A629 Halifax Road Phase 5	G	1,907	4,067	327	196	86	3,044	9,627
	UTMC Urban Traffic Management	G	29	0	0	0	0	0	29
	Huddersfield Southern Corridors	G	3,659	2,393	302	22	15	80	6,471
Corridor Improvement Programme:									
	Holmfirth Town Centre Access Plan	G	3,418	559	2,180	0	0	88	6,245
	A62 Smart Corridor	G	344	977	0	0	0	0	1,321
	Fenay Lane	G	74	0	0	0	0	0	74
	City Connect Cooper Bridge	G	0	2	0	0	0	0	132
	Huddersfield Station Gateway Phase 1	G	52	80	0	0	0	0	4
	West Yorkshire plus Transport Schemes	T	10,917	11,824	8,457	11,044	20,168	3,212	65,622

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
Major Projects									
Transforming Cities Fund:									
Huddersfield Rail Station Access			441	0	0	0	0	0	441
<i>TCF Main scheme:</i>									
Heckmondwike Bus Station		G	6,614	26	13	0	27	15	6,695
Dewsbury/Cleckheaton Sust Travel Corridor		G	4,250	4,248	0	50	0	0	8,548
Dews TC Walking & Cycling Imps		G/B	2,306	7,851	0	0	50	50	10,257
Huddersfield Rail Station Connections		G/B	5,254	11,372	0	0	0	0	16,626
A629 Wakefield Rd Sust Travel Corridor		G	5	0	0	0	0	0	5
Huddersfield Bus Station		G/B	1,505	5,451	0	0	0	0	6,956
Dewsbury/Batley/Tingley Sus Travel Corridor		G	1,500	6,482	11	0	14	16	8,023
Transforming Cities Fund		T	21,875	35,430	24	50	91	81	57,551
Emergency Active Travel		G	1,979	2,596	7	0	0	0	4,582
Integrated Transport & Active Travel		G/B	504	129	0	0	0	0	633
Flood Management and Land Drainage		B/G /S278	410	342	200	200	0	0	1,152
Transpennine Route Upgrade (Network Rail)		G	1,114	1,093	0	0	0	0	2,207
Penistone Line Rail Upgrade		G	1,445	10,000	19,055	9,500	7,917	0	47,917
Dalton/Deighton Cycle Track (CRSTS)		G	1,532	1,174	0	0	0	0	2,706
A62 - A644 Bus Priority Scheme (CRSTS)		G	1,126	3,641	0	0	0	0	4,767

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
	Trees for Climate:								
	White Rose Forest Tree Planting	G	14	0	0	0	0	0	14
	Trees for Climate	G	8,000	1,500	3,000	7,000	4,000	728	24,228
	Urban Tree Challenge Fund	G	149	42	3	0	0	0	194
	Northern Forest GA2	G	1,050	200	200	89	0	0	1,539
	Trees for Climate	T	9,213	1,742	3,203	7,089	4,000	728	25,975
	Major Projects Total		50,115	67,971	30,946	27,883	32,176	4,021	213,112
	SKILLS & REGENERATION TOTAL		51,204	68,171	30,946	28,409	32,176	4,021	214,927
	DEVELOPMENT								
	HOUSING GROWTH								
	Dewsbury Riverside	B	434	1,000	2,000	1,000	500	1,000	5,934
	Site Development:								
	Homes England - Soothill Development	G/Cont	27	117	0	0	0	0	144
	Bradley Park	R	1,218	257	0	0	0	0	1,475
	Highmoor Lane, Hartshead	G	1,438	0	0	0	0	0	1,438
	Site Development	T	2,683	374	0	0	0	0	3,057
	Housing Growth Total		3,117	1,374	2,000	1,000	500	1,000	8,991

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
	HOUSING SERVICES								
	PRIVATE SECTOR HOUSING								
	Disabled Facilities Grant over £1k	G	4,497	3,760	3,760	3,760	3,760	3,760	23,297
	Discretionary Assistance	R	230	202	60	60	60	0	612
	Minor Adaptations	R	252	330	330	330	330	0	1,572
	Housing Services Total		4,979	4,292	4,150	4,150	4,150	3,760	25,481
	PROPERTY								
	Corporate Landlord Asset Investment	B/G	8,968	8,760	5,270	4,300	4,300	4,300	35,898
	Corporate Landlord Compliance	B	989	1,615	1,650	1,000	1,000	1,000	7,254
	Corporate Landlord Welfare Programme	B	404	1,180	1,654	1,000	1,000	1,000	6,238
	Investment in Cleckheaton Town Hall	B	0	1,500	1,500	2,000	2,500	0	7,500
	Asset Management Property Database	B	194	50	50	0	0	0	294
	Changing Places	G	15	0	0	0	0	0	15
	Property Total		10,570	13,105	10,124	8,300	8,800	6,300	57,199

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
TOWN CENTRES									
	Aspirational Regeneration of Major Town Centres - Feasibility	B	5	0	0	0		0	5
	<i>Regeneration of Strategic Town Centres - Huddersfield :</i>								
	Holding pot	B	81	0	0	0	0	0	81
	<u>Huddersfield Town Centre Schemes</u>								
	Huddersfield TC - Shop Front Grants	B	531	157	0	0	0	0	688
	The Northumberland Street Regeneration Project	B	558	0	0	0	0	0	558
	Huddersfield Open Market Regeneration Market	G	425	11,775	3,838	0	0	0	16,038
	Huddersfield TC Design Framework	B	20	0	0	0	0	0	20
	Cultural Interventions - Growing Seeds	B	9	0	0	0	0	0	9
	Huddersfield Town Centre Schemes	T	1,543	11,932	3,838	0	0	0	17,313
	<u>Heritage Action Zone</u>								
	The George Hotel	B*	3,000	18,950	7,048	0	0	0	28,998
	Heritage Action Zone	T	3,000	18,950	7,048	0	0	0	28,998
	<u>Huddersfield Public Realm Works</u>								
	New Street Public Realm Development	B	134	0	0	0	0	0	134
	Huddersfield Town Centre Cameras	B	41	0	0	0	0	0	41
	Refurb of 2 New Street, Huddersfield	B	16	0	0	0	0	0	16
	Huddersfield Public Realm Works	T	191	0	0	0	0	0	191

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
	Public Realm - Golden Route								
	St Peters Gardens	B/G	141	0	0	0	0	0	141
	Church St Design Development	B	5	0	0	0	0	0	5
	Church Street Main Scheme	B	19	0	0	0	0	0	19
	Market Place Investigative Works	B	34	0	0	0	0	0	34
	Cross Church Street	B	29	0	0	0	0	0	29
	St Georges Hotel Improvements	B	73	0	0	0	0	0	73
	Public Realm - Golden Route	T	301	0	0	0	0	0	301
	Huddersfield Town Centre Action Plan	T	5,116	30,882	10,886	0	0	0	46,884
	<i>Regeneration of Strategic Town Centres – Dewsbury:</i>								
	Better Spaces Strategy								
	BS Phase 2 - Town Park	B/R/G	1,958	3,321	0	0	0	0	5,279
	BS Phase 1	B	88	0	0	0	0	0	88
	UKSPF Grange Moor Play	G	55	0	0	0	0	0	55
	Better Spaces Strategy	T	2,101	3,321	0	0	0	0	5,422
	Heritage Action Zone	B/G	1,628	0	0	0	0	0	1,628
	Daisy Hill Neighbourhood	B/R/G	544	980	1,800	0	0	0	3,324
	Dewsbury Market Upgrade	B/R/G	4,000	14,074	0	0	0	0	18,074
	The Arcade	B/G	4,063	0	0	0	0	0	4,063
	Construction Skills Village	G/R	1,934	0	0	0	0	0	1,934
	Creative Culture	G	1,559	0	0	0	0	0	1,559

Multi-Year Capital Plan

Appendix E

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
	Sustainable Transport	G	607	0	0	0	0	0	607
	Building Revival	G/B	2,372	738	0	0	0	0	3,110
	Dewsbury Town Centre Action Plan	T	18,808	19,113	1,800	0	0	0	39,721
	<i>Town Centre Action Plans</i>	T	23,929	49,995	12,686	0	0	0	86,610
	Regeneration and Greening of Smaller Towns and Villages (Local Centres):								
	Smaller Towns & Villages	B	365	500	500	1,480	1,000	0	3,845
	Batley Smaller Towns & Villages	B/G	1,760	7,118	4,298	0	0	0	13,176
	Cleckheaton Smaller Towns & Villages	B	1,426	0	0	0	0	0	1,426
	Holmfirth Smaller Towns & Villages	B	195	1,063	0	0	0	0	1,258
	Heckmondwike Smaller Towns & Villages	B	448	0	0	0	0	0	448
	Marsden New Mills Redevelopment Scheme	G	1,100	4,294	0	0	0	0	5,394
	Other - Our Local Centres	B	149	0	0	0	0	0	149
	UKSPF Local Centres Feasibility Studies	G	50	0	0	0	0	0	50
	UKSPF Spen Bottoms	G	85	0	0	0	0	0	85
	UKSPF Revive & Thrive	G	184	0	0	0	0	0	184
	UKSPF Marsden Bridge	G	10	0	0	0	0	0	10
	UKSPF Marsden Bandstand	G	20	0	0	0	0	0	20
	UKSPF Marsden Pathways	G	20	0	0	0	0	0	20
	Regeneration and Greening of Smaller Towns and Villages (Local Centres)	T	5,812	12,975	4,798	1,480	1,000	0	26,065
	Cultural Heart	B	48,900	39,595	31,774	16,063	24,020	31,554	191,906
	Strategic Acquisition Fund	B	161	343	300	0	0	0	804
	Town Centres Total		78,802	102,908	49,558	17,543	25,020	31,554	305,385

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
	DEVELOPMENT TOTAL		97,468	121,679	65,832	30,993	38,470	42,614	397,056
HIGHWAYS & STREETSCENE									
	Highways								
	Maintenance:								
	Principal Roads	B/G	2,953	9,216	3,678	3,678	3,678	3,678	26,881
	Roads Connecting Communities	G	1,525	1,096	1,097	1,096	1,096	1,096	7,006
	Local Community Roads	B/G	7,812	4,420	6,203	8,185	9,753	4,753	41,126
	Structures	G	1,129	1,200	1,200	1,200	1,200	1,200	7,129
	Active Travel / PROW	B/G	171	105	156	156	157	157	902
	Streetlighting	G	716	1,000	0	0	0	0	1,716
	Highways Maintenance	T	14,306	17,037	12,334	14,315	15,884	10,884	84,760
	Integrated Transport:								
	Network Management	G/s278	1,212	630	715	715	715	715	4,702
	Safer Roads	B/G	1,647	1,475	1,185	1,190	1,175	1,175	7,847
	Flood Management and Drainage Improvements	B	239	250	250	250	250	250	1,489
	Developer Funded Schemes	s278	1,337	0	0	0	0	0	1,337
	UKSPF CCTV (Highways)	G	489	0	0	0	0	0	489
	Highways Integrated Transport	T	4,924	2,355	2,150	2,155	2,140	2,140	15,864
	Highways Total	T	19,230	19,392	14,484	16,470	18,024	13,024	100,624
	Car Park Meters	B	135	141	100	100	0	0	476
	OSAMS	B	626	466	410	12	0	0	1,514

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
	WASTE								
	Waste Strategy								
	Improved Litter Bin Facilities	B	50	259	259	0	0	0	568
	Technology To Reduce Crime	B	23	29	29	0	0	0	81
		T	73	288	288	0	0	0	649
	Waste Management Plant/ Infrastructure								
	Energy From Waste	B	1,872	1,962	2,056	0	0	0	5,890
	Contract Extension	B	1,176	1,065	1,539	0	0	0	3,780
	Materials Recycling Facility	B	76	79	83	0	0	0	238
	Proposed Depot (feasibility)	B	220	0	0	0	0	0	220
	Waste Procurement & Depot Strategy	T	3,344	3,106	3,678	0	0	0	10,128
	Environment & Strategic Waste	B	88	84	100	100	100	100	572
	Waste Total	T	3,505	3,478	4,066	100	100	100	11,349
	Vehicle Replacement Programme	B	1,579	8,184	1,801	1,932	8,119	10,931	32,546
	Recycling Fleet	B*	0	3,264	0	0	0	0	3,264
	Bulk Gritters	B*	0	1,800	0	0	0	0	1,800
	Project Fleet	B	683	67	0	0	0	0	750

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PLACE									
	Play Strategy	B/ S106/ RCCO/ Cont/G	2,984	2,027	1,719	1,028	0	0	7,758
HIGHWAYS & STREETSCENE TOTAL			28,742	38,819	22,580	19,642	26,243	24,055	160,081
ENVIRONMENT STRATEGY & CLIMATE CHANGE									
	Climate Emergency - Green Travel	B/G	581	282	229	0	0	0	1,092
	Air Quality	B/G	178	168	0	0	0	0	346
	Huddersfield Heat Network	G/B*	485	0	3,600	11,126	2,050	0	17,261
	Electric Vehicle Rapid Charge Points	G	272	0	0	0	0	0	272
	Mayoral Renewables Grant Scheme	G	110	0	0	0	0	0	110
ENVIRONMENT STRATEGY & CLIMATE CHANGE TOTAL			1,626	450	3,829	11,126	2,050	0	19,081
PLACE TOTAL			179,040	229,119	123,187	90,170	98,939	70,690	791,145

GENERAL FUND CAPITAL PLAN		Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
PUBLIC HEALTH & CORPORATE RESOURCES									
STRATEGY & INNOVATION									
	Information Technology	B	1,686	1,256	1,196	1,066	626	1,074	6,904
	Transformation Capitalisation	R	5,000	4,000	2,000	2,000	2,000	2,000	17,000
	Investment and Modernisation Fund	B*	1,000	2,000	2,000	2,000	2,000	1,000	10,000
	STRATEGY & INNOVATION TOTAL		7,686	7,256	5,196	5,066	4,626	4,074	33,904
PUBLIC HEALTH									
*	Dewsbury Sports Centre Provision - Options Appraisal/Feasibility	B	100	0	0	0	0	0	100
*	Dewsbury Sports Centre Provision - Construction	B/G	0	0	0	5,000	6,000	24,000	35,000
	PUBLIC HEALTH TOTAL		100	0	0	5,000	6,000	24,000	35,100
CULTURE & VISITOR ECONOMY									
	Sustainability of Major Town Halls - Service Development	B*	157	0	0	0	0	0	157
	Investment in Cliffe House Playground, Conservative Amendment	B	250	0	0	0	0	0	250
	School Catering	B/B*	248	300	340	300	200	300	1,688
	Bereavement	B	54	75	325	53	0	0	507
	CULTURE & VISITOR ECONOMY TOTAL		709	375	665	353	200	300	2,602
	PUBLIC HEALTH & CORPORATE RESOURCES TOTAL		8,495	7,631	5,861	10,419	10,826	28,374	71,606
GENERAL FUND CAPITAL PLAN TOTAL			215,342	269,606	151,037	104,416	112,515	101,564	954,480

HOUSING REVENUE ACCOUNT CAPITAL PLAN	Funding	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31- 2032/33 £'000	Total £'000
Strategic Priorities								
Housing Growth	H / R	1,100	2,400	2,400	2,400	2,400	2,400	13,100
LAHF - Refugee Housing	H / G	436	0	0	0	0	0	436
LAHF 3 - Refugee Housing	H / G	1,582	323	0	0	0	0	1,905
New Build Phase 1 - Ashbrow Extra Care	R	304	0	0	0	0	0	304
Berry Brow Remodelling	H/G	1,153	900	10,626	10,626	10,626	0	33,931
Harold Wilson Court	H	187	59	0	0	0	0	246
Buxton House	H	170	2,000	10,000	8,000	0	0	20,170
IT System (Universal Housing Replacement)	H	743	0	0	0	0	0	743
IT System Property/Assets	H	114	696	0	0	0	0	810
Council House Building	B/R	270	6,816	9,313	14,605	8,544	278	39,826
Strategic Priorities Total		6,059	13,194	32,339	35,631	21,570	2,678	111,471
Baseline								
Housing Capital Plan	H/B	20,490	20,196	21,583	24,524	26,927	29,403	143,123
Estate Improvements (Neighbourhood Investment)	H/B	1,400	1,100	1,100	1,100	1,100	1,100	6,900
Building Safety	H/B	2,708	2,996	3,270	3,197	3,291	4,140	19,602
Six Storey Blocks	H/B	2,355	18,599	13,702	10,267	19,093	9,139	73,155
Low Rise Blocks	H/B	240	2,306	1,594	1,593	2,310	168	8,211
Retirement Living Schemes	H/B	200	9,036	6,355	5,760	5,764	5,765	32,880
Fuel poverty	H/G/B	1,363	1,708	1,000	1,800	1,800	1,800	9,471
Adaptations	H	4,400	4,650	4,400	3,700	3,700	3,700	24,550
Baseline Total		33,156	60,591	53,004	51,941	63,985	55,215	317,892
HRA CAPITAL PLAN TOTAL		39,215	73,785	85,343	87,572	85,555	57,893	429,363

FUNDING KEY:

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

REPORT TITLE: HOUSING REVENUE ACCOUNT (HRA) RENT, SERVICE CHARGE INFLATION UPLIFT REPORT AND THE HRA BUDGET FOR 2026-27

Meeting	Cabinet
Date	2 nd December 2025
Cabinet Member	Cllr Moses Crook Deputy Leader and Transport and Housing
Key Decision	Yes
Eligible for Call In	Yes
<p>Purpose of Report</p> <p>This report provides the financial context and basis for the annual rent and service charges inflationary uplift as well as for the HRA budget which provides for the revised 5-year Capital Plan, which will be considered by Cabinet on 2nd December 2025, and by Council in February 2026 for approval.</p> <p>This report is for a decision for the annual rent and service charge inflationary uplift for 2026-2027, which will form part of the HRA budget proposals.</p>	
<p>Recommendations</p> <p>Cabinet is being asked to agree the following:</p> <ul style="list-style-type: none"> To approve rent uplifts by an average of £4.19 per week (CPI, 3.8% +1%) and service charges payable between 0.01p and £0.87 per week (4.8%) from 1st April 2026, after taking into consideration the affordability to tenants. The increases are summarised in Appendix 1. To approve the increase the rent by a further £1 or £2 per week in line with the government announcement to move towards rent convergence. To approve the increase the service charge for communal grounds maintenance services capped at £1.00 per week each year until full cost recovery is achieved. To approve the increase the charges for Extra Care Services – Intensive Housing Management to be uplifted by between £1.47 and £3.74 (4.8%) and Extra Care Services – Night Care Service to be uplifted by £1.13 per week (4.8%). To note the national and local financial challenges outlined as part of the HRA budget proposals for 2026-27. To delegate authority to and the Executive Director of Place in consultation with the Portfolio Holder for Transport and Housing to approve any changes to the rate for sheltered heating and district heating. That the draft HRA Revenue Budget for 2026/27 is recommended to Council in February 2026 for approval; Appendix 2 That the revised proposed five-year Capital Plan Budget is recommended to Council for approval; Appendix 6. (Funding summary Appendix 4) 	

Reasons for Recommendations

- To maximise rent and service charge income which complies with the requirements of the Local Government and Housing Act 1989 to have a balanced HRA and the Welfare Reform and Work Act 2016 and the rent standard.
- To ensure resources are available to invest into tenants' homes to make sure they are safe and that they meet the decent home standard. A breakdown of the capital plan is summarised at Appendix 5.
- To ensure the appropriate mechanisms are in place to support vulnerable tenants.
- To propose a balanced HRA revenue and capital budget for 2026-27.
- To hold reserves at a level which is set at £500 per property at c£10.8m.

Resource Implications

The proposed budget provides for additional staffing costs of £383k to support the delivery of the Capital programme.

Date signed off by Executive Director & name

David Shepherd – Executive Director of Place
5 November 2025

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

Kevin Mulvaney – Service Director of Finance
21 November 2025

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

Samantha Lawton - Service Director of Legal, Governance and Commissioning (Monitoring Officer)
21 November 2025

Electoral wards affected: All

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered? Yes

1. Executive Summary

1.1 The Council is required to maintain a self-financing Housing Revenue Account (HRA), which is a ring-fenced account separate to the General Fund and is a record of all revenue expenditure and income relating to the authority's own housing stock. It is the responsibility of all Councils with an HRA to set a balanced budget and make provision for adequate resources to invest in council properties. This ensures tenants safety and that they are living in properties that meet a decent home standard including energy efficiency which will support tenants with the cost of living. This report sets the provisional budget for 2026-27 for the HRA, details of which are included in the following pages and appendices.

1.2 The Council regularly reviews and updates the HRA business plan with the aim to produce a self-financed and balanced budget position over the 30-year plan that delivers the key objectives.

- 1.3 The main source of income for the HRA is from rents and service charges, income from leaseholder service charges and charges paid by tenants for specific services. The income is used to support the management and maintenance of the Council's circa 21,500 housing stock, is reviewed annually, and is increased as required within the guidelines agreed by Government. This report sets out the approach to the annual rent and service charge inflationary uplift for council tenants for the 2026/27 financial year. The annual proposed uplift to social housing rents and service charges is based on the government formula of CPI + 1% (Consumer Price Index). This was agreed for a ten-year period from April 2026 to March 2036 where the CPI rate is taken from September each year. This complies with the requirements of the Rent Standard set by the Regulator of Social Housing.
- 1.4 This year the rate of inflation at the end of September 2025 was 3.8% which means a proposed uplift of 4.8%. In addition to this proposed increase the Government is currently consulting on a regime of rent convergence, which means charging a formula rent for all properties, where the formula is calculated based on the property valuation, number of bedrooms, location and local earnings levels. Where rents are currently charged below the formula rent, government are expected to announce a plan of how Registered Providers can move towards rent convergence. This may mean a further increase of £1 or £2 per week for tenants whose rents are not in line with the formula rent calculations set out in the Rent Standard. The Council is also proposing a 4.8% uplift for the extra care - Intensive Housing Management service and night-time security service charges where the costs are linked directly to staffing and the increase for the National Living Wage.
- 1.5 We have aimed to sensitively increase costs recognising financial challenges for our tenants. To support this agenda the proposed budget has allocated funds to provide additional support to tenants. This will aim to provide support to the financial challenges that the rent/service charge increase brings along with the impact of rent convergence. The support will be for a transitional period offered as part of a package of wider support.
- 1.6 The proposed rent and service charge increase, and convergence uplift are required to enable investment in our tenants' homes. Within the financial plan is a proposed five-year Capital Programme outlining investment in our homes including new roofs, doors, environmental works, kitchens, bathrooms, and heating systems benefitting the fabric of our properties and improving the quality of tenants' homes.
- 1.7 A review of service charges has been carried out because the Council needs to ensure that it recovers income to cover the cost of providing services to tenants and leaseholders in an equitable manner.
- 1.8 The Regulator of Social Housing benchmarking data for 2024-25 shows that Kirklees continues to charge one of the lowest average rents. The Yorkshire and Humberside region reports the second lowest average social rent across the country, with only the Northeast charging a lower average social rent. The average weekly social rent for Kirklees being proposed for 2026-27 is £91.57. (*Local Provider Social Housing in England – Stock and Rents 2024-25*)

Comparative rent data	Local Authority Net	Private Registered Providers Net	Average Net
	rent	rent	rent
	£	£	£
Kirklees	£85.87	£104.49	£88.62
Yorkshire and the Humber	£90.88	£101.73	£95.36
England	£107.88	£118.15	£113.69

- 1.9 Where new council housing is being developed for rent, there will be consideration, subject to a business case to charge social rent or an affordable rent, which is 80% of the market rental charge. The affordable rent would be less than the agreed local housing allowance and supports the published rent standard. When a property is relet, the tenant will automatically be charged the formula rent for that property, plus any relevant service charge unless the property is subject to an affordable rent, in which case the agreed affordable rent will be charged.
- 1.10 The Proposed HRA revenue budget is £115m, where 28% is budgeted to be spent on repairs and maintenance, 24% to be spent on management costs, 5% to be spent on community facility costs which is recoverable through a service charge, 10% to be spent on extra care schemes which is recoverable through grant, rents and service charges, 23% to contribute to the cost of capital and major works, 7% for financing costs and 3% for other provisions and taxes.

Capital Plan

- 1.11 As part of our budget setting work a review of the five-year capital plan has taken place. This ensures that our plan is affordable and, after several years underspending on capital budgets, that it can be delivered by teams in Homes and Neighbourhoods, working closely with Property Services, and our wider sub-contracting supply chains.
- 1.12 During the last 12 months the service has benefitted from a range of resources brought in to develop our programme and capacity to deliver. We have recently appointed a new Head of Asset Management and Building Safety (employment with the Council commences in January 2026) and prior to the new financial year will have recruited a new management team and reduced significantly the officer level vacancy rate to support the delivery. These actions are being taken to ensure that over the life of the five-year capital plan we have the resources required to deliver and reduce capital expenditure slippage.

- 1.13 Our priorities over the next 5 years are to:

- Ensure compliance with our regulatory responsibilities (Consumer Standard - Quality & Safety Standard)
- To reduce the maintenance backlog and elemental component failures
- To deliver our fire and building safety programme over a five-year programme.
- Improve homes to ensure they are compliant with the Decent Homes Standard.
- Continue to reduce the number of homes that are affected by DMC.
- Completing fire and building safety investment to ensure our homes remain safe.
- Achieve EPC C across our stock by 2030 (6,800 approx. homes)
- Deliver our neighbourhood and communal investment priorities.
- Develop plans to increase the supply of new Council homes through new build, acquisition & conversions
- Complete delayed regeneration projects and deliver strategic priorities
- Maximising external funding opportunities to deliver our agreed priorities with tenants and, the HRA Business Plan ambitions

- 1.14 The capital plan has been updated from the Council Housing Asset Strategy, which was approved by Cabinet on 12 March 2024, ensuring our existing Council homes are safe, warm, well maintained and, our capital investment is reducing long-term repairs and maintenance costs. It will also reduce current maintenance backlog and, will deliver on updated regulatory responsibilities, tenant priorities, and tenants' satisfaction with the quality of their homes.

- 1.15 In March 2024 we estimated that a capital plan budget of £170million would be required to improve our stock of council homes including a backlog maintenance of £70m. However,

that plan had not fully considered the extent of future building cost inflation and did not include other strategic Council's priorities including additional investment required to reduce the levels of non-decency; compliance with Regulator for Social Housing Consumer Standards including new requirements held within Awaab's Law; fire & building safety legislation; or growth ambitions.

- 1.16 This plan rectifies the above points by bringing together all required investment and strategic priorities into one capital plan with relevant building cost inflation (BCIS formula) applied. This ensures affordability and robustness across a balanced thirty-year asset management programme.
- 1.17 With the successful completion of the full fire risk assessment (FRA) programme on all properties requiring an FRA we have been able to complete a review of the fire & building safety programme. The result is a proposed detailed 5-year investment programme (reduced from 7 years) that will ensure all our homes meet the required legislation. It means that work is carried out at the earliest opportunity to address required actions and recommendations made to the Council regarding fire safety.
- 1.18 The proposed 5-year Capital Plan including inflation is as follows:

HRA 5-Year Capital Plan	£
Improving the quality of Council Homes	264m
Strategic Priorities: Completing Regeneration Projects, Acquisitions & New Council Homes etc	105m
Adaptations	21m
Total Cost (5-Years)	390m

- 1.19 The financial detail of the capital plan is provided at Appendix 5. There is a high degree of confidence in the total value of the programme over the five-year period, but at this stage of reporting there could still be variation in the spend profile within years, and particularly in Year one as the programme mobilises. The work required to confirm the final profile will be completed in December and early January with a final year one investment spend confirmed for the final decision in February 2026. The work required to confirm includes programme risk assessment and potentially soft market testing, will be concluded ahead of final approval of the budget.
- 1.20 The capital plan includes our ambition to increase the supply of new homes on HRA land. This will be achieved through a robust review of land that will be suitable for new Council homes; demolition and rebuild projects; acquisition of new homes via section 106 and on open market; continuation of our LA Housing Fund (LAHF); And working in partnership with other Registered Providers via the West Yorkshire Housing Partnership and WYCA to secure funding and deliver homes under the Homes England Social and Affordable Housing Programme 2026-2031 and any other available external funding to help us deliver our ambitions.
- 1.21 A priority for the HRA Business Plan is the long-term viability of this plan, to replace homes lost from RTB; to increase the supply of new Council housing to meet ever growing demand for social housing to reduce the number of households in temporary accommodation. The outcome of this work will be the subject of a separate Cabinet report during 2026/27 and is likely to refresh the assumptions included in the five-year Capital Plan.

2. Information required to take a decision

- 2.1 The Council is required to deliver a balanced thirty-year business plan. The HRA (Housing Revenue Account) business plan has been modelled based on an inflationary uplift of 4.8%

with the additional £1 or £2 per week to achieve rent convergence and this is required to be able to fund all its commitments in the capital plan and support a minimum reserve balance of £500 per unit, (2025-26 - £10.8m). A minimum reserve of £500 per unit is considered prudent and provides for unexpected costs or economic shocks.

- 2.2 An inflationary provision of 3.5% for staffing costs has been provided for, until the pay award for 2026-27 has been finalised.
- 2.3 Homes and Neighbourhoods have implemented a new housing management system (CX) which includes an integrated customer contact and relationship module. This will support the ongoing transformation work, which includes end to end process reviews, a focus on compliance, statutory, legislative, regulatory and a culture review. This will be supported by better insight and data provided by more efficient systems and processes.
- 2.4 Service revenue management budgets have increased by £653k, which includes £383k for additional staff costs for the Assets and Development team to provide additional capacity and the right skills to deliver the capital plan programmes. An additional £200k has been included to support transitional arrangements for tenants in receipt of partial or no housing benefit assuming rent convergence will be applied. A further £70k has been set aside to assist with preparations for an expected inspection by the Regulator of Social Housing.
- 2.5 The proposed budget for repairs and maintenance is £32.7m, which is a net increase of £1.4m. Resources will be set aside to carry out stock condition surveys; additional funding for meeting the cost of an increase in responsive repair call volumes; increasing funding to ensure we are compliant with new Legislation including fire and building safety work, implementation of Awaab's Law; reducing backlog maintenance. An inflationary increase of at least 3.5% has been allocated to repairs related works and an increase of 4.5% will be applied to works related budgets, where additional demand pressures have been identified or to address any outstanding works.
- 2.6 The grounds maintenance service is provided to tenants and leaseholders in Kirklees and currently costs £1.7m. A service charge has been introduced which will be a maximum increase each year of £1 per week, per year until full cost recovery is achieved. Charges have been divided equally between tenants and leaseholders based on each property they live in, on an estate-by-estate basis. Service standards will be issued, and regular monitoring will take place.
- 2.7 For district heating schemes, meters will be reviewed at least annually and adjusted by the appropriate cost per kwh to match current prices. It is requested that the decision to approve any changes to charges is delegated to the Executive Director of Place in consultation with the Portfolio Holder for Transport and Housing.
- 2.8 Similarly for sheltered heating schemes, it is requested that the decision to approve any additional charges is delegated to Executive Director of Place in consultation with the Portfolio Holder for Transport and Housing.
- 2.9 The amended UK Decent Homes Standard was introduced in 2006. Compliance with this standard does not stand still and properties each year will be made 'decent' whilst others will fall 'out of decency' because some of the key elements of a home may have reached the end of their lifecycle (e.g. roof & chimneys, windows, heating, kitchens & bathrooms etc). At the end of 2024/25 had 21.19% (5,224 Council homes); 21.7% including other social units (PFI units and others) that did not meet the Government Decent Home Standard (DHS). This measure is calculated on a quarterly basis. We are already seeing improvements against non-decency this year because of work that is being undertaken and further stock condition validation. In October 2025, non-decency stood at 13.9%

- 2.10 Over the next five years £390 million will be required to be invested in our homes based on current information. This is updated annually and, will be further informed by more up to date stock condition surveys that will be undertaken over the next three years for all existing homes. All homes that do not meet the Decent Homes Standard are now included in the capital plan. This will include our commitment to taking a fabric first approach, retrofit measures targeted at homes where there are recurrent or ongoing damp, mould, and condensation or cold home issues.
- 2.11 Until such time as more current stock condition information is available and data has been integrated to support capital planning, surveys will take place for each year's capital programme to ensure that homes included in the capital plan will continue to prioritise work on a 'worst first approach' , whilst also taking a geographical approach to planning investment so that those homes that are in urgent need of investment are prioritised. Annual programmes and budgets will be developed in a way that enables flexibility in year to deal with unforeseen issues through the dynamic planned maintenance initiative and will be kept under regular review.
- 2.12 There is a requirement to propose a rent and service charge uplift of 4.8% for the financial year 2026-27. The report aims to provide context in terms of the key challenges for the Housing Revenue Account even with the proposed 4.8% rent uplift. The appendix to the report sets out the full schedule of proposed weekly dwelling rent, service and other charge inflationary uplifts to Council tenants for 2026/27, noting that these will be calculated on a basis that matches the billing period to the number of weeks in the year (i.e., 52 weeks for 2026/27) Appendix 1.
- 2.13 The proposed inflationary uplift will mean an average uplift across all tenancies of £4.19. The following table summarises the proposed average rent to be charged and increase for each bedroom size:

Average weekly rent increases	2025-26	2026-27	Increase	Increase
	£	£	£	%
All	87.38	91.57	4.19	4.80
Average 1 bedroom	77.39	81.10	3.71	4.80
Average 2 bedroom	91.72	96.12	4.40	4.80
Average 3 bedroom	103.09	108.04	4.95	4.80
Average 4+ bedroom	110.18	115.47	5.29	4.80

- 2.14 Following the Government consultation carried out earlier this year in relation to rent convergence, there is an additional £1 or £2 per week per property increase being proposed where the formula rent is not currently being charged.
- 2.15 There are 73% of council tenants that are currently in receipt of some benefit either Universal Credit or Housing Benefit and so the Council needs to ensure that they consider the impact of the proposed uplift for the 27% of tenants who are not in receipt of any benefits and those on partial benefits. The Council have a dedicated Income Management and Money Advice Team who will work with these tenants to support them with completing claims for benefits and signposting them to other agencies. Tenants can also access Kirklees corporate support. [Local Welfare Provision | Kirklees Council](#)
- 2.16 Where new council housing is being developed for rent, there will be the consideration, subject to a business case to charge a social rent/formula rent or an affordable rent. An affordable rent may be charged, which is 80% of the market rental charge and is inclusive of service charges. This is supported by the rent standard published by the Regulator of Social Housing.

- 2.17 There are 51% of tenants that are currently reported as having some arrears of which 72% are in receipt of Universal Credit and so it cannot be guaranteed that payments will be made because the benefit goes direct to the tenant, although claims to have the benefits paid direct to Kirklees can be made if the tenant is reported to have more than eight weeks arrears. There are 42% of tenants who pay by direct debit and 58% who pay by alternative methods of payment. Tenants are encouraged to sign up for direct debit arrangements.
- 2.18 All services are looking to achieve efficiencies to address the cost-of-living inflationary increases and in total savings of £1.1m for 2026-27 have been proposed. These savings have been built into the proposed budget to ensure there is budgetary control and accountability. Savings include a reduction of 128 void properties over the year, reducing rent lost by £291k; recovery of service charge income of £386k for grounds maintenance; £14k for cleaning; heating charges of £25k; and £172k efficiency proposed from better ways of working.
- 2.19 The Intensive Housing Management service charge provides a manager presence in the extra care schemes and the provision of a housing related support service to tenants to help them maintain their tenancies. Of the total cost of this service tenants pay for 80% and the charge is eligible for housing benefit. An uplift of 4.8% is proposed as the costs are linked directly to staffing and the increase for the National Living Wage.
- 2.20 There are two service charges which are commissioned by the Council's Adult Social Care. The Night-time Security service charge provides a staff presence in the extra care schemes overnight and to respond to emergency calls made by tenants during the night. The charge that tenants pay for this service amounts to 50% of the total cost and the service charge is eligible for housing benefit. The total cost of this service will increase annually due to an uplift to the National Living Wage. An uplift of 4.8% is proposed as the costs are linked directly to staffing and the increase for the National Living Wage.
- 2.21 The Council assumes a number of properties will be sold through the RTB Scheme, which on average is around two hundred properties per annum. The number of sales has reduced over the last two years but due to the budget announcement to amend the discount levels with effect from 21st November 2024, there has been additional applications and so there is an assumption that there will be 180 sales in 2026-27.

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

3.1 Working with People by providing direct support to tenants.

- 3.1.1 The rollout of Universal Credit (UC) started in June 2015 and is now accelerating due to DWP Managed Migration with 55% of tenants currently in receipt of UC, 18% partial or full Housing Benefit (HB) and 27% in receipt of no benefits and so there are dedicated staff to support tenants transitioning from Housing Benefit to Universal Credit. As of 29th September 2025, there were 5438 tenants who were not in receipt of any benefits of which 3306 (61%) of those tenants who are already on an arrangement to pay by Direct Debit. The Money Advice team will support these tenants to assess whether they will be eligible for any benefits, will support them to claim any entitlements and to put in place an arrangement to pay by Direct Debit. Contact details for support and additional information will be sent out to all tenants with the statutory increase notice.
- 3.1.2 Tenants will have access to a Discretionary Housing Payment (DHP) which is still available to fund short term gaps in customer benefit entitlement etc. All assessments are made on specific need.

3.2 Working with Partners

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

3.3 Place Based Working

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

3.3.2 There have been several issues regarding the delivery of the capital programme in recent years which have been addressed. This includes lack of oversight, significant vacancies within the services, changing priorities for investment and lack of effective planning. These issues have been addressed through the introduction of the Homes & Neighbourhoods Capital and Revenue Investment Board (HCRIB), reporting into H&N Senior Management Team and appropriate Council Governance meetings with a close alignment with the Council's Capital Board; by reviewing the five-year Capital Plan alongside the resources required to deliver this programme; robust delivery performance management of the programme and, the re-structure of the service. This has also included changes within Property Services.

3.4. Climate Change and Air Quality

3.4.1 Kirklees Council are investing in new heat sources for a number of their council properties to make them more efficient. They have been successful in accessing grants to support the review of existing networks and to support the cost of new heat networks. They also have the use of a number of electric vehicles which will support the climate and clean air agenda.

3.4.2 The planned programme includes the work required to bring around 6,800 Council homes up to EPC C by 2030. Programmes designed to improve energy efficiency and environmental impact (decarbonisation and fabric first retrofit) will be reviewed as part of the ongoing stock condition surveys and Health and Housing Safety Rating System (HHSRS) to inform future investment planning. West Yorkshire Combined Authority have awarded Kirklees £2.6 million to support our Capital Plan.

3.5 Improving outcomes for children

3.5.1 The current baseline capital plan is forecast to invest £390m over the next five years, which includes resources set aside for component replacements, estate improvements, compliance, fuel poverty, and adaptations. Investing in council properties will improve living conditions by providing a warm and safe home for tenants to live in, which will improve

outcomes for children. The capital plan has been reviewed and updated during 2025-26 which will provide additional investment into existing homes.

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

3.6 Financial Implications

- 3.6.1 The Council will propose a balanced budget for 2026-27 and maintain a balanced 30-year HRA business plan, which will be supported by funding from reserves and additional borrowing.

- 3.6.2 A number of key policy announcements have been made following the enactment of the Welfare Reform and Work Act 2016 and the Housing and Planning Act 2016. The implications of the new legislation have been included within the 30-year financial modelling for the HRA. The budget proposals for 2026-27 result from a review of the HRA with the key objective to deliver a balanced 30-year HRA business plan.

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

- 3.6.4 The proposed 30-year capital plan to support delivery of the Asset Management Strategy requires £390 million investment in Council housing over the next 5 years. This will be financed through the Major Repairs Reserve (MRR), Grants, and revenue contributions to capital outlay (RCCO) from the HRA with any additional amounts being financed through new borrowing. This balance assumes the most critical priority is to improve the quality of existing Council homes for tenants alongside maximising opportunity and funding to increase year on year acquisitions and new provision to support this plan to ensure long-term viability of the HRA BP. The proposed budget provides for corporate resource to support the delivery of this plan. The HRA Business Plan is reviewed annually, and as stock condition survey information is updated this will feed into the annual review process to ensure the capital plan is adjusted to reflect current investment needs.

3.7 Legal Implications and governance

- 3.7.1 The approval of the above recommendations will ensure that a balanced HRA is achieved, which means the Council is compliant with section 76 of the Local Government and Housing Act 1989. The HRA is a ring-fenced account and cannot be subsidised by the General Fund. Section 24 of the Housing Act 1985 allows the Council as a registered provider the discretion to set its own rents, but the charges must be reasonable and are subject to legislative rent caps imposed by the government. The Local Government and Housing Act 1989 also covers the recovery of service charges, and the rent standard applies to both rents and service charges. Changes to rent and service charges are excluded under section 105 (2) of the Housing Act 1985 from the statutory duty to consult with tenants on matters of "housing management" under section 105 of the Housing Act 1985.

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

a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.

b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

c) Foster good relations between people who share a relevant protected characteristic and those who do not.

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

3.7.4 Improved Governance has been introduced for capital programme delivery in 2025/26, this has involved the establishment of a Homes & Neighbourhood Capital and Revenue Investment Board (HCRIB), focus on robust financial management and monitoring the delivery of the capital plan against approved budgets, robust investment planning, enhanced project and contract management and delivery. This brings together representation and expertise from across the Council to ensure this plan is delivered. With an increased focus on performance management and KPI reporting. All HRA Capital being managed by a single Homes & Neighbourhoods Capital Board reporting into H&N SMT and, alignment with the Corporate Capital Board.

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

3.8.1 In planning of the five-year Capital Plan this provides the opportunity to review the approach to procurement to avoid unnecessary tenant disruption and, the move to appoint through a procurement compliant process the opportunities to move away from smaller, single elemental replacement programmes to a smaller number of strategic contractors or framework partners carrying out greater volumes of work delivering a range of improvements, coordinating work programmes to reduce tenant disruption, improving operational efficiency and allow for more robust contract management, whilst managing any relevant risks of such an approach.

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

4. Consultation

4.1.1 Consultation was undertaken with tenants and leaseholders to introduce a service charge for the provision of communal Grounds Maintenance (GM) services capped at £1.00 per week from 2025/26.

4.1.2 Resident involvement is essential and, to ensure the quality of improvements to homes supports our tenants' priorities and, we have their support to improving their homes. The five-year capital plan will be used to introduce a range of ways to communicate with tenants about planned improvements. A new Tenant & Leasehold Communications Plan key that will improve engagement with our tenants and leaseholders. This will provide

improvements to the website providing more information that is easily accessible and, routine update testing out new channels of communications and information available in our communities. This will be developed over the next few months to coincide with the approval of the five-year Capital Plan by the Council.

4.1.3 The overall programme quantum over a five-year period will not change, but Cabinet should be advised that the profile of the programme may adjust particularly in the early years as officers work through the programme risk profile associated with procurement and delivery. This will be confirmed in advance of the final budget report in February 2026. Careful planning of the programme is taking place to minimise disruption but to also reduce the need for decanting tenants. Additional support will also be available to provide support to tenants in planning the work programme, during the works and minimising disruption. Additional support is in place for any household with vulnerabilities.

4.1.4 Capital Project Delivery teams will include Quality Liaison Officers whose role is to understand the individual needs of tenant & residents and households who will work closely with Housing Management officers so that plans can be developed together in a way that will minimise disruption and supports residents. These officers will manage day to day communications throughout the delivery of work in homes to ensure it is tailored to their needs and support for any vulnerable household as part of the planning of any work to homes.

5. Engagement and communication

5.1.1 The five-year, £390m plan is a significant programme and has been carefully planned to provide the opportunity to maximise social value benefits (through capital contracting) beyond supporting voluntary initiatives. A priority for the borough and in line with Kirklees strategic priorities is the opportunity to maximise apprenticeship and trainee opportunities with contractors and the supply chain. This could be targeted at areas of worklessness, working closely with local schools, colleagues and children's parenting board whilst targeting workplace opportunities for those furthest away from the labour market.

5.1.2 There is a requirement to give tenants 28 days' notice of any uplift in rents or service charges.

6 Options

6.1 Options considered

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

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

6.2 Reasons for recommended option

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

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

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

7 Next steps and timelines

- 7.1 In order to comply with the requirements of the Local Government and Housing Act 1989 to have a balanced HRA and the Welfare Reform and Work Act 2016 and the rent standard which requires registered providers to comply with specified rules about their levels of rent set under section 194(2A) of the Housing and Regeneration Act 2008; to implement the uplift of 4.8% (CPI + 1%) plus £1 or £2 per week (pending the government announcement to move to rent convergence) subject to Cabinet approval,
- 7.2 Council Officers will prepare for the implementation of rents and service charge changes from 1st April 2026 as set out in Appendix 1 and the issuing of prior notification letters to individual tenants in accordance with the statutory 4 week notice period.

8 Contact officer

Jacqui Fieldhouse, Head of Finance – Homes & Neighbourhoods
Email: jacqui.fieldhouse@kirklees.com Tel: 01484 221000 ext 79267
Janet Sharpe, Interim Director – Homes and Neighbourhoods Asset Team.
Email: janet.sharpe@kirklees.gov.uk Tel: 01484 221000 ext 79267

9 Background Papers and History of Decisions

- 9.1 Rent setting report to Cabinet – 10th December 2024 and Approved budget for 2025-26.

10 Appendices

- 10.1 Appendix 1 – Schedule of weekly rent and service charges for 2026-27.
- 10.2 Appendix 2 – Revenue Medium Term Financial Plan - April 2026 to March 2031.
- 10.3 Appendix 3 – HRA Reserves – March 2027.

11 Service Director responsible

Phil Jones for Homes & Neighbourhoods
Tel: 01484 221000 ext 75312
Email: philip.jones@kirklees.gov.uk

Schedule of Weekly Rent and Service Charges for 2026/27

	Schedule as at 7 April 2025 £		Schedule as at 6 April 2026 £		Increase %
RENTS					
Average Dwelling Rent	87.38		91.57		4.8
Split:					
Average 1 Bedroom Rent	77.39		81.10		4.8
Average 2 Bedroom Rent	91.72		96.12		4.8
Average 3 Bedroom Rent	103.09		108.04		4.8
Average 4 and Over Bedroom Rent	110.18		115.47		4.8
Garage Rents (Excl VAT)	6.57		6.89		4.8
51					
Housing Benefitable Service Charges					
Concierge	2.77 to 18.12		2.90 to 18.99		4.8
Door Entry Systems	0.49		0.51		4.8
Communal Cleaning	1.13 to 8.70		1.18 to 9.12		4.8
Communal Cleaning (contract extension)	2.51		2.63		4.8
Window Cleaning	0.25 to 2.89		0.26 to 3.03		4.8
Sheltered Housing:					
Scheme Management	15.95		16.72		4.8
Independent Living Officer	5.88		6.16		4.8
Furnishings	20.55, 21.90		21.54, 22.95		4.8
PFI Service Charges					
Communal Cleaning	12.32 to 16.77		12.91 to 17.57		4.8
Communal Utilities	2.53 to 13.42		2.65 to 14.06		4.8
External Lighting (General Needs Only)	1.98 to 2.93		2.08 to 3.07		4.8
Grounds Maintenance	3.32 to 8.62		3.48 to 9.03		4.8
Intensive Housing Management (Extra Care Only)	30.57 to 77.97		32.04 to 81.71		4.8
Management and Admin	1.49 to 1.50		1.56 to 1.57		4.8
Night Time Security (Extra Care Only)	23.63		24.76		4.8
Property Management (Extra Care Only)	25.10		26.30		4.8
R&M Com fac&ut cost	5.89 to 13.46		6.17 to 14.11		4.8
Other Charges					
Parking Spaces	5.65		5.92		4.8
Other Utilities charges	16.70, 23.32		17.50, 24.44		4.8
Older People Support	6.95, 24.05		6.95, 25.20		4.8
Council Tax	5.72, 8.98		5.99, 9.41		4.8 TBC
Gardening	3.77		3.95		4.8
Sheltered heating :					
Bedsit	11.86		12.43		4.8
1 bed	13.59		14.24		4.8
2 bed	15.24		15.97		4.8
3 bed	16.74		17.54		4.8

Appendix 2

Service Activity	25-26	CHANGES	26-27	CHANGES	27-28	CHANGES	28-29	CHANGES	29-30	CHANGES	30-31
	BUDGET AMENDED		BUDGET PROPOSAL		BUDGET PROPOSAL		BUDGET PROPOSAL		BUDGET PROPOSAL		BUDGET PROPOSAL
	£m	£000	£m	£m	£m	£m	£m	£m	£m	£m	£m
Repairs & Maintenance	31,309	1,409	32,718	982	33,700	69	33,769	1,013	34,782	1,043	35,825
Housing Management											
Policy & Management	14,201	532	14,733	442	15,175	455	15,630	469	16,099	483	16,582
Other Council Services	8,282	290	8,572	300	8,872	311	9,183	321	9,504	333	9,837
Homes & Neighbourhoods Man't Costs	18,213	653	18,866	(200)	18,666	-	18,666	-	18,666	-	18,666
Property Services	(190)	18	(172)	-	(172)	-	(172)	-	(172)	-	(172)
Special Services (Communal facilities)	3,669	128	3,797	114	3,911	118	4,029	120	4,149	125	4,274
sub-total	44,175	1,621	45,796	656	46,452	884	47,336	910	48,246	941	49,187
Other Expenditure											
Depreciation charge on HRA Assets	23,989	1,948	25,937	778	26,715	801	27,516	825	28,341	850	29,191
Interest payable on capital debt	7,507	616	8,123	1,125	9,248	1,125	10,373	1,125	11,498	1,125	12,623
Bad debt provision	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000
Revenue Contribution to Capital (RCCO)	-	-	-	150	150	1,250	1,400	250	1,650	-	1,650
Rents, Rates , Taxes & other charges	829	-	829	-	829	-	829	-	829	-	829
Inflation Provision	727	305	1,032	228	1,260	93	1,353	120	1,473	273	1,746
Sub total	34,052	2,869	36,921	2,281	39,202	3,269	42,471	2,320	44,791	2,248	47,039
Total Expenditure	109,536	5,899	115,435	3,919	119,354	4,222	123,576	4,243	127,819	4,232	132,051
Dwelling Rent income	(95,453)	(5,744)	(101,197)	(3,771)	(104,968)	(4,070)	(109,038)	(4,088)	(113,126)	(4,070)	(117,196)
Non-Dwelling Rent Income	(284)	(7)	(291)	(8)	(299)	(7)	(306)	(7)	(313)	(8)	(321)
Tenant & Leaseholder charges for services & facilities	(5,152)	(583)	(5,735)	(140)	(5,875)	(145)	(6,020)	(148)	(6,168)	(154)	(6,322)
HRA Interest income on cashflow	(735)	435	(300)	-	(300)	-	(300)	-	(300)	-	(300)
Excellent Homes for Life (PFI)	(7,912)	-	(7,912)	-	(7,912)	-	(7,912)	-	(7,912)	-	(7,912)
Government Grant	(7,912)	-	(7,912)	-	(7,912)	-	(7,912)	-	(7,912)	-	(7,912)
Total Income	(109,536)	(5,899)	(115,435)	(3,919)	(119,354)	(4,222)	(123,576)	(4,243)	(127,819)	(4,232)	(132,051)
Net Operating Expenditure	-		-	-	-	-	-	-	-	-	-

Appendix 3

HRA RESERVES	Balance at 31 March 2026	Contribution to reserves	Contribution from reserves	Balance at 31 March 2027
	£'000	£'000	£'000	£'000
Set aside for business risks	(10,800)	-	-	(10,800)
Repairs reserve	(1,000)	-	-	(1,000)
Set aside to meet investment needs	(7,510)	-	7,510	0
Total	(19,310)	-	7,510	(11,800)

Appendix 4

CAPITAL PLAN	2026/27	2027/28	£ 2028/29	£	2029/30	2030/31	Total
	£		£		£	£	£
FUNDING SUMMARY							
Borrowing	24,247,161	47,464,460	43,027,703		45,764,409	25,796,612	186,300,345
Grants	5,576,867	4,697,300	2,982,391		2,661,200	2,226,000	18,143,758
Capital Receipts	4,514,000	6,466,357	16,045,094		10,787,821	2,677,700	40,490,972
HRA RCCO	7,510,000	0	0		0	0	7,510,000
HRA MRR	25,937,000	26,715,110	27,516,563		28,342,060	29,192,322	137,703,055
Overall Total	67,785,028	85,343,227	89,571,751		87,555,490	59,892,634	390,148,130

Appendix 5

Reference Number	Service Area	Proposal Title	Proposal Description	2026/27	2027/28	2028/29	Staffing Implication?
HN2601	Property	Reduce absence across the service to 9.6%	Proposing to reduce absence across the service to 9.6% equivalent to 1.5 days per FTE, this will be cashable through reduction in agency staff costs.	-72	-32	-30	N
HN2602	Property	Efficiency target to increase turnover without additional overhead cost	Additional capital delivery required as part of acceleration of the 5-year capital programme, efficiency target to increase turnover without additional overhead cost and limited increase in trade resource, through a more planned and efficient programme.	-100	-100	-100	N
HN2603	Property	Void Rent Loss	This is based on a reduction of 65 units of the overall void stock within the financial year 26/27, current actions within the new empty homes action plan reduce the stock figure void within the financial year 25/26, this is in addition.	-36	-	-	N

Appendix 6

Capital Programme	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	5 Year Spend proposed
	Required Budget					
Total Overall Cost all budget areas	£67,785,028	£85,343,227	£89,571,751	£87,555,490	£59,892,634	£390,148,130
Capital Plan Total Costs	£20,495,547	£21,882,213	£24,824,064	£27,226,747	£29,702,952	£124,131,523
Communications Installation	£35,000	£35,000	£35,000	£35,000	£35,000	£175,000
Electrical Installation	£1,722,900	£2,532,663	£3,988,944	£4,188,391	£4,397,811	£16,830,710
External walls domestic	£1,545,757	£1,624,977	£1,533,307	£1,609,972	£1,690,471	£8,004,485
Heat Source	£3,026,958	£3,078,566	£3,133,958	£3,587,590	£3,766,969	£16,594,041
Kitchen Fittings	£3,868,973	£3,971,223	£4,324,551	£4,493,019	£5,124,130	£21,781,896
Chimney	£48,572	£51,000	£53,550	£56,228	£59,039	£268,390
Roofs	£3,630,894	£4,051,217	£4,504,495	£4,992,972	£5,519,037	£22,698,614
Sanitary appliances (bathrooms)	£1,011,375	£1,299,334	£1,562,913	£2,058,144	£2,380,021	£8,311,786
Space Heating	£1,255,508	£744,975	£782,224	£948,674	£996,107	£4,727,488
Ventilating System	£180,319	£213,001	£248,502	£287,019	£328,768	£1,257,608
Windows	£1,663,035	£1,746,187	£2,062,683	£2,406,464	£2,779,465	£10,657,834
External doors domestic	£556,257	£584,070	£643,937	£613,273	£676,134	£3,073,670
Asbestos Remedial Work	£300,000	£300,000	£300,000	£300,000	£300,000	£1,500,000
Structural works	£400,000	£400,000	£400,000	£400,000	£400,000	£2,000,000
Ad-hoc minor schemes	£150,000	£150,000	£150,000	£150,000	£150,000	£750,000
Void capital costs TBC	£1,100,000	£1,100,000	£1,100,000	£1,100,000	£1,100,000	£5,500,000
Building Safety	£2,696,031	£2,970,029	£2,896,810	£2,990,610	£3,840,152	£15,393,632
Lifts and Conveyors - replacement of units	£800,000	£1,000,000	£500,000	£0	£0	£2,300,000
Lift upgrades - LED lighting, digi switch etc	£44,000	£0	£0	£0	£0	£44,000
Minor Buildings - Bin stores	£60,000	£60,000	£60,000	£60,000	£60,000	£300,000
Protective Installation	£195,027	£283,675	£679,639	£1,241,079	£2,056,645	£4,456,065
Water Installation (tank renewal)	£10,000	£10,000	£10,000	£10,000	£10,000	£50,000

Fire door renewals	£0	£0	£0	£0	£0	£0
Compartmentation and fire lining	£0	£0	£0	£0	£0	£0
External doors and screens communal	£587,004	£616,354	£647,172	£679,531	£713,507	£3,243,568
Damp, Mould & Condensation	£1,000,000	£1,000,000	£1,000,000	£1,000,000	£1,000,000	£5,000,000
Other Asset Capital Programmes	£26,749,284	£23,751,628	£22,520,055	£32,067,697	£19,971,830	£125,060,494
Estate Improvement (Neighbourhood Investment) projections	£1,100,000	£1,100,000	£1,100,000	£1,100,000	£1,100,000	£5,500,000
Six Storey Blocks building safety and refurb projections	£18,599,335	£13,702,386	£10,266,888	£19,093,002	£9,138,760	£70,800,371
Low Rise Blocks building safety and refurb projections	£2,306,341	£1,594,181	£1,593,012	£2,310,196	£168,445	£7,972,175
Retirement Living Schemes building safety and refurb projections	£3,035,858	£6,355,061	£7,760,155	£7,764,499	£7,764,625	£32,680,198
Decarbonisation and fabric first retrofit requirements	£1,707,750	£1,000,000	£1,800,000	£1,800,000	£1,800,000	£8,107,750
STRATEGIC PRIORITIES	£17,844,166	£36,739,357	£39,330,822	£25,270,436	£6,377,700	£125,562,481
Acquisitions	£2,722,970	£2,400,000	£2,400,000	£2,400,000	£2,400,000	£12,322,970
Council Housing Build Programme	£1,114,000	£1,114,000	£1,114,000	£1,114,000	£0	£4,456,000
Regeneration Projects	£1,000,000	£2,952,357	£12,531,094	£7,273,821	£277,700	£24,034,972
Approved Regeneration Projects	£7,516,020	£25,873,000	£19,585,728	£10,782,615	£0	£63,757,363
Fernside Module Build (Remediation works)	£145,000	£0	£0	£0	£0	£145,000
Adaptations	£5,346,176	£4,400,000	£3,700,000	£3,700,000	£3,700,000	£20,846,176

This page is intentionally left blank



REPORT TITLE: Proposed Updates to Procurement Strategy

Meeting:	Cabinet
Date:	2 December 2025
Cabinet Member (if applicable)	Cllr Nosheen Dad Portfolio Holder for Adults and Corporate
Key Decision Eligible for Call In	No No
<p>Purpose of Report</p> <p>This report seeks Cabinet approval for proposed updates to the Procurement Strategy, prompted by the implementation of the Procurement Act 2023 and the Provider Selection Regime. It also seeks Cabinet approval to introduce an Ethical Procurement Policy and Ethical Code of Conduct for Suppliers.</p>	
<p>Recommendations</p> <ul style="list-style-type: none"> • That Cabinet approve the proposed updates to the Procurement Strategy. • That Cabinet approve the introduction of an Ethical Procurement Policy and Supplier Code of Conduct. • That delegated authority be granted to the Service Director – Legal & Commissioning, in consultation with the relevant Portfolio Holder, to make any minor amendments required to the Procurement Strategy, the Ethical Procurement Policy and Ethical Code of Conduct for Suppliers. <p>Reasons for Recommendations</p> <p>Revisions to the Procurement Strategy are necessary to align with legislative changes, including the introduction of the Procurement Act 2023 and the Provider Selection Regime.</p> <p>As part of this update, the Council has updated the Procurement Strategy and is also introducing an Ethical Procurement Policy to confirm the approaches used to ensure integrity, transparency and accountability across procurement activity undertaken. The supporting Ethical Code of Conduct will apply to all suppliers and representatives where procurements, valued over £25,000 (excluding VAT), commenced from January 2026, ensuring consistent ethical standards throughout contractual engagements. Approval of these measures will strengthen compliance, promote responsible sourcing and reinforce the Council's commitment to ethical procurement.</p>	
<p>Resource Implications:</p> <p>There are no direct resource implications. The Procurement Strategy covers procurement activity undertaken by all directorates. The Council is a public authority and a contracting authority for the purpose of, and is therefore subject to, the procurement regulations (the Procurement Act 2023 and the Provider Selection Regime).</p>	

<p>Date signed off by <u>Executive Director</u> & name</p>	<p>Rachel Spencer-Henshall – Deputy Chief Executive and Executive Director for Public Health and Corporate Resources (24 October 2025)</p>
<p>Is it also signed off by the Service Director for Finance?</p>	<p>Kevin Mulvaney – Service Director Finance (14 August 2025)</p>
<p>Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?</p>	<p>Samantha Lawton – Service Director Legal & Commissioning (23 October 2025)</p>

Electoral wards affected: All

Ward councillors consulted: Not applicable

Public or private: Public

Has GDPR been considered? Not applicable

1. Executive Summary

- 1.1 The Council’s existing Procurement Strategy was introduced in November 2022. Since its launch, there have been substantial legislative developments, including the implementation of the Procurement Act 2023 and the Provider Selection Regime.
- 1.2 While the majority of the existing Procurement Strategy remains relevant, it has been refreshed and updated to ensure alignment with legislation and to reflect what has been achieved since the strategy was introduced. The revised strategy will remain in effect until 2028.
- 1.3 As part of the update, the Council is introducing an Ethical Procurement Policy, which formalises the principles, practices and resources used to ensure that all procurement and contractual activities are conducted with integrity and in alignment with ethical standards.
- 1.4 The accompanying Ethical Code of Conduct will apply to all suppliers and individuals acting on behalf of the Council, whether directly or through subcontracted arrangements, for contracts valued over £25,000 (excluding VAT), initiated from January 2026 onwards. Subject to approval, adherence to this Code will be a mandatory requirement for engagement with the Council.

2. Information required to take a decision

- 2.1 The Procurement Act 2023 (the Act) came into force on 24 February 2025, introducing a reform of public procurement legislation across England. As a result, the Council is now required to conduct all covered procurements and regulated below-threshold procurements in accordance with the provisions set out under the new legislative framework. This includes adherence to the Act’s core principles of transparency, integrity, fair treatment and public benefit.

- 2.2 The Provider Selection Regime (PSR) was implemented on 1 January 2024, replacing the previous procurement rules that applied to healthcare services under the NHS. The PSR governs the commissioning of healthcare services where patient choice is involved and aims to simplify procurement while maintaining provider quality and accountability. The Council must apply PSR rules when awarding contracts that fall within its scope, which includes Public Health services.
- 2.3 The Procurement Team has effectively embedded both sets of updated legislation into the Council's operational procurement practices. However, these changes have not yet been formally incorporated into the Procurement Strategy.
- 2.4 The updated Procurement Strategy 2025-2028 will ensure that the Council continues to comply with relevant legislation as well as focussing on the delivery of the Strategic Themes outlined within the strategy:
 - 2.4.1 Delivering Social Value: securing the best economic, social and environmental benefits for our people and places.
 - 2.4.2 Promoting Inclusive Procurement: promoting a vibrant and mixed local economy, recognising the importance, innovation and value offered by our Small to Medium-sized Enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSEs).
 - 2.4.3 Continuing to develop our category-led approach: sourcing more strategically, more innovatively, stimulating and encouraging competition.
 - 2.4.4 Striving for innovation and improvement in all that we do: delivering an effective commercial function that works in proactive, flexible and innovative ways.
 - 2.4.5 Good governance: using proportionate controls, systems and standards, and management of procurement risk.
- 2.5 Since the launch of the Procurement Strategy, significant progress has been made in advancing the ambitions it set out under each of the strategic themes. A range of initiatives have been implemented and improvements have been achieved across each theme. It is recognised that further work is required to fully realise the strategy's long-term goals and to respond to evolving challenges and opportunities.
- 2.6 The updated strategy will play a critical role in ensuring that the Council's procurement function remains aligned with organisational objectives, continues to deliver value for money, supports social, economic and environmental outcomes and operates in a compliant, transparent and efficient manner.
- 2.7 The introduction of the Ethical Procurement Policy and the Ethical Code for Suppliers is a key aspiration under the Good Governance theme of the updated Procurement Strategy.
 - 2.7.1 The Ethical Procurement Policy outlines the Council's commitment to ensuring that all procurement and contractual activities are conducted in accordance with ethical standards. It sets out the legal framework, includes measures to prevent modern slavery and defines the procedures for maintaining high levels of professional conduct.

- 2.7.2 The Ethical Code of Conduct for Suppliers will apply to all suppliers and individuals acting on behalf of the Council, whether directly or through subcontracted arrangements, for contracts valued above £25,000 (excluding VAT), where the procurement process commences on or after January 2026. Compliance with the Code will be a mandatory condition of engagement.
- 2.7.3 The £25,000 threshold has been selected as it aligns with the point at which a formal procurement process is required under the Council's Contract Procedure Rules.
- 2.7.4 The Ethical Code of Conduct will not be applied retrospectively to contracts awarded prior to January 2026, as these agreements were made under existing terms. This approach reflects standard practice when implementing procedural changes, similar to the transition to the Procurement Act 2023, which came into effect from 24 February 2025. Contracts awarded before this date continue to be governed by the Public Contracts Regulations 2015.
- 2.7.5 A regional collaborative initiative is currently underway and is expected to conclude within the timeframe of this strategy. Its objective is to develop and establish a shared Ethical Supplier Code of Conduct for adoption by participating authorities across the Yorkshire and Humber region. The initiative aims to promote consistency in ethical procurement practices and procedures, fostering a unified approach to responsible sourcing and supplier engagement. As a result, the Kirklees Council documentation may be refined during the life of the strategy to reflect and align with the outcomes of this regional effort. Cabinet approval will be sought if there are significant changes.

3. Implications for the Council

3.1 Council Plan

The updated Procurement Strategy will support the Council Plan by using procurement activity to help achieve the Council's wider objectives and outcomes

3.2 Financial Implications

None directly

3.3 Legal Implications

The United Nations (UN) Guiding Principles, whilst not English law are a set of principles provided to governments to enact any international treaties or agreements. Whilst it is not for Council's to respond directly to the principles, the government has set out its response in a National Action Plan named the Good Business Implementing the UN Guiding Principles on Business and Human Rights. One of the ways, amongst others the government has responded is to introduce the Modern Slavery Act 2015 which is referenced and incorporated within the draft Ethical Procurement Policy.

There are no specific legal implications in relation to the Council adopting the updated Procurement Strategy, the Ethical Procurement Policy and Ethical Code of Conduct for Suppliers. As previously mentioned, the Council is subject to, and must comply with, a number of statutory obligations in respect of procurement, as well its own Contract and Financial Procedure Rules.

The legal obligation to have Contract Procedure Rules' is to comply with Section 135 Local Government Act 1972, the Public Contracts Regulations 2015 Provider Section Regime Regulations 2023 and the Procurement Act 2023.

Section 17 of the Local Government Act 1988 requires local authorities in England and Wales to exclude non-commercial considerations when making decisions regarding public supply contracts. As a result, this legislation prevents the Council, as a local authority, from influencing procurement decisions based on factors unrelated to the commercial aspects of a contract. It is anticipated this section will be disapplied by a Minister of the Crown in accordance with Part 12 (Amendments and Repeals) of the Procurement Act 2023 in due course and there are no current timescales.

3.4 **Climate Change and Air Quality**

None directly

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

None directly

4. **Consultation**

Consultation has been conducted with the Yorkshire and Humber Ethical Procurement Subgroup to develop an Ethical Supplier Code of Conduct for the region's supply chain.

Additionally, consultation on the revised procurement strategy has taken place with the Policy and Partnerships Lead and officers in the Procurement Team.

Updates to the Procurement Strategy, along with the introduction of the Ethical Procurement Policy and the Ethical Code of Conduct for Suppliers, were presented to the Overview and Scrutiny Management Committee on 14 November 2025 to provide an overview and obtain guidance from the panel: [\(Public Pack\)Agenda Document for Overview and Scrutiny Management Committee, 14/11/2025 10:00](#)

5. **Engagement**

Updates will be communicated to stakeholders via the Procurement Team with training and guidance offered as required to deliver the key strategic themes outlined in the strategy.

6. **Options**

6.1 **Options considered**

No other options considered - the council is required to comply with the legislation accordingly. Cabinet is asked to consider and approve the revised Procurement Strategy, 2025 – 2028 and the introduction of the Ethical Procurement Policy and Ethical Code of Conduct for Suppliers

6.2 **Reasons for recommended option**

The Council is required to comply with all procurement legislation through all procurement activity undertaken.

The launch of the updated Procurement Strategy presents an ideal opportunity to introduce the Ethical Procurement Policy and Ethical Code for Suppliers, both of which represent core ambitions under the strategy's Good Governance theme. Their implementation at this stage ensures alignment with the Council's renewed strategic

direction and reinforces its commitment to responsible and ethical procurement practices.

7. Next steps and timelines

It is proposed that the strategic themes outlined in the Procurement Strategy will be implemented through a dedicated action plan, to be developed following formal approval of the strategy.

The action plan will be subject to annual monitoring and review to ensure progress is measured and ambitions are realised in alignment with the strategy.

The Ethical Procurement Policy and Ethical Code of Conduct for Suppliers will come into effect from January 2026, applying to all new procurement activities with a contract value exceeding £25,000 (excluding VAT).

8. Contact officer

Ruth Calladine, Head of Procurement & Commissioning Support (01484 221000, email – ruth.calladine@kirklees.gov.uk)

9. Background Papers and History of Decisions

[Kirklees Council Procurement Strategy November 2022](#)
[Procurement Strategy – Cabinet 16 November 2022](#)

10. Appendices

Appendix A – Updated Procurement Strategy 2025-2028
Appendix B – Ethical Procurement Policy
Appendix C – Ethical Code of Conduct for Suppliers

11. Service Director responsible

Samantha Lawton, Service Director Legal & Commissioning

Kirklees Council

Procurement Strategy 2025-2028

Updated December 2025



Contents

Procurement Vision	1
Introduction	1
What is Procurement?	2
The Procurement Service	3
Achievements and Challenges	3
Strategic Themes	4
1. Delivering Social Value	5
Our Ambition	5
Achievements so far	5
How this ambition will be delivered 2025-2028.....	6
How this will be measured	6
2. Inclusive Procurement	6
Our Ambition	6
Achievements so far	6
How this ambition will be delivered 2025-2028.....	7
How this will be measured	7
3. Category Led	7
Our Ambition	7
Achievements so far	7
How this ambition will be delivered 2025-2028.....	8
How this will be measured	8
4. Innovation and Improvement	8
Our Ambition	8
Achievements so far	8
How this ambition will be delivered 2025-2028.....	9
How this will be measured	9
5. Good Governance	9
Our Ambition	9
Achievements so far	9

How this will be achieved 2025-2028	10
How this will be measured.....	10

Procurement Vision

The Council's vision for procurement over the term of the strategy is to commit to delivering an outstanding procurement experience for stakeholders and suppliers that is transparent, fosters opportunities for local businesses and ensures the provision of high quality goods, works and services. Our goal is to achieve best value for our residents and support the achievement of the Kirklees Council Priorities.

Introduction

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

Procurement plays a key enabling role in delivering the Council's vision and supporting delivery of other key strategies. This strategy sets out how we will use the Council's purchasing power to secure the best possible value and outcomes for the district and its residents, seeking to maximise the value of every pound we spend in terms of jobs, skills and supply chain opportunities in the local community.

The Council's net zero target of 2038 requires the reduction of all services' carbon footprint including through the supply chain. This can be achieved both through the technical specifications for procurements as well as through social value commitments.

Economic considerations should be balanced with the need for environmental and social outcomes, and this must be done within the bounds of procurement legislation. We can build in measurement of broader social outcomes *and* carbon reduction targets alongside more traditional measures of cost and quality. In practice this means a focus on council priority outcomes, such as creating local economic growth and jobs, providing equality of opportunity to all and mitigating and reducing carbon emissions.

Our refreshed Procurement Strategy builds on the progress made over recent years recognising the need to have robust contracts and reflect Kirklees' commitment to promoting an inclusive and sustainable economy by working in partnership with communities and partners.

In February 2025, the Procurement Act 2023 came into effect, replacing the Public Contracts Regulations 2015, bringing significant changes to procurement legislation. These changes impact how public contracts are tendered and managed. In addition to this, the refreshed National Procurement Policy has been launched which requires us to have regard to the Government's strategic priorities for public procurement.

The Provider Selection Regime came into effect in January 2024 and is providing opportunities to make the most of stronger, more flexible, simpler and integrated connections for the provision of healthcare services.

As we update this strategy, we are awaiting the Government's plans to relax Section 17 of the Local Government Act, which prevents local government authorities from limiting access to below-threshold procurements based on supplier location. When it is appropriate to do so, we will explore the possibility of reserving access to lower-value procurements for locally based suppliers.

What is Procurement?

Procurement is the process of acquiring goods, works and services from covering both acquisition from third parties and in-house providers. The process spans the whole life cycle, from identification of needs to the monitoring of performance, through to the end of a contract or the end of the useful life of an asset.

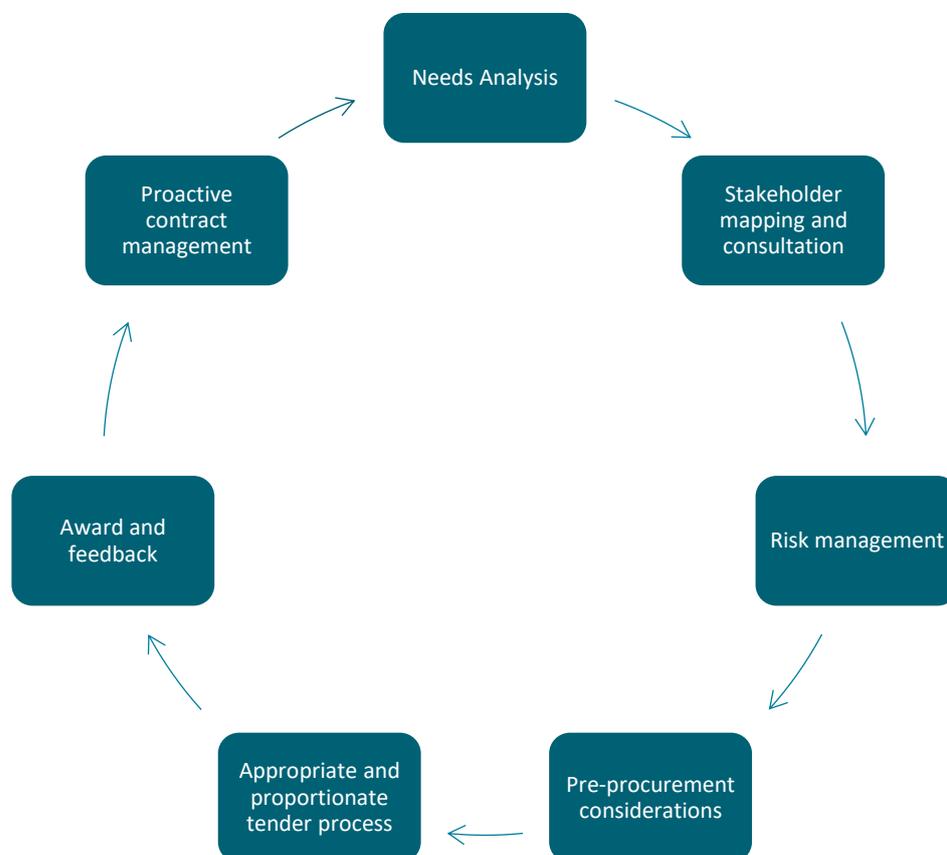
Public sector procurement is subject to a legal framework which encourages free and open competition and value for money, in line with internationally and nationally agreed obligations and regulations.

Delivering value for money is at the heart of what we do.

The Duty of Best Value placed upon the Council under the Local Government Act 1999 requires the Council to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy and efficiency and effectiveness. The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

This means effectively balancing quality, financial and social value considerations in a manner that can be clearly communicated and understood by all stakeholders and ultimately results in the best value and outcomes for residents.

The Procurement Cycle



The Procurement Service

The Procurement Service's purpose is to ensure that commercial arrangements and contracts awarded by Kirklees Council provide great value for money. The service is configured into market-facing teams, using a category management approach which aligns to the Council's service areas and their priorities. In pursuit of that purpose, we endeavour to treat suppliers the same, unless a difference between the suppliers justifies different treatment. Taking all reasonable steps to ensure no supplier is given an unfair advantage or disadvantage, always acting with integrity.

We take every opportunity to maximise public benefit by considering how improvements to the economic, social and environmental wellbeing of the district (social value) can be generated and enhanced in contracts and procurement processes. This includes encouraging the participation of local businesses, small and medium-sized enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSE) in Council tenders.

We aim to provide an excellent service to all our stakeholders working closely with other council corporate enabling services such as Legal, Audit, Risk, Insurance and Finance colleagues to ensure the best possible commercial arrangements are secured. We engage with stakeholders throughout the procurement lifecycle to ensure value for money is demonstrated and achieved.

Achievements and Challenges

Our procurement activity continues to evolve in response to a dynamic and increasingly complex landscape. We have successfully leveraged procurement to support local priorities, from inclusive economic growth to environmental sustainability. Examples include supplier engagement strategies that have widened market access, contracts awarded that deliver measurable community benefits and agile approaches that have improved responsiveness and efficiency

The Council is operating in a climate of growing demand for services, declining and unpredictable funding streams and rising inflationary pressures. This evolving landscape presents both opportunities and challenges, requiring procurement to be more agile, resilient and outcome-focused than ever before. Risks such as sudden contractor failure, shifting market dynamics and supply chain disruptions must continue to be proactively managed. By developing robust procurement strategies and continuing to innovate, procurement remains a vital lever in delivering value, supporting service continuity and addressing the needs of Kirklees residents and businesses. With pressures on supply chains, volatility in the market and inflationary pressure alongside everyday challenges that exist in commercial activity, better control and visibility of spend, contract compliance, potential for corruption and fraud, the need for having effective, sustainable procurement practices has never been more important.

Much has been accomplished since moving from a devolved procurement model to a centralised category led approach in 2018, providing more assurance to the Council's commercial activity and demonstrating a stronger corporate grip on potential procurement risks, and whilst challenges remain, progress is evidenced in part by the procurement team's successes in recent years at the National Public Procurement GoAwards:

- 2019 Winner - Procurement Team of the Year
- 2019 Highly commended - Procurement Innovation of the Year

- 2020 Winner - Project of the Year;
- 2021 Winner - Best Procurement Delivery (Local Government);
- 2022 Finalists – Individual Achievement & Social Value Award and,
- 2023 Winner – Social Value Award

The team were also a finalist at the 2024 Social Value Awards in the Making Core category.

Strategic Themes

We look forward to working with all our key stakeholders to deliver this strategy focussing on the following key themes:

1. **Delivering Social Value:** securing the best economic, social and environmental benefits for our people and places.
2. Promoting **Inclusive Procurement:** promoting a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs.
3. Continuing to develop our **category-led** approach: sourcing more strategically, more innovatively, stimulating and encouraging competition.
4. Striving for **innovation and improvement** in all that we do: delivering an effective commercial function that works in proactive, flexible and innovative ways.
5. **Good governance:** using proportionate controls, systems and standards, and management of procurement risk.



1. Delivering Social Value

Our Ambition

To secure the best economic, social and environmental benefits for our people and places through our approach to social value in our commissioning and procurement activities.

Achievements so far

We have:

- Experimented in our approach to social value generation.
- Used the National Themes Outcomes and Measure via the Social Value Portal to monitor social value commitments delivered by our suppliers.
- Prioritised social value in procurement by introducing a minimum 10% weighting within evaluation criteria for contracts over £100K, where appropriate to do so.
- Adopted different evaluation approaches and tools for social value depending on the market and contract.
- Delivered ambitious social value visions for our major schemes. Increased the level of pre-market activity undertaken to encourage local participation in procurement activity.

From 2022 to March 2025, Kirklees Suppliers have committed to:



How this ambition will be delivered 2025-2028

We will:

- Shape bold, ambitious and forward-thinking social value visions for our major schemes and experimenting with different evaluation approaches.
- Use procurement to maximise contributions to achieving our aim to reach net zero by 2038 and promote sustainable practices.
- Continue to undertake pre-market activity to stimulate the market and encourage local participation in procurement activity
- Continue to monitor social value commitments that are secured and realised.

How this will be measured

- % of procurements with SV applied and secured
- £ of social value secured.
- £ of social value delivered.
- Case study examples that demonstrate different approaches to delivering social value

2. Inclusive Procurement

Our Ambition

To promote a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs, reducing barriers to their participation in procurements, supporting their importance in the local market and wider economy and driving an inclusive economy in the borough.

Achievements so far

We have:

- Increased local spend in Kirklees and West Yorkshire; spend with the Kirklees based supply chain 2024/25 (based on the top 300 suppliers) was 59%
- Experimented with different approaches to pre-market engagement.
- Regularly obtained feedback from internal and external stakeholders.
- Developed relationships with VCSEs to understand priorities in relation to priority outcomes in the VCSE investment strategy.
- Promoted the use of the local supply chain in accordance with the parameters of current procurement legislation.

How this ambition will be delivered 2025-2028

We will:

- Maximise opportunities under new procurement legislation to reduce barriers faced by SMEs and VCSEs when bidding for our contracts. When it is appropriate to do so, we will explore the possibility of reserving access to lower-value procurements for locally based suppliers.
- Continue to use transparency to attract a diverse range of providers, improving supplier diversity, innovation and resilience in our supply chain.
- Work with the Business and Skills Team to develop ways of working to share local business intelligence to understand the local supply chain when developing procurement strategies.

How this will be measured

- % of procurement spend within Kirklees, West Yorkshire and Yorkshire & Humber
- % of procurement spend with SMEs and VCSEs
- Feedback from stakeholders and potential suppliers on individual procurements
- Individual case studies that demonstrate progress

3. Category Led

Our Ambition

To source more strategically, be more innovative, stimulate and encourage competition, and enable service managers and commissioners to get the most out of their markets and supply chains.

Achievements so far

We have:

- Embedded a category-led approach with clear ownership, transparency and with visible benefits recorded at project levels and from stakeholders.
- Developed procurement strategies that support delivery of council outcomes.
- Established close relationships with key stakeholders to support shared goals.
- Engaged early in project lifecycles to influence procurement strategies and enhance overall impact, including participation in relevant boards and leadership meetings to enhance visibility of procurement strategies and proposals.
- Adopted a collaborative approach to some common areas of spend to maximise opportunities for efficiency through economies of scale.
- Commenced work to improve data quality in relation to third party spend.

How this ambition will be delivered 2025-2028

We will:

- Publish and maintain procurement pipelines to ensure transparency, increase market engagement and foster competition.
- Continue to improve the quality of data and the associated reporting mechanisms
- Work with existing and potential suppliers to ensure there is market capacity to deliver our requirements.
- Continue to explore collaborative procurement opportunities for common spend areas.
- Improve visibility of contract and procurement pipeline data in leadership forums to support informed procurement decision-making.
- Develop strategic procurement approaches to engage the best-in-class suppliers, ensuring exceptional quality and value for the residents and businesses of Kirklees.

How this will be measured

- Feedback from stakeholders and potential suppliers on individual procurements
- Monitoring of impact of corporate and collaborative contracts
- % of procurements compliant with transparency requirements

4. Innovation and Improvement

Our Ambition

To deliver an effective commercial function that works in proactive, flexible and innovative ways to support achievement of the Kirklees Shared Outcomes.

Achievements so far

We have:

- Successfully recruited an excellent calibre of procurement professionals
- Been recognised nationally for the progress demonstrated as a team and on individual procurement activity.
- Completed accredited training on the Procurement Act 2023, demonstrating a solid understanding of its principles and compliance requirements.
- Reviewed and improved processes and practices to bring in line with all new procurement legislation

- Recorded and analysed lessons learned from completed procurement activities to inform and improve future processes.
- Demonstrated proactive thinking, strategic resourcefulness and commercial acumen in shaping our procurement strategies.

How this ambition will be delivered 2025-2028

We will:

- Lead the way demonstrating initiative, resourcefulness and commerciality in our procurement approaches.
- Maintain a team with diverse and complimentary skills.
- Continue to equip commissioners and contract managers across the organisation to achieve best outcomes through procurement.
- Commit to continuous improvement by refining and streamlining practices to promote best practice, proportionality, innovation and adaptability.
- Leverage technology to streamline procurement processes and enhance the experience for council staff and suppliers.

How this will be measured

- Feedback from stakeholders and potential suppliers on individual procurements
- % of procurement team members qualified and % on qualification pathway
- % of team members with appraisals completed in last 12 months with development opportunities identified

5. Good Governance

Our Ambition

To deliver a procurement service recognised for good governance, fairness and transparency that uses proportionate controls, systems and standards, and manages procurement risk.

Achievements so far

We have:

- Increased visibility of council contracts and opportunities
- Improved compliance with Contract Procedure Rules
- Delivered training to raise awareness and support improved procurement practices.

- Established robust procurement governance processes to ensure accountability and provide a strong foundation for effective procurement activity
- Updated our processes to ensure compliance with the Procurement Act 2023 and the Provider Selection Regime.
- Embedded the Contract Assurance Oversight Board to promote a corporate approach to procurement and contract management matters, ensuring lawful and commercially sound decisions are made which are aligned with Council Priorities.

How this will be achieved 2025-2028

We will:

- Continue to strengthen transparency of procurement opportunities, processes and outcomes
- Continue to strengthen existing governance processes and practices.
- Strengthen the foundations for effective procurement
- Strengthen risk management in the procurement process
- Strengthen contract management to ensure realisation of the full benefits of procurement.
- Strengthen data and reporting
- Introduce an Ethical Procurement Policy and Ethical Code of Conduct for Suppliers

How this will be measured

- Regular benchmark via National Procurement Strategy diagnostic
- No of procurement legal challenges
- No of internal audits that identify procurement as an area of concern.
- % of third party spend off-contract
- % of contracts awarded to suppliers that have confirmed compliance with the Ethical Code of Conduct for Suppliers



Ethical Procurement Policy

V1.0

Procurement Team
January 2026

1. INTRODUCTION

Kirklees Council is committed to conducting its commercial activities with integrity, transparency and fairness. Ethical principles, accountability and responsible conduct are embedded at the core of its procurement practices, with the Council leveraging its purchasing power to deliver meaningful socio-economic and environmental improvements for residents and the wider community.

Ethical behaviour is fundamental to achieving this and the Council expects its suppliers and partners to uphold similar values and demonstrate a commitment to ethical standards. This policy outlines the measures and initiatives the Council utilises to promote ethical procurement and should be read alongside the [Council's Social Value Policy](#).

This policy sets out the approaches and resources the Council uses to ensure its procurements and contracts are conducted in an ethical way. These should be applied in a manner that is specific, appropriate and proportionate, as determined by the team responsible for overseeing each procurement or contract.

2. LEGAL CONTEXT

Throughout its procurement processes, the Council has a duty to comply with all relevant procurement legislation, including but not limited to:

- The Procurement Act 2023 (“the Regulations”)
- The Health Care Services (Provider Selection Regime) Regulations 2023
- The Public Contracts Regulations 2015

The Regulations, which came into effect on 24 February 2025, establish a framework of overarching principles to guide the awarding of public contracts. These include a commitment to treating suppliers equally, except where justified differences warrant alternative treatment. Procuring authorities must take reasonable steps to ensure that no supplier is unfairly advantaged or disadvantaged and must consistently demonstrate integrity throughout the process. These principles form the operational foundation for conducting procurement procedures that exceed defined financial thresholds

They mandate that organisations should be excluded from procurement exercises; where they have been found guilty and received a conviction for one (or more) of the following types of offences within a five year period prior to the procurement procedure:

- Bribery and Corruption
- Money Laundering
- Modern Slavery and Human Trafficking
- Fraud
- Terrorism
- Criminal conduct
- Certain tax offences and cartel infringements

The Regulations also provide for discretionary grounds to disqualify organisations in certain situations, unless there is satisfactory evidence of “self-cleaning” to demonstrate the measures taken by the organisation and validate its reliability despite the existence of the relevant ground. These discretionary grounds include:

- Bankruptcy
- Grave professional misconduct (includes dishonesty, impropriety, serious breach of ethical/professional standards). This ground applies if a court, regulator or other authority has ruled that the supplier has engaged in such professional misconduct.
- Distortion of competition
- Conflicts of interest
- Misrepresentation and undue influence

Before the new Regulations came into effect, the Public Contracts Regulations 2015 outlined similar exclusion criteria, which continue to apply when engaging with public sector framework agreements established prior to February 2025.

Where a tenderer’s response gives rise to mandatory or discretionary grounds for exclusion, the Council may exclude that tenderer from further participation in the process.

The Council must operate within the framework of procurement legislation, which prohibits the adoption of policies that intentionally exclude suppliers based on their involvement in specific geopolitical issues. As such, any discretionary exclusion grounds must be assessed and applied with care, on a case-by-case basis and in full alignment with the relevant Regulations

Local Authorities must adhere to procurement law unless explicitly directed otherwise by the Government, such direction may come through a Procurement Policy Note (PPN), a legislative amendment or the formal addition of a supplier to the debarment list. These considerations are particularly important when conducting a covered procurement under the Regulations.

Under the Regulations, the Debarment Review Service (DRS) investigates suppliers on behalf of a Minister to determine whether exclusion criteria are met. Where appropriate, suppliers may be added to the publicly accessible debarment list, which prohibits their participation in public procurement due to previous misconduct or risk. This process is overseen by the Procurement Review Unit (PRU), with final decisions made by a Minister of the Crown.

It is therefore essential that the Council remains vigilant by routinely consulting the debarment list during supplier selection and ensuring that all procurement activity reflects the most current guidance and PPNs. This approach not only ensures legal compliance but also reinforces the Council’s commitment to ethical, fair, and transparent procurement practices.

In accordance with procurement legislation, the Council retains the discretion to incorporate ethical procurement questions during the conditions of participation stage for above-threshold procurements and within suitability assessment for those below threshold. Where relevant to the nature of the procurement, this may include additional queries relating to Health and Safety compliance, Modern Slavery and Safeguarding.

Furthermore, the Council reserves the right to exclude a tenderer from further consideration if they do not meet the required standards or fail to provide an adequate response to any 'mandatory' or pass/fail question, which may include adherence to the Kirklees Ethical Code of Conduct for Suppliers.

As a Contracting Authority, the Council has the discretion to exclude a supplier from a covered procurement. In doing so, the Council must consider the objectives outlined in Section 12 of the Procurement Act, including delivering value for money, maximising public benefit, promoting transparency, and acting with integrity.

More broadly, the Council must assess the risks posed by the misconduct or non-compliance and weigh them against the public interest in allowing the supplier to participate. A blanket approach to exclusion is not permitted; each case must be evaluated on its own merits, considering the specific procurement context and all relevant factors

3. MODERN SLAVERY

Modern slavery refers to the abuse and exploitation of individuals, adults or children, through practices such as:

- Forced labour and labour exploitation
- Sexual exploitation
- Criminal exploitation (e.g. county lines, cuckooing, organised crime)
- Human trafficking
- Domestic servitude and coercive control
- Other forms of exploitation, including forced marriage, illegal or forced adoption, forced begging, benefit fraud, and organ removal

The Council firmly opposes all forms of modern slavery and remains committed to tackling it both within the district and throughout its supply chain. The Council upholds the fundamental right of every individual to live, work, and associate freely. This commitment is reinforced by its adoption of the [Cooperative Council's Charter Against Modern Slavery](#), which goes beyond current legal requirements by obligating councils to actively scrutinise their supply chains to prevent any occurrence of modern slavery.

The Procurement Team has undertaken comprehensive training on modern slavery, including the Chartered Institute of Procurement and Supply (CIPS) online course in Ethical Procurement and Supply, as well as the Government Commercial College's online training on Tackling Modern Slavery in Supply Chains.

As part of its due diligence, the team rigorously assesses any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery

In addition, the Council undertakes modern slavery risk assessments for all procurement projects led by the Procurement Team, guided by best practice from Crown Commercial Services (CCS). These assessments help identify sector-specific risks and ensure that appropriate safeguards are embedded within specifications and contract terms to mitigate potential harm.

During the pre-procurement phase, particular attention is given to sectors identified as high risk for modern slavery. Where appropriate, the Council includes enhanced specification requirements, method statement questions and strengthened contract clauses. These measures enable bidders to demonstrate their approach to preventing modern slavery within their own supply chains and ensure ongoing compliance throughout the contract term.

4. PROFESSIONAL STANDARDS

Kirklees Council takes pride in delivering high quality, professional procurement services. Several Officers within the Council's Procurement Team are qualified members of their professional body, the Chartered Institute for Procurement and Supply (CIPS). The CIPS qualification is considered to provide the ideal training for procurement professionals of all levels and is accredited by the organisation that promotes and protects the high standards of the sector.

As a member of CIPS, Officers are required to adhere to the CIPS Code of Conduct which defines a range of ethical behaviours and actions which must be maintained and promoted across all organisations they engage with. This includes:

- Enhancing and protecting the standing of the profession;
- Maintaining the highest standard of integrity in all business relationships;
- Promoting the eradication of unethical business practices;
- Enhancing the proficiency and stature of the profession; and
- Ensuring full compliance with laws and regulations.

To strengthen professional standards, the Council will aim to ensure that, where appropriate, a greater number of Procurement Team members involved in procurement hold or are working towards the relevant professional qualification

Additionally, all Council staff engaged in procurement and contract management are expected to take full responsibility for their actions and adhere to the Kirklees Employee Handbook. This handbook sets out the standards of behaviour expected of all employees, including guidance on the appropriate handling of gifts and hospitality.

5. ETHICAL CODE OF CONDUCT FOR SUPPLIERS

This Code applies to suppliers and individuals acting on behalf of the Council, whether directly or through subcontracted arrangements for contracts valued over £25,000 (excluding VAT), where the procurement commenced from January 2026. Compliance with the Code is a mandatory condition of engagement with the Council.

Upholding the ethical standards set out in this Code is a shared responsibility across the entire supply chain.

The Code sets out the ethical principles and behavioural expectations that all suppliers are required to follow.

From January 2026, as part of the procurement process, all bidding organisations must confirm their commitment to comply with the Kirklees Ethical Code of Conduct for Suppliers if awarded a contract.

Where the Council accesses Framework Agreements that have been put in place by other Public Sector organisations, the Code should be integrated within the call off contract.

6. REPORTING AND WHISTLEBLOWING

All Council staff must report unethical behaviour, legal breaches or suspected modern slavery through the Whistleblowing Policy.

Supplier and subcontractor staff may raise concerns directly with the Council, with confidentiality respected.

The public can also report issues via the Council's public whistleblowing process.

All reports are fully investigated, and appropriate action taken. This may include disciplinary steps or ending supplier relationships.

7. REVIEW PROCESS

The Council will review this policy annually to ensure it remains a live and up to date document.

Version	Summary	Date	Approval
1.	New document	January 2026	Cabinet (02/12/25)

Ethical Code of Conduct for Suppliers

V1.0

Procurement Team
January 2026

1. INTRODUCTION

Kirklees Council (“the Council”) is dedicated to conducting all commercial activities with integrity, transparency and fairness. The Ethical Code of Conduct for Suppliers (“the Code”) outlines the principles and expectations for suppliers delivering contracts on the Council’s behalf, ensuring that the highest standards of ethical and professional conduct are upheld throughout the supply chain.

The Council acknowledges the vital contribution suppliers make to the delivery of its services. Accordingly, any contractor, partner, consultant or supplier engaged in work for the Council, whether directly or through their employer, is considered a representative of the Council and is therefore expected to adhere to the Code.

This Ethical Code of Conduct for Suppliers was introduced following its approval at the Council Cabinet Meeting on 2 December 2025.

2. COMPLIANCE

This Code applies to suppliers and individuals working directly or indirectly on behalf of the Council. Adherence to the Code, along with its supporting policies and documents, is a mandatory condition of working with the Council. It is a collective responsibility to uphold these standards throughout the supply chain.

The provisions outlined in the Code do not override the Supplier’s contractual obligations to the Council. Suppliers are expected to always fulfil their contractual commitments. Where any conflict arises between the Code and the terms of a contract with the Council, the contractual terms will take precedence, but only to the extent of the conflict

By entering a contract with the Council, suppliers agree to be bound by the Code. They are expected to understand and adhere to its principles, including the required standards of conduct and behaviour. Any breach of the Code may constitute a breach of contract and will be addressed in accordance with the relevant contractual terms and conditions.

The Council expects suppliers throughout the supply chain to support the principles of the Code and to actively communicate and promote the principles to their own supply chains and act where appropriate, including termination of the business relationship and/or legal action.

3. ETHICAL PRINCIPLES AND EXPECTATIONS

All suppliers will ensure that:

- They avoid any situation that could compromise, or appear to compromise, their honesty or integrity.
- They remain conscious of how their actions may be perceived by the public and take care not to expose themselves to allegations of misconduct.
- They uphold public trust and protect the Council’s reputation by refraining from any behaviour, whether through action or omission, that could undermine either.

- They conduct all operations in full compliance with applicable laws, regulations, and standards in the jurisdictions where they operate.

3.1 Law and Ethical Standards

All Suppliers must:

- Comply with all applicable laws and regulations governing its business operations.
- Comply with all applicable laws in relation to workers' and human rights including the [Human Rights Act 1998](#).
- Comply with the provisions of the [Modern Slavery Act 2015](#) where applicable.
- Adopt and implement a robust whistle-blowing policy that empowers employees to report concerns confidentially and without fear of retaliation. This should specifically include mechanisms for reporting suspected instances of modern slavery, human trafficking, forced labour or other unethical practices
- Refer concerns for investigation through the [National Crime Agency's National Referral Mechanism](#) where any subcontractor is identified as potentially involved in modern slavery or human trafficking.
- Ensure their employees are aware that they are free to join a trade union and do not treat their employees unfairly for belonging to one.

3.2 Business Integrity

Suppliers are expected to uphold the highest standards of ethical behaviour in all interactions with workers, subcontractors and customers.

All Suppliers must:

- Prohibit all forms of corruption, extortion and fraud within their operations and supply chains.
- Comply with international anti-bribery standards, including those outlined in the United Nations Global Compact.
- Adhere to all relevant local laws and regulations, including the [UK Bribery Act 2010](#).
- Refrain from offering services, gifts, hospitality or other benefits to Council employees with the intent to influence any aspect of Council business.
- Declare any actual or potential conflicts of interest that could compromise the impartial delivery of contractual obligations to the Council.
- Ensure prompt payment throughout the supply chain by settling all valid and undisputed invoices within 30 days of receipt, or by the due date specified in the invoice, whichever is later.

3.3 Health and Safety

Suppliers are expected to uphold high standards of occupational health and safety in all aspects of their operations.

All Suppliers must:

- Comply with all relevant occupational health and safety legislation and regulations.
- Maintain a working environment that prioritises safety and supports employee wellbeing, with the aim of preventing accidents, injuries, and work-related illnesses.

3.4 Environment

Suppliers are expected to actively integrate climate protection and environmental sustainability into their operational practices. This includes taking meaningful steps to reduce environmental impact and promote resource efficiency.

All Suppliers must:

- Comply with all relevant environmental laws, regulations and standards.
- Implement systems to identify and mitigate environmental risks.
- Consider climate protection in their operations, including efforts to reduce emissions and promote sustainability.

3.5 Diversity and Equality

Suppliers are expected to demonstrate a strong commitment to eliminating discrimination, advancing equality of opportunity and fostering positive relationships between individuals with protected characteristics and those without, both within their own organisations and throughout their supply chains.

All supplier personnel must:

- Adhere to diversity and inclusion policies, always treating others with respect and consideration.
- Appropriately address, document, or report any complaints related to discrimination or inappropriate conduct.
- Challenge unacceptable behaviour or practices or escalate concerns to a manager where necessary.

3.6 Safeguarding

The Council is committed to safeguarding and promoting the welfare of children, young people, and vulnerable adults.

Safeguarding involves protecting individuals' health, wellbeing, and human rights, ensuring they are free from harm, abuse, and neglect.

If a supplier's employee observes anything that may pose a risk to a child, young person or vulnerable adult, or has concerns about property conditions, signs of self-neglect or the wellbeing of an individual, they must report the matter to the Council without delay.

3.7 Customer Care

All supplier employees must ensure that individuals with specific needs, such as physical or mental disabilities, medical conditions or other vulnerabilities, are treated with courtesy and that their dignity, safety, security, and wellbeing are always prioritised.

All supplier personnel must:

- Treat all customers with respect and professionalism.
- Adhere to statutory, professional and locally agreed standards of customer care.
- Avoid unlawful discrimination and actively prevent harassment or victimisation of any individual.
- Respect and where appropriate, support the personal views, preferences and needs of customers and clients.
- Communicate with the Council in an open, honest and transparent manner.

4. REVIEW PROCESS

The Council will review this do annually to ensure it remains a live and up to date document.

Version	Summary	Date	Approval
1.	New document	January 2026	Cabinet (02/12/25)

This page is intentionally left blank



**Report title:
Marsden Masterplan – Approval and next steps**

Meeting	Cabinet
Date	2nd December 2025
Cabinet Member	Cllr Turner
Key Decision Eligible for Call In	No Yes

Purpose of Report

The purpose of this report is to provide an update to Cabinet following on from the Cabinet Report in March 2024 on the development of a Masterplan for Marsden, to seek feedback on the document, and to seek Cabinet approval of the Masterplan and proposed next steps.

Recommendations

1. That Cabinet note the contents of this report, and the Masterplan document (Final draft attached as Appendix A) and provide any comments
2. That Cabinet approve the Masterplan
3. That subject to Recommendation 2, Cabinet delegate the Executive Director for Place in consultation with the Portfolio Holder for Finance & Regeneration to finalise the Masterplan document and formally adopt the plan
4. Once approved the plan is published on the Council’s website to form the basis for informing investment decisions in the masterplan area.
5. Cabinet delegate to the Executive Director for Place in consultation with the Portfolio Holder for Finance & Regeneration to continue to develop the masterplan, its principles and the propositions as set out in the report including authority to spend up to £140,000 to progress design development on Peel Street as the initial priority project.
6. Cabinet delegate to the Executive Director for Place in consultation with the Service Director for Finance, Service Director for Legal Governance and Commissioning, and the Portfolio Holder for Finance & Regeneration, to agree all necessary legal agreements with any potential external funders and for the Service Director Legal, Governance and Commissioning to enter into, on behalf of the Council, any external funding agreements and/or legal formalities related to the Masterplan as appropriate.

Reasons for Recommendations

To ensure Cabinet is sighted on the masterplan for Marsden. Whilst the Masterplan is non-statutory by securing approval of the Masterplan it will signal political and institutional backing which will enhance funding credibility, enable market engagement and help align stakeholder priorities. Whilst the Masterplan does not have a formal planning status it will be used as a consideration in the determination of planning applications where appropriate. By approving funding for additional design development, momentum will be maintained to align with the emerging proposals for the New Mills development.

Resource Implication:

Staff time from Town Centres, Major Projects, Highways, Procurement, Finance and Legal will be required to procure resources, contribute to design development, and manage the development of the projects highlighted in the Masterplan. At this stage, funding is not being sought for the full delivery of the Masterplan. Each intervention will require further development and individual business cases. To maintain momentum, up to £140,000 is being sought to progress initial design development, this allows for the costs associated with design consultants and council staff time. There is no additional Council funding required for this as the £140,000 is funded by £80,000 of existing capital budget and £60,000 of UKPSF.

Date signed off by Executive Director & name

David Shepherd – 19.11.25

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

Kevin Mulvaney – 19.11.25

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

Samantha Lawton – 19.11.25

Electoral wards affected: Colne Valley

Ward councillors consulted: The Masterplan has been shared with Colne Valley Ward Councillors (Cllr McCarthy, Cllr McLoughlin and Cllr Addy) who have confirmed their support.

Public or private: Public

Has GDPR been considered? Yes, no personal data

1. Executive Summary

In March 2024, Cabinet approved the development of the Marsden Masterplan, establishing a Community Partnership to guide its direction. The Marsden Masterplan responds to three key drivers: significant public and private investment in the redevelopment of New Mills, improvements to Marsden Station and the wider rail network through the TransPennine Route Upgrade, and extensive community engagement.

The Masterplan sets out a strategic framework for Marsden's future, coordinating public investment, community priorities, and private sector interest around a shared vision. Developed through a community-led approach, the Partnership brings together local organisations, businesses, schools, and Kirklees Council to ensure transparent governance and long-term sustainability. The Masterplan identifies opportunities for investment and improvement across key areas including station arrival, the Goodsyard site, Lakeside, Peel Street, Manchester Road, and connections to local facilities. Further funding of up to £140,000 is sought to progress design development for Peel Street.

Cabinet approval will initiate a longer-term programme. The Masterplan sets a 10-to-15-year vision for change, with the Masterplan serving as a baseline for ongoing engagement, project development, and future investment. The plan aims to strengthen community life, improve public spaces, protect heritage, support the local economy, deliver affordable housing, and promote sustainability. The New Mills redevelopment is central to this vision, acting as a catalyst for wider improvements and addressing local priorities for housing, employment, heritage, parking, and public realm.

2. Information required to take a decision

2.1 Background

In March 2024, Cabinet approved the development of a Marsden Masterplan, including the establishment of a Community Partnership to shape its direction. The Masterplan responds to three key drivers:

- Levelling Up Fund (LUF): £5.6 million allocated for the redevelopment of New Mills, a historic mill complex in central Marsden, with £11.7 million private sector investment
- TransPennine Route Upgrade (TRU): Complementary investment in Marsden Station and the wider rail network.
- Community Engagement: The Place Standard programme (Autumn 2022–Winter 2023) involved over 900 individuals, highlighting a strong desire for a holistic plan to guide future improvements.

The Masterplan provides a strategic framework to coordinate public investment, community priorities, and private sector interest around a shared vision for Marsden. It is designed as an overarching framework, subject to updates as projects progress and new opportunities arise.

2.2 Community-led approach

The Marsden Community Partnership has played a central role in shaping the Masterplan, embedding a place-led and community-driven approach. The Council remains the accountable body, but the Partnership has provided local insight, oversight, and advocacy throughout the process.

Core Membership has included:

- Marsden Community Trust and Association
- Kirklees Council (Councillors and officers)
- Local businesses, landowners/developers
- Youth/sports groups, community organisations, local schools

The Partnership operates under agreed terms of reference, ensuring transparent decision-making and broad representation. Benefits include deep local knowledge, increased social cohesion, enhanced eligibility for external funding, and long-term sustainability.

2.3 Masterplan scope and content

The Marsden Masterplan sets out a long-term vision for the village, building on years of community stewardship and engagement. It identifies opportunities for investment and improvement across seven key areas:

- 1) Station Arrival: Improvements to station and surrounding area. The objectives for the area around the station will be to improve the arrival experience, improve orientation for visitors, improve connections with the surrounding Marsden and create more space for people rather than vehicles. This would align and support the planned TRU investment and station improvements.
- 2) Goodsyard Site: Existing car park and skatepark, key regeneration opportunity. The objectives for the Goodyards site will be to provide improved car parking, deliver

wider regeneration with scope for new homes and enterprise spaces, improve access to the canal towpath, retain existing play facilities and natural biodiversity and improve the National Trust facilities.

- 3) Lakeside: Area to the rear of New Mills. The objectives for Lakeside will be to improve short term temporary public space, open up the river corridor, create a new riverside public space, retain the existing nursery facility and deliver a mixed-use development.
- 4) Peel Street Environment: Streetscape improvements for the high street. The objectives for Peel Street is to improve movement throughout, create a safer environment, improve the public space adjacent to the Mechanics and work with the New Mills development.
- 5) Peel Street Movement: Highways and parking management. The objectives of Peel Street is to improve the quality of the local townscape, landscape and nature, provide greater priority to pedestrians, reduce the impact of long-term parking, support local businesses and create a street that supports community activities.
- 6) Manchester Road: Development opportunities along the main vehicular route. The objectives for Manchester Road are to improve quality of street frontage, improve linkages and deliver new homes for local people.
- 7) Links to Marsden's Places: Improving connections to priority local facilities. The objective is to increase pedestrian access around the village and beyond.

Further detail and visual representation of these proposals is included in Section 5 of the Masterplan document (Appendix A). Each proposal includes objectives and project ideas, mapped to a high-level Action Plan with indicative timescales and lead partners. The Masterplan's spatial framework ensures improvements benefit both the village core and wider community assets.

2.4 Costs and funding

Funding is not being sought for the full delivery of the Masterplan. Each intervention will require further development and individual business cases as appropriate to enable a phased delivery.

Currently in the Capital Plan there is £148,974 of funding allocated to Marsden, this includes £52,527 of UKSPF grant and £96,447 from the Council's Local Centres allocation. This funding has supported the development of the Masterplan.

To maintain momentum, this report recommends that a further funding allocation is made of up to £140,000 to progress initial design development for improvements to Peel Street, aligning with emerging plans for highways changes within the New Mills proposals (see Section 2.7).

Further UKSPF grant has been secured for 2025/26, this has to be spent by March 2026 and it is proposed that a further £60,000 of UKSPF grant is allocated to Marsden, and up to £80,000 of funding is allocated from the Council's existing Local Centres capital budget. This funding will deliver RIBA Stage 2 concept designs for Peel Street, enable necessary surveys to be undertaken and include engagement with council teams, stakeholders and local businesses. This work will provide a robust basis for future funding applications and detailed project development.

2.5 Next steps

Cabinet approval marks the beginning of a longer-term programme. The Masterplan is a strategic framework, not a fully funded delivery plan, and will guide future collaboration among stakeholders and landowners.

Draft Timeline:

- Cabinet approval: December 2025
- Procurement for Peel Street design: December 2025 – January 2026
- Peel Street design development: January 2026 - May 2026
- Exploring future funding and partner opportunities: January 2026 onwards

Following approval, the Masterplan will serve as a baseline for continued engagement, inform individual project development, and help shape the future investment pipeline. The initial £140,000 will help identify design proposals to target future funding opportunities.

2.6 Outcomes and benefits

The Masterplan aims to deliver the following outcomes, aligned with its five objectives:

- Strengthen community life: Inclusive spaces and vibrant events.
- Improve streets and public spaces: Safer, cleaner, and more attractive environments.
- Protect heritage and identity: Safeguard historic buildings and cultural character.
- Support the local economy: Encourage business growth and job creation.
- Deliver affordable housing: Provide homes that meet local needs.
- Promote sustainability: Enhance green spaces and biodiversity.

Progress will be monitored against key indicators, including public realm improvements, housing delivery, business occupancy rates, and community satisfaction.

2.7 Interaction with New Mills

New Mills is a 1.5-hectare former mill complex in central Marsden, vacant for over 20 years. Working with the landowners the Council helped to secure c.£5.6m of Levelling Up Funding to support the redevelopment of this complex site. Since Government funding was secured, to address the economic viability gap, the New Mills team have been working closely with the Council to develop a scheme.

The preferred redevelopment scheme is a phased, mixed-use development, retaining key mill buildings and heritage features. The full masterplan includes new homes, light industrial and office space, retail, food & beverage and leisure units, car parking spaces, pedestrian routes, new public realm, and an enhanced landscape including the de-culverting of the River Colne.

The scheme will be delivered in phases, with commercial and employment uses in the initial phase, followed by residential and leisure elements as market conditions allow. A hybrid planning application is expected for the first phase in late 2025 / early 2026, with some elements seeking full permission and others outline consent.

The New Mills redevelopment is central to the Masterplan's vision, acting as a catalyst for wider improvements in Marsden, including Peel Street, Lakeside, and the Goodsyard. It addresses local priorities for housing, employment, heritage, parking, and public realm.

3. Implications for the Council

3.1 Council Plan

“Local economic growth, working with regional and national partners” is one of the Council Plan priorities. Under this sits the objective to “Progress our smaller town regeneration plans across the district”. Marsden is highlighted as one of the smaller towns. The development of the Masterplan, and the proposed design development work directly support the Council Plan priority to support local growth and work with partners.

3.2 Financial Implications

The long-term ambition is for public and private sector partners (not just the Council) to deliver all of these interventions over time as funding becomes available and circumstances allow, and each requires extensive further development work. To maintain momentum up to £140,000 of funding is being sought to progress initial design development stages for Peel Street. This will help to retain community confidence and engagement, and help to unlock and target wider investment. The output of this investment will be an initial design concept up to RIBA 2 Stage for the length of Peel Street setting out proposed improvements to include landscape, traffic management, parking, bus and the pedestrian environment.

As noted in Section 2.4. Further UKSPF grant has been secured for 2025/26, this has to be spent by March 2026, so it is proposed that a further £60,000 of UKSPF grant is allocated to Marsden, and up to £80,000 of funding is allocated from the Council's existing Local Centres capital budget.

3.3 Legal Implications

Legal advice will be sought on land transactions, planning permissions, procurement, and partnership agreements as individual projects progress. Whilst the Masterplan does not have a formal planning status it will be used as a consideration in the determination of planning applications where appropriate. Any procurement will be in accordance with Contract Procedure rules and the Procurement Act, and any applications for funding and acceptance will be in accordance with Financial Procedure Rules

3.4 Climate Change and Air Quality

The reduction of carbon emissions and addressing the issues associated with poor air quality form part of the overarching objectives for the Masterplan.

3.5 Risk, Integrated Impact Assessment (IIA)

There are very limited risks associated directly with the recommendation to approve the masterplan. The individual projects that will follow in due course will be subject to development and have their own business cases where required and/or specific approvals which will fully consider the risks and impacts associated with each proposed intervention. At this stage, at masterplan level, the main risks are reputational i.e. the plan sets out a bold and long-term ambition and it may take many years to progress. In publishing the Masterplan, it could be argued that expectations are being raised. However, it is felt that it is right to be bold and be led by a strong vision for positive change.

An IIA has not been completed at this Masterplan stage, but IIAs will be undertaken as specific schemes are identified and progressed to ensure the potential impacts are understood and fully considered.

4 Consultation

Consultation and engagement were undertaken to inform the Marsden Masterplan, ensuring proposals reflect the views and priorities of local businesses, residents, and visitors. Engagement activities included:

Business Engagement

- In winter 2024, the Masterplan team, in partnership with the Marsden Business Forum, distributed questionnaires covering 12 business-relevant themes.
- 28 local businesses responded, highlighting concerns including limited and inconsiderate parking, poor wayfinding to direct visitors to Peel Street, and the need to encourage footfall to support local trade.

Community Engagement

- An online survey and written submissions received 162 online responses and 3 written responses.
- Respondents broadly supported the Masterplan vision for improved accessibility, green space, and traffic management. Key concerns included parking, housing, village character, infrastructure capacity, and community facilities such as youth services and public toilets.

In-Person Engagement

- A daytime event outside Marsden Mechanics in April 2025 enabled residents to review 8 engagement boards and a tabletop village map, providing feedback on site-specific proposals.
- Boards remained on display in the village until Cuckoo Day and included QR codes linking to further online information. Cuckoo Day is a popular and well attended event held in Marsden to welcome spring. The festival begins with a 'cuckoo walk' organised by the National Trust.

Key Themes from Engagement

1. Parking and Traffic Management - A consistent concern, particularly around Peel Street and Station Road.
2. Public Realm and Accessibility - Support for pedestrianisation, improved wayfinding, and green spaces.
3. Heritage and Village Character - Strong desire to preserve Marsden's identity and prevent overdevelopment.
4. Community Facilities - Calls for affordable housing, youth services, and basic facilities

How the Masterplan Reflects Consultation and Engagement

- Prioritises parking and traffic management as a core element of village strategy.
- Guides improvements to pedestrian environments, public spaces, and wayfinding.
- Embeds community values around heritage, identity, and balanced development.
- Provides a framework for coordinated delivery of projects in line with community and business needs.

Rationale for prioritising design on Peel Street. Progressing design work for Peel Street directly addresses the community's most pressing concerns. It acts as a tangible, early delivery project from the Masterplan demonstrating the Council's responsiveness to community priorities and building confidence for future interventions.

5 Engagement

Regular meetings and workshop sessions with the Marsden Community Partnership have taken place throughout the development of the Masterplan. Engagement with Ward Councillors has taken place at both Community Partnership meetings, and in focussed sessions throughout the Masterplan's development, updates have also been given to the local MP.

Further engagement will be undertaken with the Ward Councillors, Community Partnership, the local MP and businesses once the Marsden Masterplan has been approved and as part of any ongoing project development.

6 Options

6.1 Options Considered

The following options have been considered:

- Not to seek approval of the Masterplan
- Seek approval of the Masterplan
- Seek approval of the Masterplan and approval for a further £140,000 to undertake design development work (Recommended)

6.2 Reasons for recommended Option

This recommended option recognises the extensive engagement undertaken, demonstrates responsiveness to community priorities, and maintains momentum to seek funding opportunities.

7 Next steps and timelines

The proposed next steps are:

- Cabinet approval: December 2025
- Procurement for Peel Street design: December 2025 – January 2026
- Peel Street design development: January 2026 - May 2026
- Exploring future funding opportunities: January 2026 onwards

8 Contact officer

Joanne Tansley, Design and Conservation Project Manager – Town Centre Regeneration

9 Background Papers and History of Decisions

March 2024 Cabinet Report – [Cabinet Report - Marsden Masterplan - FINAL.pdf](#)

10 Appendices

Appendix A – Marsden Masterplan document.

11 Service Director responsible

David Wildman, Director for Regeneration & Skills

Allies and Morrison

November 2025

MARSDEN BLUEPRINT DRAFT



Copyright © 2025 Allies and Morrison

No part of this document may be reproduced without the prior consent of the client. This document is prepared in support of Madsen Blueprint. Allies and Morrison and its collaborators are not responsible for nor shall be liable for the consequences of any use made of this Report other than that for which it was prepared by Allies and Morrison for the Client unless Allies and Morrison provide prior written authorisation for such other use and confirms in writing that the Report is suitable for it. It is acknowledged by the parties that this Report has been produced solely in accordance with the Client's brief and instructions and without any knowledge of or reference to any other parties' potential interests in or proposals for the Project.

Every effort has been made to acknowledge the source of photographs and illustrations; we apologise for any errors or omissions.

CONTENTS

1 INTRODUCTION7	3 VISION AND OBJECTIVES 40	5 MASTERPLAN FRAMEWORK61	6 ACTION PLAN 111
1 INTRODUCTION 8	3 VISION AND OBJECTIVES 42	5 MARSDEN'S BLUEPRINT 62	6 ACTION PLAN 112
1.1 Introduction and purpose.....8	3.1 Vision42	5.1 Station Arrival65	6.1 Marsden Blueprint Action Plan112
1.2 Background to the Marsden Blueprint.....9	3.2 Objectives.....45	5.2 The Goodsyrd.....72	6.2 Beyond the Blueprint.....116
1.3 The study area 12		5.3 Lakeside.....78	
1.4 Planning policy context..... 14	4 ENGAGEMENT 47	5.4 Peel Street Environment.....83	
	4 ENGAGEMENT ACTIVITIES 48	5.5 Peel Street Movement88	
2 UNDERSTANDING MARSDEN .. 16	4.1 Introduction48	5.6 Manchester Road102	
2 UNDERSTANDING MARSDEN 18	4.2 Activities.....50	5.7 Links to places.....107	
2.1 Heritage context 18	4.3 Results55		
2.2 Character.....24			
2.3 Landscape28			
2.4 Movement.....30			
2.5 Socioeconomic overview.....36			
2.6 Quality of the public realm.....38			

EXECUTIVE SUMMARY

The aim of the Marsden Blueprint is to create a vision for Marsden and to outline the opportunities for improvements and investment within the village. The Blueprint builds upon the years of active and successful campaigning and community stewardship by the village, steered by Marsden Community Trust. Part of this consistent community engagement was the What Matters to Marsden project which opened conversations with local residents and businesses to understand how they find life in the village and what future changes they would like to see.

The Marsden Blueprint Partnership was formed to oversee the production of this masterplan report. The Partnership comprises local business people, key local stakeholders, community leaders, local politicians and key officers of Kirklees Council.

The Blueprint is timely given the significant progress made on two catalytic investments in the village. Firstly, the Central Government Levelling Up Fund which has been directed to support refurbishment and redevelopment proposals for the historic New Mills site. Secondly, Marsden will benefit from Network Rail's TransPennine Route Upgrade (TRU), a transformative railway programme that will better connect passengers in the North between Manchester, Huddersfield, Leeds and York.

Baseline analysis has been undertaken to better understand Marsden's identity and areas for improvement. Research has examined the villages' heritage, local character, landscape, public realm quality, movement and transport and its socio-economic context. Through this research and continued communication with the Blueprint Partnership, a Marsden 'vision' was created to summarise locally agreed aspirations for the future including improved connections to community facilities and infrastructure, environmental improvements to key streets and public spaces and thoughtful development of opportunity sites. Under the vision, several objectives have been identified and agreed locally, which capture the principal issues and priorities facing the village. They capture issues including Marsden's community life; its streets and spaces; its heritage; the local economy; housing and sustainability.



Alongside the regular workshop sessions with the Marsden Blueprint Partnership, an exhibition, a summer event day and online surveys for the public and local businesses were used to help influence and inform the Blueprint. Several takeaways were identified from the engagement. The community were keen to preserve Marsden’s heritage and special character and want any future projects to safeguard this unique identity. Parking was a regular topic of concern, and many wanted a focus on resolving parking and promoting traffic management within the Blueprint. Villagers are keen to improve the pedestrian environment and wayfinding, with a focus on improving Peel Street. There is a need for additional and improved public realm and green space for locals and visitors to enjoy and many called for more affordable housing, while cautioning against over-development character and over-stretching existing infrastructure such as schools and healthcare. Villagers also want better facilities and opportunities for young people and basic community facilities such as toilets.

The Marsden Blueprint Masterplan Framework builds upon the future investment into the village from the New Mills scheme and future TRU upgrade and identifies sites across the village for future development or improvement. The Marsden Blueprint Masterplan Framework provides highlights opportunities for improvement and investment in the following locations within the village:

- Station Arrival - how station improvements might widen to the surrounding area.
- The Goodsyard site - existing car park and skatepark site and the village’s key regeneration opportunity.
- Lakeside - area rear of New Mills.
- Peel Street environment - streetscape improvements for Marsden’s high street.
- Peel Street movement - potential highways and parking management.
- Manchester Road - development opportunities along Marsden’s main vehicular through route.
- Links to Marsden’s places - improving links to priority local facilities.

Each site is given a series of objectives and project ideas, which can be used to guide future change. All these project ideas are then taken into the Marsden Blueprint Action Plan which can be used to prioritise actions and track progress.



INTRODUCTION

- 1 INTRODUCTION** 8
- 1.1 Introduction and purpose 8
- 1.2 Background to the Marsden Blueprint 9
- 1.3 The study area 12
- 1.4 Planning policy context 14





1 INTRODUCTION

1.1 Introduction and purpose

Marsden Blueprint in context

Kirklees Council, working with local communities and local stakeholders, has prepared a series of place-based Blueprints for towns and villages across the Kirklees Borough.

The primary purpose of these Blueprints is to present a vision for each town and to articulate how, through targeted investment and collaborative effort, they can be improved - environmentally, socially and economically. In each case, these Blueprints have been prepared with the benefit of community engagement. They are therefore an expression of shared and commonly held aspirations.

The Marsden Blueprint follows this formula. With oversight maintained throughout its production by the Marsden Blueprint Partnership, the Marsden Blueprint, together with the locally produced What Matters to Marsden Action Plan, provides an overview of a wide range of improvement and investment opportunities which would deliver local benefits to local people. The Blueprint outlines a vision for Marsden for the next 15-20 years. It has also been prepared with one eye on the review of the Kirklees Local Plan 2028. Given the significant public engagement which has helped shape the Blueprint, the Partnership feel it should both provides evidence to support the Local Plan review process and should also be a material consideration for relevant planning application.

From small scale street-based public realm interventions to the comprehensive regeneration of major opportunity sites, the Marsden Blueprint outlines a wide range of diverse interventions. Community support is the common thread that ties them together.

1.2 Background to the Marsden Blueprint

Key drivers and the Marsden Community Partnership

Building on years of active and successful campaigning and community stewardship, the Blueprint responds to a sustained creative vision spearheaded by Marsden Community Trust with support from Kirklees Council and other local community groups.

Marsden Blueprint Partnership was formed to oversee the production of this masterplan report and is comprised of local business people, key local stakeholders, community leaders, local politicians and key officers of Kirklees Council. It has a mandate and agreed terms of reference and receives administrative, although not direct financial, support from Kirklees Council

The timing of the Blueprint is signalled by significant progress being made on two catalytic investments in the village as follows:

- Central Government Levelling Up Fund - being directed to support for the major refurbishment and redevelopment proposals for the historic New Mills site, right in the historic heart of the village; and
- The TransPennine Route Upgrade (TRU) - funded by the Department for Transport and delivered by Network Rail, this is a transformative railway programme that will better connect passengers in the North between Manchester, Huddersfield, Leeds and York. Marsden works are currently planned for 2032.

Perhaps most significantly of all, the Partnership benefits from the seemingly unlimited drive, commitment and ambition provided by its members as they work towards their common goal of delivering the best for the village of Marsden.

At the time of writing this report, the Partnership is comprised of:

Chair

Tom Lonsdale - Marsden Community Trust

Kirklees Council Members

- Councillor Harry McCarthy
- Councillor Matthew McLoughlin
- Councillor Beverley Addy

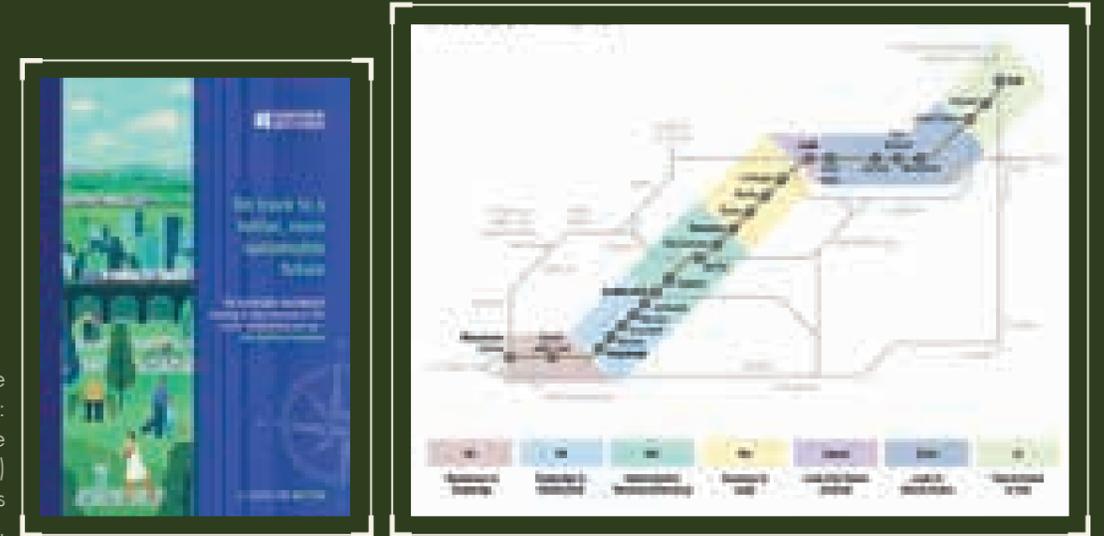
Kirklees Council officers

- David Wildman - Head of Town Centres and Project Executive
- Luc Bride

Community Representatives

- Stephen Byram - SB Homes
- Gary Godolphin - Marsden Community Action plan
- Jayne Haley - The Riverhead
- Alastair Hanson - Northern Centre for Music and The Arts
- Gill Logan - Friends of Marsden Park
- Andrew Lister - Scouts
- Kate Gino Sassanelli - Sass and Marsden Business Forum
- Sean Watson - St. Bartholomew's Church
- Jamie Stuttard - Marsden Schools
- Pat Sykes - Chair of Trustees & Secretary, Marsden Sports Hall
- Carol Wilby - Secretary for the Women's Institute (WI) and Hemplow Bowling Club (HBC)

Transpennine Route Upgrade: (left) Upgrade document, (right) project areas map.



A Vision for New Mills: (Right) the current masterplan for the New Mills site (December 2024). (Below) A set off adverts highlighting the vision for New Mills.



1.3 The study area

Marsden lies within a valley in the South Pennines, near the Peak District. Enjoying a strategic location on the TransPennine route between Manchester and Leeds, the village is only a 10 minutes train ride from Huddersfield to the east and 35 minutes from Manchester to the west.

The Marsden Blueprint focussed on the village centre, although with no hard boundary, the Blueprint considered the village a whole, including links extending to Hemplow Sports Centre to the south and the Standedge Tunnel and Visitor Centre to the west, both of which play an important role in the community and the village’s visitor economy.

Marsden’s two historic, and now vacant, mills - New Mills and Bank Bottom Mill - form an ever-present backdrop to village life. With the New Mills site poised for a new wave of investment, the future of Bank Bottom Mills is less secure and an issue that is probably beyond the reach of this initial version of the Marsden Blueprint.

The Blueprint should however be read as a living document. Regular updates should be made to its Action Plan. Securing a new future for the Bank Bottom Mill will be a priority for a future update of the Blueprint.

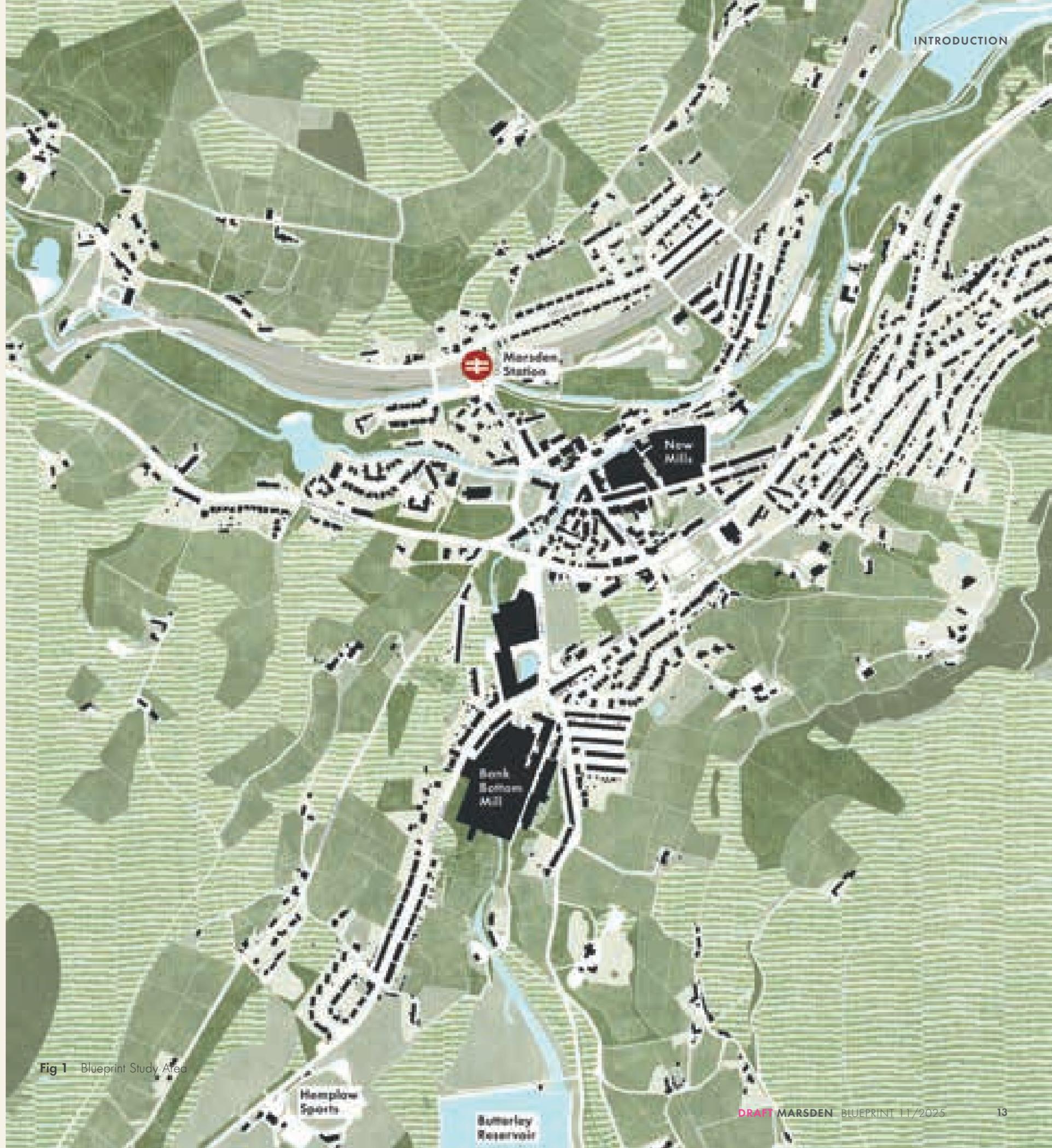


Fig 1 Blueprint Study Area

1.4 Planning policy context

Adopted Kirklees Local Plan

The current Kirklees Local Plan was adopted in February 2019. The Plan outlines a strategy for growth, investment and improvement across the Borough, whilst taking account of prevailing urban and rural character. Key policies relevant to Marsden include:

- **Policy LP2 Place Shaping:** Vision statements are outlined for towns and villages which help to protect their character.
- **Policy LP13 Town Centre Uses:** Marsden is a District Centre, providing for everyday local needs.
- **Policy LP24 Design:** Design quality should respect and enhance local character.
- **Policy LP35 Historic Environment:** Marsden Conservation Area covers most of the village. Notable listed buildings include the Marsden Mechanics building.

- **Policy LP61 Urban Green Space:** Part of the Goodsyard site is identified as Local Green Space.
- **Site allocations:** There are mixed use, housing and employment designations on key sites within the village.

In addition, a wide range of policies including relating to relevant environmental designations, flood risk, biodiversity, trees and community facilities.

Local Plan Review

Work associated with the Local Plan Review commenced in 2024. Of particular relevance to the Blueprint is the potential identification of the Goodsyard Site coming forward as a new site allocation. This is an important site, in public ownership and very well located adjacent to the improving railway services and within walking distance of the village centre. See XX for more information.



From left to right, plans showing: Development, Open Space, Environment and Transport
<https://mapping.kirklees.gov.uk/connect/analyst/mobile/#/main>



UNDERSTANDING MARSDEN

- 2 UNDERSTANDING MARSDEN 18**
- 2.1 Heritage context 18
- 2.2 Character 24
- 2.3 Landscape 28
- 2.4 Movement 30
- 2.5 Socioeconomic overview 36
- 2.6 Quality of the public realm 38

2 UNDERSTANDING MARSDEN

2.1 Heritage context

Village and mills

Originally a small agricultural settlement, Marsden expanded significantly during the Industrial Revolution, becoming a key site for textile production. The construction of the Huddersfield Narrow Canal in the early 19th century, followed by the arrival of the railway, transformed the village into a transport hub, facilitating the movement of wool and finished cloth. Large mills, such as New Mills and Bank Bottom Mill, dominate the local townscape and were the principal source of local employment.

With most local people having some personal connection with the Mills, local opinion is mixed on their importance and future. With working conditions having been challenging, some villagers have expressed ambivalence towards their retention and reuse. Others, however, recognised the undoubtedly important role the mills played in the village's fortunes and are keen to secure their reuse.

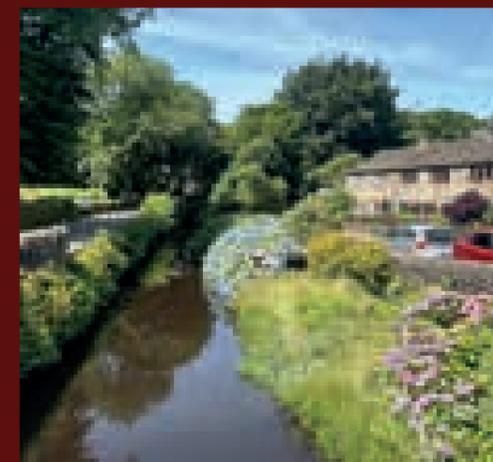
The terraced housing surrounding the village centre was built to accommodate the growing workforce when the mills were in active. Following the decline of the textile industry in the 20th century, Marsden's local economy has pivoted towards cultural and heritage, embracing tourism and the arts. Marsden is a proudly no nonsense village, with its industrial architecture and surrounding moorland reflecting a legacy of resilience and adaptation.

Marsden Mechanics

Local Community life centres in and around the Marsden Mechanics' building on Peel Street. An emblem of resilience and adaptation, the building's story in many ways mirrors that of the village.

The Hall was built in 1860-61, funded by public subscription and founded as the headquarters of the Marsden Mechanics' Institution - a workers' educational and social hub. Taken over by Marsden Urban District Council in 1911, it continued to host dances, concerts and civic meetings, but by the 1960s it had fallen into disrepair and finally closed in 1967. The building narrowly escaped demolition in the 1970s after locals campaigned for its Grade II listing. Following this, a Marsden Community Association formed in 1978 to press for restoration, which the council finally undertook in 1991. In 2017, ownership was formally transferred to the community. Since then, the Trust has led major refurbishment, and the building has been reinstated as the village's community hub for library services, theatre, events and classes. It is the village's most precious community asset.

Top to bottom:
The River
Colne passing
through
the village,
Marsden
Mechanics in
the sun and
an internal
route running
through Bank
Bottom Mill.



MARSDEN THROUGH TIME...

The location of Marsden has been based principally on two assets, an abundance of water and access to the Standedge crossing of the Pennines.

Early settlement patterns are of scattered groups of homesteads and outlying farms with rent payments dating back to **1424**.

At this time it showed that there were **550** people in Marsden.



Due to its growth, transportation became fundamental for Marsden's development.

Turnpikes were constructed to accommodate in the increase in trade. The first coach road was built in **1765**.



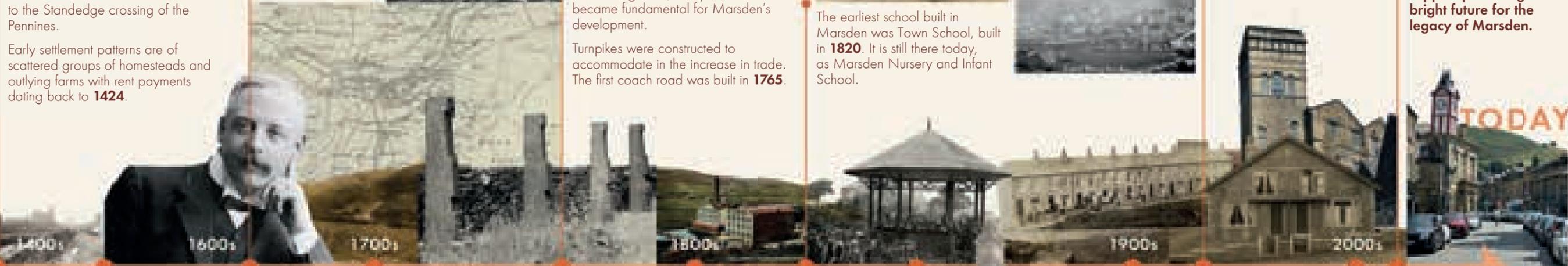
The earliest school built in Marsden was Town School, built in **1820**. It is still there today, as Marsden Nursery and Infant School.



The textile industry began to decline in the **1960s** although some mills continued until the **1990s**.

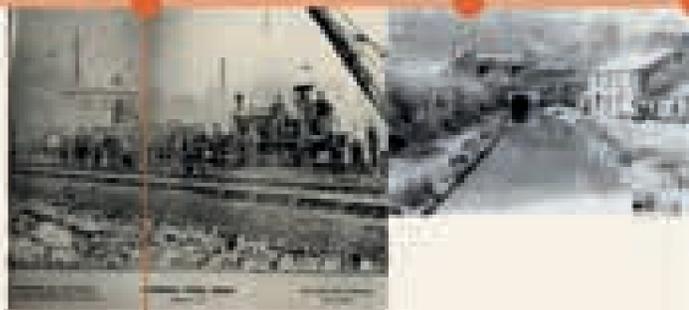
Once derelict, industrial sites and mills were demolished resulting in open land which has been turned to private housing for commuters to the nearby city of Leeds and Manchester.

Today, there are plans for the regeneration of the historic New Mills site. The project has received funding and support promising a bright future for the legacy of Marsden.



In **1433** a chapel of ease was constructed to enable cowherds and labourers working in the royal hunting ground to worship rather than travel to the local parish church at Almondbury. In **1557** the population had increased to 400.

Marsden at this time was remote and prone to flooding.



The emergence of the industrial revolution resulted in the construction of textile mills, resulting in an increasing population.

In **1758** a large church was built for the population influx.



The canal was constructed in **1811** which had the longest and highest canal tunnel in the world.



In **1845** The railway was constructed and subsequently manufacturing expanded rapidly. Many mills were built, and a number of community buildings were constructed, such as Marsden Mechanics Institute, The Park and additional village improvements.



The population of Marsden grew to 5,757 by **1911** and by the 20th century the village had its own ambulance and fire service.



Marsden is renowned for its rich textile heritage and offers multiple walking, cycling and wildlife areas. Once described as 'Waste' in the 11th century is now commonly known for its entrepreneurs, economic, political and cultural influence.

A layered landscape -
Views of Bank Bottom
Mill from Marsden
Football Club



Heritage Assets

Conservation areas recognise what is of special architectural and historic interest in a place and its contribution to the heritage and wellbeing of an area. The Marsden Conservation Area Appraisal was formally adopted by Kirklees Council in 2007 and looked at five areas in detail. The Station, Station Road, the Huddersfield Narrow Canal and the River Colne, highlighted the importance of transport links but also the strong relationship with Marsden has with farming and the value of the important character of local farmsteads and agricultural buildings.

The quirky roofscape of vernacular buildings around Towngate and St Bartholomew's Church is celebrated where packhorse routes once converged on the original village centre and there were many inns to accommodate passing visitors, including 17 Towngate. Now a private dwelling this was formerly the Shoulder of Mutton where the famous road builder Blind Jack of Knaresborough, once stayed. St Bartholomew's Church and Mellor Bridge are the only Grade 2 listed buildings in Marsden.

With the creation of the mills, the nucleus of the village shifted to Peel Street with the building of a commercial centre and the tower of the Mechanics Institute providing orientation. The close proximity of terraced housing, including back to backs creates some interesting views along alleyways and allow some reflection on what the village was like when all the mills were operating.

The Appraisal noted the philanthropic contribution of mill owners with the creation of The Park and the football ground. It speculates whether Bank Bottom Mill and associated terraces should be included in the conservation area.

New Mills and back-to-back housing on Derby Terrace again highlighted Marsden's industrial heritage, with the extreme contrast in scale between the massive austere mill and the humble terraced housing. The Colne River flows under New Mills, a vital original source of power and a further reminder of the processes involved are the Tenterposts originally used to hang the cloth for it to dry.



Fig 2 Listed Buildings and Conservation Areas



The Marsden tenter posts

- Key**
- Grade II* Listed Building
 - Grade II Listed Building
 - Conservation area
 - ▨ Archaeological site

Character

Marsden is rich in character and, as pointed out in 'Marsden, a Journey Through Time' (2014 - 2016), many past generations have contributed to the special identity and growth of the village.

The architecture reflects the identity of Marsden as a village at the heart of the industrial revolution, but also with strong rural links and an earlier history in farming and home-based spinning and weaving. There are many buildings that pre-date the arrival of the mills which are quirky and typical of the area, small cottages and houses of 2-3 stories with mullioned windows and interesting architectural features. There are many terraces of workers' housing, strong and of simple design with slate roofs, made using local stone and built to withstand the harsher Pennine winters. These have been built over a period of time and reflect changes in space requirements and aspiration. As demand for housing grew, larger housing estates were built with more accommodation for car use and gardens. More recent developments continue to reflect traditional style and use of local materials.

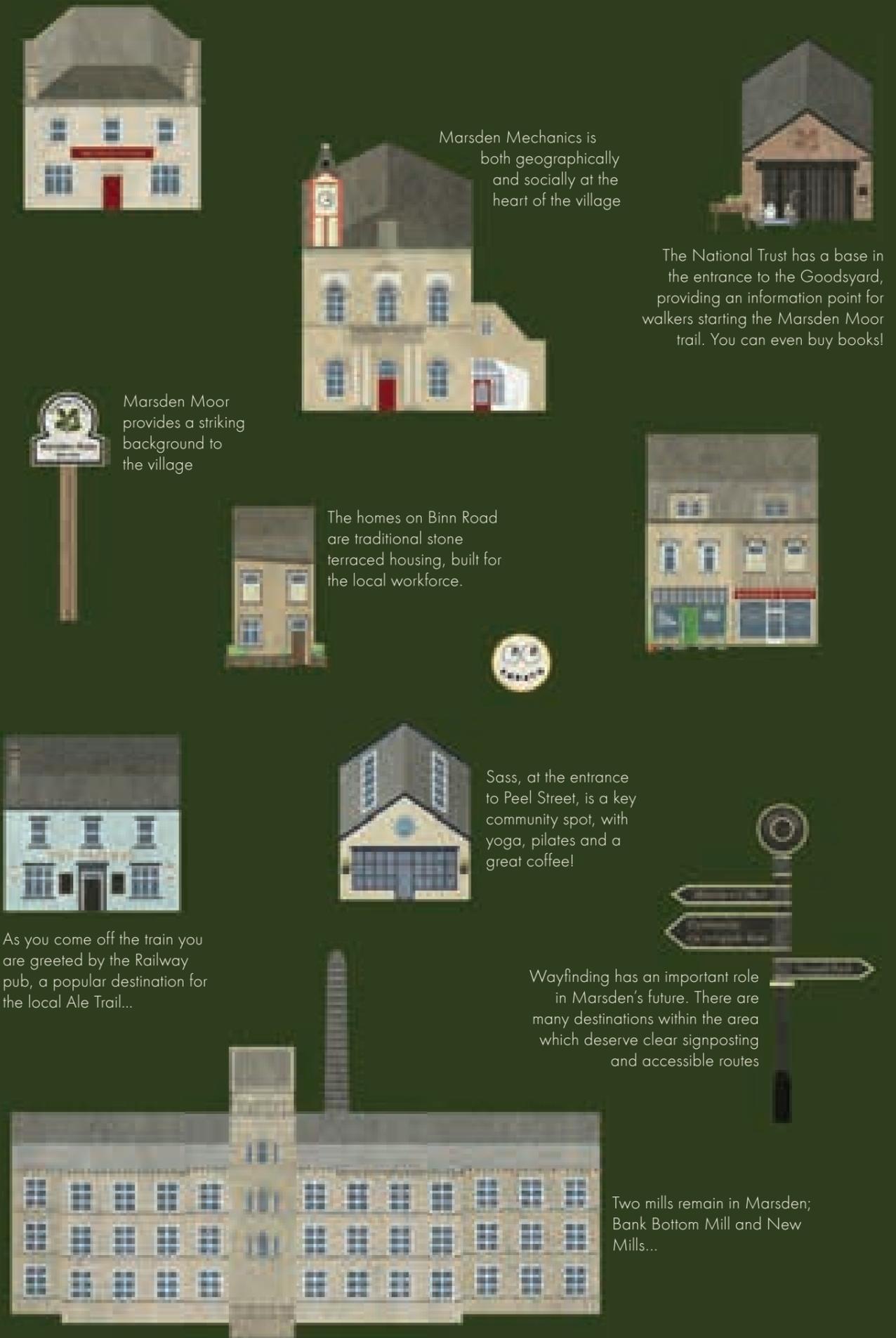
There are also many attractive civic buildings, ranging from pubs, chapels and shops and the Mechanics Institute all built in local stone, with a variety of architectural embellishments around windows and doors. Of the many mills that once stood in Marsden, only two remain. Their otherwise, austere silhouettes, are enlivened by Italianate towers and architectural details at entrances and ground floor level.

Since the decline of the textile industry, leading to the closure of the mills, the focus of the village has shifted and now looks outwards, providing a home for commuters, new small businesses and opportunities for leisure and tourism.

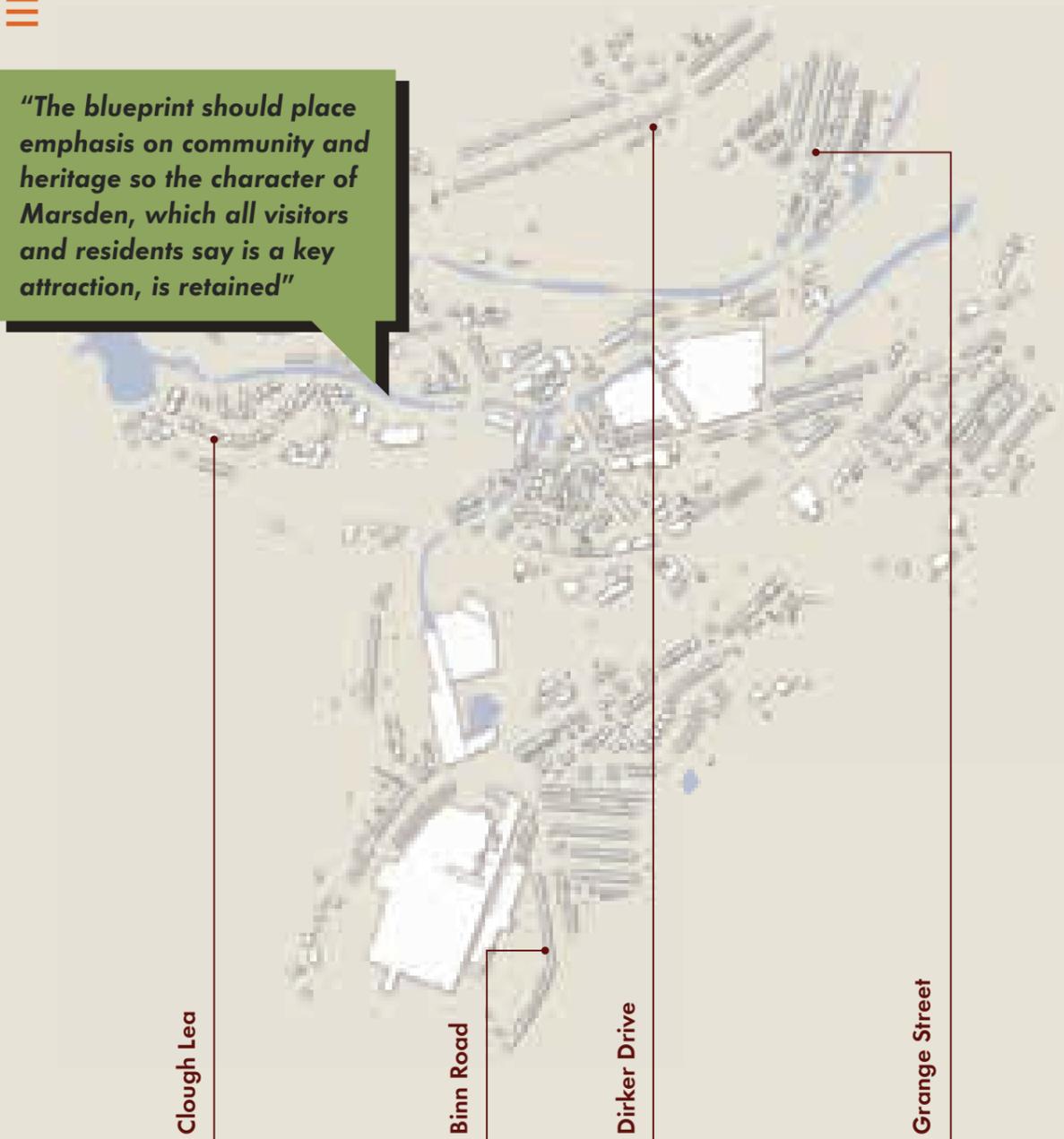
Images from around Marsden



¹ 'Marsden, A Journey Through Time' J. Thorpe and M. Pinder (2014-2016)



"The blueprint should place emphasis on community and heritage so the character of Marsden, which all visitors and residents say is a key attraction, is retained"



Previously the site of Clough Lea Mills, the existing houses at Clough Lea were built in the early 2000s by local house builders. The area has much more variety in house types and notably the homes have alleyways.



The stone terraced houses, tightly packed onto narrow lanes, were originally built for the local workforce and are now a prominent feature of the village landscape, reflecting its industrial past.



Post war housing, such as on Dirker Drive, again reflect the need for more spacious design. Homes are semi-detached, have little ornamentation and have considerable front and rear gardens.



The early 20th century houses along Grange Street, reflect the changing needs of the local community with a demand for more space and improved living conditions. Terraces have extra storeys and variety within the façade, mixing stone with brick.

MARSDEN COLOUR PALETTE



A colour palette to reflect the west Yorkshire building materials, green landscape and the familiar Mechanics red.

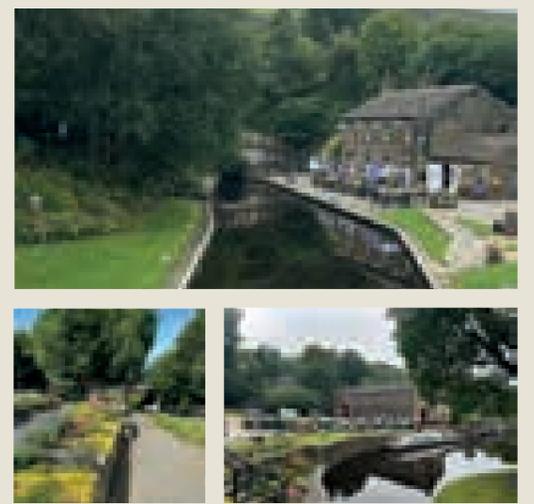


Marsden has a buzzing community. Local spots such as Peel Street Social, The Riverhead and Sass all hold activities and put on events. The village has an annual jazz festival, Marsden Cuckoo Day, a Marsden Walkers are Welcome Initiative, and the local National Trust Information space has a guided walking programme and many volunteering opportunities. At the heart of the village is Marsden Mechanics. The institute was rescued from potential demolition by a group of residents. Now, fully renovated, the space hosts exhibitions, weddings, meetings and is a key destination for entertainment.

The shared sense of identity and values is crucial to the success of Marsden as a vibrant community.

MARSDEN ATTRACTIONS

Standedge Tunnels & Huddersfield Narrow Canal



Marsden Moor



Peel Street



National Trust Information Centre



23 **Landscape**

Marsden is located within the Colne Valley, it sits at the edge of the South Pennines, on the border of the Peak District National Park. It is surrounded by high moorland plateau, with crags of millstone grit providing a striking backdrop to the village. From its earliest beginnings as a community, farming has provided a living for inhabitants and the landscape reflects this with areas of sheep grazing and isolated farmhouses situated up on the hills surrounding the village.

The moors themselves have high ecological importance and are listed as SSSIs (Sites of Specific Scientific Interest) as they are an important habitat for breeding ground nesting birds. There is blanket bog habitat, vital for carbon storage, water quality improvement and flood reduction. The National Trust's Marsden Moor Estate has a local base in the Goodsyard next to Marsden Station and here the trust has begun propagating their sphagnum moss as part of a peatland restoration project. In addition, in partnership with the White Rose Forest and Yorkshire Water, the trust is planting 65,000 trees to recreate the woodland habitat that once existed in the steep sided valleys.

The village and local area have an impressive water network. The River Colne, created by nearby brooks and tributaries, runs through the village of Marsden. The Huddersfield Narrow Canal and River Colne run through Marsden. The canal tow-path runs to Slaithwaite and Huddersfield and offers views across the moor. A 20-minute walk west from Marsden Station along the tow-path leads to the Standedge Tunnel, the longest deepest and highest canal tunnel in Britain. The Sparth and Butterley reservoirs are also in walking distance of the village. The walk to Butterley conveniently begins close to the railway station and is part of the scenic Kirklees Way.

The village has two central green spaces: Marsden Park, a traditional park with a bandstand and play area and a park keepers' cottage and a small green opposite St. Bartholomew's Church.

- Key**
- Green space
 - Park
 - Allotment
 - Cemetery / Church ground
 - Sports ground
 - Woodland
 - Play

Views from Butterley Reservoir overlooking Marsden. The chimney at Bank Bottom Mill can be seen in the distance.



Making the most of the villages green spaces!



Fig 3 Landscape features in Marsden

24 **Movement**

Context

Marsden lies on both the Trans-Pennine rail line and the A62 corridor which link Huddersfield and Manchester. It is served by bus routes connecting it to both these destinations and nearby communities.

Marsden has a network of footways that connect surrounding homes to shops and services on Peel Street – see Figure 7. Walking and cycling are also popular leisure activities, with connections into Marsden Moor, and cycle parking provided at Marsden Train Station and Argyle Street.

There are planned improvements to make Huddersfield Narrow Canal more accessible for bikes, in addition to the proposed train station improvements through the Transpennine Route Upgrade.

Policy Pointers

Transport policy from the West Yorkshire Combined Authority (WYCA) and Kirklees Council support further development of the transport network.

Improving health and wellbeing, reducing harmful emissions from transport and creating inclusive places are themes that underpin both the Draft Kirklees Transport Strategy and the Draft WYCA Local Transport Plan.

These policies support prioritisation of active travel and giving people greater travel choices so they are not reliant on car travel all the time. Kirklees will also be among the first areas in West Yorkshire to shape and specify bus services as these enter into public control.

Improved parking management, car clubs and electric vehicle provision are also identified as potential enhancements.

Pathways around Marsden



Key

- Primary pedestrian route
- ⋯ Secondary pedestrian route
- ⋯ Informal pedestrian provision
- Bus route
- Bus stop
- Proposed cycleway
- Cycle parking
- Car parking



Fig 4 Movement plan



Fig 5 Walking and catchment area plans



Fig 6 Footway analysis plan

Issues and Opportunities

Marsden’s rural setting creates its own unique environment for transport and movement. Census data* indicates that its population is generally older and has greater access to cars than the rest of Kirklees. The same data suggests that there are higher proportions of people who can work from home in Marsden and fewer people who commute by car compared to the Kirklees average. This shows there are some opportunities to align with policy ambitions, taking into account some of the local characteristics.

The village is broadly accessible on foot as indicated in Figure 6, but analysis of footway provision and widths in Figure 5 suggests that there are some barriers for safe access and gaps in the network. Coupled with the topography of the area, this presents issues for people with reduced mobility and those using wheelchairs and pushchairs.

Cycling infrastructure is limited, although upgrades to the Huddersfield Narrow Canal tow path would create a segregated link between Standedge Tunnel and Slaithwaite.

Public transport connectivity is provided at around half-hour intervals by both bus and train, though both remain subject to reliability issues. There is scope to improve accessibility and service frequency to Marsden Station through the Transpennine Route Upgrade which is forecast to increase passenger numbers for both commuters and visitors to the village.

Given its rural setting, congestion issues rarely affect Marsden other than on Peel Street where occasional incidents occur. An earlier Village Enhancement Study linked this to complications with manoeuvring larger vehicles and deliveries through the village and the location of parked vehicles.

² Census data collected during the COVID-19 pandemic

	MARSDEN	SLATHWAITE	ROCLIFFTHORPE
Population	2,800	2,700	1,000
On street parking	43 spaces 2 disabled bays	10 spaces 7 disabled bays	10 spaces 3 disabled bays
Off street parking	70 spaces 2 disabled spaces 4 bike spaces	170 spaces 10 disabled spaces 1 bike space 2 electric charge points	222 spaces 17 disabled spaces 2 bike spaces 2 electric charging points
Off street parking	None	<ul style="list-style-type: none"> Private residential car park Car park for shopping EV charging provided Use of one side of the street for parking 	<ul style="list-style-type: none"> Car park Car park for shopping Car park for shopping with parking fees Motorcycle parking in phase on footway

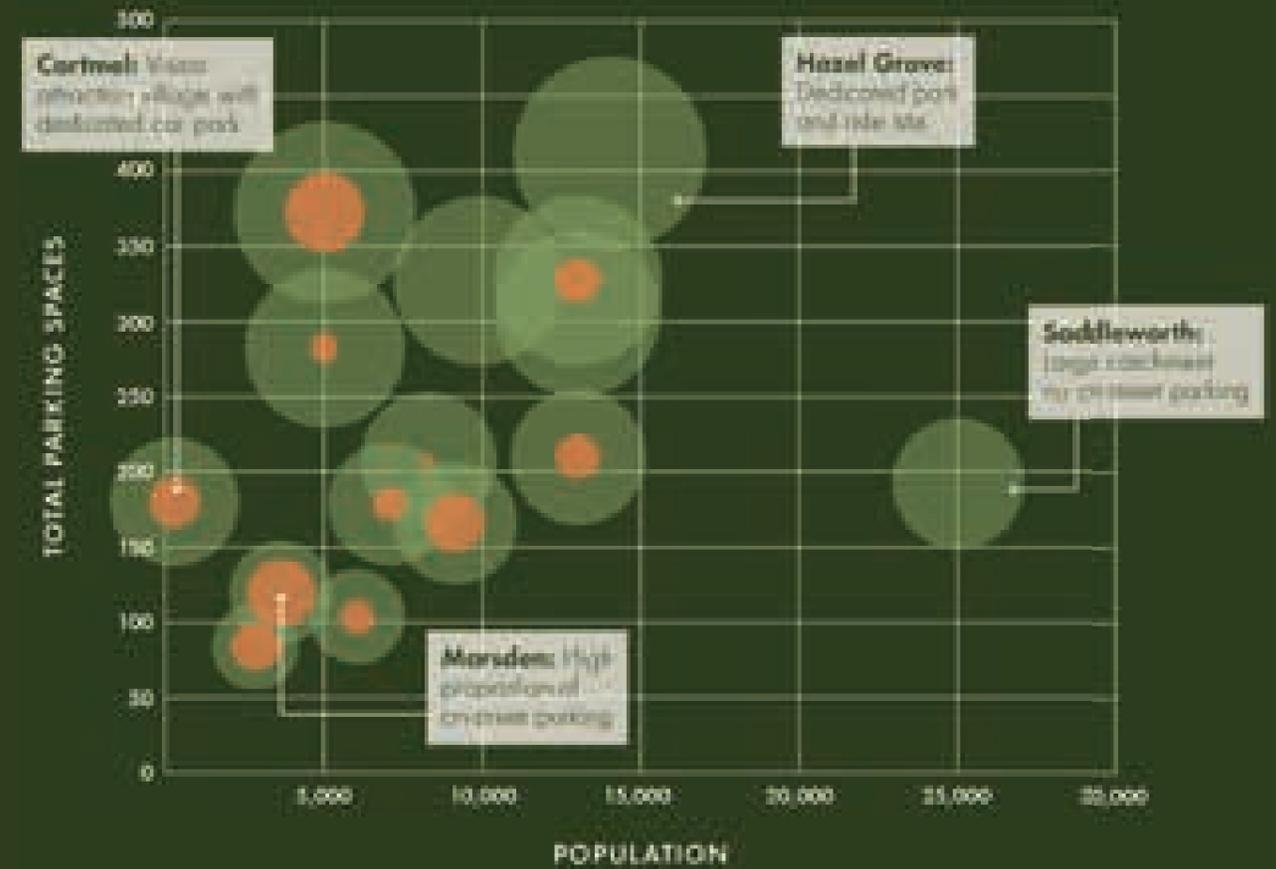
	LADLOWWORTH	HAZEL GROVE	CARTWELL
Population	21,000	11,000	300
On street parking	No parking	No parking	23 spaces 1 bay
Off street parking	110 spaces 2 disabled spaces	240 spaces 22 disabled spaces	140 spaces 11 disabled parking spaces
Off street parking	<ul style="list-style-type: none"> Temporary on parking bay High Street Fixed parking on street adjacent to High Street 	<ul style="list-style-type: none"> Hub & Spoke with multi-use car park 	<ul style="list-style-type: none"> Motorbikes used to separate parking spaces Private charges for weekly events

Marsden parking study

Parking has been highlighted as a particularly important issue and opportunity in Marsden, particularly within the centre of the village around Peel Street, Station Road and Brougham Road.

Marsden’s parking supply has been assessed alongside other comparable towns and villages in the South Pennines, as well as selected case studies in the North West and Wales. This examined both on-street and off-street parking, and the traffic management measures in place at each location.

This analysis shows that Marsden has a high proportion of on-street parking, with off-street parking limited to Standedge Car Park and other small sites around the village.



The provision of free, unlimited parking in unmarked bays on Peel Street is not typical compared to other towns and villages. It is common to see a more balanced approach to parking elsewhere, such as providing marked bays for short-stay parking, often still for free.

Many of the locations studied benefit from having a nearby supermarket car park, or station car parking that creates a bigger supply of off-street parking compared to on-street parking. This in turn enables a wider range of uses to be considered in High Street locations, such as designated loading bays, expanded footways or planting.

Dedicated parking facilities for disabled badge holders, electric vehicles, car clubs and bikes are also becoming more widespread across comparable locations.

This demonstrates that there could be opportunities to introduce parking management measures for on-street parking in Marsden in tandem with exploring off-street parking provision across the wider Blueprint.

2.5 Socioeconomic overview

Marsden benefits from a rich cultural history which has shaped the socioeconomic landscape of today.

The village is a desirable residential location, evidenced by house prices in line with the national average and significantly above the wider average in West Yorkshire. Prices are experiencing a period of growth, with Rightmove suggesting a 12% increase over the past 12 months.

Housing in the village is characterised by period stone properties, in keeping with its industrial history. These are high quality, attractive properties with a strong kerb appeal compared with most other Northern villages and small towns. New build development is uncommon due to conservation areas and green spaces with any development being undertaken on brownfield land or as refurbishment schemes, such as the proposed development at New Mills.

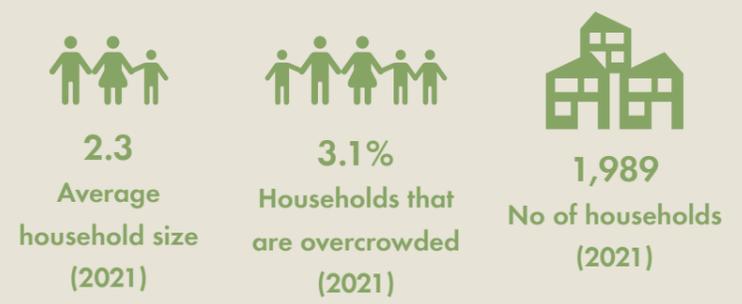
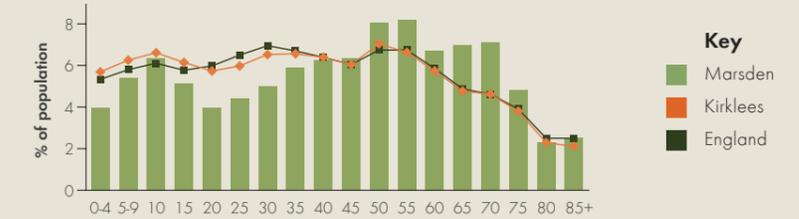
There are no sizable employers in the area and this has led to the village being predominantly occupied by retirees and commuters travelling either to Manchester or Huddersfield and Leeds.

The village has a strong tourism industry and is a popular summer destination for day trips due to the presence of the National Trust, Standedge Tunnel and several other attractions including an attractive and busy high street.

The high street is well occupied by a range of users including, professional services, convenience stores and food and beverage operators. There are a number of popular cafes which see large visitor numbers during the summer months.

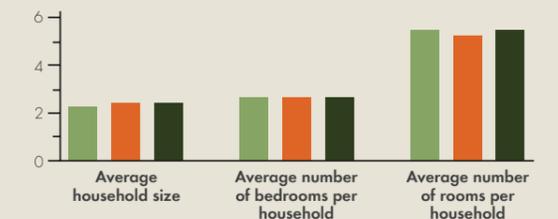
PEOPLE

- Marsden's population profile is slightly older than the Kirklees average, with 22% of people over the age of 65 and a median age of 47.
- There has been a 6% growth in the number of over 65's since 2011, and a very slight reduction in school-age children over the same period (-1%)
- Across Kirklees, approximately 18% of the population are classified as disabled under the equality act
- Communities in Marsden sit within the 60% least deprived in England



RESIDENTIAL

- Key challenges for providing additional homes will include; space availability, conservation areas and ensuring any development remains in keeping with the existing townscape
- For this reason, development will need to be higher density, space conscious properties, predominantly 1 and 2 bed flats
- Changes of use to residential for upper floors should be explored
- Average house prices in Marsden over the last 12 months were £244,500, across 39 transactions
- Sold prices in the last year range between £72,500 and £705,000, highlighting the value polarity between smaller and larger properties



26 **Quality of the public realm**

Public realm can be defined as all open space between buildings to which the public has legal right of access: it includes infrastructure designed to accommodate motor vehicles and people. A good quality public realm achieves a balance of movement that favours the pedestrian and invites a mixture of activity levels from progress to static relaxation. Success is also measured in terms of the aesthetic qualities and function of the buildings that adjoin the space, as well as surfacing materials, orientation, shelter and organic elements such as planting.

Inclusion of informal spaces to meet and relax is key to enhancing a place's character and improving wellbeing. These spaces may provide seating and planting and should be distinguishable from the main pedestrian flows of movement.

Peel Street is where most social interaction and activity happens in Marsden. It is the core public environment to the village. Most of the lengthier engagements occur on outdoor café seating, however, there are a few noteworthy spaces.

In the warmer months, Argyle Street is enjoyed by locals and visitors wanting to enjoy a drink by the riverside. Tables and chairs are put out by the Riverhead Brewery Tap and many tend to perch on the adjoining walls and benches.

The yard space at Marsden Mechanics is also a much used and multi-functional space. It is a nursery pick-up area, a meet up spot and space for events and activities. The central Marsden bus drop-off point is also located at the yard adding to the flow of movement.

There is a small, garden at Marsden Station, adjacent to the canal. This area has been more recently updated with attractive planting and some seating. This change and consideration for the public realm also encourages one to follow the route of the canal.

Marsden Park is located south of Peel Street on Manchester Road and has space for play and local sport as well as a band stand for functions. Other play areas can be found at the Goodsyard, which has a small sports court and skatepark. However, the vegetation this area is overgrown and the quality of the space is poor.

The village has limited public realm space, and which could be improved with more seating, landscaping and the re-surfacing of spots. Marsden is a very sociable place and in the summer months it's locals and visitors desire places to interact and relax.

Locals enjoying the summer sun on Argyle Street



The Marsden Mechanics Yard

"The sports court and skate park at the Goodsyard could do with a good refresh!"

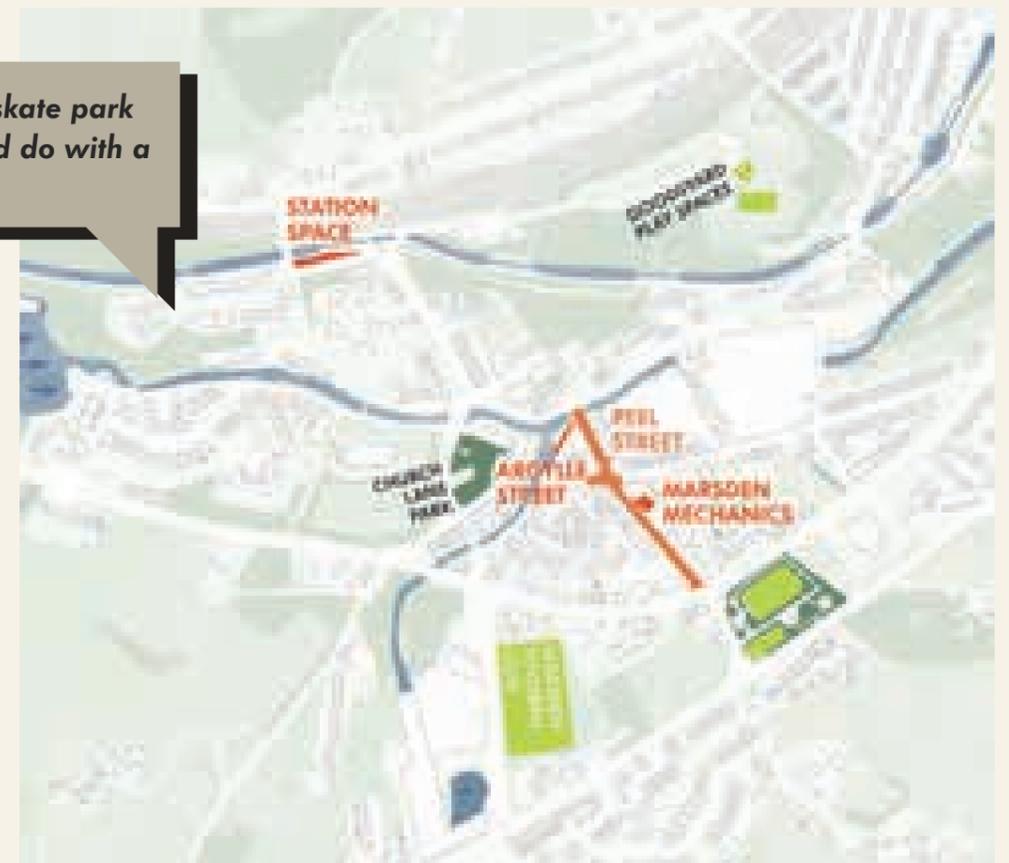


Fig 7 Public realm in Marsden



3

VISION AND OBJECTIVES

- 3 VISION AND OBJECTIVES**.....42
- 3.1 Vision.....42
- 3.2 Objectives.....45



3 VISION AND OBJECTIVES

3.1 Vision

Building on the 'What Matters to Marsden' campaign, the preparation of the Marsden Blueprint presents a further opportunity for the local community to come together and share their thoughts on the things that should be improved in the village and the things that should stay the same. Questions concerning the vision for Marsden were included in the Blueprint engagement event and whilst feedback was wide and varied, there was general consensus around and support for key themes of the village's strong character, the importance of Peel Street as the local beating heart of the village and the need to the desire to reduce the impacts of village centre traffic.

Marsden is a characterful former textile village with a proud heritage and a thriving, engaged community. Building on the strong foundations of its successful past, Marsden's future will be one of inclusive prosperity and resilience. Enhancements to Peel Street will reinforce its role as the village's vibrant social and economic heart. Improved connections to community facilities and infrastructure will ensure that residents can easily access the services they rely on every day. Environmental improvements to key streets and public spaces, alongside the thoughtful development of opportunity sites, will create a cleaner, greener, and more beautiful village - benefiting residents, businesses, and visitors alike.



3.2 Objectives

Marsden Blueprint objectives

The ideas outlined in this Blueprint are not fixed - they are not refined proposals or detailed schemes that will be implemented. They are concepts and ideas which convey a spirit and intent for how local residents and businesses would like to see Marsden's ongoing evolution.

The project ideas outlined in the following sections are envisaged as a way of realising the vision for Marsden. Under this vision, a number of objectives have been identified and agreed locally. These capture the principal issues and priorities facing the village. They capture issues including Marsden's community life; its streets and spaces; its heritage; the local economy; housing and sustainability. The project ideas presented below address these objectives in different ways.



Strengthen Marsden's community life:
Foster a welcoming, inclusive village with vibrant community stories and events.

Improve Marsden's streets and spaces:
Create cleaner, safer, and more attractive streets and public spaces for everyone.

Protect Marsden's heritage & celebrate its identity:
Safeguard historic buildings and promote the village's unique culture and traditions.

Support Marsden's local economy:
Encourage local businesses, sustainable tourism, and create job opportunities.

Provide affordable, well-designed housing:
Deliver a mix of homes that meet local needs while respecting village character.

Protect Marsden's environment & promote sustainability:
Preserve green spaces, improve canal and river channels and support biodiversity.

4

ENGAGEMENT

4	ENGAGEMENT ACTIVITIES	48
4.1	Introduction	48
4.2	Activities	50
4.3	Results.....	55

4 ENGAGEMENT ACTIVITIES

4.1 Introduction

The Blueprint is a community-led initiative. Its preparation and endorsement present local residents and businesses with the opportunity to outline an aspirational action plan for improvement. Open, accessible and transparent engagement is therefore an integral part of the process of agreeing and finalising the Marsden Blueprint. The Community Partnership, comprised of representatives from local businesses, community groups, schools and officers and politicians from Kirklees Council, has steered the process from start to finish. But completing the Blueprint is just the start of the process. Working towards delivering the many opportunities identified within it must now continue.

With workshop sessions, exhibitions, leaflet drops, and online surveys all used to help influence and inform the Blueprint, this short section provides an overview of the feedback received.

What Matters to Marsden

In Autumn 2022, local community groups collaborated with Colne Valley Ward Councillors and staff from Kirklees Council in

an aim to better understand life in Marsden and how the village can be improved. This project was called What Matters to Marsden.

A total of 603 people took part in conversations held in a range of settings throughout the village. The findings were published in October 2023.

Following this, in Winter 2023, the Marsden Community Trust and Marsden Community Association created additional opportunities for local people to share their thoughts on the results and help shape possible next steps. With support from Kirklees Council, they hosted a public meeting, held drop-in sessions, launched an online feedback questionnaire, and worked with teachers at Marsden Junior School to re-engage with students. This second phase saw 274 people respond.

Many of the themes and aspirations that emerged had also been highlighted in earlier studies commissioned by Kirklees Council, funded by Yorkshire Forward through the Renaissance Market Towns Initiative.



Fig 8 Quotes from the What Matters to Marsden engagement

Activities

"We need signage or marketing opportunities at the main entrances to the village such as off Manchester Road and by the train station. Directing people into the village and all the way to the top of Peel Street."

Marsden Business Forum questionnaire

Marsden Business Forum are an informal group of local businesses formed to ensure the voice of entrepreneurs are heard when decisions are made on the future of the village.

In the winter of 2024, the group undertook engagement and distributed questionnaires within the network of local businesses to help collect feedback for the Marsden Community Action Plan and the Marsden Blueprint

The questionnaire covered 12 themes, which the Marsden Business Forum felt captured all the 'business-specific' aspects that may have been overlooked in previous engagement rounds. 28 local business responded and shared their thoughts and experiences.

The adjacent page presents figures and findings from the questionnaire. The main themes surrounded parking, particularly around a lack of parking and inconsiderate parking in the centre, future development and New Mills and footfall.

Online questionnaire

An online questionnaire was also created as part of the blueprint public engagement. This was accessed through a QR code, printed on posters and postcards which had been handed out and placed in the windows of various spaces in the village centre. The QR code also provided a link to the engagement boards and the blueprint website.

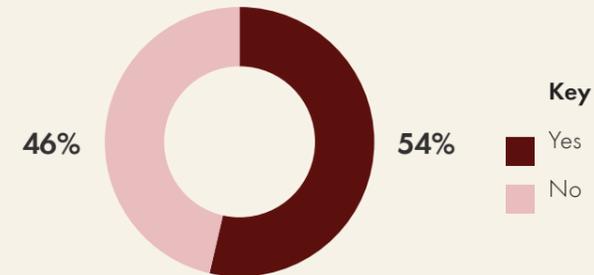
Similar to the structure of the engagement boards, the questionnaire focused on the blueprint vision and the sites in question. Along with text boxes for individuals to write their comments, the questions were structured around asking individuals to rank potential interventions to the sites and how much they support or object to the vision and improvements to said site.

In total we received 162 responses from members of the Marsden community, visitors and local people. We received 3 written responses from locals who did not have access to a computer.

"Creating an evening economy!"

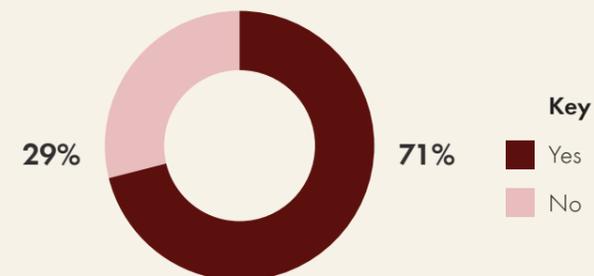
Business Forum Questionnaire Results

Does the location, extent and availability of parking in Marsden affect your business in a negative way?



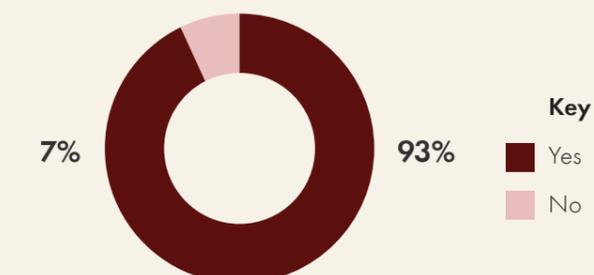
"We could do with more parking or maybe more signposting of existing parking. Double yellow lines in problem areas would help."

Are there any measures you feel might help increase the general amount of footfall the village centre receives?



"More units available for small businesses would help create a vibrant atmosphere and it would be possible to source supplies and services locally."

Do you envisage the New Mills development will have a positive effect on Marsden as a place to have a business?



"Use any waste land for parking and add signposts to help non-locals"

"There are quite a few festivals and weekend events in Marsden. Something like a food festival would be good at increasing footfall in the centre as we have so many great independent food establishments with existing shops who might like a stall in the Mechanics for instance."

Fig 9 Findings from the Marsden Business Forum questionnaire

Marsden Blueprint Event Day

The Blueprint team held a day time event outside Marsden Mechanics on Saturday 12th April 2025. Members of the AAM team, Marsden Community Partnership and Kirklees Council hosted throughout the day.

The team created 8 engagement boards (Fig X) which detailed the various spaces across the village which the blueprint has explored, along the constraints, opportunities and objectives for the site. The boards also included an introduction to the blueprint project along with the Marsden vision and objectives, context to the village, site constraints and, importantly, an overview of previous comments from the What Matters to Marsden public engagement. These boards were set up around the Mechanics yard and individuals were encouraged to read, digest and discuss with the team their thoughts and opinions.

Alongside the engagement boards, we had a large table top map of the village (Fig 10). This sheet also contained zoomed in aerials of Peel Street and central Marsden, historical photos to encourage conversation and some illustrations detailing changes to the Mechanics yard space and the Station Forecourt. We found discussions around an aerial view to be a helpful tool in generating a more informal conversation.

We had a consistent stream of individuals throughout the day come and speak to us and the experience was very successful in helping us to understand some of the issues the village faces and the perspectives locals and visitors have on future development and change.

These views were recorded on post-it notes and placed on top of the table top map, allowing others to read comments and, crucially, encouraging further discussion. Members of the team also took notes, and personal reflections were recorded over the coming days to understand the position of Marsden's residents.

Following the event, the team moved the engagement boards to the windows of the Mechanics conservatory entrance so viewers could read the boards from the outside. The boards were left up until Sunday 27th April, the weekend of the village's Cuckoo Day, to give time to read and digest and hopefully increase footfall. A QR code was printed on the boards which led individuals to view the boards online.



Fig 10 The table top map brought on the exhibition day

"The rail station development needs to underpin any development. The greater the access to public travel the less cars, pollution and parking issues we will see."

"I love the proposals, I'm very in favour of shifting from car centric to people centric design"

Fig 11 Some of the exhibition boards displayed at Marsden Mechanics during late spring and quotes from the day

"I agree that we need a better arrival experience at the station, that's very important for the Jazz festival visitors. I'd love to see a feature in addition, like at Sheffield Station."



4.3 Results

Questionnaire Results

The community broadly welcomes the vision for Marsden, especially improvements to accessibility, green spaces, and traffic flow. However, strong concerns were raised about parking, housing, and preserving the village's character.

Many respondents oppose the Mechanics extension, fearing it will dominate Peel Street and reduce public space. Others question the need for additional housing without corresponding investment in infrastructure such as schools, healthcare, and parking.

The proposed changes to Station Road and Peel Street raised traffic and safety concerns, with some calling for better pedestrian access and one-way systems but cautioning against reducing parking before alternatives are in place.

Environmental sustainability and preserving Marsden's heritage were recurring themes, with support for using traditional materials, protecting trees and green spaces, and including more community gardens and allotments.

There is general support for pedestrianisation and improved public transport, but scepticism about how realistic or inclusive the plans are for residents reliant on cars.

Many want greater focus on affordable housing, youth services, public toilets, and ensuring changes enhance—not dilute—Marsden's community identity. Some called for the vision to prioritise low-cost, practical improvements over large-scale redevelopment.

Overall, while many aspects were praised, residents want clearer detail, stronger local consultation, and balanced development that reflects real community needs.

Engagement Event Results

The discussions had on the event day were extremely useful and the more conversational nature of the activity allowed for far richer findings. It also gave the team an opportunity to express what the blueprint was aiming to achieve and how the public can best be involved.

Discussions were similar to the findings of the questionnaire and focussed on related themes.

Many conversations were had on transport. Attendees looked forward to new station upgrade and there was a strong desire for the village to be better connected. Although, concerns were expressed that the new station should be in keeping with Marsden's built character.

Parking remains a major concern, mostly around location and capacity. There were suggestions on whether parking should be expanded or relocated to less disruptive areas and whether accessible and disabled parking is needed closer to key shops and services.

Traffic management options were seen as a positive, and there was a general push to reduce car dominance in the centre and implement traffic calming measures on Peel Street and Manchester Road. One-way systems and slower speed limits were welcomed.

Attendees valued the yard space at Marsden Mechanics and preferred the option of renewing this area to an extension to the Mechanics. There is a desire for more public gathering spaces, although many stressed the importance of heritage-sensitive design. Green space should be encouraged.

Lastly, there was support for affordable housing especially for young people. Many also expressed an interest in conserving and re-purposing heritage buildings.

"Marsden needs better signage!"



Photographs from the sunny exhibition day in April at Marsden Mechanics

"The Mechanics yard is not in the best place at the moment. I'd like to see it used as an amphi-theatre, or maybe something partially covered?"

"We'd like to see more affordable housing, perhaps on the council owned land in the Goodsyard? Houses don't come up very often so it's hard for young people wanting to buy."



5

MASTERPLAN FRAMEWORK

- 5 MARSDEN'S BLUEPRINT** 62
- 5.1 Station Arrival 65
- 5.2 The Goodsyard 72
- 5.3 Lakeside 78
- 5.4 Peel Street Environment 83
- 5.5 Peel Street Movement 88
- 5.6 Manchester Road 102
- 5.7 Links to places 107

5 MARSDEN'S BLUEPRINT

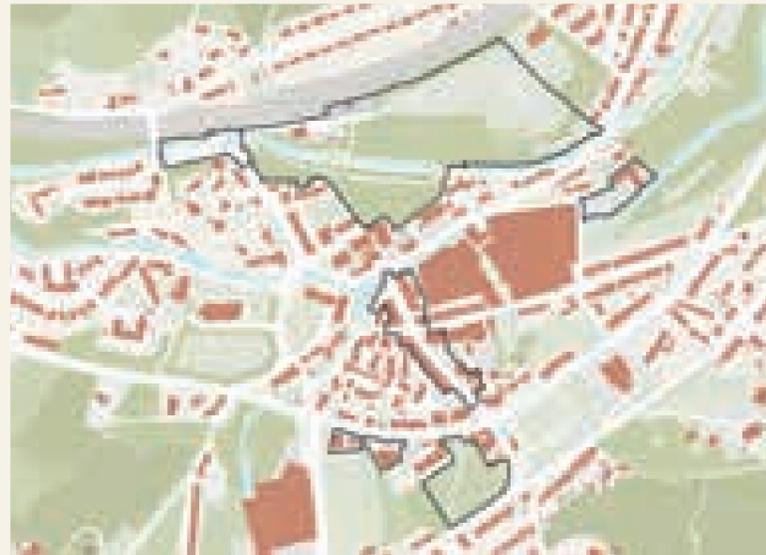


Fig 13 Masterplan framework - spatial zones



Fig 14 The Marsden Blueprint Masterplan Framework

Introduction

Investment is coming to Marsden. The TransPennine Route Upgrade will further enhance Marsden's connectivity, reducing travel times between the village and the key nearby conurbations of Huddersfield, Leeds and Manchester. The reimagining of Marsden's New Mills continues to gather momentum. The owners of New Mills and their advisory team continue to work closely with the Council to refine proposals which would bring new shops, workspace and homes to the heart of the village - reusing existing mill buildings where possible.

The Marsden Blueprint builds on this investment base. Presented as a 'Masterplan Framework', the Blueprint reflects, and takes a village-wide perspective, on how the benefits of planned investments might be felt across the village as a whole.

The Marsden Blueprint Masterplan Framework is structured as follows:

1. **Station Arrival** - how station improvements might widen to the surrounding area.
2. **The Goodsyard site** - existing car park and skatepark site.
3. **Lakeside** - area rear of New Mills.
4. **Peel Street environment** - streetscape improvements for Marsden's high street.
5. **Peel Street movement** - potential highways and parking management.
6. **Manchester Road** - development opportunities along Marsden's main vehicular through route.
7. **Links to Marsden's places** - improving links to priority local facilities.

Fig 15 Station arrival opportunities plan



Accessibility was the most frequently raised issue, with respondents calling for step-free access to all platforms, particularly for wheelchair users, prams, and those with mobility issues. The current station setup was described as exclusionary and long overdue for improvement. There was also strong support for public toilets, sheltered waiting areas, better lighting, and clearer signage - particularly for rail replacement buses and car parking.

Other ideas included a station café, improved digital information, bike parking, EV charging, and enhanced green spaces. Respondents emphasised that all changes must prioritise inclusivity, practical use, and meaningful integration with the surrounding village and landscape.

"We would love to see space at the station for cycle parking!"



5.1 Station Arrival

The area around the station will be the primary point for orientation for an increasing number of visitors to Marsden. With the TRU delivering radically improved station facilities.

Objectives for Station Arrival

In seeking to deliver improvements to the station arrival area of Marsden, the following objectives should be used to steer and prioritise improvements:

1. **Improve the arrival experience** - physical improvements to public realm;
2. **Improve orientation for visitors** - improved visitor information and facilities;
3. **Improve connections to surrounding Marsden** - to the village centre, Standedge and the surrounding hills; and
4. **Create more space for people** - more priority for non-vehicular modes of transport.

Project ideas

In responding to these objectives, a number of individual project opportunities emerge. These can be progressed individually or, more preferably, as part of a coordinate programme of improvements for the station arrival area.

1. Station Road surface improvements

The single-most transformative improvements to the station arrival experience would be to transform the Station Road carriageway into a more equitable shared surface environment. This would lower vehicle speeds, and give pedestrians greater priority. Surface treatment and a large raised table could form the basis of the improvements.

2. Create a new arrival micro-space

Currently the location of a small number of short-stay and blue badge parking bays, there is a valuable opportunity to create a new arrival micro-space immediately south of the canal wall on Station Road. The opportunity is for the creation of a new orientation space with visitor information, benches, lighting and hard and soft landscape features. A new feature tree could be planted here to provide natural shade in this south-facing space. Such improvements would need to be made in conjunction with improvements to public parking (see Goodsyard proposals below).



Fig 16 Artists impression of the potential arrival experience at an improved Marsden Station: With a new railway station to support the TRU improvements, all passengers arriving and departing the village by train will access the station at the bend in Station Road, south of the station and opposite The Railway Pub. This is an important point of orientation for those arriving and the vision shown in this view would deliver more space for pedestrians and traffic calming measures to provide a more equitable relationship between all road users.

Fig 17 Existing view of station arrival

- 1 New primary station approach for all station users
- 2 New public landscape space with orientation signage
- 3 New development opportunity to strengthen Station Road frontage
- 4 Potential cycle parking / hire / charging station with retained canal access
- 5 New shared surface for Station Road
- 6 New station stairs and lifts providing accessible access to all platforms as part of TRU improvements
- 7 New development opportunities on the Goodsyard site
- 8 Retained listed canal bridge as main station entrance
- 9 Improved access to Goodsyard site and improved station parking



Many residents emphasised the need for free or low-cost parking at the goods yard, both to discourage unsafe street parking and to encourage sustainable commuting. Improved pedestrian safety, such as zebra crossings near the station, lighting over the canal bridge, and traffic calming was repeatedly requested, especially given heavy foot traffic and poor driver behaviour.

"It would be nice to include art or some kind of sculpture that represents Marsden history, though it would need to be very carefully designed... would also love to maximise the view of the valley we get as we arrive at the new exit point of the station."

3. Improved public transport interchange

Improvements to the station will likely lead to the need for a review of local bus stops given all station arrivals and departures will not take place from one centralised point. Bus stops in both directions should be relocated to locations on Station Road south of the new station to ensure they are more immediately accessible for all travellers for those arriving at and departing. This will help to improve interchange between public transport modes.

4. Pavement improvements

Currently there is no footpath provision on the east side of Station Road between the proposed new station entrance and the existing bus stop locations at Shaws Terrace. This adds the need for potentially two additional road crossing movements in each direction for pedestrians travelling to and from the station. A new, continuous, footpath should be provided on this most direct pedestrian route to the village centre.

5. Improved relationship with the Goodsyard site

With the opportunity for environmental improvements in front of the new station, improvements to public parking will also be required. This could be most easily achieved in conjunction with the potential redevelopment of the Goodsyard Site. The area between the proposed main station entrance and the National Trust centre provides scope for relocated blue badge spaces. Public parking for general station uses could be supported by a related car park in the vicinity of the railway compound site subject to Network Rail's approval and appropriate re-provision of track maintenance facilities.

6. Prioritise wayfinding

With the National Trust as the gateway to the extensive network of public trails and more tourists and other visitors being attracted to the village itself, wayfinding signage should be improved, with the station arrival point being a crucial point of visitor orientation.

From left to right: A view of the canal access and now closed access onto the platform, the curve of Station Road, the flora display and the view looking over the platforms from the Station Road bridge.

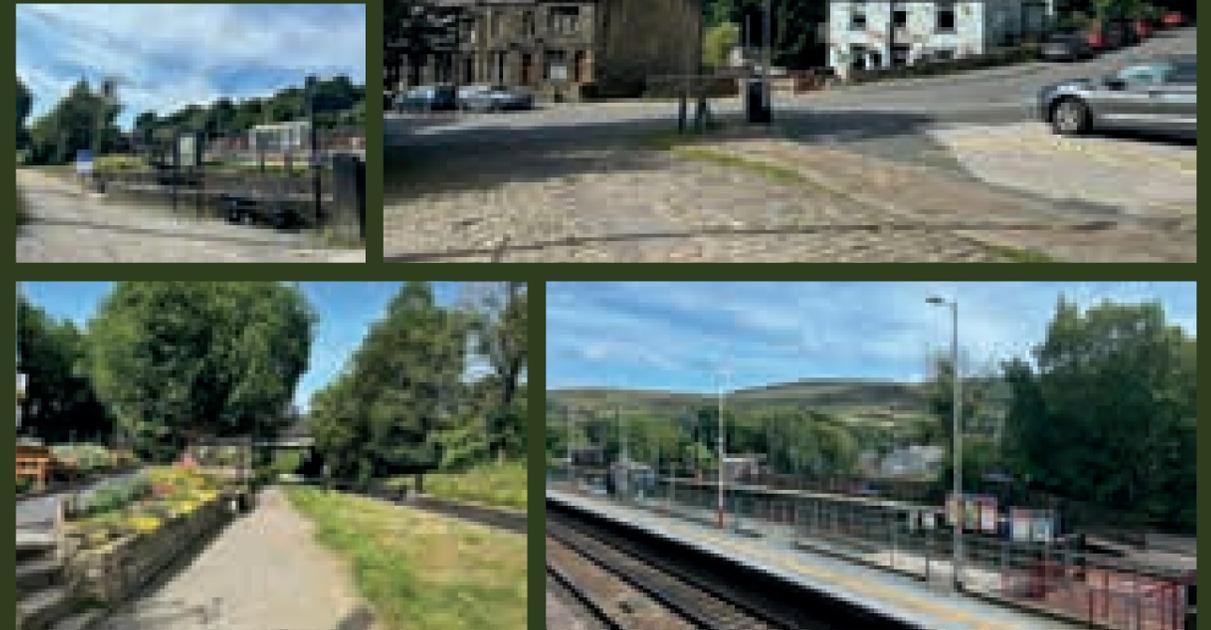
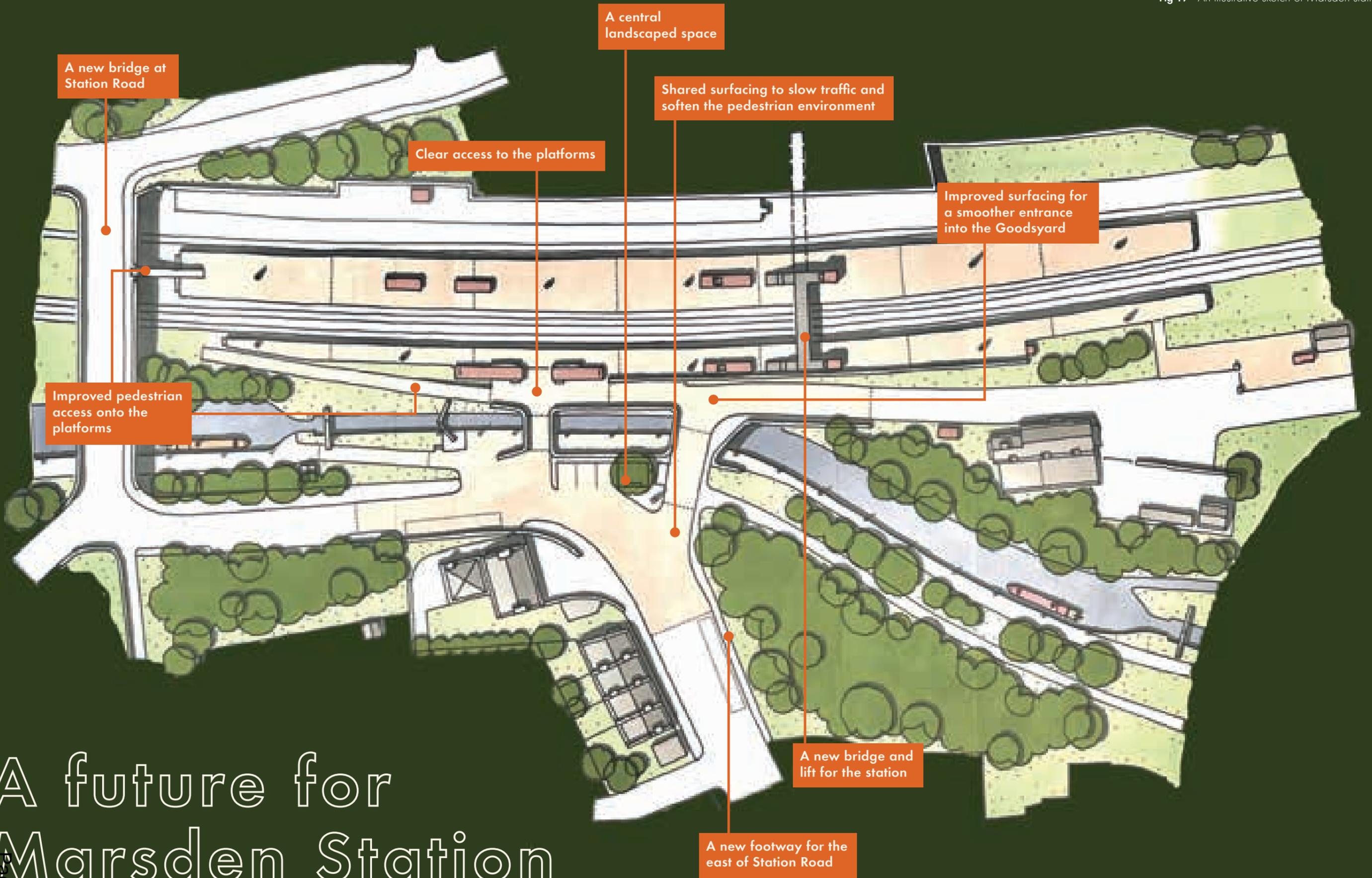
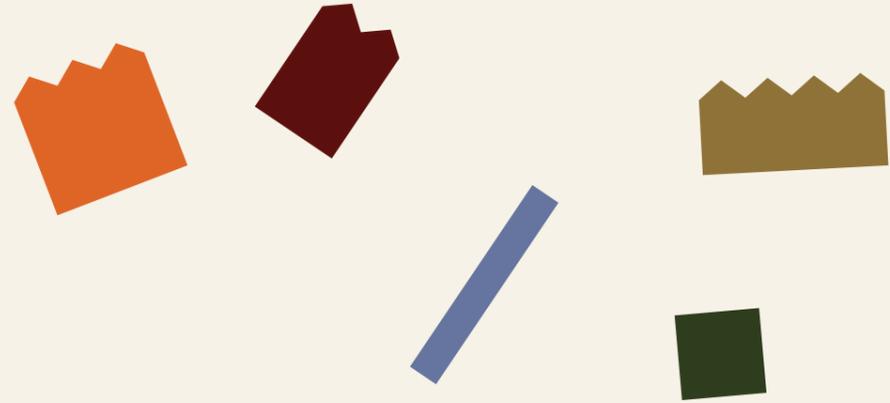


Fig 18 Station arrival, existing situation

Fig 19 An illustrative sketch of Marsden station



A future for Marsden Station



5.2 **The Goodsyard**

The single largest opportunity site in Marsden, the Goodsyard Site is currently a car park for the Standedge Visitor Centre, railway station and the National Trust. The site, traversed by the Huddersfield Narrow Canal, is currently a designated Urban Green Space.

Objectives for the Goodsyard site

The Goodsyard site, owned by Kirklees Council, presents a unique series of opportunities to address multiple issues in the village. The following objectives are considered particularly relevant:

1. **Provide improved car parking** - for both commuters and visitors alike
2. **Deliver wider regeneration** - scope for new homes and enterprise spaces
3. **Improve access to the canal tow-path** - a hidden and under-used asset
4. **Retain existing play facilities and natural biodiversity** - these are important existing site assets
5. **Improve National Trust facilities** - scope to deliver pragmatic simple improvements

Project ideas

In responding to these objectives, a number of specific opportunities emerge. These can be progressed individually or, more preferably, as part of the site's comprehensive redevelopment.

1. **Re-provision of public parking**

With station improvements on the horizon and the profile of the Standedge Visitor Centre continuing to rise, public parking will continue to be required on the site. Parking spaces would logically be clustered close to the station entrance, on the western side of the site. The small Network Rail depot area is required to support TRU improvements but, subject to agreement, this site presents a good opportunity to relocate a consolidated parking area given its proximity to a soon-to-be-improved station.

2. **Playspace**

With local young people having been instrumental in the delivery of recreation facilities on the site, the existing facilities should be re-provided in any redevelopment plans for the site. Replacement facilities should be set within site-wide landscape proposals designed to encourage ecology and biodiversity whilst also providing an enhanced local amenity.



Fig 20 The Goodsyard opportunities plan

Respondents overwhelmingly emphasised the need to retain and enhance the Goods Yard as a community-oriented space. Key priorities included retaining free or low-cost public parking, especially for commuters and visitors, alongside improving the surface, drainage, lighting, and safety of the area.

While some supported modest, sensitive housing near Station Road, most preferred no new housing, favouring the reuse of existing mill buildings. Respondents also highlighted the potential of the National Trust building for a café or visitor hub, and proposed enhancing the natural environment with trees, greenery, and picnic spaces.

Many voiced concerns about over-development, particularly housing or enterprise units, arguing this would displace essential parking and green space. There was strong support for a refreshed play area, including inclusive facilities like a pump track or all-weather pitch, while keeping the skate park and MUGA. Suggestions included camper van facilities, public toilets, and better signage, seating, and paths especially linking to the canal, station, and village centre.

“Make sure the skatepark is kept or improved, it’s an important community facility!”



Various photos from around the Goodsyard site including pathways through into the wooded area and the connection to the canal

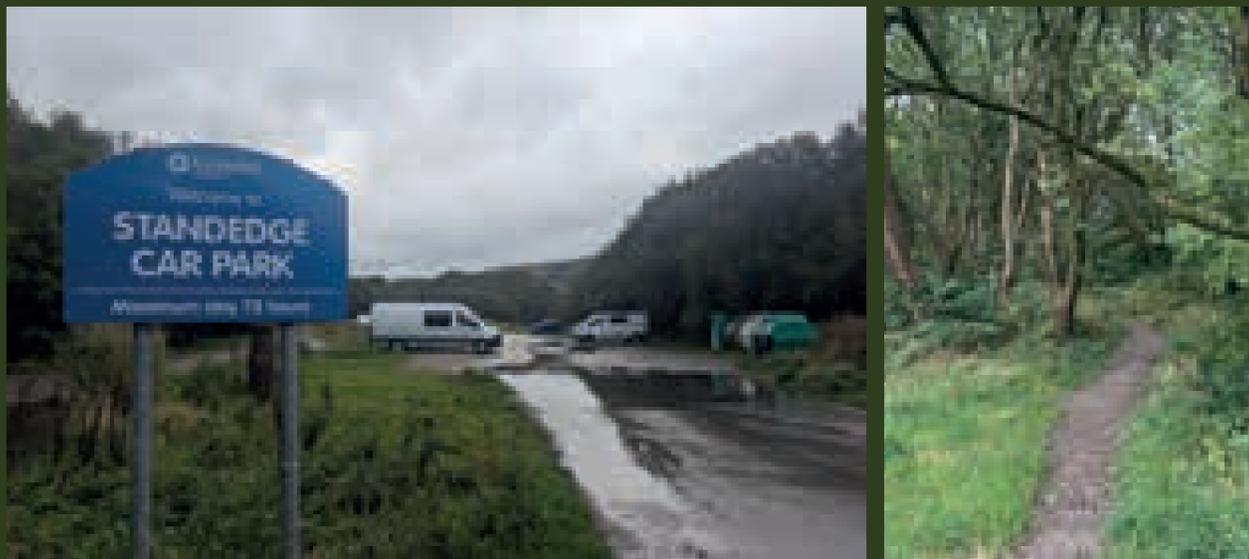


Fig 21 The Goodsyard, existing situation

3. New housing

This large site presents exciting opportunities for the provision of higher density housing in this wonderfully sustainable site. The site is Council owned and presents opportunities for the delivery of a range of housing types and tenures, including affordable house. This will help to address local housing need. Housing should be designed to be contemporary yet contextually responsive, with an appropriate material palette.

4. National Trust Visitor Centre

This is an important facility although currently it is orientated away from both the railway station and the canal. Pragmatic modifications to the building could be made to address both of these issues. Better use could also be made of the adjacent yard space which might, in the longer term, present opportunities for a larger facility. Collaborative working with partners such as the Canal and River Trust might present opportunities for shared facilities to deliver a more comprehensive visitor centre service.

5. Improved canal access

Whilst dealing with the considerable level changes across the site will be a challenge, the canal and its tow-path is a wonderful environmental asset. Redevelopment of the site should also deliver significant improvements to canal access for the benefit of the village as a whole. Establishing a new pedestrian connection towards the village and the proposed pedestrian bridge at New Mills would deliver benefits for all.

6. New Station Road frontage

The northern end of Station Road, opposite The Railway Pub, may present opportunities for new street frontage development. This would improve the street environment at the station arrival zone, adding life and activity to the street. Potentially suitable uses would include commercial workspaces or housing. Maintaining and improving access to the open space south of the canal will be an important consideration.

7. Longer term opportunities

The Royal British Legion site is an important local facility in the village and occupies a large site immediately to the east. It may present longer term, potentially housing-led, redevelopment opportunities. There would be scope for retention or re-provision of the facility in any redevelopment scheme.

8. Grange Street bridge

Through the TransPennine Route Upgrade scheme, all road bridges over the railway in the village will be replaced. The Grange Street bridge is currently narrow, with no lighting and no cycle or pedestrian facilities. Whilst Network Rail are obliged to replace infrastructure on a like-for-like basis, its replacement raises the opportunity for the delivery of a safer bridge with better facilities for pedestrians and cyclists in collaboration with Kirklees Council.

The Goodsyard Illustrative Masterplan

The adjacent sketch is an illustrative vision for the Marsden Goodsyard redevelopment. It is not a formal proposal but represents one possible way in which the site might come forward which responds positively to the many opportunities the site presents.

The majority of the site is currently designated Urban Green Space in the Kirklees Local Plan, meaning development is not appropriate under current policy. However, the ongoing Local Plan review offers an opportunity to change these policies to promote the site for development. The transformation of the site was tested during the Marsden Blueprint engagement and the principle was strongly supported by the local community and key stakeholders.

The vision aims to deliver new housing, improved public parking (serving the new railway station), open space, and better canal access, alongside improved and expanded National Trust facilities. Furthermore, the layout includes landscape improvements, a relocated skatepark and MUGA, a new community/visitor hub, and space for employment opportunities like workshops and small businesses.

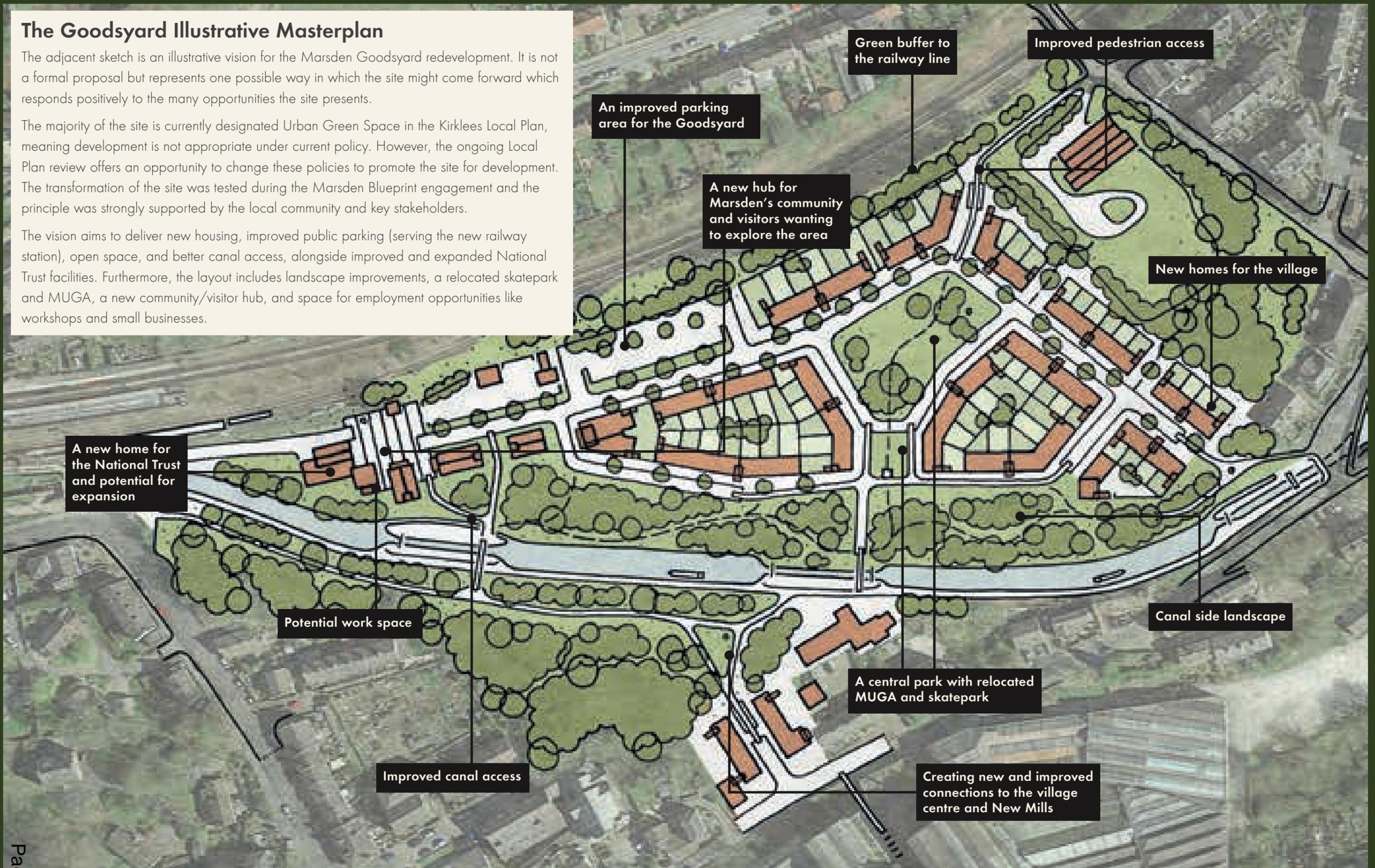


Fig 22 A future for the Goodsyard, an illustrative scheme

Lakeside

Lakeside is the area to the rear of New Mills. The emerging regeneration plans for New Mills do not include works to this area.

Objectives for Lakeside

The Lakeside site is privately owned but does present opportunities for investment and improvement. The New Mills scheme will bring this neglected part of Marsden more into focus which present some exciting opportunities. Objective for changes and investment in this location should include:

1. **Short term temporary public space** - through removal of the existing New Mills warehouse;
2. **Opening up the river corridor** - longer term reinstatement of natural river channel;
3. **Create a new riverside public space** - for the benefit of the whole village;
4. **Retaining the existing nursery facility** - to be retained in any redevelopment; and
5. **Deliver a mixed use development** - a good opportunity for mixed housing.

In responding to these objectives, a number of specific opportunities emerge.

Project ideas

1. **Opening up the River Colne**
The existing disused New Mills factory site straddles the channel of the River Colne, with the river passing directly beneath a warehouse building. The proposals for the conversion and redevelopment of the mills presents the opportunity to open up river channel once more. This would bring significant ecological and biodiversity benefits with scope to also incorporate flood resilience.
2. **New public space**
Associated with opening up of the river channel, there will likely be an opportunity to create a new riverside public space. The size and nature of this space will only become clear should the entire New Mills warehouse building, including its floor slab, be demolished. This would be a major moment in Marsden's evolution, and would mark a new chapter in the role played by this short stretch of the River Colne. For so long the river was the valley's industrial engine. Now, the river has a more important ecological and visitor economy role in the village. There would be a particular opportunity to link in

Fig 23 Lakeside opportunities plan





Fig 24 Lakeside, existing situation

improvements for the setting of the ten Grade II listed carved solid stone tenter posts on Warehouse Hill Road. The site of the posts has recently benefited from improvements and this treatment could be extended.

3. **Temporary public space**

The proposals for New Mills may result initially in the demolition of the warehouse building but retention of the building's floor slab. In this short term move, the use of the space created would present the opportunity for temporary pop-up events. Determining how this unique space is used could itself become a community-led project. The landowner will need to retain control over the use of the site, but removal of the building and retention of the existing floor slab does create opportunities for a wide range of temporary and pop-up activities.

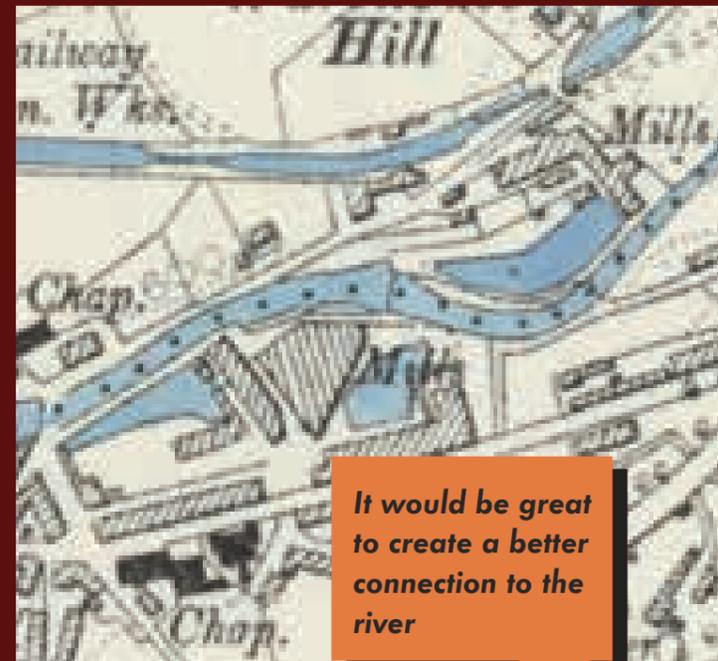
4. **Development opportunity**

The existing hard-standing site is currently primarily used as an informal surface car park serving the village. A children's nursery also occupies an existing building to the rear of the site and this important facility should remain. The rest of the site presents an opportunity for a mixed tenure and type housing-led development. The retention of a limited amount of public parking may be possible and appropriate, in the context of improved permeability through the development to the village centre.

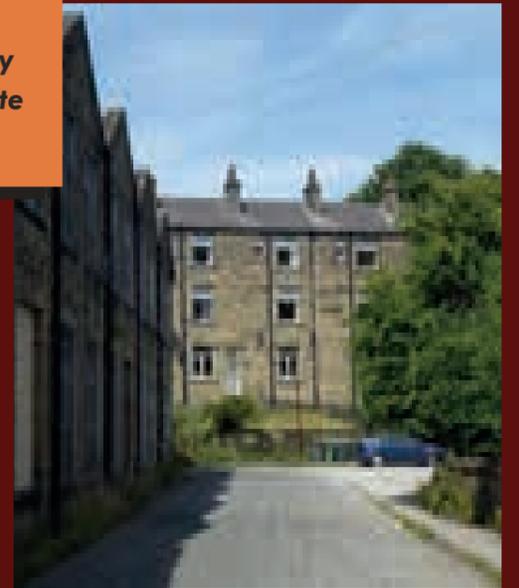
There is broad support for preserving and refurbishing existing mills to retain heritage, while accommodating uses like housing, nurseries, event spaces, and commercial functions. However, many oppose new housing developments in this area, fearing increased traffic and parking strain. Instead, some favour enhanced community-focused uses such as gardens, art studios, informal play areas, and green spaces, with several questioning the necessity of more outdoor event spaces given the local climate and existing facilities.

Concerns about unclear plans, particularly for new open spaces and river access, were common. Suggestions included improving flood prevention, maintaining protected heritage features like the tenterposts, and enhancing natural biodiversity along the river. Overall, a preference emerges for a more nature-oriented, pedestrian-friendly, and heritage-sensitive approach, with parking prioritized to support village vitality.

LAKESIDE 1890



It would be great to create a better connection to the river





Photographs of Peel Street in the sun

PEEL STREET 1904



5.4 Peel Street Environment

Peel Street is Marsden's busy local high street. It is the beating heart of local community life. Its future success is dependent on maintenance, investment and improvement.

Objectives for Peel Street environment

In many ways Peel Street is already a model local village high street environment. A key local connecting spine road, it is open for traffic but attracts significant levels of footfall. Jutting out into oncoming traffic, the community owned Mechanics Building commands a prominent position at the heart of the village. Objectives in terms of improving Peel Street's environment include:

1. **To improve movement throughout** - the central zone of Peel Street is a source of daily conflict for road uses;
2. **Create a safer environment** - through a better balance between pedestrians and cars;
3. **To improve the public space adjacent to the Mechanics** - a key, but underused community space
4. **Work with New Mills development** - collaborative working in terms of parking provision and management.

Project ideas

1. **Traffic and parking management**
A range of measures designed to provide more space and priority for people walking and cycling along the length of Peel Street could be delivered. These could have quite radical impacts and deliver significant improvements for the benefits of all village users. These could include pavement widening, traffic management measures and the reallocation of road space. These measures would be implemented in conjunction with traffic and parking measures - see Peel Street Movement section below.
1. **Link to St Bartholomew's Church**
The pedestrian connection from the village to St Bartholomew's Church is currently poor and not clear. The existing bridge across the river via Market Place provides the basis of a good quality link but the route is pinched by Wesson Court. Improvements to this route would help improve access to the village. The public space at Town Gate has potential for improvement including better quality public space and car parking to support Peel Street businesses. A more direct route

across the historic cemetery space towards St Bartholomew's Church would also ensure the church is better connected to the village. Given the historic importance the church and the burial ground, the visual connections between these heritage assets and the village centre might be improved by careful thinning of some existing trees.

2. **Marsden Mechanics**

There have long been plans and aspirations to deliver an extension to the Mechanics building. Whilst subject to funding and planning, the space immediately south of the building presents an opportunity for such an extension. Great care would be needed to ensure any such extension respected the Grade II Listed Mechanics building. Maintaining safe and convenient access to Marsden Infant and Nursery School will also be an important consideration. During the Blueprint engagement, options for how this might be achieved were presented. Whilst the principle gained support, concern was expressed about the potential loss of public space associated with a more ambitious Mechanics extension.

3. **Potential school space**

A new built extension to Marsden Mechanics would impact the adjacent school - both in terms of access and play space. Subject to the agreement of all relevant stakeholders, including the landowners, there may be scope for the school to make use of currently vacant land to the east on Brougham Road to meet any future requirements.

4. **New shared surface at village core**

The central area of Peel Street would benefit from physical improvements which give pedestrians greater priority. A shared surface treatment and traffic management measures would help to calm traffic, mitigate poor parking behaviour and improve the quality of this important and busy central area.

5. **Derby Terrace improvements**

The new parking provision to support the redevelopment of New Mills will be connected to Peel Street via Derby Terrace. This connection, which is likely to be well used, needs to be safe, well-lit and maintained. The amenities of current residents of Derby Terrace will also need to be protected. New public realm improvements should address these issues.

6. **Argyle Street improvements**

Argyle Street has already seen environmental improvements, but these could go further in the context of a more comprehensive village-wide improvement strategy. Stopping this local access street up will remove traffic and give more space for pedestrians.

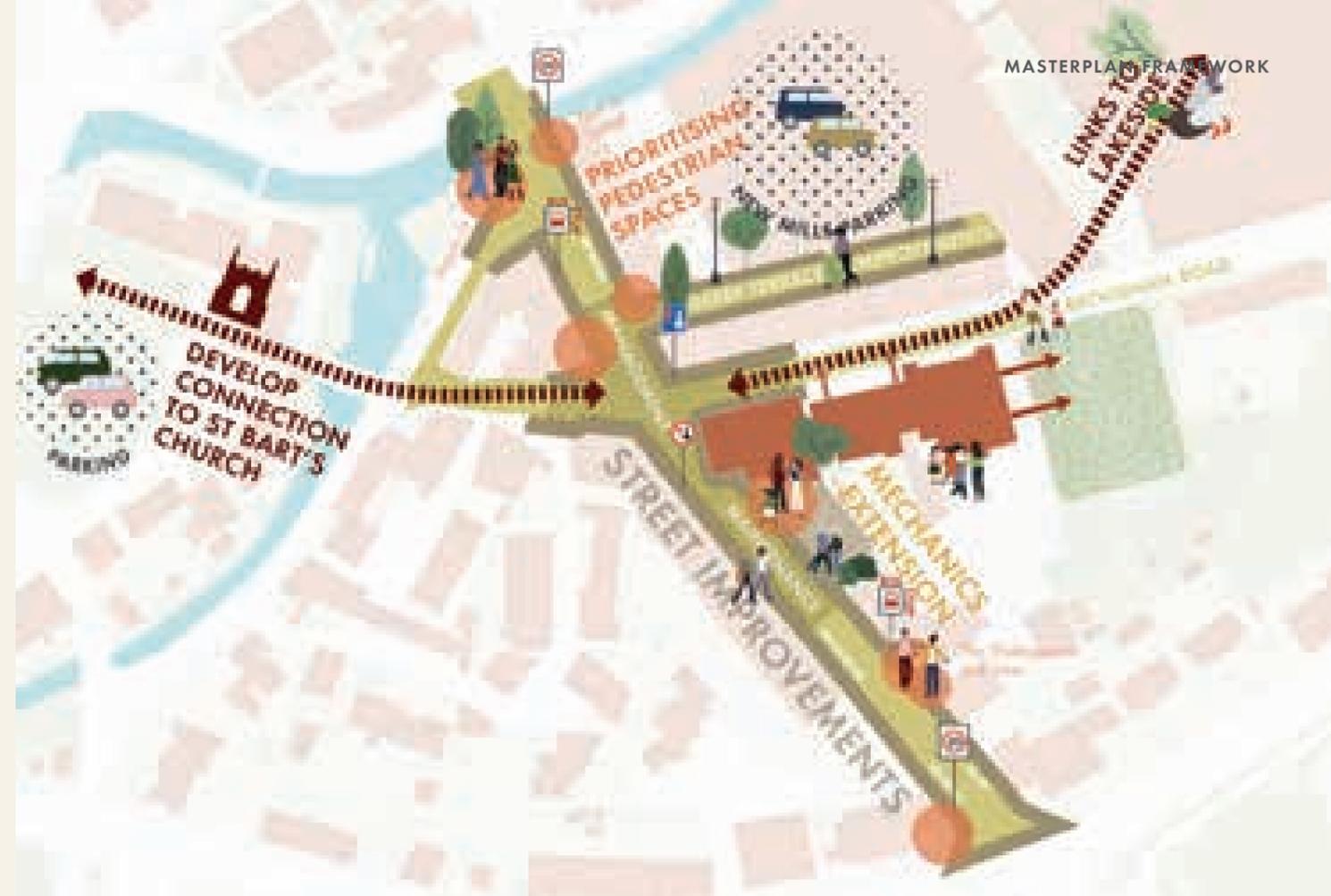


Fig 25 Peel Street environmental improvement opportunities

Fig 26 Existing Peel Street environmental

Fig 27 Artists impression showing how environment and traffic management improvements along Peel Street and around the Marsden Mechanics building could look. The space around the Mechanics building is improved through the expansion of the space into the site of the former public toilet block. A modest extension to the Mechanics building is also shown which could improve the relationship between the building and the space. Peel Street is narrowed and pavements widened to create greater pedestrian priority. Parking controls are introduced but the road remains open to traffic in both directions, including local bus routes

- 1 Peel Street carriageway narrowing
- 2 New priority arrangement
- 3 Pavement widening
- 4 Improved Mechanics public space
- 5 Potential extension to Mechanics building
- 6 Potential for a new flexible covered space



Fig 28 Existing view Marsden Mechanics along Peel Street, looking north



Fig 29 An early schematic for a possible extension. Credit: Bill Best



5.5 Peel Street Movement

Context

Peel Street is at the heart of life in Marsden. Like other Pennine towns and villages such as Holmfirth, Todmorden and Slaithwaite, it is both the commercial and social hub of the village. Peel Street is an important route for moving people around the village, connecting to communities north of the river and servicing the number 383 bus between Huddersfield and Dirker. Several residential streets branch off Peel Street, including Brougham Road (which connects it to the Infant and Nursery School) and Market Place (which offers a connection towards St. Bartholomew’s Church). There are spaces for seating and social gatherings outside Marsden Mechanics and on Argyle Street although these could be improved.

Key observations

Project ideas to improve streets and traffic management in the village are informed by the feedback from Marsden Blueprint Partnership, views already expressed via the ‘What Matters to Marsden’ survey and the Blueprint public consultation in April 2025.

In relation to Peel Street specifically, feedback identified:

- The need to preserve the historic character of Peel Street.
- Parking management, balancing the needs of elderly and less mobile in Marsden who rely on short-term parking for shopping and services against poor parking behaviours at pinch-points such as the Co-Op.
- Making the most of the sunny eastern side of Peel Street.
- A lack of pedestrian priority creating safety concerns at crossing points such as Marsden Mechanics.
- Managing how heavier vehicles such as deliveries and buses use the street.
- Creating more spaces to sit outside cafes and bars.

Peel Street - traffic management objectives

A series of key movement and transport objectives has emerged which should underpin any projects or initiatives to improve Marsden’s street and the management of people and vehicles along them, as follows:

1. **To improve the quality of the local townscape, landscape and nature** - Peel Street is Marsden’s primary public space , a key part of Marsden’s public realm network;
2. **Provide greater priority to pedestrians** - successful high streets are places where people feel comfortable and enjoy spending time;
3. **Reduce the impact of long-term parking** - with few parking controls, many on-street spaces are occupied by long-term parking
4. **Support local businesses** - through the availability of short term on-street parking
5. **Create a street that supports community activities** - Peel Street is home to the Mechanics building which is the beating community heart of Marsden.

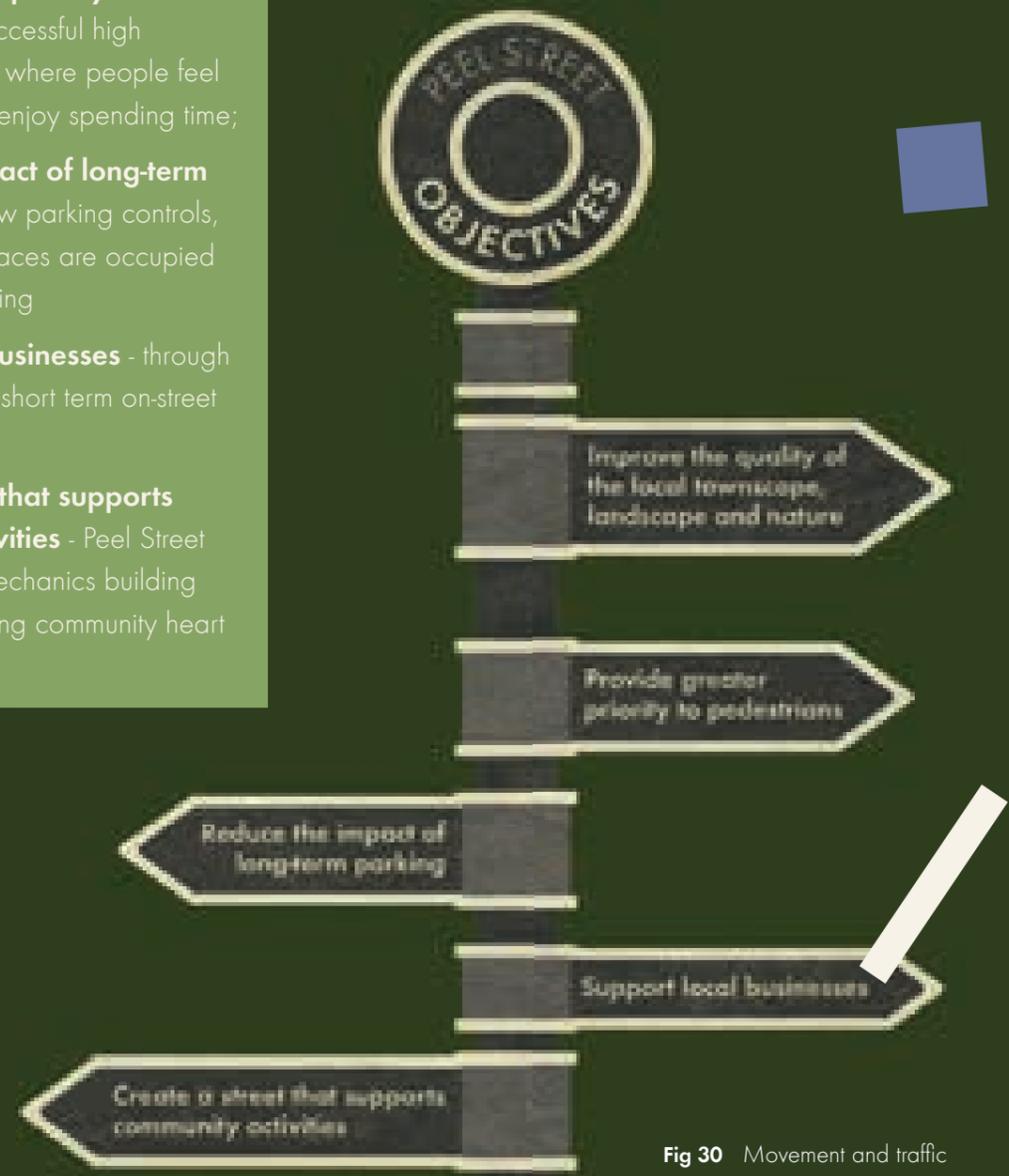


Fig 30 Movement and traffic management principles



Peel Street is a busy high street supporting local bus services. On-street parking is available along the length of Peel Street. With few restrictions, spaces tend to get clogged by long term parking. These central bays should be managed to provide short term shopper parking. Local businesses on Peel Street would approve

Blueprint Interventions

Several project ideas have been suggested through the initial consultation on the Blueprint. These included the introduction of more widespread speed restrictions, controls on traffic priority, different surface treatments on the road and parking management.

A key consideration is how space is allocated on Peel Street, specifically the balance between maintaining on-street parking and creating more space for pedestrians.

Parking Management

Based on the feedback from consultation, there is broad support for introducing parking management and enforcement in Marsden.

The main reasons driving this feedback included concerns over long-stay parking, parking on street corners and desires to prioritise pedestrian space and landscape/townscape features.

However, many people also highlighted the rural nature of Marsden and its older population as reasons to maintain some form of parking on Peel Street, especially for short-stay trips to “pop” to the shops or pharmacy. There was also a desire to maintain disabled parking spaces on Peel Street.

Parking management could therefore include the introduction of marked bays on Peel Street, enabling clearer demarcation of permitted parking spaces which could be reinforced with short-stay timing restrictions. These measures would be supported by clearer parking restrictions near junctions, such as outside the Co-Op, Mechanics and Swan House.

It was recognised that the impact of these and any additional parking management measures should consider the overall balance of parking in the village. Further parking restrictions and conversion of parking spaces into pedestrian and planting features could be introduced if the supply of off-street parking was able to compensate for the removal of spaces.

Parking permits for residents could also be another option to manage parking levels on streets such as Brougham Road, Derby Terrace, Market Place and Station Road.

There could also be opportunities to diversify parking provision on Peel Street to include electric vehicle charging or car club parking, although these could equally be deployed in off-street parking locations.

These proposals would bring Marsden’s parking management more in line with other South Pennine villages and contribute to improving the street’s townscape and landscape. They would also create opportunities for making Peel Street more accessible for pedestrians, curbing less desirable and unsafe parking behaviours whilst maintaining a level of access for those who need it. Parking enforcement would be a key part of any solution to introduce parking management.

Further options for reassigning parking spaces are considered under the “Pedestrian Environment” heading.

Pedestrian Environment

Feedback from the consultation was split between those in favour of more pedestrianisation and those who wished to maintain vehicle access to Peel Street.

Based on the parking proposals above, it could be possible to create designated spaces for pedestrians to cross Peel Street where parking restrictions allow for better visibility.

Any further pedestrian treatments on Peel Street would be inherently linked with parking provision. Measures to provide wider footways, places to sit, or planting to create shade and drainage would generally require parking space or road space to be reallocated.

There is some evidence to suggest that better pedestrian environments help create more vibrant and commercially active streets that also help boost public health and wellbeing. However, Marsden's setting as a rural service centre with an aging population is recognised when balancing the needs of pedestrians and parking.

This means that wider and more accessible footways can be considered in locations where people are more likely to gather whilst parking is retained (with management measures) in other locations.

The most optimal areas for this kind of expanded pedestrian environment would be on Argyle Street, outside the Riverhead Brewery Tap, as well as outside other cafés and bars on Peel Street where outdoor seating could be provided alongside other features such as planting, or cycle parking. These could be delivered in phases, beginning with temporary measures to test the interventions followed by more permanent features if successful, expanding if further off-street parking came online. Further consultation with businesses would be needed to assess the potential level of uptake of these features.

Responses to the consultation also suggested wider footways outside the Infant School and Nursery on Brougham Road, as well as creating a better network of pedestrian connections into Peel Street such as Station Road, Mount Road and Warehouse Hill Road. Some also supported the idea of introducing a signal-controlled crossing outside of the New Inn to improve safety for people travelling to and from the south of the village.

Further opportunities to expand the pedestrian realm are considered under "Road Improvements".

"I would like to see safer crossing on Peel Street, a zebra crossing. Currently the kids emerge from behind parked cars to reach the school and nursery and it all feels very unsafe."



Waltham Forest in North East London have encourages investment into local landscaping and public realm features to encourage a welcoming environment for people to dwell and wander



“There are cyclists in Marsden and lots of them use the canal so access and provision is very important”

Cycling Considerations

Cycling is highlighted as an important consideration within the consultation feedback, with some suggestions for more cycle parking on Peel Street, and potentially cycle lanes to connect the station, canal and Manchester Road.

If other interventions such as speed limits and expanded footways are progressed on Peel Street and traffic levels are low, it may be possible to create a more cycle-friendly environment without the need for dedicated cycle lanes.

There is also scope to improve cycle parking provision on Peel Street, enabling people to travel locally and store their bike when visiting the village centre. Cycle parking could be provided in prominent public locations with enough “eyes on the street” keep them secure.

The cycle parking itself can be delivered using cycle stands, ensuring that these are adequate to cater to a range of different cycle vehicle types such as cargo bikes and cycle trailers.

Potential locations for cycle parking could include outside Marsden Mechanics or integrated into any expanded footways on Peel Street. Alternatively, the current cycle parking on the Market Place end of Argyle Street could be relocated to a more prominent position on the Peel Street end of Argyle Street.

A bike hire facility also was raised in the consultation feedback which could serve both residents and visitors to encourage more sustainable short-distance trips. It is likely this would need to include e-bike provision given the topography of the area.



The above images show various approaches to cycle parking - stacked parking and parking simple bike racks integrated into the public realm using landscaping.

“The roads aren’t great for buses in Marsden. They struggle to round to the corner of Station Road and Peel Street and sadly this means they take over the street!”

Public Transport Enhancements

Improvements to public transport services lie outside of the scope of this Blueprint, however there is an opportunity to shape the future specification of services as buses enter public ownership in 2027. This could include addressing some consultation responses relating to better service connections to Meltham and Holmfirth, and better timetable coordination with train services.

Several consultees also highlighted that buses often encounter issues when turning from Peel Street onto Station Road due to parked cars outside Swan House, which could be addressed with parking restrictions and enforcement.

Other measures under consideration in the Blueprint include improving step-free access on and off buses along Peel Street and redesigning the bus shelter near Marsden Mechanics to be more in keeping with the local townscape.

Measures to enhance access to train services are outlined in the “Station Arrival” section.

“We must think about those who don’t own cars or cannot drive”

Images: Urban Movement, Hamilton Baillie Associates, The Guardian.



With the help of Hamilton-Baillie Associates and Planit-IE, Poynton in Cheshire completed their Shared Space Scheme in 2012. Subtle traffic management changes encourage vehicles to slow and help give equal priority to vehicles, pedestrians and cyclists.



Images of public realm improvements at Crown Square in Matlock, Derbyshire. Images: Mayer Brown and The Andrews Pages

Road Improvements

Feedback received in relation to road improvements closely aligned with comments regarding parking and pedestrianisation. There was broad support for introducing a 20 mile per hour (mph) limit in Marsden, with coverage ranging from just Peel Street to the wider network of streets either side of Manchester Road.

A 20mph limit could be reinforced through introducing some of the features outlined in earlier sections to strengthen the sense of place in Marsden and create a more pedestrian friendly environment. Other interventions such as “gateway features” to narrow the appearance of the road at either side of Peel Street could help to encourage lower speeds.

Introducing a “raised table” feature outside the Co-Op would raise the level of the road to be closer to pavements and use a different road surface. This idea drew a mixed response with consultees calling for careful selection of materials to respect Marsden’s heritage and consideration of the safety of more vulnerable road users.

Other road features under consideration include introducing “priority running” outside of Marsden Mechanics to improve traffic and pedestrian safety where cars already have to give way to each other due to limitations in space. The priority running arrangement would formalise who has priority in each direction and potentially enable expansion of footways and safer crossing points.

Another consideration would be restrictions on traffic movements on Argyle Street to only allow access for residents/deliveries, and to prevent traffic turning in from Peel Street.

Other features that could be introduced along Peel Street could include tighter turns around the New Inn and Co-Op to create wider footways and slower vehicles movements.

Several responses also highlighted an option to introduce a one-way system around Peel Street, Station Road and Church Lane to simplify traffic movements. Whilst this could unlock more space for pedestrian features and reduce the number of traffic conflicts on Peel Street, the practicalities of implementing a one-way system would give rise to potential risks and would require further study. Potential risks could include:

- Rat running on Market Place/Weir Side (potentially could be managed by additional traffic management or street closures).
- Loss of convenient access to Peel Street for buses for those either boarding or alighting services in Marsden.
- Interactions with proposed one-way system on Brougham Road as part of the New Mills development.
- Additional diversions for people living adjacent to one-way system (e.g. Warehouse Hill Road, Fall Lane, Clough Lea).
- Creation of a complex circulatory system in a modest rural setting.

Fig 31 Peel Street management options - outline illustrations of what a one-way system could look like have been presented as two options; each running in a different direction. These assume that a complementary one-way street could be put in place on Church Lane, though further investigations of traffic flows would be needed to determine if this was necessary.



Option 1: Peel Street Northbound / Church Lane Southbound



Option 2: Peel Street Southbound / Church Lane Northbound

Key

- Marsden street
- New Mills: Proposed one way streets
- Peel Street / Church Lane: one way street options
- Potential traffic management
- 🚌 In Option 1, the southbound bus stop on Peel Street would be made redundant. Replacement stops could be considered on Church Lane or Manchester Road

* In both options, it is recommended 2-way access is maintained on Church Lane on the bridge to minimise disruption to residents on The Green and Clough Lea

Project Ideas

There are a number of traffic management ideas that could be implemented on Peel Street. Either as individual measures or as part of a combined package.

Speed and access management
Measures to slow down or manage traffic flows and make it safer for pedestrians

Street surface management
Use of different materials to reinforce the character and function of the street

- Pedestrian footways (paved)
- Main thoroughfare (tarmac)
- Site roads / service roads (tarmac / gravel)
- Pedestrian or shared street (paving different surfacing)
- Accessibility improvements (ramps)

Street parking management
Street lines, markings and regulations to manage parking

- No parking
- Access / loading required
- Timed parking
- Locally managed disc parking - available in local shops
- Marked parking bays
- Residents parking permits
- Blue badge (disabled) parking
- Pay and display parking

Fig 32 The suit of potential traffic and parking management measures available to Kirklees

Fig 33 Plans of Peel Street, describing possible future actions

Phase 1: Testing and implementation



Phase 2: Traffic management



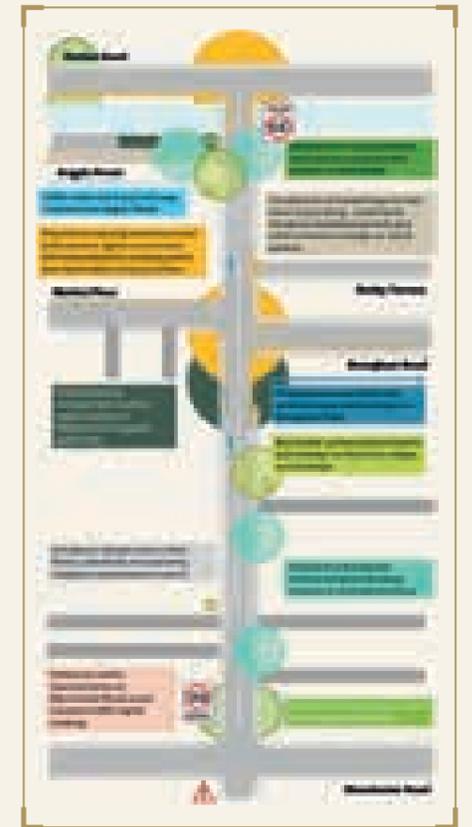
Phase 3: Parking reallocation



Phase 4: Minor capital investment



Phase 5: Village transformation



Phasing and Implementation

The introduction of these measures onto Peel Street would work in tandem with other elements of the Blueprint, most notably the provision of off-street parking.

A suggested phasing plan of the key interventions highlighted in this section is provided below:

• **Phase 1: Testing and Implementation**

Consultation with businesses about expanded footways and piloting temporary closure of parking spaces in selected locations to create more space around places where people gather, potentially on a selected day (e.g. Bank Holiday) when more visitors may be in the village

• **Phase 2: Traffic management**

Introduction of timed parking restrictions and marked bays to prioritise short-stay car parking and enforce against unsafe parking practices – potential to integrate with introducing a 20mph speed limit

• **Phase 3: Parking reallocation**

Subject to off-street parking coming online, permanent pavement expansions could be implemented where trials have been successful. Gateway features, seating, planting and cycle parking could all be introduced

• **Phase 4: Minor capital investment**

Some highway improvements such as the priority running, expanding footways on street corners and pedestrian crossings could be introduced at this stage subject to funding, alongside movement restrictions on Argyle Street.

• **Phase 5: Village transformation**

Subject to further funding and consultation, this is where a broader range of measures could be deployed to make Peel Street a more pedestrian-prioritised street. This could include a signalised pedestrian crossing on Manchester Road, a raised table outside the Co-Op, expanded footways on Brougham Road and bus stop upgrades. At this stage, if further traffic restrictions (such as one-way traffic, or full pedestrianisation of Peel Street) remain a priority, these can be reflected in the streetscape and townscape enhancements.

Three hypothetical scenarios are presented on the next page to provide an outline illustration of how these features could be deployed on Peel Street once all phases have progressed.

“I would strongly support as much of Peel Street being made pedestrian priority as possible (and I am a car owner). Experiments in other countries have shown that if you surface an area shared by pedestrians and cars with a unified material - i.e. no ‘road bit’ and ‘pavement bit’, motorists will either find an alternative route, or treat pedestrians much more carefully. Even 20mph is far too fast for Peel Street.”

Views north and south of Peel Street



Quick Wins

Many of the improvement and management measures put forward in the Blueprint will inevitably take a long time to bring forward. Relatively straightforward traffic and parking management measures present opportunities for short-term or temporary delivery which local people would support.

Introducing traffic management measures at the Mechanics pinch-point was generally supported. Pavement build-outs, particularly in the vicinity of some of the village’s principal bar/café outlets, also received community support.

Given the difficulty in securing major funding to support implementation, agreeing a phased delivery plan would be worthwhile. There are two other approaches that could be taken to support implementation of smaller scale measures in an environment where funding is hard to secure. These fall into two broad categories.

1. Traffic Regulation Order (TRO) schemes

TRO schemes would include implementing measures such as the 20mph zone and 1-way running on Argyle Street. Compared with capital highways schemes these can cost relatively little and can be reinforced with some fairly minor street interventions (such as planters on Argyle Street to deter wrong-way movements). That said, it can still take time to secure the relevant council approvals.

2. “Tactical Urbanism” schemes

These would be temporary measures designed to “try before you buy”. This approach would align with proposed measures such as the build-outs or expansion of landscape features. This could be linked to events in the Marsden calendar and would again be implemented with less expensive/obtrusive features and coordination with the TRO team. The process for “temporary” measures might be much simpler to coordinate with key Kirklees officers.



5.6 **Manchester Road**

Manchester Road is the principal vehicular approach to Marsden and creates the village’s first impression for many visitors.

Objectives for Manchester Road

The souther side of Manchester Road, west of Peel Street, presents a number of development opportunities to improve the quality of the town- and streetscape for the village and create a better first impression for visitors.

1. **Improve quality of street frontage** - along the south side of Manchester Road
2. **Improve linkages** - between communities south of Carrs Road and the village centre
3. **Deliver new homes for local people** - high quality homes of mixed type and tenure

Project ideas

1. **Land south west of Victoria Terrace**
This is a privately owned 1Ha site which is suitable for housing development. New development will have to take account of the significant level change across the site. The scale and character of any new

“I think Manchester Road needs to be more of a safer, arrival space for people coming into Marsden by car. We need better signposting.”

buildings must take account of the heritage assets in the area, including the conservation area and listed buildings. An informal path currently connects Carrs Road with Manchester Road and this is a Public Right of Way which will need to be retained or reprovided. The site well sized and well located to deliver a mix of housing types and tenures. Some green infrastructure should be retained on site with public open space as part of any redevelopment. Good quality street frontage should be created on the Carrs Lane frontage.

2. **Improvements to Manchester Road as an arrival to Marsden**

Manchester Road is the primary road into Marsden, connecting the village with Huddersfield and surrounding areas. The pedestrian environment requires improvement. The current entry point could be more welcoming, and the village requires better signage and wayfinding to signal arrival. Key safety and accessibility improvements may include the introduction of a 20mph zone and additional crossing points for pedestrians.



Fig 34 Manchester Road opportunities plan

“Better crossing facilities are needed on Manchester Road...and when there’s incidents on the m62 the road is used by a large number of HGV travelling at speed that can make crossing difficult.”

“The green space at Carrs Road has potential for parking spaces or housing, it has less heritage value. Although the land is very steep and tends to get very wet.”



"Something needs to be done to slow the cars down on Manchester Road. It feels unsafe when crossing."



Views from the site on Carrs Road looking down into the village centre, up towards Carrs Road and the footpath running through the site



"Manchester Road should have a 20mph speed limit"

A map of southern Marsden from 1904

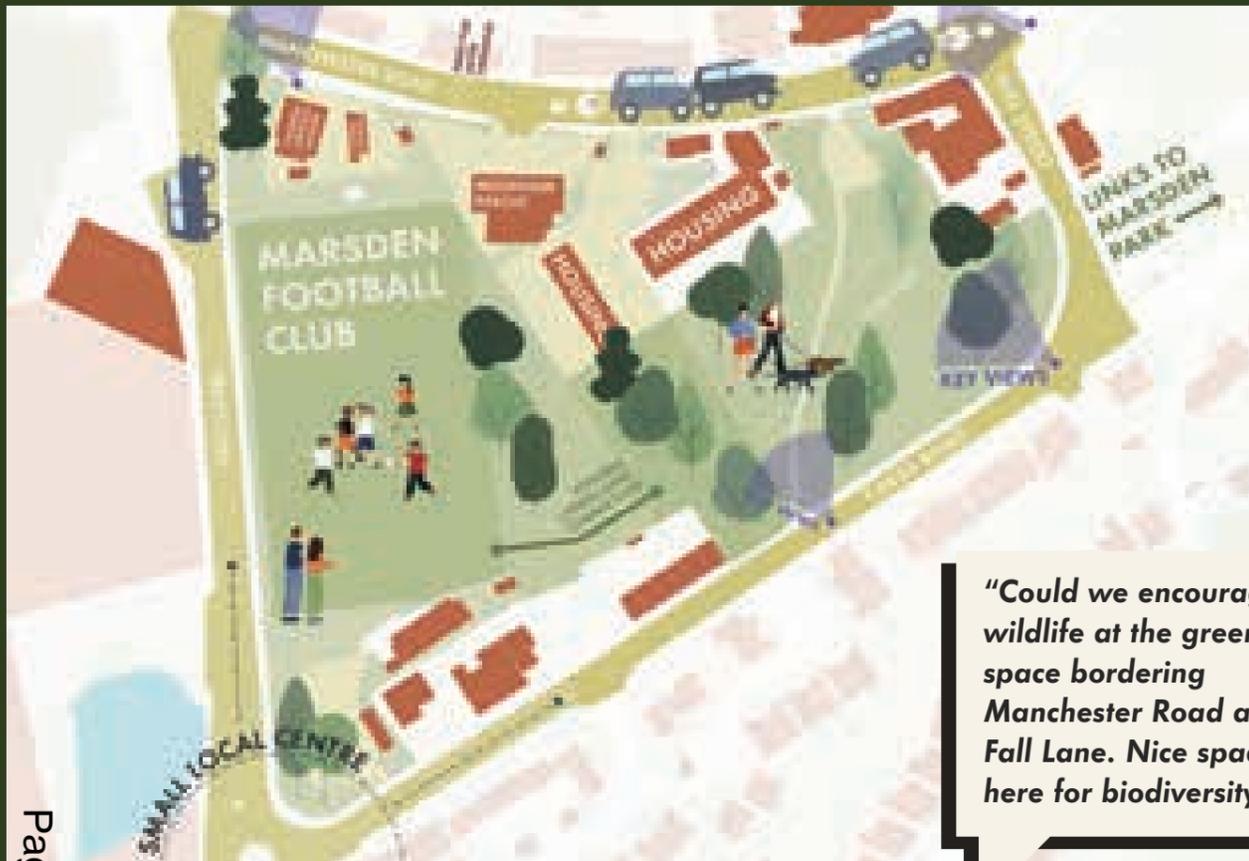


"More consideration might be given to improving the environment along Manchester Road given this is most people's first impression of Marsden."

Manchester Road has the all ingredients to make a successful arrival space to the village; striking views of the Mill and the surrounding landscape, local businesses and a good range of housing. Care must be taken into enhancing the pedestrian environment, slowing cars, improving wayfinding and encouraging people into Peel Street and exploring the village centre.



"Could we encourage wildlife at the green space bordering Manchester Road and Fall Lane. Nice space here for biodiversity"

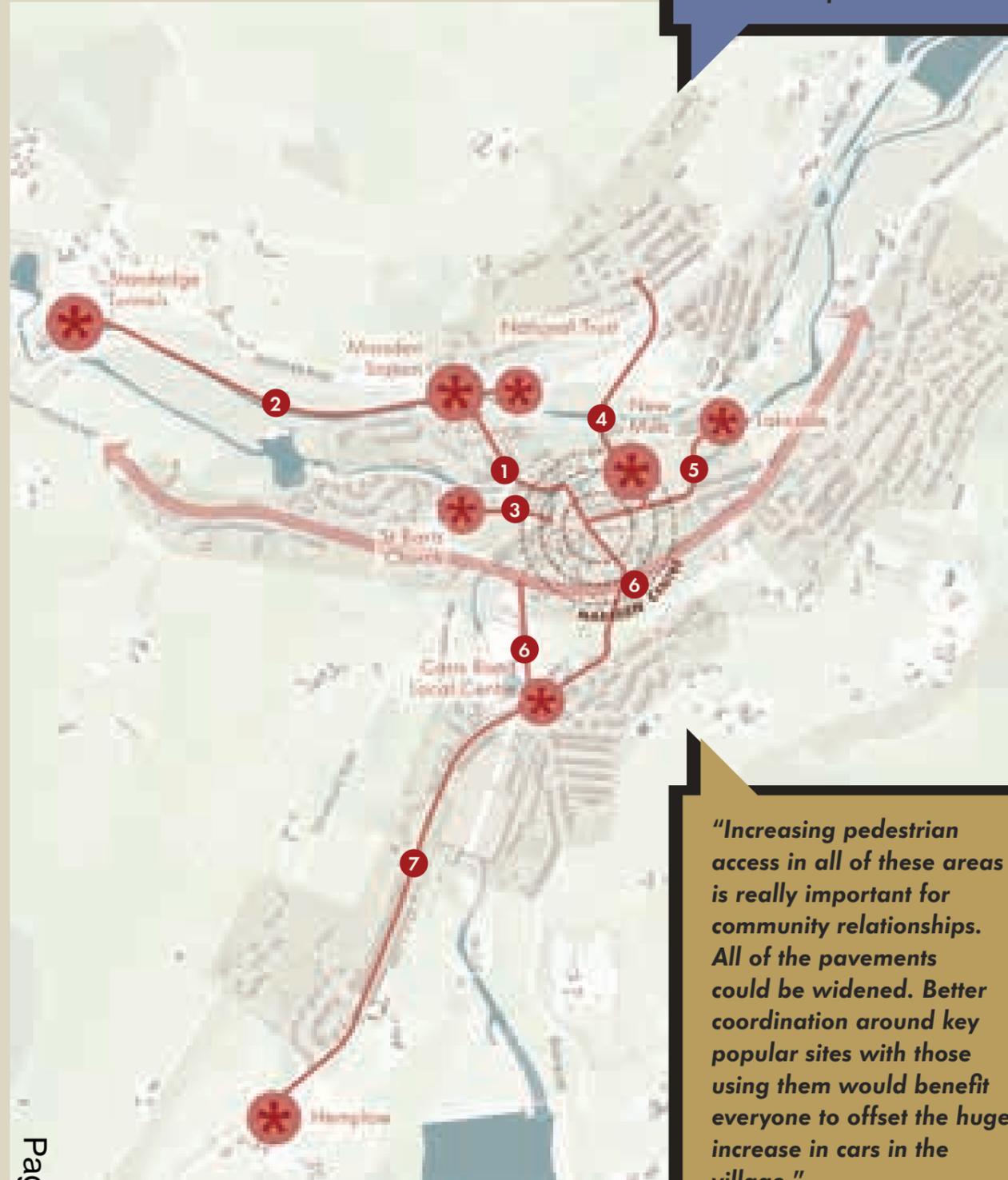


Page 195
Fig 35 Manchester Road, existing situation



Key

- Key destinations
- Connectors
- Marsden centre
- Community areas



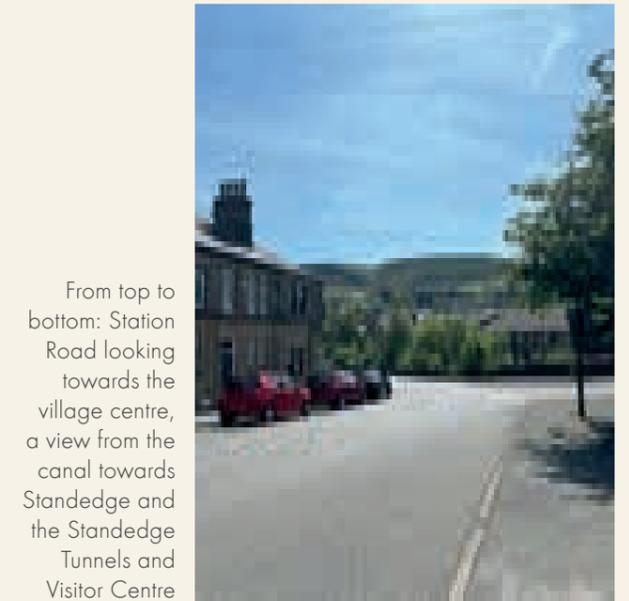
Page 196
 Fig 36 Links to important places in Marsden

57 **Links to places**

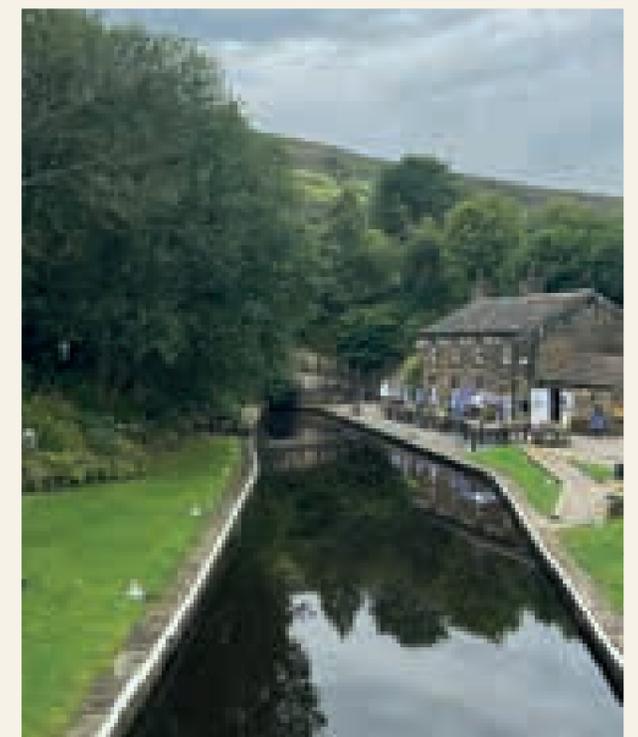
Introduction

Whilst the Marsden Blueprint focusses on the centre of the village, local people are supported by community infrastructure and facilities in locations beyond the village's commercial heart. Links to these more dispersed locations are therefore very important for local quality of life. Note that improvements to some of these links are incorporated into place-based proposals for the key investment areas featured above.

1. **Station Road to Marsden Station**
 Create a continuous pavement along both sides of Station Road, improving the connection between Peel Street and the new station.
2. **Huddersfield Narrow Canal access, Standedge Tunnel and Visitor Centre**
 The Standedge Tunnel and Visitor Centre is a regionally important attraction. With limited parking capacity at the centre itself, the link between the station, village and the Centre is critical for its ongoing success. The Canal & River Trust is in the process of delivering improvements to the Narrow Canal tow path.



From top to bottom: Station Road looking towards the village centre, a view from the canal towards Standedge and the Standedge Tunnels and Visitor Centre





"Better street lighting!"

3. St Bartholomew's Church

There is an opportunity to improve the connection between Peel Street and the Church via an improved existing bridge over Wessenden Brook. The burial ground at Town Gate is an historic asset with important trees. Whilst improvements could be made to the visual and physical connection between Peel Street and St Bartholomew's Church.



4. Route through New Mills

The New Mills redevelopment scheme proposes a new pedestrian route through the heart of the site and across the River Colne to Warehouse Hill. Improving wider links to this new connection will have village wide benefits for all. One improvement may be a new continuous footway on Warehouse Hill Road. This link will play an important role in better connecting Marsden's Dirker and Grange Street communities to core village services and facilities. These routes may further be improved through bridge replacement works associated with the TRU.



5. Riverside access at Lakeside

The redevelopment of the New Mills site presents opportunities in the longer term for significant improvements to the river channel. Opening up the river channel will provide scope to radically improve access to the river edge, with scope for create new and connect with existing riverside paths and trails.



From top to bottom: The link through New Mills, a view across the green into Marsden centre, St Bartholomew's Church and cemetery and Lakeside.



"Hemplow may be a little way out, but it is an important asset to the community. We must acknowledge these under-represented spaces."

6. Fall Lane and Carrs Road parade

Marsden Sports Hall and the facilities around Marsden Football Club are an important cluster of community facilities for the village. The small retail parade at the junction between Carr Lane and Fall Lane is an important local community hub with scope for environmental and public realm improvements. The route to this important cluster of community facilities would be improved through upgrades to the public right of way across the land to the east of the football club, between Manchester Road and Carrs Road.

From top to bottom:
An attractive front garden on Carrs Road.
Sheep travelling to their workout at Hemplow



7. Hemplow Sports Complex

This cluster of high quality sport and leisure facilities are an amazing community asset for the people of Marsden. Access from the village is gained via the steep rise of Mount Road. Whilst bus services do operate up this route, the pavements are narrow and interrupted, street lighting could be improved and pedestrian cross facilities introduced.





ACTION PLAN

6	ACTION PLAN	112
6.1	Beyond the Blueprint	114

6 ACTION PLAN

6.1 Marsden Blueprint Action Plan

A tool to help initiate, drive, minor and review projects and improvements opportunities.

The Marsden Blueprint has been prepared with and for the local community. The opportunities promoted within it are wide ranging in scope and scale. Small scale opportunities present shorter term opportunities for investment and improvements. Others are much more significant, longer term and strategic in nature.

The Marsden Blueprint Partnership will continue to work closely with Kirklees Council and local partners to bring improvements and investments to the village. Working alongside other initiatives including the What Matters to Marsden Action Plan, the Blueprint Action Plan provides the basis for predominantly environmental short, medium and longer term improvement and investment projects and opportunities right across the village.

Individual actions/projects emerge directly from the guidance and ideas outlined in the Blueprint. Each is categorised as short, medium or long term and given a notional priority rating. Their local and regional significance is also outlined. Lead and

partner agents and funding opportunities can be continually reviewed, refined and updated as progress is made.

Each project is also assessed against the contribution it might make against the Blueprint's six principal objectives.



B L U E P R I N T O J E C T I V E S

Strengthen Marsden's community life	Improve Marsden's streets and spaces	Protect Marsden's history and identity	Support Marsden's local economy	Provide affordable and well designed housing	Protect Marsden's environment and promote sustainability
-------------------------------------	--------------------------------------	--	---------------------------------	--	--

Ref	Action / Project	Term	Priority	Significance	Lead	Partners	Funding	Ref
-----	------------------	------	----------	--------------	------	----------	---------	-----

STATION ARRIVAL

1	Station Road surface improvements	S	★★	Loc				1
2	Create a new arrival micro-space	S	★★★	Loc				2
3	Improved public transport interchange	S	★★★	C/R				3
4	Pavement improvements	M	★★	Loc				4
5	Improved relationship with the Goodsyard site	S	★★	C/R				5
6	Prioritise wayfinding	S	★★	C/R				6

GOODSYARD

7	Re-provision of public parking	L	★★★★	C/R				7
8	Playspace	L	★★★★	Loc				8
9	New housing	L	★★★★	Loc				9
10	National Trust Visitor Centre	L	★★	C/R				10
11	Improved canal access	L	★	C/R				11
12	New Station Road frontage	L	★	Loc				12
13	Longer term opportunities	L	★	Loc				13
14	Grange Street bridge	L	★	Loc				14

LAKESIDE

15	Opening up the River Colne	L	★★★★	C/R				15
16	New public space	L	★★	Loc				16
17	Temporary public space	M	★★	Loc				17
18	Development opportunity	M	★	Loc				18

PEEL STREET ENVIRONMENT

19	Traffic and parking management	S	★★	Loc				19
20	Link to St Bartholomew's Church	M	★	Loc				20
21	The Mechanics Institute	L	★★	C/R				21
22	Potential school space	L	★★	Loc				22
23	New shared surface at village core	M	★★	Loc				23
24	Derby Terrace improvements	M	★	Loc				24
25	Argyle Street improvements	M	★★	Loc				25

PEEL STREET MOVEMENT

26	Parking management	S	★★★★	Loc				26
27	Pedestrian environment	M	★★	Loc				27
28	Cycling considerations	M	★★	Loc				28
29	Public transport enhancements	M	★	C/R				29
30	Road improvements	M	★★	Loc				30

MANCHESTER ROAD

31	Land south west of Victoria Terrace	M	★★	Loc				31
32	Improvements to Manchester Road as an arrival to Marsden	M	★★	C/R				32

Priority
 ★ Lower priority - desirable but not critical
 ★★ Medium priority - an important local project for Marsden
 ★★★ High priority - a project of strategic importance to the village and wider region

Term
 S Short term: 0 - 3 years
 M Medium term: 3 - 5 years
 L Long term: 5+ years

Significance
 Loc: Local - primarily for the benefit of Marsden village
 C/R: County / regional - of wider county or regional significance

Agency
 CoSTT Marsden Community Partnership
 KC Kirklees Council
 CROW Crowther family
 Private Private landowners and developers

6.2 **Beyond the Blueprint**

The process of producing the Marsden Blueprint precipitated wide-ranging discussions with stakeholders and members of the Blueprint Partnership.

Ideas and initiatives were flagged. Some were considered to fall beyond the natural scope of the Blueprint, others arose after the engagement process. This short final section captures some of the more substantive opportunities raised and are included here as a record. Most represent project and improvement ideas that might be discussed by the Partnership as progress continues to made.

Improving wayfinding within the village

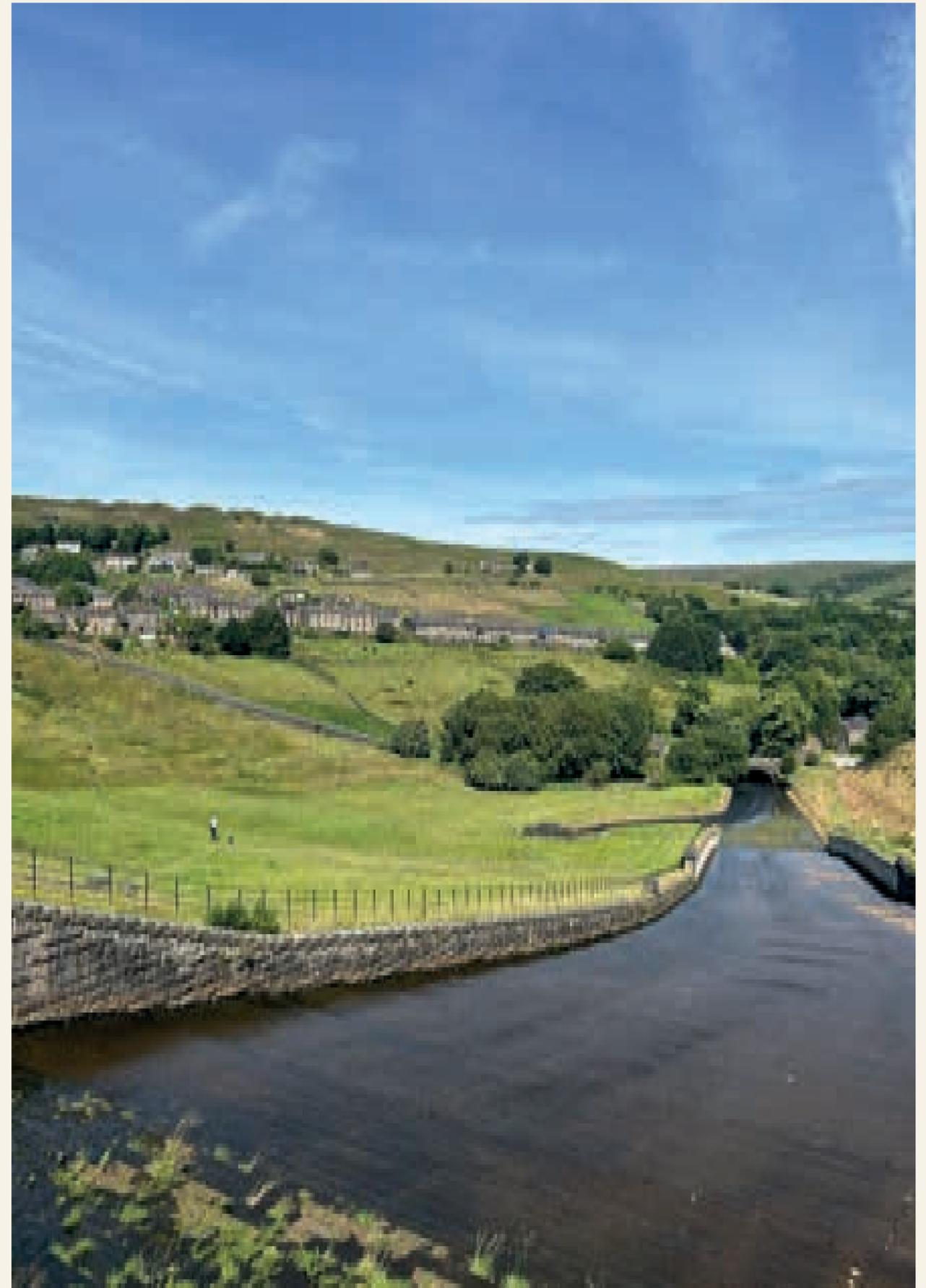
There is a general consensus within the community that wayfinding must be improved within the village. Better signage, maps and clearly marked paths would help the public to orientate themselves when visiting the village. Marsden has much to offer. It is a gateway to the moors, it is home to the National Trust Marsden Moor Estate base and the North of England Centre for Music and Arts and the Standedge Tunnels and it has a bustling village centre with many welcoming cafes, pubs and shops. Good wayfinding will help to improve visitor numbers.

A new lease of life for platform 1

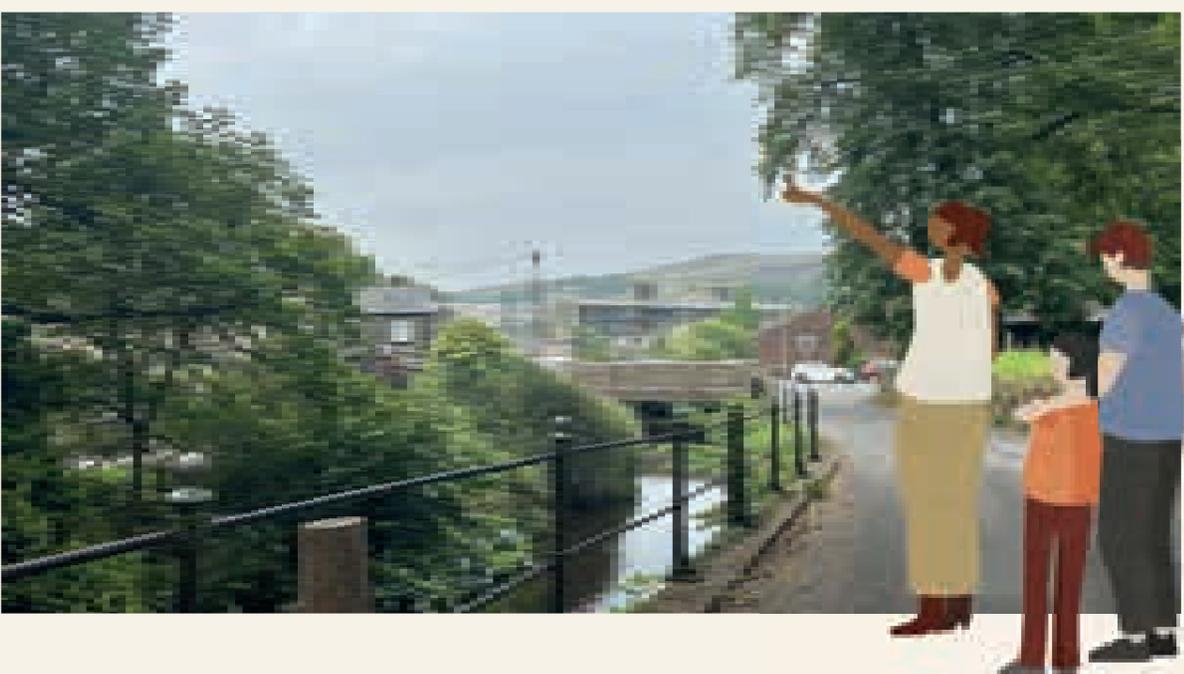
With the new TransPennine Route Upgrade coming forward, the current platform 1 will be closed. The local community has expressed desire for opportunities for local activity, and this space could house a community garden. A mural could be painted on the northern wall.

Local energy generation

An ambitious scheme to utilise existing infrastructure to support local energy generation was raised as something that might warrant further exploration. The village is surrounded by reservoirs - Sparth to the north, Deer Hill to the east and Butterley to the south to name just three. Might these infrastructure resources offer potential in this regard?



Marsden Overflow at Butterley Reservoir, dating from the turn of the century. It was given listed buildings (Grade II) status in 1985



Allies and Morrison

85 Southwark Street
London SE1 0HX

telephone +44 20 7921 0100
web alliesandmorrison.com
email studio@alliesandmorrison.com

This page is intentionally left blank



REPORT TITLE: Corporate Financial Monitoring Report, Quarter 2.

Meeting:	Cabinet
Date:	2nd December 2025
Cabinet Member (if applicable)	Councillor Graham Turner
Key Decision Eligible for Call In	Yes Yes
<p>Purpose of Report: To receive information on financial monitoring for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 2 (month 6), 2025/26.</p>	
<p>Recommendations Cabinet is asked to</p> <ol style="list-style-type: none"> 1) note the revenue outturn position at Quarter 2 is a forecast overspend of £5.1m (Q1: £5.9m) and that there would be a requirement to balance the budget using reserves should the overspend remain; 2) note the Quarter 2 position on the Dedicated Schools Grant (DSG) is an in year deficit of £14.7m (2024/25 £20m) to take the cumulative deficit to £78.5m; 3) note the Quarter 2 HRA position is a projected underspend of £318k. Any underspends will be taken to HRA reserves at year end. The current forecast year-end reserves position is now £19m; 4) note the Quarter 2 forecast capital monitoring position for 2025/26 as set out in the accompanying slides (Appendix 1 slides 39-43 and Appendix 3) and note a proposed net reduction in the 2025/26 position of £29.3m due to: <ul style="list-style-type: none"> - £28.9m re-profiling of spend into future years (£23.4m General Fund and £5.5m HRA) - Note £0.8m net increase in the capital plan due to increased grant and S106 contributions. - To approve a fully funded injection into the capital plan for an MHCLG Community Cohesion Grant (£170k) and WYCA Mayoral Renewables Grant Phase 1 (£110k) - To delegate authority to the Executive Director of Place and Service Director Finance to accept Mayoral Renewables Grant Phase 2 in the event the Council is successful with its bid. - Approve the draw down of a fully repayable £250k from the Investment & Modernisation Fund towards an Energy Efficiency Invest to Save Scheme for LED lighting and control upgrades across six Council-owned leisure centres operated by Kirklees Active Leisure (KAL). - Note that as means of helping reduce revenue overspends, an exercise to identify expenditure that can be charged to capital will be undertaken. Any such capitalisation would be funded from capital receipts. 	

5) Note the Quarter 2 treasury management prudential indicators (slide 43-57, Appendix 1).

Reasons for Recommendations

This Quarter 2 report updates the Cabinet on the current financial position as of Month 6 (30 September), together with key risks.

Resource Implications:

To note information on financial monitoring for General Fund Revenue, DSG, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 2 (month 6), 2025/26.

Date signed off by Executive Director & name

Rachel Spencer Henshall – 19 November 2025

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

Kevin Mulvaney – 19 November 2025

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

Sam Lawton – 19 November 2025

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

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

1. Executive Summary

- 1.1 The attached slides provide information on financial monitoring for General Fund, Revenue, DSG, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 2 (month 6), 2025/26.
- 1.2 Cabinet are advised that the projected overspend at Q2 of £5.1m for the General Fund is the lowest Q2 forecast overspend since COVID. The projected overspends in each of the last few years at the equivalent period and outturn are shown below

	Q1 Projection (£m)	Q2 Projection (£m)	Outturn (£m)
2022/23	24.6	24.3	27.0
2023/24	20.3	16.1	7.3
2024/25	12.9	9.9	5.6
2025/26	5.9	5.1	-

- 1.3 It is evident that the additional resources that were included in Directorate base budgets as part of the 2025/26 budget are having the desired effect in that the majority of the projected overspends relate to delays in delivery of savings. Although it is recognised that

some demand pressures remain and these will be addressed in the next budget.

- 1.4 Whilst there is not a generic council wide recruitment freeze, there do remain internal controls whereby release of posts are still subject to review by Executive Directors and then the Head of People Services and the S151 Officer on a fortnightly basis.
- 1.5 All Directors have been reminded of the need to identify actions to reduce the projected overspend. Clearly this position will be kept under review as the year progresses, but should this overspend not be reduced by year end, then the overspend will require funding by reserves.

2. Information required to take a decision

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

Forecast General Fund revenue outturn position in 2025/26 by service area;

General Fund reserves and balances movements in-year;

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

Forecast capital outturn position in 2025/26;

Treasury management prudential indicators.

3. Implications for the Council

3.1 Council Plan

N/A

3.2 Financial Implications

- 3.2.1 The forecast outturn position at Q2 is a projected overspend of £5.1m after the use of £5.3m of the budget contingency reserve. Within this position, an estimated £6.6m is due to slippage in the approved savings programme across the Council. There is a projected £1.5m of net underspends on business as usual activities.

3.2.2

2025/26 Forecast – Quarter 2

	Revised Budget £000	Forecast Q2 £000	Variance Q2 £000	Variance Q1 £000	Change from Q1 £000
Children and Families	89,189	93,943	4,754	3,927	827
Adults and Health	112,759	117,261	4,502	1,685	2,817
Place	59,465	63,189	3,724	2,952	772
Public Health & Corporate Resources	62,134	61,454	(680)	(277)	(403)
Central Budgets	65,215	63,340	(1,875)	(350)	(1,525)
General Fund	388,762	399,187	10,425	7,937	2,488
Use of Budget Contingency Reserve*		(5,282)	(5,282)	(1,993)	(3,289)
Adjusted General Fund Total	388,762	393,905	5,143	5,944	(801)

*£2.0m transferred into Budget Contingency Reserve in Q2 from inflation budgets no longer required. Total potential reserve usage now £5.5m

- 3.2.3 The key service variations (outlined in more detail in the slide deck) are summarised below.
- 3.2.4 The projected outturn position for **Children's Services** at Q2 is pressure of £4.7m, an increase of £0.8m since Q1. The main reasons for the current projected position are demand led pressures primarily in the cost and number of External Residential Placements (ERPs). As at Q2, there were 45 External Residential Placements, an increase of 2 since 30/06/25 and the average placement cost has remained £6.5K p/w. At Q2, the number of Looked After Children (LAC) had reduced to 642 from 652 at 30/06/25.
- 3.2.5 The overall projected position for the **Adults & Health** Directorate is an overspend of £4.5m.
- 3.2.6 Within the Adult Social Care related portfolio, there is an overall variance on demand led activities (external provision) of £5m. Within this Residential and Nursing care home placements, and Independent Homecare are projecting overspends respectively of £7.6m and £1.5m, offset by underspends on Shared Lives (£0.2m), Carers/Emergency Support (£0.6m), and on Self-Directed Support (£3.3m), the latter in relation to Commissioned Services and Direct Payments. An underspend is being projected across employee budgets (£1.3m).
- 3.2.7 The reported position is also inclusive of variance of £2.7m against the 2025/26 transformation savings programme. This variance relates to slippage (with the remainder expected to be achieved next year) in delivery rather than non-delivery. It is assumed this slippage is funded by the budget contingency reserve as a one-off solution. There is also a variance in relation to the previous year savings target around income/debt £1.8m not achieved.
- 3.2.8 There is also an adverse variance in relation to Castle Grange and Claremont House care homes which is being covered by one-off funding from the budget contingency reserve– the delay in their sale has resulted in a slippage in the expected saving against the assumed levels within Adult Social Care and Place.
- 3.2.9 The Communities and Access portfolio is projecting an underspend of £1.3m, with employee underspends contributing £1.0m of this.

3.2.10 The overall projected position for the **Place** directorate as at Q2 is an overspend of £3.7m

- In Development there is an overspend of £0.5m that largely relates to the management and maintenance of corporate buildings.
- Highways & Street scene is forecast to overspend by £1.0m, with the main pressure areas being Parking £0.7m and Highways £0.3m.
- Pressures of c£2.1m in relation to the cost of Home to School Transport are forecast. It is proposed that the Strategic Budget contingency reserve is used to mitigate this pressure in 2025/26 only.

3.2.11 **Public Health and Corporate Resources** – The projected underspend forecast at Q2 is £0.68m. This is predominantly due to vacancies across the directorate. There are some demand pressures on Legal Services creating a £0.5m overspend, and Housing Benefit Subsidy loss is £0.7m over budget. Positive changes have taken place in terms of numbers of people in bed and breakfast and temporary accommodation but impacts on the subsidy have not yet materialised.

3.2.12 At Quarter 2 there is a projected underspend of £1.9m in **Central Budgets**. This sits within Treasury Management and is related to slippage in the in-year capital plan and a combination of interest rates on borrowing taken to date being lower than budgeted and interest income on balances.

3.2.13 Budget Contingency Reserve

The table below summarises the latest position on the budget contingency reserve.

	Q1 (£000)	Q2 (£000)	Total (£000)
Opening Balance	(3,500)	(1,507)	(3,500)
Additional Contribution	-	(2,000)	(2,000)
Home to School Transport	1,560	500	2,060
Care Homes	433	216	649
Fund Slippage in ASC savings		2,573	2,573
Balance c/f	(1,507)	(218)	(218)

3.2.14 Approximately £2m of inflation budgets no longer required have been transferred into the Strategic Budget Contingency Reserve at Quarter 2 on a one-off basis.

3.2.15 Executive Directors have been asked to bring forward proposals to bring the projected overspend back into a balanced position and there remains in place controls on recruitment whereby all posts have to be approved for release by Executive Directors, the Head of HR and the S151 officer

3.2.16 Total forecast usable reserves at 31 March 2026, excluding any impact of this projected overspend are £63.2m, of which £37.1m are identified as earmarked.

Dedicated Schools Grant

3.2.17 The projected outturn position for the DSG at Q2 is an in year overspend of £14.7m which will increase the cumulative deficit to £78.5m. The service is working collaboratively with schools to change the way in which funding is allocated to mainstream schools for children with SEND through the introduction of “Cluster Working” and it is anticipated that over time this will lead

to stabilisation of costs and reductions. A more robust approach to contract management has also been introduced and this is helping to mitigate the impact of provider increases although the cost of Independent School Places still continues to rise, as does demand.

3.2.18 As part of the Safety Valve agreement the Council will contribute a sum of £2.15m per annum for 5 years from 2025/26 to 2029/30. This is fully provided for in the budget. Members are reminded that the Statutory Override of DSG deficits has been extended to March 2028 and that the Council is awaiting further guidance from the Government as to the treatment of deficits.

3.2.19 The deficit has a significant impact upon Council cash flows as it has to fund this deficit from existing balances, which it could have ordinarily used to help manage borrowing on the capital plan. This Council, along with others, has made representation to the DfE as to the cost of this which indicatively is £3.8m at 5%

HRA

3.2.20 The projected outturn for the HRA at Quarter 2 is a forecast underspend of £318k. There are continued pressures around building safety and maintenance of housing stock and the resources required to support this. However significant Improvements have been made in relation to damp, mould and condensation cases and ongoing disrepair cases. Budgets are in place to address the requirements of Awaab's Law which is due to be introduced in October 2025. Following the increased charges to tenants and leaseholders for communal services from April 2025, there has been a reduction in the shortfall for these services.

Quarter 2 Capital

3.2.21 The budget for the Capital Plan was set at £283.9m within the Council Budget Strategy Report 2026/27, split between General Fund at £239.2m and HRA at £44.7m (Council 17.09.25). Since then, the 2025/26 capital budget has reduced by £29.3m and a detailed breakdown of the changes can be found in Appendix 3. In terms of re-profiling slippage into future years, capital budgets have been further reviewed under Financial Procedure Rules 3.8-3.14, with the aim of narrowing of the gap between the reported in-year capital budget and forecast outturn for 2025/26. To date the review has identified slippage of £28.9m (General Fund £23.4m, HRA £5.5m) being re-profiled into subsequent financial years offset by an increase in grant allocations of £0.8m.

3.2.22 The initial stage of the multi-year review of the Capital Plan has been undertaken, and further detail can be found within the Council Budget Report 2026/27 (02.12.25) presented to Cabinet alongside the Financial Monitoring Report, Quarter 2. All uncommitted lines funded by borrowing were reviewed and were either slipped or proposed to be removed from the Capital Plan. Although removal of borrowing is a multi-year impact, for 2025/26 this entails the removal of £1.3m; £1m Investment & Modernisation Fund, £290k Libraries, £50k Information Technology, £19k Environment & Infrastructure schemes.

3.2.23 Following the agreement by Cabinet to take the next steps towards developing a new sport and leisure facility which meets the needs of North Kirklees, £0.1m borrowing has been added to the Capital Plan in 2025/26 to fund the commissioning of independent options appraisals followed by a feasibility study. Hence, after consideration of this addition for the new sports facility, the overall net removal of borrowing from the 2025/26 Capital plan is £1.2m to assist treasury management of the debt budget.

3.2.24 Also, to aid the revenue monitoring position and help offset in-year pressures, Cabinet is asked to note a revenue capitalisation exercise at year end to capitalise c.£1m in-year revenue costs within allowable accounting rules and existing Council policies. These costs will be funded from un-ringfenced capital receipts, to be reallocated towards this exercise from within the Council receipts target set for the financial year.

3.2.25 The Council's revised capital budget at Quarter 2 for 2025/26 is £254.6m. The forecast capital outturn at Quarter 2 is £254.6m. The capital monitoring is presented as in-line with budget, with any slippage identified being re-profiled into future years. The Quarter 2 position is summarised in the Table below:

2025/26 Capital Forecast – Quarter 2						
	MTFS Budget Update £000	Re-profile / Change £000	Revised Budget £000	Actual Costs £000	Forecast M6 £000	Variance M6 £000
Children and Families	25,727	(1,864)	23,863	10,584	23,863	0
Adults and Health	4,223	(279)	3,944	902	3,944	0
Place	198,608	(19,568)	179,040	58,150	179,040	0
Public Health & Corporate Resources	10,645	(2,150)	8,495	1,215	8,495	0
General Fund	239,203	(23,861)	215,342	70,851	215,342	0
Housing Revenue Account	44,684	(5,469)	39,215	13,640	39,215	0
Council Total	283,887	(29,330)	254,557	84,491	254,557	0

3.2.26 Officers will continue to review capital budget profiles in year, including any more detailed recommendations for potential re-profiling of scheme budgets between years (allowable under Financial Procedure Rules 3.8-3.14), as part of future financial monitoring. Any such recommendations would reflect the affordability, sustainability and prudence of the Capital Programme in the context of the Council's financial review.

3.2.27 This report also includes requests Cabinet to approve the addition of specific capital schemes into the 2025/26 Capital Plan, in line with Council Financial Rules:

Mayoral Renewables Fund Scheme (+£110k)

3.2.28 Under the Mayoral Renewables Fund Scheme, West Yorkshire Combined Authority (WYCA) was successful in the bid to the Department for Energy Security and Net Zero (DESNZ) for £700,000 on behalf of several WYCA Local Authorities. In Kirklees the scheme will deliver the development and installation of solar PV and battery storage on key corporate assets, namely Leeds Road Sports Complex, Bradley Park Golf Course and Princess Mary Athletics Stadium. These facilities are operated on behalf of the Council by Kirklees Active Leisure. The installation of PV panels and appropriate battery storage at these sites will ensure these sites are more self-sufficient and resilient, improving longer term sustainability. The Mayoral Renewables Fund Scheme and hence the schemes will require completion by 31/03/2026.

3.2.29 It should also be noted that there is a Phase 2 Extension of the Mayoral Renewable Fund Scheme which has been applied for, at the value of £328,800, for two key buildings Huddersfield (Civic Centre 3 and Huddersfield Leisure Centre).

Community Cohesion Grant (+£170k)

3.2.30 This is to inform Cabinet and request approval for the proposed use of grant funding from MHCL in relation to the Community Cohesion and Resilience Programme. Funding was received in 2024-25, with MHCLG approving the continuation of activity into the current year, with the funds being allowed to roll over and be utilised accordingly. The scheme is directed to address high priority security threats, both domestic and international, with outcomes across 4 themes:

- Brings communities together to improve cohesion and reduce divisions in places facing the worst extremism challenges.
- Improves the capability of places to tackle the extremist narratives and ideologies that are driving our communities apart.
- Improves local partnership approaches to supporting community resilience by funding projects to strengthen 'bridging' social capital in at-risk places.
- Improves the capability of places to respond to periods of community tensions through initiatives that strengthen community connections, promote unity and shared values.

3.2.31 The funding is £227k in total, with £57k being designated revenue and £170k designated capital. The capital will be used for 2 purposes. Firstly, £110k is to be utilised on the provision of grant to local partners. The co-ordination and governance around these will be undertaken through the Council's SIC (Safe and Inclusive) framework, previously agreed by Cabinet. This framework invests in community activities delivered by individuals and community organisations in the Kirklees Voluntary, Community, and Social Enterprise (VCSE), education and faith sectors to enable a range of projects that help deliver outcomes for people and communities. The application of the capital funding will be through this framework and in line with the criteria for the use of the funding as per MHCLG direction.

3.2.32 The remaining £60k is earmarked for Crow Nest Park for the improvement to a boardwalk/footway. Whilst the building and accompanying play area have the infrastructure to offer enhanced play opportunities and meet the needs of children requiring intimate care, access to the outdoor areas is restricted due to areas for access and egress needing renovation. Improvements to the boardwalk would ensure Crow Nest Park continues to ensure that children who are not fully ambulant have equal and safe access to outdoor play equipment as those who are, meaning they are able to achieve positive outcomes by utilising the space more effectively.

3.2.33 Cabinet is requested retrospective approval to add £170k Community Cohesion grant into the Capital Plan in 2025/26 and approve the use of the capital funding as grant provision to local partners utilising the existing SIC framework, in accordance with agreed themes (+£110k Adults Capital Plan) and approve footway works at Crow Nest Park (+£60k Place, Corporate Landlord Capital Plan).

Energy Efficiency Invest to Save – LED Lighting and Controls (£250k drawdown)

3.2.34 The investment forms part of the Council's wider energy-efficiency and carbon-reduction programme supporting its Climate Change and Net Zero 2038 commitments. This project delivers a programme of LED lighting and control upgrades across six Council-owned leisure centres operated by Kirklees Active Leisure (KAL):

- Colne Valley Leisure Centre
- Holmfirth Leisure Centre
- Scissett Baths
- Batley Sports & Tennis Centre
- Leeds Road Sports Complex
- Huddersfield Leisure Centre

3.2.35 The current fittings are inefficient, nearing end of life, and increasingly costly to maintain. Electricity consumption and maintenance costs would remain high, adding to financial pressures for both KAL and the Council's wider energy budget. As part of this programme, works will be delivered through a Council-funded arrangement, with KAL leading day-to-day project delivery and procurement activity on the Council's behalf, in accordance with Contract Procedure Rules and agreed governance processes. The Council's Capital Development & Delivery Team will provide a Quantity Surveyor (QS) service to oversee progress, verify costs, and approve supplier payments. KAL will coordinate on-site activity and, after completion, will manage ongoing maintenance of the lighting equipment with the approved supplier. This partnership model uses KAL's technical capacity and on-site knowledge while maintaining appropriate Council oversight and assurance.

3.2.36 The request is for £250k to be drawn down from the Investment & Modernisation Fund current year allocation which is set aside in the Capital Plan to fund invest to save initiatives and deliver ongoing revenue savings. The capital investment will be financed through Council borrowing, with costs recovered over time through existing annual financial arrangements between the Council and KAL. For this scheme an assumed borrowing rate of 4.97% has been used and the financing cost will be managed within the existing financial framework for leisure facilities. The energy savings achieved by the project (c. £70k p.a.) will contribute to the overall financial sustainability of the leisure portfolio. It is assumed the standing charges (fixed element of the electricity cost that doesn't change with consumption) remain consistent.

3.2.37 Cabinet is requested to approve the drawdown of £250k from the Investment & Modernisation Fund towards a programme of LED lighting and control upgrades across six Council-owned leisure centres operated by Kirklees Active Leisure (KAL).

3.3 Legal Implications

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

3.4 Climate Change and Air Quality

N/A

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

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

4 Consultation

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

5 Engagement

N/A

6 Options

6.1 Options considered

N/A

6.2 Reasons for recommended option

N/A

7 Next steps and timelines

That Cabinet endorse the recommendations set out in this report.

8 Contact officer

James Anderson, Head of Accountancy

james.anderson@kirklees.gov.uk

Sarah Hill, Finance Manager

sarahm.hill@kirklees.gov.uk

9 Background Papers and History of Decisions

Annual budget report 2025-27 to Budget Council, 5 March 2025

Budget Strategy Update Report to Council, 17 September 2025

Quarter 1 Financial Monitoring report to Cabinet, 9 September 2025

10 Appendices

Appendix 1: Financial Monitoring slides

Appendix 2: Savings Plan slides

Appendix 3: Breakdown of Capital Budget Changes Since Council Budget Strategy Report 2025/26

11 Service Director responsible Kevin Mulvaney, Service Director – Finance.

2025/26 Revenue Budget Monitoring – Quarter 2

ELT/EB/Cabinet

Revenue Headlines

- Projected overspend of **£5.1m**. Reduced from £5.9m at Q1
- 2025/26 Savings forecast to be delivered at 78% of the target of £30.2m (£26.8m 25/26 and £3.4m prior years)

- Total Useable Reserves of **£63m** at 31st March 2026 of which:
 - Unallocated reserves of **£26m**
 - Earmarked Reserves of **£37m**

2025/26 Forecast – Quarter 2

	Revised Budget £000	Forecast Q2 £000	Variance Q2 £000	Variance Q1 £000	Change from Q1 £000
Children and Families	89,189	93,943	4,754	3,927	827
Adults and Health	112,759	117,261	4,502	1,685	2,817
Place	59,465	63,189	3,724	2,952	772
Public Health & Corporate Resources	62,134	61,454	(680)	(277)	(403)
Central Budgets	65,215	63,340	(1,875)	(350)	(1,525)
General Fund	388,762	399,187	10,425	7,937	2,488
Use of Budget Contingency Reserve*		(5,282)	(5,282)	(1,993)	(3,289)
Adjusted General Fund Total	388,762	393,905	5,143	5,944	(801)

£2.0m transferred into Budget Contingency Reserve in Q2 from inflation budgets no longer required. Total potential reserve usage now £5.5m

2025/26 Net Variance Analysis – Quarter 2

	Savings Slippage £000	Net Pressures £000	Total Variance £000
Children and Families	955	3,799	4,754
Adults and Health	4,598	(3,153)	1,445
Place	820	679	1,499
Public Health & Corporate Resources	296	(976)	(680)
Central Budgets	0	(1,875)	(1,875)
General Fund	6,669	(1,526)	5,143
Total Variance at Quarter 1	4,310	1,634	5,944
Change from Quarter 1	2,359	(3,160)	(801)

Children and Families

Child Protection & Family Support

Key Budget Variances – Quarter 2

Child Protection & Family Support – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£36,331k	£39,472k	£3,141k	£588k
Income	(£4,189k)	(£6,980k)	(£2,791k)	(£124k)
TOTAL	£32,142k	£32,492k	£350k	£464k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Front Door, EDS, Family Help	5,722	-94	+22	<ul style="list-style-type: none"> Employee vacancies, staff turnover 	
Assessment & Intervention / CDS	12,053	127	+340	<ul style="list-style-type: none"> Savings linked to employee vacancies and turnover (£319k) Budget pressure related to short term care packages with significant needs prior to care placement or prevention from entering care, +£326k Home to school transport linked to demand, complexity and spot purchase arrangements +£30k Potential risk to £500k CDS Domiciliary Care savings target this year. 	<ul style="list-style-type: none"> New procurement developments to be rolled out in late summer may deliver efficiency savings for home to school transport costs tbc

Children and Families

Child Protection & Family Support

Key Budget Variances – Quarter 2

Child Protection & Family Support – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£36,331k	£39,472k	£3,141k	£588k
Income	(£4,189k)	(£6,980k)	(£2,791k)	(£124k)
TOTAL	£32,142k	£32,492k	£350k	£464k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Corporate Parenting	12,965	181	-104	<ul style="list-style-type: none"> 18+ Leaving Care Supported Accommodation placements awaiting tenancies or in need of transitional support prior to independence +£355k Home to school transport pressure due to increased demand, complexity of routes involving escort supervision, travel distance, breakdown in unworkable contracts and replaced with spot purchase at higher cost +£232k UASC and UASC LC estimated underspending based on latest trends and subject to HO validation (£127k). Savings on demand led Adoption allowances (£137k) 	<ul style="list-style-type: none"> New procurement developments to be rolled out in late summer may deliver efficiency savings for home to school transport costs tbc
TOTAL	30,740	214	+258		

Children and Families

Resources, Improvements & Partnership

Key Budget Variances – Quarter 2

Resources, Improvements & Partnership – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£45,746k	£49,962k	£4,216k	£825k
Income	(£5,615k)	(£5,867k)	(£252k)	(£225k)
TOTAL	£40,131k	£44,095k	£3,964k	£600k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Sustainability, Capacity & Resourcing	33,866	3,909	+472	<ul style="list-style-type: none"> Continued increase in demand for external residential and unregulated placement accommodation. Placement numbers @ 30/9/25 = 45 including 7 unregulated placements. Weekly fees range between £4,336 to £11,264 with an average cost of £6,485pw+£3.948m 	<ul style="list-style-type: none"> Re opening of Woodlands in November with weekly meetings to match children in residential and unregulated Completed purchase of new children's home Making Kirklees Home panel reviewing external placements Chaired by SD which explores reunification, bringing children back to Kirklees and ensures appropriate care planning in place External Placement panel chaired by Exec Director Develop emergency foster placements when children enter care unexpectedly to avoid use of expensive provision Working closely with IFAs (Independent Fostering Agencies) to secure more family-based options for LAC in 11-15 cohort Exploring invest to save model to develop a team to work intensively with families at risk of entry to care Provider event planned in November to secure more post 16 semi supported accommodation for our young people

Children and Families

Learning & Early Support

Key Budget Variances – Quarter 2

Learning & Early Support – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£372,819k	£397,590k	£24,771k	£36,750k
Income	(£355,903k)	(£380,234k)	(£24,331k)	(£36,987k)
TOTAL	£16,916k	£17,356k	£440k	(£237k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Early Years Sufficiency	640	-79	-59	<ul style="list-style-type: none"> Additional previously un-forecasted Early Years grant income to fund posts not yet recruited to 	
Access to Education	923	120	+13	<ul style="list-style-type: none"> £120k overspend forecast, pressure on income lines. New legislation means some previously traded attendance services must be provided to schools free of charge from Sept25 which has impacted attendance package income projections. 	
Education Psychology	1,410	62	-38	<ul style="list-style-type: none"> Pressure relates to use of Locum staff to support team, the use of these staff is reducing. 	
EHCP Team	1,992	250	+17	Main areas of pressure include: <ul style="list-style-type: none"> increased pressure on Staffing Costs +£117K EHCP reporting commission extended +£28k Compensation costs +£36K 	
Kirkcaldy Business Solutions (KBS)	171	65	+5	<ul style="list-style-type: none"> Staffing Pressure 	<ul style="list-style-type: none"> Pressure reduced by £80K through use of Central Services to Schools Block funding
TOTAL	5,136	418	-62		

Adults and Health

Older People & Physical Disabilities

Key Budget Variances – Quarter 2

Older People & Physical Disabilities – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	££111,023k	£107,364k	(£3,659k)	£798k
Income	(114,734k)	(£110,549k)	£4,185k	(£412k)
TOTAL	(£3,711k)	(£3,185k)	£526k	£386k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Assessment & Care Management	9,584	-786	-185	Staffing £-824k (Independence £-547k, Community £-229k, Care Navigation £-47k)	
Demand led client provision – Placements – OP	26,304	3,689	+1,946	Can be difficult to procure at standard rates, additional 1:1 often required. Note – Now includes £+1.57m of in year transformation savings slippage (to be achieved next year).	Ongoing commissioning focus (alongside transformation workstreams), recovery plan in place in in line with market fees/top ups savings slippage
Demand led client provision – Placements – PD	5,027	-162	+105	Volumes are under budget, net weekly cost is over budget	Ongoing commissioning focus through (alongside transformation workstreams),
Demand led client provision – Home Care (OP and PD)	21,809	1,801	+709	Over on PD (+1,297k) due to volumes, and on OP (+503k) due to unit costs. Note – Now includes £+388k of in year transformation savings slippage (to be achieved next year).	Ongoing commissioning focus (alongside transformation workstreams). Note – was £+2.4m variance at month 6 2024-25.
Demand led client provision – Self Directed Support	4,121	-2,663	+284	Under on PD Commissioned services (-718k) due to lower volumes). Under on OP (-563k) & PD (-828k) Direct Payments (lower volumes)	Note – was £+0.9m variance at month 6 2024-25.
Demand Led client provision – Emergency Support	1,010	-472	-19	OP under on net unit cost, slightly under on activity	
Demand Led – ASC Funding	-72,604	0	0	National Funding allocations – no variance expected	
Demand Led Client service provision – savings target	-2,627	+1,832	0	Partial achievement on the income/debt target of -£2,627k	Ongoing review of processes, pathways and charging and debt recovery models.
TOTAL	-7,376	3,239	2,840		

Adults and Health

Learning Disabilities & Mental Health

Key Budget Variances – Quarter 2

Learning Disabilities & Mental Health – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£120,262k	£120,480k	£218k	(£926k)
Income	(£37,453k)	(£35,948k)	£1,505k	£1,006k
TOTAL	£82,809k	£84,532k	£1,723k	£80k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Assessment & Care Management	5,959	-902	-259	Employee underspend £-827k	
Demand led client provision – Placements – LD	32,448	+4,122	+194	Over on volumes and net weekly cost. Note – Now includes £+107k of in year transformation savings slippage (to be achieved next year).	Ongoing commissioning focus (alongside transformation review of packages)
Demand led client provision – Placements – MH	10,115	-39	+125	Under on activity	Ongoing commissioning focus (alongside transformation workstreams / review of packages)
Demand led client provision – Home Care (LD and MH)	3,199	-311	+100	Under on LD due to volumes, and under on MH due to volumes. Note – Now includes £+40k of in year transformation savings slippage (to be achieved next year).	Note – was £+0.7m variance at month 6 2024-25.
Demand led client provision – Self Directed Support	27,701	-765	+672	Under on MH (-1,183k) Commissioned services due to lower volumes and lower unit cost. Offset by potential shortfall on LD and MH income (Continuing Health Care). Note – Now includes £969k of in year transformation savings slippage (to be achieved next year).	Note – was £+1.9m variance at month 6 2024-25.
TOTAL	79,422	2,105	832		

Adults and Health

Strategic Commissioning, Partnerships & Provider Services

Key Budget Variances – Quarter 2

Adults Sufficiency – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£45,346k	£46,225k	£879k	£932k
Income	(£18,397k)	(£18,499k)	(£102k)	(£43k)
TOTAL	£26,949k	£27,726k	£777k	£890k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Demand led Client Service Provision	12,395	-116	-52	Under on several contracted services and In-house Day Care, over on Extra Care housing.	
In-house residential and Supported Living	6,159	+1,011	+257	Over on Ings Grove, Moorlands Grange (mainly employees). Includes variance on Castle Grange and Claremont House. Offset by underspend on The Mews, Brighton St (employees).	Ongoing management and review of employee budgets and spending, (including corrections on staffing allowances built into budgets), along with continuing work around potential external transfer of Castle Grange and Claremont (assumed funded by reserves)
Reablement	816	-46	+125	Under on employees (£-62k)	Ongoing review of demand and complexity, alongside implementation of new pathways following pathway redesign
Contracts Management and Commissioning	1,352	-117	-24	Under on employees.	
TOTAL	20,722	732	306		

Adults and Health

Communities & Access Services

Key Budget Variances – Quarter 2

Communities & Access Services – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£18,912k	£17,376k	(£1,536k)	(£1,820k)
Income	(£9,143k)	(£9,188k)	(£45k)	£547k
TOTAL	£9,769k	£8,188k	(£1,581k)	(£1,273k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Community Plus	1,726	-176	-8	Mainly employee underspend (£-134k)	
Integrated Wellness	364	-184	+52	Mainly employee underspend	
Library & Information Centres	4,451	-351	+2	Mainly employee underspend -Temporary vacancies - posts in recruitment	
Customers & Communities Project Team	377	-235	-136	Mainly employee underspend	
Safer Kirklees	544	-96	+24	Mainly employee underspend	
Migration & Resettlement	-57	-68	+21	Mainly employee underspend	
TOTAL	7,405	-1,110	-45		

Place

Skills & Regeneration

Key Budget Variances – Quarter 2

Skills & Regeneration – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£15,760k	£14,634k	(£1,126k)	(£178k)
Income	(£12,821k)	(£11,871k)	£950k	£115k
TOTAL	£2,939k	£2,763k	(£176k)	(£63k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Business & Economy	-66	85	-28	<ul style="list-style-type: none"> Under-recovery of rental income at The Glass Box / Batley Business Park Over-recovery of income at Bretton St Under-spend on planning and unplanned repairs and maintenance at Business and Enterprise Centres 	<ul style="list-style-type: none"> Holding of vacancies / net salaries in Business and Economy
Employment & Skills	962	-76	-76	<ul style="list-style-type: none"> Under-spends on net salaries Offset by a forecasted over-spend to supplement Grant Match Budgets. 	<ul style="list-style-type: none"> Holding of vacancies
Planning & Building Control	1,837	-54	+30	<ul style="list-style-type: none"> Under-spends on salaries Over-recovery of Planning Performance Agreement income Under-recovery on Planning Applications, Building Control Planning Fees, and Building Control Inspection Fees 	<ul style="list-style-type: none"> Holding of vacancies
Major Projects	205	-130	-36	<ul style="list-style-type: none"> Under-spend on net salaries Over-spend on miscellaneous other costs 	
TOTAL	2,938	-175	-110		

Place Development

Key Budget Variances – Quarter 2

Development – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£33,218k	£38,133k	£4,915k	(£140k)
Income	(£23,296k)	(£27,652k)	(£4,356k)	£218k
TOTAL	£9,922k	£10,481k	£559k	£78k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Corporate Landlord	9,195	75	+110	<ul style="list-style-type: none"> Over-spend on sites identified in 25-26 Budget Savings £164k – Knowl House, The Hudawi Centre, Castle Grange APH, Claremont House – offset by Reserve drawdown £165k Over-spend on Business Rates at other sites £55k – various minor overspends Over-spend on water charges across portfolio £109k 	<ul style="list-style-type: none"> Continuing to undertake emergency repairs / health and safety critical work only Review internal Timemaster charging across whole of Property
Landbank	266	428	+74	<ul style="list-style-type: none"> Over-spend on the Former Wetside £174k – Rates and service charges Over-spend on Riverbank Court prior to disposal £23k Over-spend on Business Rates at other sites £70k – various sites Over-spend on Security at Former Birkdale High School £55k Over-spend on CCTV at Former Birkdale High School, Former Gomersal First School, Huddersfield Central Library £59k 	<ul style="list-style-type: none"> Exploring option to demolish Former Birkdale High School
Capital Delivery	-1,424	-240	+66	<ul style="list-style-type: none"> Staff in post forecasted to achieve income targets (whilst holding vacancies in team) 	

Place Development

Key Budget Variances – Quarter 2

Development – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£33,218k	£38,133k	£4,915k	(£140k)
Income	(£23,296k)	(£27,652k)	(£4,356k)	£218k
TOTAL	£9,922k	£10,481k	£559k	£78k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Assets and Estates	-1,264	-318	-646	<ul style="list-style-type: none"> Net liability of holding remainder of Piazza Shopping Centre £300k – Rates / Service Charges Over-spend on Rates, Cleaning charges (Contract Cleaning at Commercial Sites) and Trade Waste Offset by forecasted over-recovery of Rental income across Commercial portfolio and forecasted over-recovery of disposals fees 	<ul style="list-style-type: none"> Review internal Timemaster charging across whole of Property
TOTAL	6,773	-55	-396		

Place

Highways & Streetscene

Key Budget Variances – Quarter 2

Highways & Streetscene – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£88,694k	£89,296k	£602k	£977k
Income	(£58,097k)	(£57,605k)	£492k	(£891k)
TOTAL	£30,597k	£31,691k	£1,094k	£86k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Parking	-4,033	795	+67	<ul style="list-style-type: none"> Employee Vacancies (£222k) Shortfall on Tariff Income £499k Permits £66k Supplies & services £485k – Fees - Ringo, Flowbird, Bank charges. Car park joint ventures Fines (£48k) 	
Transport	2,645	319	+205	<ul style="list-style-type: none"> Employee Vacancies (£223k) Sale of old vehicles £142k Fuel £61k Accident Repairs £40k Additional hires £76k Raw materials £58k Internal income £47k 	<ul style="list-style-type: none"> Offset by savings on vacancies. Forecast to be filled by M9 £340k budget provision made in 25/26 to reflect impact of ageing fleet
Waste Services	26,847	-210	+24	<ul style="list-style-type: none"> Employee vacancies (£1,064k) Agency staff £1062k Transport £693k Suez Contract (£330k) External Income (£479k) – Trade Waste (£269k) Garden Waste (£99k), Schools recycling (£72k) Grant (£25k) Internal Income (£120k) – Staff recharge 	<ul style="list-style-type: none"> Hired Vehicles -Capital strategy includes £26m of investment but lead time on larger vehicles. Budget provision in 25/26 £750k

Place

Highways & Streetscene

Key Budget Variances – Quarter 2

Highways & Streetscene – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£88,694k	£89,296k	£602k	£977k
Income	(£58,097k)	(£57,605k)	£492k	(£891k)
TOTAL	£30,597k	£31,691k	£1,094k	£86k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Parks & Greenspaces	2,773	-104	-32	<ul style="list-style-type: none"> Employee vacancies (£407k) Premises £16k Supplies & Services £500k – Equipment hire £70k, Bowling greens & other lawns £139k, Machinery & Equipment purchase £57k, Shrubs Trees plants £174k, Animal care £41k. Xmas Decs £15k 	
Highways Services	461	320	-185	<ul style="list-style-type: none"> Service Employees (including agency) £212k External Recoveries (£152k) Internal Recharges to Capital (£531k) Highways Trading Account - £0 (Employees (£1,809K), Operational Costs (£1,818k) offset reduced trading income £3,627k Grounds Maintenance £200k Reactive Maintenance Works £271k 	<ul style="list-style-type: none"> Capitalise Reactive Maintenance, Small Walls and Safety Guard Railing Reviewing Highway Operations overheads on certain job codes to maximise income Reviewing current fees and charges Reviewing levels of staff capital recoveries Enforcement review Seek new revenue funding opportunities Review new commuted sum opportunities Review outstanding savings templates
Adverse Weather	1,536	0	0	<ul style="list-style-type: none"> No winter activity to date 	<ul style="list-style-type: none"> Budget assumes normal winter levels around gritting and grit bin refills. Assumes continuation with hired fleet in 2025-2026 until new fleet arrives early 2026-2027
TOTAL	30,229	1,120	79		

Place

Environmental Strategy & Climate Change

Key Budget Variances - Month 6

Environmental Strategy & Climate Change – Month 6

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£20,499k	£20,544k	£45k	£232k
Income	(£2,559k)	(£2,618k)	(£59k)	(£151k)
TOTAL	£17,940k	£17,926k	(£14k)	£81k

Service Area46k	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Directorate Programme Office	3,990	95	+205	<ul style="list-style-type: none"> Vacancies 	
Climate change	142	70	+70	<ul style="list-style-type: none"> EV NI Savings £84k Vacancies (14k) 	
Organisation Development And Planning	215	8	+26	<ul style="list-style-type: none"> Employee vacancies -£23k Cessation Of Taxi Training +£31k 	
TOTAL	4,347	173	301		

Public Health and Corporate Resources

Strategy & Innovation

Key Budget Variances – Quarter 2

Strategy & Innovation – Quarter 2				
	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£24,621k	£23,851k	(£770k)	(£660k)
Income	(£5,142k)	(£5,204k)	(£62k)	£116k
TOTAL	£19,479k	£18,647k	(£832k)	(£544k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
IT	12,263	-116	-190	<ul style="list-style-type: none"> Postage costs +£296k (savings target shortfall) Vacancies offset the bulk of the pressure -£228k Phone/Circuits -£77k, Income -£85k 	Further work to be carried out with services to reduce postage and move customers to online alternatives
Policy, Partnerships and Corporate Planning	2,600	-317	-144	<ul style="list-style-type: none"> Vacancies 	
Strategic Communications	1,385	-183	-71	<ul style="list-style-type: none"> Vacancies 	
Date and Insight	1,985	-103	-75	<ul style="list-style-type: none"> Vacancies offset by income reduction 	
Transformation	1,246	-114	-64	<ul style="list-style-type: none"> Vacancies 	
TOTAL	19,479	-833	-544		

Public Health and Corporate Resources

Public Health & People

Key Budget Variances – Quarter 2

Public Health & People – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£42,105k	£44,893k	£2,788k	£4,749k
Income	(£35,971k)	(£39,407k)	(£3,436k)	(£5,234k)
TOTAL	£6,134k	£5,486k	(£648k)	(£485k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Peoples Service	9,720	-648	-485	<ul style="list-style-type: none"> Vacancies including Kirklees Direct and additional income from salary sacrifice 	
TOTAL	9,720	-648	-485		

Public Health and Corporate Resources

Governance & Commissioning

Key Budget Variances – Quarter 2

Governance & Commissioning – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£18,768k	£19,748k	£980k	£620k
Income	(£4,029k)	(£4,733k)	(£704k)	(£656k)
TOTAL	£14,739k	£15,015k	£276k	(£36k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Legal Services	4,655	+505	-9	<ul style="list-style-type: none"> Recruitment issues have created vacancies that are offset by the use of locums. External Solicitors, Counsel fees, and Legal expenses increased usage due to workloads (+£670k) 	Work ongoing to improve recruitment of permanent staff and reduce usage of locums and other external services.
Risk	4,153	-207	-22	<ul style="list-style-type: none"> Vacancies 	
TOTAL	8,808	298	-31		

Public Health and Corporate Resources

Benefit Payments

Key Budget Variances – Quarter 2

Benefit Payments – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£63,711k	£53,760k	(£9,951k)	(£2,127k)
Income	(£57,492k)	(£46,841k)	(£10,651k)	£2,828k)
TOTAL	£6,219k	£6,919k	£700k	£701k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Housing Benefit Subsidy	6,219	+700	+700	Trend in HB payments and slight delay to additional properties at Ashenhurst. Units on the site are now being filled from other forms of TA	As Ashenhurst units are let the current level of overspend is expected to reduce. Work ongoing to understand the impacts of claimable subsidy.6 and discussions with other LAs around further options to reduce subsidy impact
TOTAL	6,219	700	700		

Public Health and Corporate Resources

Culture & Visitor Economy

Key Budget Variances – Quarter 2

Culture & Visitor Economy – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£40,564k	£39,457k	(£1,107k)	(£928k)
Income	(£34,967k)	(£34,012k)	£955k	£848k
TOTAL	£5,597k	£5,445k	(£152k)	(£80k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Town Halls and Public Halls	780	-134	-63	• Vacancies	
Catering	912	-72	-72	• Vacancies offset by lost income	
Bereavement Services	-2,456	+54	+65	• Reduced income (cremations) offset by vacancies	Work ongoing to understand the impact of direct cremations which are increasing, and whether death rates are changing or business lost to alternative providers.
TOTAL	-764	-152	-70		

Central

Key Budget Variances – Quarter 2

Central – Quarter 2				
	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£69,495k	£67,948k	(£1,547k)	(£1,292k)
Income	(£4,280k)	(£4,608k)	(£328k)	(£233k)
TOTAL	£65,215k	£63,340k	(£1,875k)	(£1,525k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Treasury Management	36,135	-1,879	-1,529	Slippage in capital plan, interest rates on borrowing to date lower than budgeted. WYCA gainshare contributes to funding of OCH	Further savings likely due to additional slippage of plan
TOTAL	36,135	-1,879	-1,529		

Analysis of Council Reserves (excl Statutory Reserves)

	Unallocated *	Earmarked	Total
	£000	£000	£000
At 1st April 2025	(25,046)	(36,005)	(61,051)
<i>Planned Drawdowns from Earmarked Reserves</i>			
Budgeted drawdown from Voluntary Revenue Provision reserve	-	5,985	5,985
<i>Planned Contributions to Earmarked Reserves</i>			
Transfer into Voluntary Revenue Provision reserve	-	(10,804)	(10,804)
Transfer into Transformation Reserve	-	(2,500)	(2,500)
Transfer into General Reserves	(1,000)		(1,000)
	(26,046)	(43,324)	(69,370)
<i>In Year Adjustments – Q2</i>			
- Net Drawdown from Earmarked Reserves	-	3,699	3,699
- Drawdown from Transformation reserve	-	2,500	2,500
Balance of Reserves at 31st March 2026	(26,046)	(37,125)	(63,171)

£16m Minimum Working Balance (£29m desirable).

Reserves Summary (£k)	Reserves 31st March 2025	Budget report Movements	Revised reserves 1st April 2025	Net Drawdowns at Q2	Reserves 31st March 2026
Ward Based Activity	(577)	-	(577)	-	(577)
Place Standard	(402)	-	(402)	33	(369)
Transformation	(1,480)	(2,500)	(3,980)	2,500	(1,480)
Development Funding	(914)	-	(914)	38	(876)
Revenue Grants	(17,998)	-	(17,998)	926	(17,072)
Stronger Families Grant	(688)	-	(688)	-	(688)
Other	(3,942)	-	(3,942)	(7)	(3,949)
Voluntary Revenue Provision	(6,504)	(4,819)	(11,323)	-	(11,323)
Strategic Budget Contingency Reserve	(3,500)	-	(3,500)	2,709	(791)
Total Earmarked Reserves	(36,005)	(7,319)	(43,324)	6,199	(37,125)
Unallocated Balances	(25,046)	(1,000)	(26,046)	-	(26,046)
Total Useable Reserves	(61,051)	(8,319)	(69,370)	6,199	(63,171)
Statutory Reserves – Schools Balances	(11,119)	-	(11,119)	324	(10,795)
Statutory Reserves – Public Health	(896)	-	(896)	-	(896)
Grand Total All Reserves	(73,066)	(8,319)	(81,385)	6,523	(74,862)

Glossary of Reserves

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

HRA 2025/26 Forecast – Quarter 2

	Revised Budget £000	Forecast Q2 £000	Variance Q2 £000	Variance Q1 £000	Change from Q1 £000
Repairs & Maintenance	31,309	31,217	(92)	0	(92)
Housing Management	44,369	44,062	(307)	308	(615)
Property Services	(190)	(190)	0	0	0
Other Finance and Overhead Expenditure	34,048	34,063	15	(15)	30
Total Expenditure	109,536	109,152	(384)	293	(677)
Rent & Other Income	(109,536)	(109,470)	66	(112)	178
Revenue Contribution to Capital Funding	0	11,654	11,654	0	11,654
Planned transfer from HRA Reserves	0	(11,654)	(11,654)	0	(11,654)
Total	0	(318)	(318)	181	(499)

HRA Reserves

	Balance at 31 March 2025 £000	Movement in reserves £000	Planned transfer into reserves £000	Balance at 31 March 2026 £000
Set aside for business risks	(10,800)	0	0	(10,800)
Repairs Reserve	(1,000)	0	0	(1,000)
Set aside to meet investment needs (as per HRA business plan)	(18,846)	11,654	(318)	(7,510)
Total	(30,646)	11,654	(318)	(19,310)

HRA

Housing Management & Partnerships

Key Budget Variances – Quarter 2

HRA – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£15,247k	£15,128k	(£119k)	£86k
Income	(£95,696k)	(£96,131k)	(£435k)	£125k
TOTAL	(80,499k)	(£81,003k)	(£554k)	£240k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
HMP Management Cost	10,748	-225	+86	<ul style="list-style-type: none"> -419k underspend for staffing +£255k increase in RTB costs due to the increased number of sales 	Review of ILO's and ongoing review of service
HMP Repairs and Maintenance	2,504	-31	-31	<ul style="list-style-type: none"> Reduction in rechargeable repair costs 	
Housing PFI	263	-22	+61	<ul style="list-style-type: none"> Changes to assumed Inflation costs for PFI contract 	Cost £11.550m, PFI grant £7.912m, Rent £2.323m, Service Charge £1.056m
Service Charges	1,732	159	-30	Variance against budget relates to <ul style="list-style-type: none"> Concierge £447k inc settlement costs netted off Communal lighting -£74k Cleaning -£119k Sheltered Housing -£161k Ash View £114k 	There is a plan to move to full cost recovery and increases in service charges will be proposed for 2026-27. There is a shortfall of £2.4m which includes: <ul style="list-style-type: none"> £528k Communal lighting £477k Concierge £173k Sheltered Housing
Rental income	-95,022	-403	+157	Additional income due to charging affordable rents on additional properties.	
Rents for Garages, non dwellings and other income	-674	-32	-32	Variance includes <ul style="list-style-type: none"> £32k non dwellings income 	
TOTAL	-80,449	-554	211		

HRA

Property Services & Repairs

Key Budget Variances – Quarter 2

HRA – Quarter 2				
	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£20,620k	£20,990k	£370k	(£124K)
Income	-	-	-	-
TOTAL	£20,620k	£20,990k	£370k	(£124k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Property Services surplus	-190	0	0	<ul style="list-style-type: none"> On target to achieve budgeted surplus 	Property turnover of £44.8m, trading costs of £31.4m and overheads of £13.2m
Property repairs and Maintenance Costs	18,617	-135	-127	Variance relates to <ul style="list-style-type: none"> -£350k reduction in DMC £300K increase for empty homes -£70k reduction in responsive non PPP 	DMC move to BAU and increased costs to address the backlog of voids
Temporary Accom Costs	301	131	-24	Variance relates to repairs costs for properties used for temporary accommodation	
Rent loss from voids	1,892	374	+27	Budget based on 2% void rent loss, but performance is reported at 2.55%	Dedicated voids management team and performance improving, turnaround time is reducing and numbers of voids has reduced
TOTAL	20,620	370	-124		

HRA

Governance & Improvement

Key Budget Variances – Quarter 2

HRA – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£4,288k	£4,084k	(£204k)	(£100k)
Income	-	-	-	-
TOTAL	£4,288k	£4,084k	(£204k)	(£100k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
G&I Management Costs	3,893	-310	-207	Reason for variance <ul style="list-style-type: none"> • -£193k underspend service improvement staffing offset by overspend on management team staffing £23k • £53k overspend on Tenant publications • -£98k underspend on internal charging, training, pool cars and office expenses 	
Valuation, subscription costs and Regulatory fees	355	-38	-42	<ul style="list-style-type: none"> • Reason for variance is a reduction to the budgeted subscription fees. 	
TOTAL	4,248	-348	-249		

HRA

Asset Management

Key Budget Variances – Quarter 2

HRA – Quarter 2				
	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£13,927K	£14,106k	£179k	(£353k)
Income	-	-	-	-
TOTAL	£13,927k	£14,106k	£179k	(£353k)

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Asset Team management costs	3,569	140	-392	<ul style="list-style-type: none"> £245k underspend for staffing costs £400k reduction in planned capitalised costs left in revenue 	
Assets repairs and maintenance	10,127	59	+59	<ul style="list-style-type: none"> Additional cost for lift servicing not previously budgeted for 	
Miscellaneous properties, shops and abortive costs	231	-20	-20	<ul style="list-style-type: none"> Forecast underspend on abortive costs due to limited active development works. 	
TOTAL	13,927	179	-353		

HRA

HRA/H&N Overheads

Key Budget Variances – Quarter 2

HRA – Quarter 2

	Revised Budget	Forecast	Variance	Change from Previous
Expenditure	£41,654k	£41,689k	£35k	£16k
Income	-	-	-	-
TOTAL	£41,654k	£41,689k	£35k	£16k

Service Area	Net Budget £000	Variance £000	Change from Previous £000	Reason for Variance	Mitigating Actions
Finance Costs	30,817	-9	-7	Finance costs include Depreciation £23.989m, Interest Payable £7.507m and Interest rec £735k	
Corporate services and recharges	8,282	30	-6	HGF recharge £32k based on full compliment of staff. will be amended to actual at year end.	Provision set aside to provide for disrepair. More detail required on cases resolved to allocate. Actual staffing costs will be charged for internal recharges
Council Tax on empty properties	829	314	+29	Charges for properties to be demolished/refurbished creating the overspend.	
Bad debt and inflation provision	1,726	-300	0	Forecast reduced based on planned write offs	
TOTAL	41,654	35	16		

DSG Headlines

High Needs Funding 2025/26

• High Needs Block Allocation	£65.4m
• Safety Valve Funding	£2.3m
• Schools Block Transfer	£3.6m
• Early Years Block Transfer	£0.5m
• General Fund Contribution	<u>£2.1m</u>
• Total Available	£73.9m
• Projected High Needs Expenditure	<u>£88.6m</u>
• Projected In Year Deficit	£14.7m
• Opening 25/26 Cumulative Deficit Position	£63.8m
• In Year 25/26 Deficit	£14.7m
• Projected 25/26 Closing Cumulative Deficit	£78.5m

DSG Dashboard

	Active Placements	M6 (£'000)	M5 (£'000)
Mainstream Top-Ups	1,980	18,665	18,665
Special School Top-Ups	877	19,576	19,576
Special School Place Funding		7,072	7,072
Additional Resource Provisions (including Central Staff)	186	7,998	7,882
Alternative Provision		6,963	6,963
Independent Placements	229	14,527	14,519
OLA Placements	25	573	573
Post 16	613	5,300	5,300
SENDIF		1,000	1,000
Personal Budgets		3,100	3,230
Contributions to Services		3,255	3,100
OLA Mainstream		601	581
Total Projected Expenditure		88,630	88,461

DSG Headlines

Key Reasons for pressure:

- Independent School Place numbers and costs continue to increase
- 24/25 Outturn position was 209 placements, cost £12.1m – this is now increased to 229 places, cost £14.5m
- Average cost per placement has increased from £57.7k to £60.5k
- Whilst costs are significant in other areas, this is the area of spend where the most significant savings/cost reductions could be made

Mitigations:

- Additional Capacity Is being created via ARPs and Satellite Provision
- More robust approach to allocation of mainstream top up funding
- Implementation and development of Cluster Approach

Collection Fund (Council Share)

Q2 Position	Council Tax £k	Business Rates £k	Total £k
(Surplus)/Deficit at 1 April 2025	4,848	5,307	10,155
Re-payments to/(from) General Fund 2025/26	(2,051)	(1,737)	(3,788)
Estimated In year Financial Performance	-	-	-
Estimated (Surplus)/Deficit at 31 March 2026	2,797	3,570	6,367
Planned repayments from General Fund 2026-28	(2,797)	(3,570)	(6,367)
Adjusted (Surplus)/Deficit	0	0	0

At Q2, there is an estimated in-year break-even position for both Council Tax and NNDR and the MTFS assumes Collection Fund deficit cleared by 2027/28.

Capital Headlines

- Capital budget **£254.6m**
- Reduction of budget since Budget Strategy Update Report -£29.3m due to:
 - -£28.9m re-profile (General Fund -£23.4m, HRA -£5.5m)
 - +£0.8m Grant and S106 (General Fund)
 - -£1.3m Proposed Funding Removal
 - +£0.1m Proposed Funding Addition(Appendix 3)

Officers continue to review the multi-year capital plan and budget profiles under FPR 3.8-3.14)

2025/26 Capital Forecast – Quarter 2

	MTFS Budget Update £000	Re-profile / Change £000	Revised Budget £000	Actual Costs £000	Forecast M6 £000	Variance M6 £000
Children and Families	25,727	(1,864)	23,863	10,584	23,863	0
Adults and Health	4,223	(279)	3,944	902	3,944	0
Place	198,608	(19,568)	179,040	58,150	179,040	0
Public Health & Corporate Resources	10,645	(2,150)	8,495	1,215	8,495	0
General Fund	239,203	(23,861)	215,342	70,851	215,342	0
Housing Revenue Account	44,684	(5,469)	39,215	13,640	39,215	0
Council Total	283,887	(29,330)	254,557	84,491	254,557	0

2025/26 Capital Spend to Date – Quarter 2

	Q2 Revised Capital Budget £'000	Actual Costs to Date £'000	Variance to Date (Actual Spend) £'000
Learning & Early Support	23,313	10,192	(13,121)
Resources, Improvement and Partnerships	550	392	(158)
Children and Families	23,863	10,584	(13,279)
Customers & Access Services	134	1	(133)
Learning Disabilities & MH	3,575	903	(2,672)
Adults Social Care Operation	235	(2)	(237)
Adults & Health	3,944	902	(3,042)

2025/26 Capital Spend to Date – Quarter 2

	Q2 Revised Capital Budget £'000	Actual Costs to Date £'000	Variance to Date (Actual Spend) £'000
Skills & Regeneration	51,204	15,169	(36,035)
Development	97,408	29,670	(67,738)
Highways & Streetscene	28,802	13,110	(15,692)
Environmental Strategy & Climate Change	1,626	201	(1,425)
Place	179,040	58,150	(120,890)
Strategy & Innovation	7,686	1,114	(6,572)
Culture & Visitor Economy	809	101	(708)
Public Health & Corporate Resources	8,495	1,215	(7,280)
Housing Revenue Account	39,215	13,640	(25,575)

Prudential & Treasury Management Indicators

Quarter 2 2025-26

Prudential Indicators

- The Council measures and manages its capital expenditure, borrowing and commercial and service investments with reference to the following indicators.
- It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.
- The figures for 25/26 are forecast, the 26/27 and 27/28 figures are budgeted figures approved from the 25/26 budget. The exception is the Liability Benchmark.
- Information contained includes:
 - Capital Expenditure
 - Capital Financing Requirement
 - Gross Debt and the Capital Financing Requirement
 - Debt and the Authorised Limiting and Operational Boundary
 - Net Income from Commercial and Service Investments to Net Revenue Stream
 - Proportion of Financing Costs to Net Revenue Stream

Prudential Indicators

Capital Expenditure

- The Council has undertaken and is planning capital expenditure as summarised in the table below
- The main General Fund capital projects for 25/26 include spend on the Cultural Heart, Town Centre Action Plans, Highways baseline schemes, and major projects for both the West Yorkshire plus Transport Schemes, Transforming Cities Fund and Heritage Action Zone
- HRA capital expenditure is recorded separately and includes supporting a Council House Building and Re-Modelling programme, Building Safety, Housing Growth and replacement IT system
- The 25/26 forecast includes revised spend rollover, while 26/27 and 27/28 budget figures are those approved as part of the 25/26 Budget Report

	2024/25 £m actual	2025/26 £m forecast	2026/27 £m budget	2027/28 £m budget
General Fund	105.6	217.8	212.6	102.5
Housing Revenue Account	35.0	44.7	71.1	63.0
Total Capital expenditure	140.6	262.5	283.7	165.5

Prudential Indicators

Capital Financing Requirement

- The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, loan repayments and capital receipts used to replace debt. The actual CFR is calculated on an annual basis.
- The effect from the change in the accounting for leases has not yet been reflected in the CFR.

	2024/25 £m actual	2025/26 £m forecast	2026/27 £m budget	2027/28 £m budget
General Fund	732.3	809.5	1,046.6	1,099.8
Housing Revenue Account	207.0	203.2	206.5	203.3
Total Capital Financing Requirement	939.3	1,012.7	1,253.1	1,303.1

Prudential Indicators

Gross Debt and the Capital Financing Requirement

- Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

	2024/25 actual £m	2025/26 forecast £m	2026/27 budget £m	2027/28 budget £m	Debt at 30.09.2025 £m
Debt (incl. PFI & leases)	864.5	920.7	1,176.1	1,226.1	880.2
Capital Financing Requirement	939.3	1,012.7	1,253.1	1,303.1	

Prudential Indicators

Debt and the Authorised Limit and Operational Boundary

- The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower Operational Boundary is also set as a warning level should debt approach the limit.
- Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt did not go above the operational boundary.

	Maximum debt Q2 2025/26	Debt at 30.09.25	2025/26 Authorised Limit	2025/26 Operational Boundary	Complied
Borrowing	795.6	789.7	1,024.7	1,004.7	Yes
PFI and Finance Leases	90.5	90.5	91.6	86.6	Yes
Total debt	886.1	880.2	1,116.3	1,091.3	

Prudential Indicators

Net Income from Commercial and Service Investments to Net Revenue Stream

- The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

	2024/25 actual £m	2025/26 Forecast £m	2026/27 budget £m	2027/28 budget £m
Total net income from service and commercial investments	-1.2	-1.1	-2.0	-2.0
Proportion of net revenue stream	-0.3%	-0.3%	-0.5%	-0.5%

Prudential Indicators

Proportion of Financing Costs to Net Revenue Stream

- Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.
- The net annual charge is known as financing costs; this is compared to the net revenue stream, ie the amount funded from Council tax, Business rates and general government grants.

	2024/25 actual	2025/26 forecast	2026/27 budget *	2027/28 budget *
General Fund - Financing costs (£m)	52.1	54.1	52.9	60.2
General Fund – Proportion of net revenue stream (with reduced MRP)	9.8%	10.9%	12.7%	13.8%
General Fund – Proportion of net revenue stream (full MRP)	13.8%	13.6%	12.7%	13.8%
HRA – Financing costs (£m) – (including depreciation)	34.8	35.0	35.3	36.3
HRA - Proportion of net revenue stream	32.6%	31.9%	31.5%	31.6%

Treasury Management Indicators

- **Indicators include:**

- Liability Benchmark
- Maturity Structure of Borrowing
- Long Term Treasury Management Investment
- Interest Rate Exposures

Treasury Management Indicators

Liability Benchmark

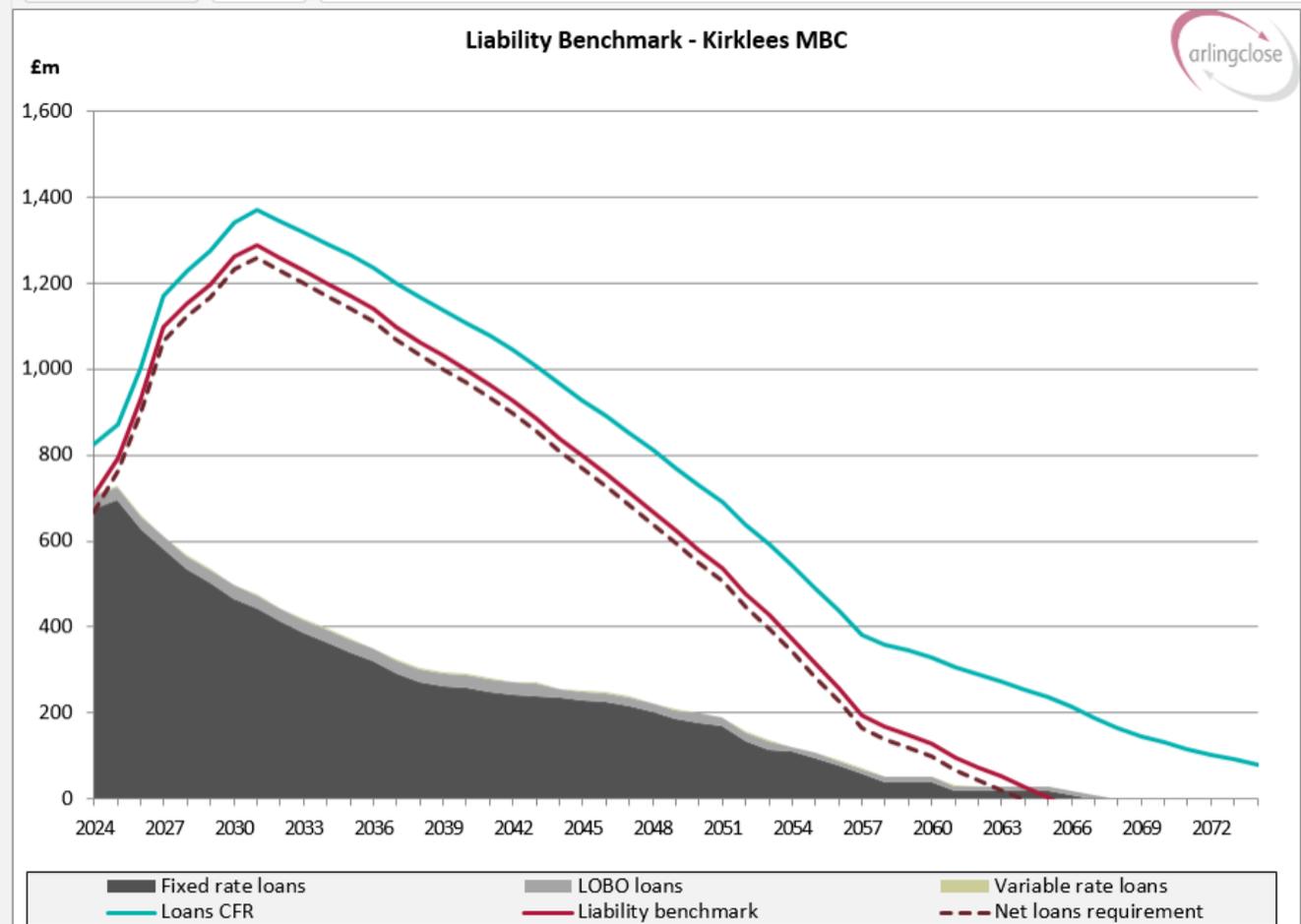
- This indicator compares the Council's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £30.0 million required to manage day-to-day cash flow.
- Following on from the medium-term forecast below, the long-term liability benchmark includes capital expenditure funded by borrowing of £90.0 million in 2025-26, minimum revenue provision based on assets lives and reduction in balance sheet resources of £12.3 million.

	31.03.25 actual £m	31.03.26 forecast £m	31.03.27 forecast £m	31.03.28 forecast £m
Loans CFR	849.7	930.1	1,076.3	1,166.5
Less: Balance sheet resources	-134.3	-122.0	-123.0	-123.0
Net loans requirement	715.4	808.1	953.3	1,043.5
Plus: Estimated Liquidity allowance	58.6	30.0	30.0	30.0
Liability benchmark	774.0	838.1	983.3	1,073.5
Existing borrowing - committed	774.0	771.9	673.4	607.5

Treasury Management Indicators

Liability Benchmark

The total liability benchmark is shown in the chart, together with the maturity profile of the Council's existing borrowing. The red line is the liability benchmark reaching a peak in 2031 highlighting the gap between current borrowing identified in grey, which is reducing over time with repayments, and the additional borrowing required to fund the capital plan.



Treasury Management Indicators

Maturity Structure of Borrowing

- This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	Upper limit	Lower limit	30.09.25 actual	Complied
Under 12 months	25%	0%	7%	Yes
12 months and within 24 months	25%	0%	11%	Yes
24 months and within 5 years	60%	0%	21%	Yes
5 years and within 10 years	80%	0%	18%	Yes
10 years and above	100%	20%	43%	Yes

- Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. LOBO options of £20.9 million have a potential repayment date during 2025-26 and have been included in the under 12 months line and an option of £10.0 million has a potential repayment date during 2026-27 and has been including in 12 months and within 24 months

Treasury Management Indicators

Long term Treasury Management Investments

- The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

	2024/25	2025/26	2026/27	No fixed date
Limit on principal invested beyond year end	n/a	n/a	n/a	n/a
Actual principal invested beyond year end	£10.0m	£10.0m	£10.0m	£10.0m
Complied	Yes	Yes	Yes	Yes

- Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

Treasury Management Indicators

Interest Rate Exposures

For context, the changes in interest rates during the quarter were:

	01/04/25	30/09/25
Bank Rate	4.50%	4.00%
1-year PWLB certainty rate, maturity loans	4.82%	4.58%
5-year PWLB certainty rate, maturity loans	4.94%	4.95%
10-year PWLB certainty rate, maturity loans	5.38%	5.53%
20-year PWLB certainty rate, maturity loans	5.88%	6.14%
50-year PWLB certainty rate, maturity loans	5.63%	5.98%

Monthly 2025/26 Budget Savings Delivery Update Quarter 2

ELT/EB/Cabinet

Projected 2025/26 savings delivery summary

	2025/26						
Directorate	Total budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Projection £000	25/26 Projected Variance £000	RAG Rating	Change in Variance from previous £000	RAG change from previous report
Children and Families	(3,860)	(2,094)	(2,905)	955	Some slippage	(67)	↓
Adults and Health	(14,256)	(5,706)	(11,490)	2,766	Slipped	2,605	↓
Place	(3,756)	(755)	(3,481)	275	On Track	(27)	↔
Public Health and Corporate Resources	(2,981)	(2,469)	(2,685)	296	On Track	16	↔
Central Budgets	(2,000)	(1,870)	(2,000)	0	On Track	0	↔
All Directorates	(26,853)	(12,894)	(22,561)	4,292		2,527	
Housing Revenue Account	(3,785)	(1,566)	(3,442)	343	On Track	(19)	↔
Total Directorates + HRA	(30,638)	(14,460)	(26,003)	4,635		2,508	

2025/26 Savings Delivery Monitoring RAG Summary (all directorates & HRA)

	25/26				
Proposals (RAG rating)	Number of proposals	Change from previous	Budgeted Savings £000	Latest Projection £000	Projected Variance £000
Complete – proposal has been fully delivered and full savings will be realised	26	16	(5,221)	(5,221)	0
On track – high level of confidence that full savings will be delivered	31	-18	(12,808)	(12,888)	(80)
May slip – a risk that full savings will not be realised, but mitigating actions are in place. High level of confidence that mitigating actions will bring this back on track.	10	-1	(2,450)	(2,395)	55
Slipped – a risk that full savings will not be realised, but mitigating actions are in place. Lower level of confidence that mitigating actions will bring this back on track.	13	3	(10,159)	(5,499)	4,660
TOTAL	80	0	(30,638)	(26,003)	4,635
Changes since previous reporting period - Summary	Number of proposals				
Proposals moved in positive direction (e.g. from Red to Amber)	19				
Proposals moved in a negative direction (e.g. from Amber to Red)	6				

Total projected savings slippage (incl. savings from previous years)

	2025/26			
Directorate	25/26 Projected Variance £000	Previous Year Slipped Savings Projected Variance £000	Total Variance due to Savings Slippage £000	Change in Variance from previous £000
Children and Families	955	0	955	(67)
Adults and Health	2,766	1,832	4,598	2,605
Place	275	545	820	(195)
Public Health and Corporate Resources	296	0	296	16
Central Budgets	0	0	0	0
All Directorates	4,292	2,377	6,669	2,359
Housing Revenue Account	343	0	343	(19)
Total Directorates + HRA	4,635	2,545	7,012	2,340

Monthly Savings Monitoring – Children and Families

Quarter 2

Savings Delivery Monitoring – Children and Families (New 25/26 savings)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
CF2501	Resources, Improvements & Partnerships	Mainstream MST approaches in Family Help	(589)	(589)	(589)	0	Complete	Achieved in full	0	↑
CF2502	Family Support and Child Protection	Review Family Help Resources	(199)	(199)	(199)	0	Complete	Achieved in full by using Social Care Prevention grant	0	↑
CF2504	Resources, Improvements & Partnerships	Rationalise Capacity in the LADO service	(60)	(60)	(60)	0	On Track		0	↔
CF2505	Resources, Improvements & Partnerships	C&K Careers & Children's commissioning contracts	(150)	0	(150)	0	On Track		0	↔
CF2505	Learning and Early Support	C&K Careers & Children's commissioning contracts	(150)	(150)	(150)	0	Complete	Achieved in full	0	↑
CF2506	Learning and Early Support	Rationalise Early Years Functions	(200)	(200)	(200)	0	Complete	Achieved in full	0	↑
CF2507	Learning and Early Support	Rationalisation of Community Hub Coordinators	(465)	(410)	(410)	55	May Slip	Some legacy staff remain on payroll to mid July, so £120k pressure will remain in 25/26, offset by anticipated £65k share of new hubs grant, may be further offset by savings across Early Support in vacancies	(67)	↔
CF2508	Resources, Improvements & Partnerships	Mainstream the compliments and complaints function	(161)	0	(161)	0	On Track	Proposed savings identified	0	↔

Savings Delivery Monitoring – Children and Families (New 25/26 savings)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
CF2509	Resources, Improvements & Partnerships	Reduction in residential out of area placements	(900)	0	0	900	Slipped	Unlikely to be achieved in current financial year, MTFS addresses this	0	↔
CF2510	Family Support and Child Protection	Review the way Children with disabilities are supported in the community	(500)	0	(500)	0	May Slip	Awaiting implementation of savings proposals	0	↓
TOTAL CHILDREN AND FAMILIES NEW SAVINGS			(3,374)	(1,608)	(2,419)	955			(67)	

Savings Delivery Monitoring – Children and Families (25/26 savings approved in prior years)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
24CF1	Family Support & Child Protection	Integration for Support to Keep Families Together	(87)	(87)	(87)	0	On Track		0	↔
24CF1	Learning and Early Support	Integration for Support to Keep Families Together	(345)	(345)	(345)	0	Complete	Achieved in full	0	↑
24CF23	Learning and Early Support	Virtual School for Children Looked After – embedding of additional duties	(54)	(54)	(54)	0	Complete	Achieved in full	0	↑
TOTAL CHILDREN AND FAMILIES PRIOR YR APPROVED			(486)	(486)	(486)	0			0	
TOTAL CHILDREN AND FAMILIES 25/26 SAVINGS			(3,860)	(2,094)	(2,905)	955			(67)	

Monthly Savings Monitoring – Adults and Health

Quarter 2

Savings Delivery Monitoring – Adults and Health (New 25/26 savings)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
AH2501	Strategic Commissioning, Partnership & Provider Services	Transfer the dementia long stay residential homes owned by the Council to a private sector operator	(645)	0	(645)	0	Slipped	Delay due to judicial review – ongoing (offset from central reserves for 25/26 only)	(161)	↔
AH2504	Strategic Commissioning, Partnership & Provider Services	Kirklees Better Outcomes Partnership reductions in contract value	(500)	(500)	(500)	0	Complete	New contract level as at April - achieved.	0	↑
AH2505	Learning Disabilities & Mental Health	Staffing – Review of turnover/vacancy factor allowances	(427)	(214)	(427)	0	On Track	Budgets reviewed and reset - will be achieved through the year	0	↔
AH2505	Older People & Physical Disabilities	Staffing – Review of turnover/vacancy factor allowances	(108)	(54)	(108)	0	On Track	Budgets reviewed and reset - will be achieved through the year	0	↔
TOTAL ADULTS AND HEALTH NEW SAVINGS			(1,680)	(768)	(1,680)	0			(161)	

Savings Delivery Monitoring – Adults and Health (25/26 savings approved in prior years)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
24AH2	Strategic Commissioning, Partnership & Provider Services	Explore the future of learning disabilities Supported Living Schemes provided by the Council	(252)	0	(252)	0	On Track	Programme underway - expected to be achieved	0	↔
24AH7	Older People & Physical Disabilities	Kirklees Integrated Community Equipment Service (KICES)	(400)	(400)	(400)	0	Complete	Achieved	0	↔
24AH9	Older People & Physical Disabilities	Staffing Savings across Adults and Health	(70)	(35)	(70)	0	On Track	Budgets reviewed and reset - will be achieved through the year	0	↔
24AH9	Learning Disabilities & Mental Health	Staffing Savings across Adults and Health	(270)	(135)	(270)	0	On Track	Budgets reviewed and reset - will be achieved through the year	0	↔
24AH13	Learning Disabilities & Mental Health	Contracting & Commissioning Workstream – Day Service Framework	(250)	0	(203)	47	Slipped	Ongoing - expected to be achieved but some will land in 2026-27	47	↓
24AH13	Learning Disabilities & Mental Health	Contracting & Commissioning Workstream – Respite Framework	(500)	0	(131)	369	Slipped	Ongoing - expected to be achieved but some will land in 2026-27	369	↓
24AH13	Learning Disabilities & Mental Health	Contracting & Commissioning Workstream – Domiciliary Care Contract Improvements	(1,000)	(347)	(600)	400	Slipped	Ongoing - expected to be achieved but some will land in 2026-27	400	↓
24AH13	Learning Disabilities & Mental Health	Contracting & Commissioning Workstream – Review of Care Homes Market	(2,000)	0	(500)	1,500	Slipped	Ongoing - expected to be achieved but some will land in 2026-27	1,500	↓
24AH13	Strategic Commissioning, Partnership & Provider Services	Contracting & Commissioning Workstream - Contracts	(40)	(40)	(40)	0	Complete	Achieved	0	↑
24AH14	Learning Disabilities & Mental Health	Reviewing Shared Lives Provision to mitigate costs elsewhere in Adult Social Care.	(447)	0	(247)	200	Slipped	Ongoing - expected to be achieved but some will land in 2026-27	200	↓

Savings Delivery Monitoring – Adults and Health (25/26 savings approved in prior years)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
24AH17	Communities and Access Services	Community Based Integrated Library and customer service functions & assets	(110)	(110)	(110)	0	Complete	Achieved	0	↑
24AH23	Strategic Commissioning, Partnership & Provider Services	Ings Grove – exploring partnership delivery options	(1,099)	(1,099)	(1,099)	0	On Track	To be achieved through alternate review of budgets (employees) for 25/26	0	↓
NEWAD1	Communities and Access Services	Integrated Community and Access Model	(272)	(272)	(272)	0	Complete		0	↑
NEWAD2a	Older People & Physical Disabilities	Confident and Consistent Practice – Targeted Review (OP/PD)	(850)	(589)	(749)	101	Slipped	Ongoing - expected to be achieved.	101	↓
NEWAD2b	Learning Disabilities & Mental Health	Confident and Consistent Practice – Targeted Review (LD/MH)	(1,250)	(124)	(1,101)	149	Slipped	Now started - expected to be achieved.	149	↓
NEWAD2c	Older People & Physical Disabilities	Confident and Consistent Practice – Financial Delegation Scheme	(3,000)	(1,503)	(3,000)	0	On Track	Ongoing - expected to be achieved (see also transitions line).	0	↔
NEWAD2d	Older People & Physical Disabilities	Confident and Consistent Practice – Temporary Increases	(250)	0	(250)	0	On Track	Programme underway - expected to be achieved	0	↔
NEWAD2e	Older People & Physical Disabilities	Confident and Consistent Practice – Direct Payments	(232)	0	(232)	0	On Track	Programme underway - expected to be achieved	0	↔
NEWAD2f	Older People & Physical Disabilities	Confident and Consistent Practice – Transitions Pathways	(160)	(160)	(160)	0	On Track	Programme underway - expected to be achieved (see also Financial Delegation Scheme line)	0	↔

Savings Delivery Monitoring – Adults and Health (25/26 savings approved in prior years)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
NEWAD3	Strategic Commissioning, Partnership & Provider Services	Work with wider health/care system to reflect cost and design	(124)	(124)	(124)	0	Complete	Achieved	0	↑
TOTAL ADULTS AND HEALTH PRIOR YEAR APPROVED			(12,576)	(4,938)	(9,810)	2,766			2,766	
TOTAL ADULTS AND HEALTH 25/26 SAVINGS			(14,256)	(5,706)	(11,490)	2,766			2,605	

Monthly Savings Monitoring – Place

Quarter 2

Savings Delivery Monitoring – Place (New 25/26 savings)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
AH2501	Development	Corporate Landlord savings re Adults Dementia Proposal	(220)	0	(220)	0	Slipped		(110)	↔
PL2503	Development	Reduction in grounds maintenance	(125)	0	(125)	0	May Slip	Pressure in Trees Maintenance	0	↔
PL2504	Development	Asset transfer of the Hudawi Centre	(75)	0	(19)	56	Slipped	Asset likely to be held until December 2025	0	↔
PL2505	Development	Housing Growth – Maximising Existing Funding	(180)	0	(180)	0	Slipped	Offset by Salaries under-spend in 25-26	0	↔
PL2506	Development	Housing - Delete Vacant posts	(80)	0	(80)	0	On Track		0	↔
PL2508	Development	TransPennine Rail Upgrade Income	(150)	0	(150)	0	On Track		0	↔
PL2509	Development	Asset Strategy - Delete Vacant posts	(100)	(100)	(100)	0	On Track	Forecasted to achieve under-spend on salaries	0	↔
PL2510	Development	Major Projects Team - Charging to Capital	(50)	0	(50)	0	On Track	On track - not Major Projects Team - this relates to Internal Charging in Property	0	↔
PL2511	Development	Knowl House – Mothball	(72)	0	(36)	36	Slipped	Asset being held	0	↔
PL2514	Environmental Strategy & Climate Change	School Transport – Additional Transformation Savings beyond existing	(156)	0	(156)	0	Slipped	Significant demand pressure. Additional budget given £1.5m & £0.5m from reserve	0	↔
PL2514	Environmental Strategy & Climate Change	Changes to night-time noise service	(70)	(70)	(70)	0	Complete		0	↔

Savings Delivery Monitoring – Place (New 25/26 savings)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
PL2515	Environmental Strategy & Climate Change	Electric Vehicle Salary Sacrifice Scheme – NI savings	(89)	0	(6)	83	Slipped	Updated forecast 25/26	83	↓
PL2516	Environmental Strategy & Climate Change	Review of council wide support services	(400)	(256)	(400)	0	May Slip	The remaining amount of this saving is organisational wide. Saving has been achieved by removal of posts £144k and the rest has been achieved in year by vacancies in Business Support	0	↔
PL2524	Highways & Streetscene	Trade Waste Charge Review	(95)	(95)	(95)	0	Complete		0	↔
PL2525	Highways & Streetscene	Highways & Streetscene – Charges to Capital	(155)	0	(155)	0	On Track		0	↔
PL2528	Highways & Streetscene	Efficiencies Related to Council Service Cars and Bookable Pool Cars	(100)	0	0	100	Slipped	Unachievable without removing all remaining pool & service cars which would have a critical impact on children & adult services	0	↔
PL2529	Skills & Regeneration	Review of management across the service	(155)	0	(155)	0	On Track		0	↔
PL2531	Skills & Regeneration	Reduction in Support to Business – match funding reduction	(50)	0	(50)	0	On Track		0	↔
PL2532	Skills & Regeneration	Major Projects income	(50)	0	(50)	0	On Track		0	↔
PL2533	Development	Utilisation of Neighbourhood capital grant funding	(40)	0	(40)	0	May Slip	Offset by Salaries under-spend in 25-26	0	↔
TOTAL PLACE NEW SAVINGS			(2,412)	(521)	(2,137)	275			(27)	

Savings Delivery Monitoring – Place (25/26 savings approved in prior years)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
24GR4	Development	Corporate Landlord-Proportionate reduction in staffing post asset rationalisation	(510)	0	(510)	0	On Track	Forecasted to achieve breakeven on salaries	0	↔
24EC19	Highways & Streetscene	Household Waste Recycling Centre Opening Hours Review	(134)	(134)	(134)	0	Complete		0	↔
24EC14 & NEWEN 2	Environmental Strategy & Climate Change	School Transport Service Transformation/ Change to policy and operational delivery to reduce costs	(600)	0	(600)	0	May slip	Significant demand pressure. Additional budget given £1.5m & £0.5m from reserve	0	↔
NEWEN 7	Highways & Streetscene	Waste Strategy Efficiencies	(100)	(100)	(100)	0	Complete		0	↔
TOTAL PLACE PRIOR YEAR APPROVED			(1,344)	(234)	(1,344)	0			0	
TOTAL PLACE 25/26 SAVINGS			(3,756)	(755)	(3,481)	275			(27)	

Savings Delivery Monitoring – HRA (New 25/26 savings)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
HNHMP1a	Housing Management and Partnerships	Service Charge Review – Communal Grounds Maintenance	(725)	0	(302)	423	Slipped	Increase in service charge income for grounds maintenance pushed back from 1st April to 1st November. Being funded from HRA savings.	61	↔
HNHMP1b	Housing Management and Partnerships	Service Charge Review – Communal Cleaning	(20)	0	(20)	0	May Slip	Communal cleaning has a forecast overspend but savings could be achieved from overall service charge recovery.	0	↔
HNHMP2a	Housing Management and Partnerships	Personal Heat and Water Charges	(573)	(287)	(573)	0	On Track		0	↔
HNHMP2b	Housing Management and Partnerships	Service Charge Review	(267)	(134)	(267)	0	On Track		0	↔
HNHMP3	Housing Management and Partnerships	Housing Management Savings – Staffing	(80)	(80)	(80)	0	On Track		0	↔
HNHMP4	Housing Management and Partnerships	Council Tax Charges on Empty Properties	(50)	0	(50)	0	May Slip	Under review as to whether council tax should be charged. In contact with the valuation office.	0	↔
HNHMP5	Housing Management and Partnerships	Move to decorating vouchers for works to void properties	(500)	(290)	(580)	(80)	On Track		(80)	↔
HNHMP8	Housing Management and Partnerships	Review of concierge service	(250)	0	(250)	0	May Slip	Termination costs of estimated £280k might impact on making these savings	0	↔
HNAS001	Asset Management and Development	Reduction of void rent loss with improved relet days	(255)	0	(255)	0	Slipped	Reduction in turnaround time is improving but void rent loss is still overbudget, properties kept empty for decants etc. One-off virement has funded this year.	0	↔

Savings Delivery Monitoring – HRA (New 25/26 savings)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
HNASS02	Asset Management and Development	Review of staffing structure	(100)	0	(100)	0	On Track	This will be achieved as posts taken out where unlikely to recruit this financial year.	0	↑
HNASS05	H&N Assets and Building Safety	Reduction in interest costs	(775)	(775)	(775)	0	Complete		0	↑
HNPTY01	Property Services	Overhead Efficiency	(190)	0	(190)	0	On Track		0	↔
TOTAL HRA			(3,785)	(1,566)	(3,442)	343			(19)	

Monthly Savings Monitoring – Public Health and Corporate Resources

Quarter 2

Savings Delivery Monitoring – Public Health and Corporate Resources (New 25/26 savings)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
CR2501	Culture & Visitor Economy	Review of Fees and Charges across C&VE & restructuring of the Town Halls workforce	(220)	(220)	(220)	0	On Track	New charges introduced, but achievement will depend on maintaining sales. Salary saving ok.	0	↔
CR2503	Culture & Visitor Economy	Annual Increase in Bereavement Services fees and charges	(60)	(60)	(60)	0	Complete	New charges introduced, but achievement will depend on maintaining sales	0	↑
CR2504	Strategy & Innovation	Reductions in spend on IT contracts	(100)	(50)	(100)	0	On Track		0	↔
CR2505	Strategy & Innovation	Vacancy Management – Strategy & Innovation	(234)	(234)	(234)	0	Complete		0	↔
CR2507	Governance & Commissioning	Review of Governance Service & Structure	(75)	(75)	(75)	0	Complete		0	↔
CR2508	Public Health & People	Review of People Service	(200)	(200)	(200)	0	Complete		0	↔
AH2502	Public Health & People	Other minor savings variations of <£50k	(20)	(20)	(20)	0	Complete	Adjustment done as part of move	0	↑
PL2502	Culture & Visitor Economy	Reduction in cleaning to service delivery buildings excluding care homes	(587)	(587)	(587)	0	On Track	Budget adjustments are complete but practicality of saving to be monitored	0	↔
CB2502	Strategy & Innovation	Conservative Amendment Savings - Reductions in Communications Activity	(19)	(10)	(19)	0	On Track		0	↔
TOTAL CORPORATE NEW SAVINGS			(1,515)	(1,456)	(1,515)	0			0	

Savings Delivery Monitoring – Public Health and Corporate Resources

(25/26 savings approved in prior years)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
24AH18	Public Health & People	Bring all customer contact centre activity together across the Council	(175)	(175)	(175)	0	Complete	Adjustments done as part of move	0	↑
24AH19	Culture & Visitor Economy	Review of Registration Service Delivery Model and fees and charges	(295)	(148)	(295)	0	On Track	Review of income undertaken and looks ok	0	↔
24CS6	Finance	Vacancy Management in Welfare & Exchequer service	(101)	(101)	(101)	0	On Track		0	↔
24CS7	Finance	Financial Management – Increased Vacancy Factor	(50)	(25)	(50)	0	On Track		0	↔
24CS8	Public Health & People	Review of people Services Operating Model	(15)	(15)	(15)	0	Complete		0	↔
24EC18	Culture & Visitor Economy	Increase to Bereavement Fees and Charges	(65)	(65)	(65)	0	Complete	New charges introduced, but achievement will depend on maintaining sales	0	↑
24EC20	Culture & Visitor Economy	Caretaking & Cleaning - Increased charges to schools	(200)	(200)	(200)	0	Complete	New charges introduced, but achievement will depend on maintaining sales	0	↑
24EC27	Culture & Visitor Economy	Increase Commercial income	(20)	(20)	(20)	0	Complete	New charges introduced, but achievement will depend on maintaining sales	0	↑
24CS13	Strategy & Innovation	Efficiencies relating to Information Technology	(445)	(149)	(149)	296	Slipped	Postage costs +£296k, so saving currently part mitigated by vacancy management	16	↔

Savings Delivery Monitoring – Public Health and Corporate Resources (25/26 savings approved in prior years)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
NEWCS3/4	Strategy & Innovation	Vacancy Management	(100)	(100)	(100)	0	On Track		0	↔
TOTAL CORPORATE PRIOR YEAR APPROVED			(1,466)	(1,014)	(1,170)	296			16	
TOTAL CORPORATE 25/26 SAVINGS			(2,981)	(2,469)	(2,685)	296			16	

Monthly Savings Monitoring – Central Budgets

Quarter 2

Savings Delivery Monitoring – Central Budgets (New 25/26 savings)

Ref	Service Area	Proposal Title	25/26 budgeted savings £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Variance £000	RAG Rating	Update/ Mitigating actions	Change in Variance from previous £000	RAG change from previous
CB2501	Treasury Management	Treasury Management Savings - from review of Capital Plan	(2,000)	(1,870)	(2,000)	0	On Track		0	↔
TOTAL CENTRAL NEW SAVINGS			(2,000)	(1,870)	(2,000)	0			0	

Monthly Savings Monitoring – Savings Slipped from Previous Years

Quarter 2

Savings Delivery Monitoring – Slipped Savings from previous years

Ref	Directorate	Proposal Title	Budgeted Saving £000	25/26 YTD Delivered £000	25/26 Latest Proj'n £000	25/26 Projected Slippage £000	Update/ Mitigating actions	Change in Variance from previous £000
24AH28	Adults	Increasing the collection of social care income	(2,627)	(795)	(795)	1,832	Only partial achievement on the income/debt management savings target of £2,627k	0
EN3	Place	School Crossing Patrols School Income	(92)	0	0	92	Unlikely to be achieved in current financial year	0
24GR8	Place	Potential rent increase for temporary accommodation	(200)	0	0	200		0
24GR14	Place	Efficiencies / Directorate Wide	(335)	(168)	(168)	167		(168)
24EC5 (part)	Place	Bowling Greens	(86)	0	0	86		0
TOTAL SLIPPED SAVINGS FROM PREVIOUS YEARS			(3,340)	(963)	(963)	2,377		(168)

This page is intentionally left blank

Breakdown of Capital Budget Changes (2025.26)

Appendix 3

	£'000	£'000	£'000
COUNCIL BUDGET STRATEGY REPORT			283,887
Increase in Grants/Contributions/Other			
Place			
Local Centres - UKSPF Grant	369		
Dewsbury Town Centre Action Plan - UKSPF Grant	55		
Active Travel Grant	184		
Flood Management & Land Drainage – Environmental Agency grant	106		
Highways S106 Network Management	(65)		
Play Strategy S106 Funded Schemes - Mirfield Memorial Park Upgrade / Park Gate Phase 2	32		
Playable Spaces, Contributions - Crow Nest Park Play Area Improvements	100		
Play Strategy RCCO - Scholes Rec Moorlands	5		
Corp Landlord, Community Cohesion Grant (Crow Nest Park)	60		
Children and Families			
New Pupil Places	(260)		
Adults and Health			
Community Cohesion Grant	110		
Corporate Strategy & Public Health			
Mayoral Renewables Grant	110		
Change in Grants/Contributions/RCCO/Other		(806)	
Funding Removal			
Adults and Health			
Libraries	(290)		
Place			
Environment & Infrastructure & Public Health	(19)		
Corporate Strategy & Public Health			
I.T Hardware	(50)		
Investment & Modernisation	(1,000)		
Funding Removal		(1,359)	
Funding Addition			
Corporate Strategy & Public Health			
Dewsbury Sports Centre Provision Options Appraisal/Feasibility	100		
Net Addition in Funding		100	

Breakdown of Capital Budget Changes (2025.26)

Appendix 3

	£'000	£'000	£'000
Re-profiling / Virements between Years			
General Fund:			
Children and Families			
Childcare Expansion	(150)		
Capital Maintenance	(1,120)		
DFC	(334)		
Adults and Health			
Carefirst	(100)		
Place			
West Yorkshire plus Transport Schemes	952		
Transforming Cities Fund	(3,020)		
Integrated Transport & Active Travel, Mobility Walking Cycling	(129)		
Flood Management & Land Drainage	(142)		
Trees for Climate	989		
Dewsbury Riverside	(500)		
Corporate Landlord Asset Investment	(450)		
Fire Safety Compliance	(490)		
Wellbeing	(112)		
Huddersfield Town Centre Action Plan	(7,882)		
Regeneration Of Our Local Centres	(58)		
Cultural Heart	(1,500)		
Strategic Acquisition Fund	(243)		
Highways	(353)		
Car Park Meters	(100)		
Waste Strategy	(162)		
Waste Management Plant & Infrastructure	(2,226)		
Project Fleet	(66)		
Recycling Fleet	(3,264)		
Bulk Gritters	(1,800)		
Play Strategy	64		
OSAMS	(12)		
Corporate Strategy & Public Health			
Flexible Capital Receipts Policy	(2,000)		
Flexible Capital Receipts Policy – Revenue Capitalisation	1,000		
Catering	(100)		
Catering Compliance	(100)		
General Fund Re-profile	(23,408)		

Breakdown of Capital Budget Changes (2025.26)

Appendix 3

	£'000	£'000	£'000
Re-profiling / Virements between Years			
Housing Revenue Account:			
Housing Growth : Buybacks/LAHF	(500)		
LAHF1 - Temporary Housing	106		
Berry Brow Remodelling	153		
Buxton House Remodelling	(470)		
New Housing IT System	(130)		
New Property / Assets System	(586)		
Council House Building	(423)		
Housing Capital Plan : Baseline	(1,085)		
Environmental Improvements	(174)		
Building Safety	795		
Six Storey Blocks	(1,145)		
Low Rise Blocks	(1,510)		
Retirement Living Schemes	(500)		
Housing Revenue Account Re-profile	(5,469)		
Total Re-profiling		(28,877)	
Total Change in Budget			(29,330)
Q2 CAPITAL BUDGET			254,557

	£'000	£'000
Change in Budget - Funding Breakdown:		
General Fund		
Borrowing	(6,872)	
Self-funded	(12,114)	
Grants & Contributions	(3,651)	
S106 / S278	(229)	
Receipts	(1,000)	
RCCO	5	(23,861)
Housing Revenue Account		
Receipts	(4,422)	
Reserves/Revenue Contributions	(1,047)	(5,469)
Change in Budget		(29,330)

This page is intentionally left blank



Report title: Q2 2025/26 Council Plan and Performance Update Report

Meeting	Cabinet
Date	2 nd December 2025
Cabinet Member (if applicable)	Councillor Carole Pattison
Key Decision Eligible for Call In	No No
Purpose of Report	
The Q2 2025/26 Council Plan and Performance Update Report provides information on progress against the 2025/26 Council Plan priorities and the performance against the 2025/26 Council Key Measures.	
Recommendations	
<ul style="list-style-type: none"> It is recommended that the report is noted. 	
Resource Implication: None	
Date signed off by <u>Executive Director</u> & name	Rachel Spencer-Henshall, Deputy Chief Executive & Executive Director of Public Health and Corporate Resources – 18/11/2025 Kevin Mulvaney, Service Director – 18/11/2025
Is it also signed off by the Service Director for Finance?	Sam Lawton, Service Director – Legal, Governance and Commissioning (Monitoring Officer) – 21/11/2025
Is it also signed off by the Service Director for Legal Governance and Commissioning?	

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

Has GDPR been considered? No personal data within report

1. Executive Summary

The Q2 2025/26 Council Plan and Performance Update Report provides Executive Leadership Team, Executive Board, Cabinet and Scrutiny Panels/Committees with –

- A narrative update against each of the four Council Plan priorities. This includes an update on progress and activities delivered in the quarter and planned activities for the next quarter.
- An update and narrative against the 2025/26 Council Key Measures. This includes an update on progress and activities delivered in the quarter and planned activities for the next quarter.
- An update and narrative on the council's Transformation Portfolio 2025/26.

This section summaries the key highlights and issues based on a review of trends against the key measures within the report:

Key Highlights

- **The timeliness of Education, Health and Care Plans (EHCPs) continues to improve during Q2 2025/26.** 115 of the 157 (73.25%) EHCPs finalised during Q2 2025/26 were finalised within 20 weeks, an increase of 38.3 percentage points compared with Q2 2024/25. The timeliness of finalising EHCPs during Q2 2025/26 is better than the latest published national rate of 46.4%.
- **The proportion of looked after children who have been in the same placement for 2 or more years has improved over the last 12 months.** 75.8% of looked after children had been in the same placement for 2 or more years at the end of Q2 2025/26, an increase of 5.6 percentage points compared with Q2 2024/25.
- **The percentage of Freedom of Information (FOI) requests completed in time has increased during the last 12 months.** 998 of the 1,130 (88%) FOI requests completed during Q2 2025/26 were completed within 20 working days, an increase of 20 percentage points compared with Q2 2024/25.
- **Collection rates for Business Rates are higher than they were 12 months ago.** The Business Rates collection rate is 0.74 percentage points higher, compared to Q2 2024/25.
- **The number of open damp, mould and condensation (DMC) cases continues to reduce during Q2 2025/26.** At the end of Q2 2025/26, there were 188 open cases. A reduction of 1,062 (85%) cases compared to the end of Q2 2024/25 and 275 (59%) cases compared to the end of Q1 2025/26.
- **The percentage of mothers smoking during pregnancy has reduced.** 45 out of 980 (4.6%) mothers reported smoking at the time of delivery during Q1 2025/26 compared to 6.3% during Q4 2024/25 and 5.2% during Q1 2024/25. The rate in Kirklees in Q1 2025/26 (4.6%) is lower than the national rate (4.7%).
- **The proportion of non-emergency housing responsive repairs completed within timescale has increased.** 24,304 of the 27,967 (86.9%) repairs completed in Q2 2025/26 were completed within timescale. An improvement of 3.2 percentage points compared to Q1 2025/26 (83.7%) and 4.7 percentage points compared to Q2 2024/25 (82.2%).

Key Issues

- **The number of people open to adult social care (aged 18 to 64) has risen by 199 (9.2%) over the last 12 months with an increase of 70 over the last 3 months.** The number of nursing and residential service users aged 18-64 has increased by 29 (7.1%) over the last 12

months and the number of community service users has increased by 170 (9.7%) over the last 12 months. The number of nursing and residential service users aged 18-64 in Kirklees (163 per 100,000 18-64 population) is significantly higher than the national rate (109 per 100,000 18-64 population).

- **Collection rates for Council Tax are lower than they were 12 months ago.** The Council Tax collection rate for the first half of 2025/26 is 0.97 percentage points lower compared to the same period in 2024/25. Collection rates for Council Tax remain high in Kirklees are in line with statistical neighbour comparators.
- **Sickness days per FTE is 0.19 days higher than it was 12 months ago.** Sickness absence remains high at 14.01 days per FTE for the 12 months up to the end of Q2 2025/26. The sickness absence rate in Kirklees is higher than regional benchmarks.

2. Information required to take a decision

Cabinet is invited to consider this report in relation to the Council Plan deliverables contributing to the Kirklees Shared Outcomes and the Council's aspiration to be effective and efficient in the delivery of its services.

3. Implications for the Council

This report provides an update on performance against the 2025/26 Council Key Measures. This will enable the Council to effectively monitor performance and drive further improvements.

3.1 Council Plan

The report provides an update on progress against the priorities within the Council Plan

3.2 Financial Implications

There are no financial implications.

3.3 Legal Implications

There are no legal implications.

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

There are no other implications

3.5 Integrated Impact Assessment (IIA)

No Integrated Impact Assessment (IIA) is needed

4 Consultation

No consultation is required, this report is for information only.

5 Engagement

No engagement is required, this report is for information only.

6 Options

6.1 Options Considered

It is recommended that the report is noted.

6.2 Reasons for recommended Option

This report is for information only.

7 Next steps and timelines

Updates will be shared on a quarterly basis with Cabinet Members and members of the public. The provision of these quarterly updates will enable Executive Directors, the Chief Executive and Cabinet Members to monitor progress against key priorities and enact change where needed, to maximise improvements and outcomes for people and places.

Transformation updates will be shared on a 6 monthly basis.

8 Contact officer

Head of Data and Insight, Mike Henry
Telephone – 01484 221000
Email – Mike.Henry@kirklees.gov.uk

9 Background Papers and History of Decisions

Not applicable.

10 Appendices

Appendix A - Transformation portfolio Q2 performance update
Appendix B - Transformation portfolio Q2 performance summary

11 Service Director responsible

Rachel Spencer-Henshall, Deputy Chief Executive & Executive Director of Public Health and Corporate Resources

Kirklees Council

Council Plan and Performance Update Report

Quarter 2 2025/26

Council Plan Priorities Update – Quarter 2 2025/26	3
Introduction.....	3
Priority 1 – Getting the basics right – a balanced budget and a modern organisation	4
Priority 2 – Protecting the vulnerable and achieving inclusion	5
Priority 3 – Thriving people and communities – now and over the longer-term	6
Priority 4 – Local economic growth, working with regional and national partners	7
Council Performance Update – Quarter 2 2025/26	8
Summary	9
Adults and Health	10
Children and Families	16
Public Health and Corporate Resources	18
Place	26
Appendix A – Council Measures	38
Adults and Health	38
Children and Families.....	43
Public Health and Corporate Resources	49
Place.....	55

Council Plan Priorities Update – Quarter 2 2025/26

Introduction

This report provides an update on the 12-month deliverables outlined within the 2025/26 Council Plan. Progress updates in this report cover up until the end of September 2025 and further updates will be included in future quarterly reports.

The deliverables reported upon in this report relate to the four, three-year priorities outlined in the Council Plan. These are:

1. 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

These priorities don't aim to cover all the many services and programmes undertaken throughout the council, they aim to summarise the overarching strategic direction for our activity in the current context and with the resources that we have available.

You can find the 2025/26 version of the Council Plan at www.kirklees.gov.uk/councilplan.

Priority 1 – Getting the basics right – a balanced budget and a modern organisation

Getting the basics right for our high demand services and having more of a customer focus

Over the last quarter, we've continued to make progress with the implementation of the Customer & Access Programme. We've been working to make improvements to the way in which we communicate and provide information to our services. In September, we introduced improved information online about what's happened when bins get missed for collection, and when crews will come back to collect them. In October, we also introduced live bin collection information on our website to make this information more accessible and visible to the public. On the 9 September, Cabinet agreed our 'Simpler Recycling' plan – a waste and recycling collection model which will be in line with new legislative requirements. This will enable residents to recycle a greater range of materials including glass and food waste. Following approval of this plan, the Council will now begin preparing for a procurement process to secure a new waste disposal contract to deliver this, with new arrangements in place from April 2028.

In October, the Council also submitted a capital funding bid to the Department for Transport's Local Highways Maintenance Fund, to support additional road maintenance works across the borough. Over the last quarter, the Council has also been preparing for the upcoming winter period, updating its Emergency Severe Weather Plan, and associated operational plan. The Council has also put plans in place to increase the number of community snow wardens, to support maintenance of footpaths, pavements and other areas over the winter period.

Getting the basics right to be an efficient and effective organisation

In September, the Local Government Association (LGA) came back to Kirklees to carry out a progress review meeting, following on from the Corporate Peer Challenge we had back in November 2024. Initial feedback from the peer team was very positive. The full report outlining the LGA's findings will be published by the council at the end of November, and further updates on progress the council has made against the associated action plan will be provided to Cabinet and the Overview and Scrutiny Management Committee in December.

Getting the basics right to ensure we have financially sustainable services

At the end of Quarter 2, the Council's overspend was reported as £5.1m – which has improved from £5.9m at the end of Quarter 1. Demand pressures within Children's Services continue to provide challenges on the council's budget, however we are expecting these pressures to improve over the coming months, and the level of overspend to reduce even further.

On the 9 September, Cabinet approved a three-year budget strategy (Our 'Medium Term Financial Strategy'). This strategy identified the balance of funding we are expecting over the medium-term and included an updated strategy for sustainably increasing reserves over time. It also identified a £56m gap in funding over the next five years, which will need to be met either by reducing pressures, generating additional income, or developing budget savings. Over the last quarter, we've been working on identifying possible budget savings to help meet this gap. We have also begun developing our draft budget for the 2026/27 financial year and preparing to launch a public consultation to seek feedback on this budget. The draft budget and proposal for public consultation will go to Cabinet on the 2 December, and the public consultation will then run from 3 December to 7 January.

Priority 2 – Protecting the vulnerable and achieving inclusion

Inclusive care and support

As noted in the first quarter, work continues on rebuilding and expanding two of our Special Schools. In July, we secured planning permission for a new, purpose-built Woodley School and College, providing a modern learning environment for autistic pupils aged 5 to 19.

This investment is part of Kirklees Council's wider commitment to transforming support for children and young people with Special Educational Needs and Disabilities (SEND). Alongside Woodley, work is underway to rebuild and relocate Joseph Norton Academy, which supports pupils with social, emotional, and mental health needs.

In September, a brand-new Extra Care housing scheme opened in Ashbrow, Huddersfield. Ash View is made up of 50 self-contained flats, so residents can enjoy their own independence, while accessing 24-hour care if needed. The scheme has been developed by Kirklees Council, with care provided by Community Integrated Care, a national social care charity.

Another Extra Care scheme achieved a major milestone in July, with construction of Mowat Gardens in Cleckheaton reaching its highest point. Mowat Gardens will offer 61 one-bedroom and 19 two-bedroom apartments, which will be available for people aged 55 and over. Housing 21's development is scheduled to open in summer 2026 and has been supported by a £6m Homes England grant, as well as £0.5m council capital funding.

An inclusive organisation

The strategic workforce planning process has been refreshed and redesigned and is now in pilot phase. Services now have better resources to examine their workforce demographics data compared to the 2021 census to identify any gaps in representation. These can then be addressed as a part of their longer-term workforce plan. This, alongside the continued roll out of succession and resource planning, aims to ensure all services are supported to be more inclusive, while also providing development opportunities for all employees regardless of background.

During this quarter, we have continued to deliver on 'Year 1' of the action plan for the Inclusion and Diversity (I&D) Strategy. For example, we have created proposals for revised I&D structures, including Community of Champions groups. Alongside this, we are continuing to support our employee networks. A new Principles & Guidance document has been implemented, providing clear guidance for networks on the support available and enabling a thorough planning process interlinked with organisational priorities.

We are continuing to review and enhance the use of Integrated Impact Assessments (IIAs). Following agreement on the next steps this quarter, we will be updating the IIA Hub, developing new learning resources, and holding further discussions to refine the scope of the assessments.

Preventing homelessness and rough sleeping

In this quarter, we continued to strengthen our early intervention resources to prevent homelessness and rough sleeping occurring in the first place. We continued to see a decrease of homeless households in temporary accommodation, including the number of families in B&B accommodation. Positive outcomes have been produced after the first two months of a tenancy rescue pilot, including 19 households who have been able to stay in their home via successful negotiation with their landlord. Of these, 84% were potentially households who would have likely been allocated temporary accommodation. Work continues to plan for the Renters' Rights Bill - enactment is likely in Q3 and whilst implementation dates are still unknown currently, officer training and communications for all stakeholders are being prepared. In response to a sustained rise in rough sleeping, the service has implemented a targeted placement plan prioritising the most vulnerable, supported by the successful integration of a Hospital Link Worker to improve outcomes and ease operational pressures.

Priority 3 – Thriving people and communities – now and over the longer-term

Children and Families

A review of cluster arrangements was held at the end of the academic year to prepare for the new term in September. Engagement with schools began in October [confirm for final version], ahead of the expected Schools White Paper in Autumn.

The Democracy Friendly Schools programme engaged 123 children and young people across Kirklees between July and September 2025. Activities included training, catch-ups, and award visits, supported by local councillors. The programme delivered five hours of sessions, resulting in 158.5 participant hours. Children aged 6–16 learned about local democracy and developed confidence and skills to participate.

In response to proposed government reforms in children's services, local partners and practitioners have been engaged. Governance arrangements have been developed to oversee the delivery of holistic support for children, young people and families.

Clean, Safe and Healthy Places

Joint work between the police and council supported the Neighbourhood Policing Guarantee and Summer Surge programme, with a strong enforcement focus in town centres. An update was shared at the Community Safety Partnership in September. Nearly 50 arrests were made in August Town Centre Crime Blitz in Huddersfield town centre.

In Ashbrow ward, work is underway with the Clear Hold Build – Unity 'Shape Up' programme. Designed to reclaim and rebuild neighbourhoods affected by organised crime, it aims to make areas safer and increase public confidence in police and partner agencies. Police report that, thanks to coordinated partnership efforts and community engagement, anti-social behaviour (ASB) in Ashbrow has significantly reduced this summer.

The Everybody Active Advisory Group (EAAG) noted the need for a new strategy in 2026. A review of its function, priorities, and membership will be led by Yorkshire Sport Foundation.

Since February 2025, damp, mould, and condensation cases have reduced from over 1,800 to 240. The council is compliant with Awaab's Law ahead of its enforcement on 27 October 2025. The fire risk assessment programme is progressing well and is on track for completion in November. Identified actions are either completed or scheduled for delivery. Over 98% of water quality assessments have been completed, with the remainder scheduled or being addressed through the no-access process.

Thriving Communities

Place Standard engagement results from Meltham and Honley have been published. Work is underway on the summary report and action plan for Chickenley and Earlsheaton.

Civic crowdfunding supported two additional community projects, unlocking £12,618 from external donors with £9,000 in council funding. Ward councillors allocated £22,435 to grassroots initiatives.

Libraries completed analysis and evaluation of Our Cultural Heart engagement. Findings are informing planning for the new Library Hub. Libraries worked with 12 artists, 15 community groups, and 3 schools, engaging 707 people in person and 607 online. Feedback will shape the new library's design and services.

The Third Sector team supported 127 groups with tailored support in funding, volunteering, governance, and asset transfers. 38 groups submitted funding bids, with 20 securing nearly £85k. We continue to work on a programme of Corporate Social Responsibility events, which are responding to business requests to connect up with local community organisations to volunteer their skills and staff time.

Priority 4 – Local economic growth, working with regional and national partners

Investment & Place

A Heritage Open Day was held for Phase 1 of the Cultural Heart in Huddersfield providing opportunity for members of the public to see the space being developed into a new food hall, library, and public square. Heads of Terms have been issued to the preferred food hall tenant and we are coordinating across council teams to ensure plans remain on track for our Summer 2026 opening.

The Dewsbury Arcade scheme is progressing, with the Corporation Street and Market Place reroofs being completed. A reallocation of Town Deal Programme funding of £1.3m was agreed at the Dewsbury Neighbourhood Board on 7th August to fund the additional works and delays. Following the granting of planning permission in June 2025, procurement of the main contractor is underway for Dewsbury Market. Enabling works for the temporary market will begin in November 2025 ready for traders to move in Spring 2026.

The Sustainable Travel project on Bond Street in Dewsbury completed in early Summer 2025. The scheme has widened footpaths to promote pedestrian safety and as a key gateway from the railway station into town the newly laid Yorkshire stone paving is enhancing the look of the streetscape. Field House (Station Apartments) are now due for completion at the end of January 2026. Internal works are progressing well with the aim to have a show apartment open in October 2025. The zinc roof is now fully installed, and the external stone repairs have been completed.

Work on the Town Hall Apron open space in front of Dewsbury Town Hall has progressed, with the replacement of existing stone with Yorkshire Stone. Other important milestones include the installation of trees and Hostile Vehicle Mitigation measures within the Memorial Gardens, including relocation of the Band Stand to Crow Nest Park. The project will complete in November 2025.

The final designs for the Batley Public Realm improvements were published in September 2025. Next steps include technical design stages, with construction planned to start in Autumn 2026 and complete in Winter 2028.

The final draft of the Marsden Blueprint has been received from the consultants Allies and Morrisons. This will be presented to the Marsden Partnership. Following partnership feedback, the Blueprint will be taken through a Council flightpath for approval.

Transport

The final transport strategy was approved at Cabinet in September 2025. It builds on feedback from over 2,000 responses and 16-in person events as part of the eight-week consultation over the spring. Officers are now engaging teams on implementing the strategy.

Housing Growth

We undertook a successful preliminary market engagement exercise with master developers interested in involvement with our Dewsbury Riverside scheme. Wider work has continued on strategic discussions with other landowners and preparing procurement documents.

At Bradley Park, work is focussing on strategic acquisitions to facilitate access. Significant progress has been made on one strategic acquisition during the last period.

Council Performance Update – Quarter 2 2025/26

This section provides an update on progress against the Council’s Key Measures. The Council’s Key Measures provide insight into the performance of the council and demand on key council services. Below provides an example of how the information is presented and an explanation of what it means.

Example table, key and explanations

Benchmark key codes:

Demonstrates the performance/rate in Kirklees compared to the benchmark group. The colour of the shape demonstrates how the performance/rate in Kirklees compares to the benchmark group.

● = performance/rate in Kirklees is better than the benchmark group.

● = performance/rate in Kirklees is worse than the benchmark group.

◆ = performance/rate in Kirklees is the same as the benchmark group.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Looked After Children	Demand	614 (Q3 2024/25)		<p>Increase by 5 children compared with Q2 2024/25</p> <p>Decrease by 2 children compared with Q3 2023/24</p>	<p>● Kirklees - 61</p> <p>Statistical Neighbours - 91</p> <p>Children looked after rate per 10,000 children aged under 18 (2023/24)</p>

Key Measure:

This is a description of what we are measuring.

Measure type:

What the measure is measuring - either performance or demand.

Latest value:

This shows the latest value that is available and indicates the period it covers. If the value is a percent the numerator and denominator will be provided in brackets.

Trend:

A line graph showing the data trend for the measure.

Latest value comparison:

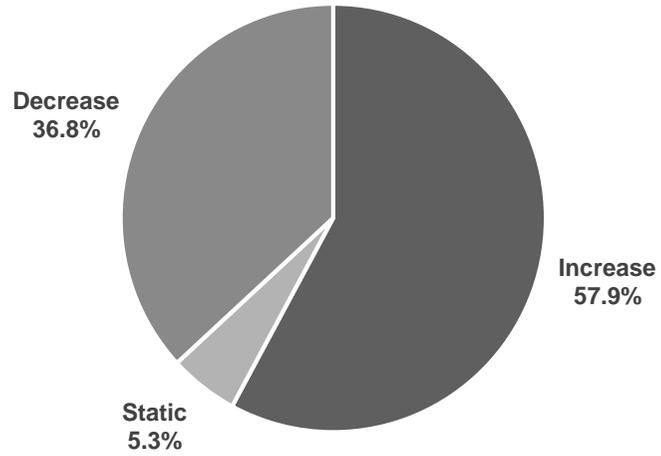
The latest value will be compared to 3-months ago (12-months for annual measures) and 12-months ago (24-months ago for annual measures), how the measures is performing and the difference.

- Performance measures will be Better, Same or Worse
- Demand measures will be Increase, Static or Decrease

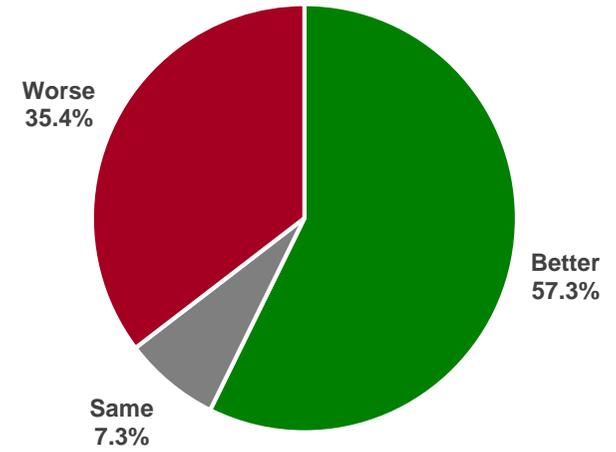
Summary

The below charts summarise the direction of travel for measures reported in this section that have longer-term trend data available.

Direction of Travel - Demand Measures



Direction of Travel - Performance Measures



Adults Social Care (ASC) Operation Key Measures

At the end of Q2 2025/26, the total number of adults aged 18–64 supported in community settings reflects both growing demand and an ongoing commitment to supporting people to live independently in their communities. While this increase aligns with national trends in adult social care demand, Kirklees continues to perform well, with a rate of 645 per 100,000 adults, below the national average of 696, indicating a balanced level of community support. The number of adults aged 18–64 receiving nursing or residential care also rose slightly to 438 and remains above the national rate (109 per 100,000) at 163 per 100,000. Overall, Q2 data shows that Kirklees continues to balance rising demand with a strong focus on prevention, personalisation, and independence. Performance across all indicators for the 65+ population remains better than national benchmarks, underpinned by collaborative work with health partners and continued investment in community capacity and reablement. Maintaining this trajectory will be essential to managing future demographic pressures and sustaining outcomes for people.

During Q2 2025/26, overall demand for adult social care support has continued to increase moderately across both working-age adults and older people. The total number of adults supported in community settings has risen, reflecting both population growth and increasing levels of need, particularly linked to mental health, learning disability, and frailty. Despite this increase, Kirklees remains below national averages across all major demand indicators. While performance remains positive, a range of operational and system challenges have continued to influence demand patterns. These include increasing hospital discharges with higher levels of complexity, workforce pressures across the independent care sector, and continued market pressures. These pressures have led to small fluctuations in the numbers of people receiving short-term and long-term support as capacity flexes across the system. The upward trend in community-based support whilst positive, highlights ongoing pressures on preventative and domiciliary care capacity. Our focus for the next quarter will be to strengthen market resilience through the homecare retender, maximise reablement and intermediate care/recovery capacity, and work with health partners to manage demand more effectively at the front door (through the ITOC work).

We will work on the implementation of the new homecare model through the retender process will begin to improve market sustainability, workforce stability, and service quality. Maximising reablement and community enablement capacity will help manage demand at the front door and reduce reliance on long-term care. Ongoing monitoring of care home capacity, workforce pressures, and provider quality will ensure a stable local market heading into the winter period. Strengthening the interface between hospital discharge pathways and community reablement will help maintain flow and avoid unnecessary admissions to residential care.

Key Measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																
Number of Community Service Users aged 18-64 (at period end)	Demand	1,915 (End of Q2 2025/26)	<p>Community Service Users</p> <table border="1"> <tr><th>Period</th><th>Value</th></tr> <tr><td>Q2 2022/23</td><td>~1,700</td></tr> <tr><td>Q4 2022/23</td><td>~1,720</td></tr> <tr><td>Q2 2023/24</td><td>~1,750</td></tr> <tr><td>Q4 2023/24</td><td>~1,700</td></tr> <tr><td>Q2 2024/25</td><td>1,745</td></tr> <tr><td>Q4 2024/25</td><td>~1,800</td></tr> <tr><td>Q2 2025/26</td><td>1,915</td></tr> </table>	Period	Value	Q2 2022/23	~1,700	Q4 2022/23	~1,720	Q2 2023/24	~1,750	Q4 2023/24	~1,700	Q2 2024/25	1,745	Q4 2024/25	~1,800	Q2 2025/26	1,915	<p>Increase by 59 users compared with the end of Q1 2025/26</p> <p>Increase by 170 users compared with the end of Q2 2024/25</p>	<p>● Kirklees – 645 National – 696</p> <p>Number of Community Service users aged 18-64 per 18-64 100,000 population (Q4 2024/25)</p>
Period	Value																				
Q2 2022/23	~1,700																				
Q4 2022/23	~1,720																				
Q2 2023/24	~1,750																				
Q4 2023/24	~1,700																				
Q2 2024/25	1,745																				
Q4 2024/25	~1,800																				
Q2 2025/26	1,915																				
Number of Nursing and Residential Service Users aged 18-64 (as at period end)	Demand	438 (End of Q2 2025/26)	<p>Nursing and Residential Service Users</p> <table border="1"> <tr><th>Period</th><th>Value</th></tr> <tr><td>Q2 2022/23</td><td>~420</td></tr> <tr><td>Q4 2022/23</td><td>~420</td></tr> <tr><td>Q2 2023/24</td><td>~420</td></tr> <tr><td>Q4 2023/24</td><td>~420</td></tr> <tr><td>Q2 2024/25</td><td>409</td></tr> <tr><td>Q4 2024/25</td><td>~420</td></tr> <tr><td>Q2 2025/26</td><td>438</td></tr> </table>	Period	Value	Q2 2022/23	~420	Q4 2022/23	~420	Q2 2023/24	~420	Q4 2023/24	~420	Q2 2024/25	409	Q4 2024/25	~420	Q2 2025/26	438	<p>Increase by 11 users compared with the end of Q1 2025/26</p> <p>Increase by 29 users compared with the end of Q2 2024/25</p>	<p>◆ Kirklees – 163 National – 109</p> <p>Number of Nursing and Residential Service users aged 18-64 per 100,000 18-64 population (Q4 2024/25)</p>
Period	Value																				
Q2 2022/23	~420																				
Q4 2022/23	~420																				
Q2 2023/24	~420																				
Q4 2023/24	~420																				
Q2 2024/25	409																				
Q4 2024/25	~420																				
Q2 2025/26	438																				
% of service users receiving a Direct Payment aged 18-64 (at period end)	Performance	63% (1,215 / 1,915) (End of Q2 2025/26)	<table border="1"> <tr><th>Period</th><th>Value</th></tr> <tr><td>Q2 2022/23</td><td>~63%</td></tr> <tr><td>Q4 2022/23</td><td>~62%</td></tr> <tr><td>Q2 2023/24</td><td>~61%</td></tr> <tr><td>Q4 2023/24</td><td>~60%</td></tr> <tr><td>Q2 2024/25</td><td>59.7%</td></tr> <tr><td>Q4 2024/25</td><td>~62%</td></tr> <tr><td>Q2 2025/26</td><td>63.0%</td></tr> </table>	Period	Value	Q2 2022/23	~63%	Q4 2022/23	~62%	Q2 2023/24	~61%	Q4 2023/24	~60%	Q2 2024/25	59.7%	Q4 2024/25	~62%	Q2 2025/26	63.0%	<p>Better by 0.7 percentage points compared with the end of Q1 2025/26</p> <p>Better by 3.3 percentage points compared with the end of Q2 2024/25</p>	<p>● Kirklees - 59.5 National – 38</p> <p>% of Direct Payment service users aged 18-64 (Q4 2023/24)</p>
Period	Value																				
Q2 2022/23	~63%																				
Q4 2022/23	~62%																				
Q2 2023/24	~61%																				
Q4 2023/24	~60%																				
Q2 2024/25	59.7%																				
Q4 2024/25	~62%																				
Q2 2025/26	63.0%																				

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Community Service Users aged 65+ (at period end)	Demand	2,010 (End of Q2 2025/26)	<p>Community Service Users</p>	<p>Decrease by 28 users compared with the end of Q1 2025/26</p> <p>Increase by 50 users compared with the end of Q2 2024/25</p>	<p>Kirklees – 2,206 National – 2,283</p> <p>Number of Community Service users aged 65+ per 100,000 65+ population (Q4 2024/25)</p>
Number of Nursing and Residential Service Users aged 65+ (as at period end)	Demand	1,019 (End of Q2 2025/26)	<p>Nursing and Residential Service Users</p>	<p>Decrease by 12 users compared with the end of Q1 2025/26</p> <p>Increase by 13 users compared with the end of Q2 2024/25</p>	<p>Kirklees – 1,259 National – 1,397</p> <p>Number of Nursing and Residential Service users aged 65+ per 100,000 65+ population (Q4 2024/25)</p>
% of service users receiving a Direct Payment aged 65+ (at period end)	Performance	21.14% (425 / 2,010) (End of Q2 2025/26)		<p>Better by 1.41 percentage points compared with the end of Q1 2025/26</p> <p>Better by 4.3 percentage points compared with the end of Q2 2024/25</p>	<p>Kirklees – 16.5 National – 14.8</p> <p>% of Direct Payment service users aged 65+ (Q4 2023/24)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% of carers who found it easy to find information about ASC services*	Performance	62.8% (2023/24)	<p>54.4% 62.8%</p> <p>2021/22 2023/24</p>	<p>Better by 8.4 percentage points compared with 2022/23</p> <p>No comparison data available for 2019/20</p>	<p>● Kirklees – 62.8% Yorkshire and the Humber - 59.5%</p> <p>(2023/24)</p>
% of adult social care users who found it easy to find information about ASC services**	Performance	69.8% (2024/25)	<p>69.8% 65.3% 60.1% 69.8%</p> <p>2020/21 2021/22 2022/23 2024/25</p>	<p>Worse by 5 percentage points compared with 2023/24</p> <p>Better by 9.7 percentage points compared with 2022/23</p>	<p>● Kirklees – 74.8% Yorkshire and the Humber - 67.9%</p> <p>(2023/24)</p>

*Biennial collected measure, 2023/24 is the most up to date data available at the time of producing the report

**Annually collected measure, 2024/25 is the most up to date data available at the time of producing the report

Communities and Access Services Key Measures

The overall number of anti-social behaviour (ASB) incidents reported across Police, Environmental Services, and Homes and Neighbourhoods has remained stable year-on-year, with a seasonal 1% rise in the last quarter. The Council's new noise reporting mobile app may lead to increased ASB reports to Environmental Services over the coming year. Targeted local interventions have led to notable reductions in nuisance youth ASB in areas like Batley and Spen, Ashbrow, Huddersfield, and Dewsbury, supported by initiatives such as Love Where You Live, Clear Hold Build, and the Summer Surge campaign.

District-wide partnership work continues to be a key focus, highlighted during National ASB Week through community engagement, patrols, youth sessions, and environmental clean-ups. A revised ASB Action Plan is in development to guide efforts for the rest of the financial year, including engagement with establishments around noise and fireworks, rollout of the Keep Britain Tidy initiative, and coordinated Bonfire Night planning. Strong collaboration between local partners and police remains central to tackling ASB across Kirklees.

Repeat domestic abuse incidents reported to the police have slightly increased since last quarter (from 40.6% to 41.9%), though they remain 1.1% lower than the same period last year. Referrals to domestic abuse services (KDASS) are also rising, including repeat referrals. The Domestic Abuse Strategy continues to progress through active working groups and safeguarding partnerships like DRAMM and MARAC. The strategic partnership is exploring barriers to police reporting to better align service referral data with police figures.

Awareness and prevention efforts will intensify during the upcoming 16 Days of Action and the White Ribbon Campaign, aiming to support those affected and encourage reporting. Planning is underway for the Kirklees Reclaim the Night event in collaboration with local partners and the Mayor's office. Next quarter, work will begin with Children's Services to launch the "Safe and Together" approach, focused on supporting families and reducing domestic abuse.

The Wellness Service continues to deliver strong outcomes in smoking cessation, with a four-week quit validation rate of 55%, significantly above the regional average. This success is driven by skilled Health Coaches, accessible CO verification drop-ins, and recent innovations like home-delivered CO monitors. The service also excels in helping clients set quit dates, with 95% doing so in Q2, and over half of referrals being self-initiated. Despite seasonal challenges such as school holidays affecting face-to-face attendance, the team remains committed to improving outcomes and reaching its internal target of 60%+.

To address barriers to verification, the service is expanding access through additional home testing kits and drop-in sessions, especially during winter months. Around 70 Community Champions have been trained to offer brief smoking cessation advice, helping to boost referrals. Increased engagement with Primary Care Networks and community events is underway, alongside a new asset-based approach to ensure all partners can confidently refer or signpost individuals to the service. Extra staffing is now in place to support the expected rise in demand.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Smoking Quit Verification Rate	Performance	55% (Q2 2025/26)	<p>Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p>	<p>Worse by 2 percentage points compared with Q1 2025/26</p> <p>Better by 4 percentage points compared with Q2 2024/25</p>	<p>● Kirklees – 62% Yorkshire and the Humber - 16%</p> <p>Smoking quits validation rate (Q3 2024/25)</p>
% of repeat police reported domestic abuse incidents within 12 months	Performance	41.9% (1,085 / 2,591) (Q2 2025/26)	<p>Q2 2023/24 Q4 2023/24 Q2 2024/25 Q4 2024/25 Q2 2025/26</p>	<p>Worse by 1.3 percentage points compared with Q1 2025/26</p> <p>Better by 1.1 percentage points compared with Q2 2024/25</p>	<p>◆ Kirklees – 26.1 Yorkshire and the Humber – 21.8</p> <p>Domestic abuse rate per 1,000 population (01/10/24 - 30/09/25)</p>
Number of Anti-Social Behaviour incidents - Reported to the police, Kirklees Homes & Neighbourhoods and Kirklees Environmental Services	Demand	25,977 (Q2 2025/26)	<p>Q2 2023/24 Q4 2023/24 Q2 2024/25 Q4 2024/25 Q2 2025/26</p>	<p>Increase by 268 incidents compared with Q1 2025/26</p> <p>Increase by 382 incidents compared with Q2 2024/25</p>	<p>● Kirklees - 0.95 Yorkshire and the Humber - 1.25</p> <p>Number of ASB incidents per 1,000 population aged over 16 (April 2025)</p>

Children and Families

Learning & Early Support Key Measures

The proportion of initial Education Health and Care Plans (EHCP) issued within 20 weeks is continuing to improve. Our performance this year to date is better than the national average from last calendar year. The improved performance this quarter shows the better oversight we have on the EHCP process is helping us to sustain improvement; however the summer holiday period makes it more challenging to undertake the EHCP process. The support of partners and our schools and settings has supported us to continue to make progress. The summer holiday period has seen a lower number of requests for assessment, however, the higher numbers we saw in Quarter 1 means that there could be a pressure across the partnership to maintain the timeliness of initial Education Health and Care Plans. In the Autumn term the team will focus on change of phase Annual Reviews.

Attendance continues to be a focus across all year groups. Kirklees attendance figures for the last academic year were comparable with the national average.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of Education, Health, and Care Plans finalised within 20 weeks during the quarter	Performance	73.25% (115 / 157) (Q2 2025/26)	<p>Quarterly performance (blue line) and Cumulative calendar year performance (yellow triangles).</p> <p>Quarterly performance values: 14.0% (2022), 20.23% (2023), 34.95% (2024), 63.43% (2025), 73.25% (2026).</p> <p>Cumulative performance values: 20.23% (2024), 22.9% (2025).</p>	<p>Better by 9.8 percentage points compared with Q1 2025/26</p> <p>Better by 38.3 percentage points compared with Q2 2024/25</p>	<p>Kirklees - 22.9%</p> <p>National - 46.4%</p> <p>Statistical neighbours - 42%</p> <p>% of EHCP issued within 20 weeks (excluding exceptions)</p> <p>(2024)</p>
School attendance - Total school absence - (authorised and unauthorised)*	Performance	7.29% (4,302 / 59,012) (Sep 2024 – Jul 2025)	<p>Total school absence percentage over time.</p> <p>Values: 7.2% (Sep 2022 - Jul 2023), 6.8% (Sep 2023 - Jul 2024), 7.3% (Sep 2024 - Jul 2025).</p>	<p>Worse by 0.5 percentage points compared with Sep 2023 – Jul 2024</p> <p>Worse by 0.1 percentage points compared with Sep 2022 – Jul 2023</p>	<p>Kirklees - 7.1%</p> <p>National - 7.15%</p> <p>Total absence %</p> <p>(Q1 2024/25)</p>

*Annually collected measure, updated with the most up to date academic data.

Child Protection & Family Support Key Measures

The number of children in care peaked in Q1 25/26 and has dropped by the end of the current quarter. It remains the case that there has been an increase since Q2 24/25 but compared to benchmarking, our numbers of children in care remains significantly lower than our statistical neighbours. The numbers of children in our care are beginning to reduce as we achieve timely permanence for our looked after children. When children are in our care, we can see from our data that our children experience stability from their carers. The percentage of children living with their carers for two years or more has greatly improved. We continue to support a high % of children through special guardianship and kinship care arrangements. The service will continue to ensure that when children enter care that we continue to ensure we provide them with loving and caring homes that allow them to thrive as we strive to achieve timely permanence arrangements for them. We will continue to ensure that children wherever possible are supported to live with their families.

There has been a steady increase in the percentage of children who have been in the same placement for more than 2 years, rising more than five percentage points since Q2 24/25 including 1.3 percentage points since last quarter.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																														
Number of Looked After Children	Demand	647 (Q2 2025/26)	<table border="1"> <caption>Number of Looked After Children (Q1 2022/23 to Q2 2025/26)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2022/23</td><td>~610</td></tr> <tr><td>Q2 2022/23</td><td>~600</td></tr> <tr><td>Q3 2022/23</td><td>~620</td></tr> <tr><td>Q4 2022/23</td><td>~580</td></tr> <tr><td>Q1 2023/24</td><td>~600</td></tr> <tr><td>Q2 2023/24</td><td>~610</td></tr> <tr><td>Q3 2023/24</td><td>~620</td></tr> <tr><td>Q4 2023/24</td><td>~610</td></tr> <tr><td>Q1 2024/25</td><td>~590</td></tr> <tr><td>Q2 2024/25</td><td>599</td></tr> <tr><td>Q3 2024/25</td><td>~610</td></tr> <tr><td>Q4 2024/25</td><td>~630</td></tr> <tr><td>Q1 2025/26</td><td>654</td></tr> <tr><td>Q2 2025/26</td><td>647</td></tr> </tbody> </table>	Quarter	Value	Q1 2022/23	~610	Q2 2022/23	~600	Q3 2022/23	~620	Q4 2022/23	~580	Q1 2023/24	~600	Q2 2023/24	~610	Q3 2023/24	~620	Q4 2023/24	~610	Q1 2024/25	~590	Q2 2024/25	599	Q3 2024/25	~610	Q4 2024/25	~630	Q1 2025/26	654	Q2 2025/26	647	<p>Decrease by 7 children compared with Q1 2025/26</p> <p>Increase by 48 children compared with Q2 2024/25</p>	<p>●</p> <p>Kirklees – 61 Statistical Neighbours – 91</p> <p>Children looked after rate per 10,000 children aged under 18 (2023/24)</p>
Quarter	Value																																		
Q1 2022/23	~610																																		
Q2 2022/23	~600																																		
Q3 2022/23	~620																																		
Q4 2022/23	~580																																		
Q1 2023/24	~600																																		
Q2 2023/24	~610																																		
Q3 2023/24	~620																																		
Q4 2023/24	~610																																		
Q1 2024/25	~590																																		
Q2 2024/25	599																																		
Q3 2024/25	~610																																		
Q4 2024/25	~630																																		
Q1 2025/26	654																																		
Q2 2025/26	647																																		
Percentage of Looked After Children who have been in the same placement for 2 or more years	Performance	75.8% (147 / 194) (Q2 2025/26)	<table border="1"> <caption>Percentage of Looked After Children in same placement for 2+ years (Q1 2023/24 to Q2 2025/26)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2023/24</td><td>~73.0%</td></tr> <tr><td>Q2 2023/24</td><td>~71.0%</td></tr> <tr><td>Q3 2023/24</td><td>~72.0%</td></tr> <tr><td>Q4 2023/24</td><td>~72.0%</td></tr> <tr><td>Q1 2024/25</td><td>~71.0%</td></tr> <tr><td>Q2 2024/25</td><td>70.2%</td></tr> <tr><td>Q3 2024/25</td><td>~73.0%</td></tr> <tr><td>Q4 2024/25</td><td>~74.0%</td></tr> <tr><td>Q1 2025/26</td><td>74.5%</td></tr> <tr><td>Q2 2025/26</td><td>75.8%</td></tr> </tbody> </table>	Quarter	Value	Q1 2023/24	~73.0%	Q2 2023/24	~71.0%	Q3 2023/24	~72.0%	Q4 2023/24	~72.0%	Q1 2024/25	~71.0%	Q2 2024/25	70.2%	Q3 2024/25	~73.0%	Q4 2024/25	~74.0%	Q1 2025/26	74.5%	Q2 2025/26	75.8%	<p>Better by 1.3 percentage points compared with Q1 2025/26</p> <p>Better by 5.6 percentage points compared with Q2 2024/25</p>	<p>●</p> <p>Kirklees - 72% Statistical Neighbours - 68.2%</p> <p>% living in same placement at least 2 years (Q4 2023/24)</p>								
Quarter	Value																																		
Q1 2023/24	~73.0%																																		
Q2 2023/24	~71.0%																																		
Q3 2023/24	~72.0%																																		
Q4 2023/24	~72.0%																																		
Q1 2024/25	~71.0%																																		
Q2 2024/25	70.2%																																		
Q3 2024/25	~73.0%																																		
Q4 2024/25	~74.0%																																		
Q1 2025/26	74.5%																																		
Q2 2025/26	75.8%																																		

Governance & Commissioning Key Measures

Q2 saw a significant increase in the number of Freedom of Information (FOI) requests in comparison with any other quarter. This was due to considerable public interest in Oakenshaw bus lane development with over 650 FOIs being received in relation to this development. It is expected that figures in Q3 will return to similar levels to those in Q1. The Information Governance Team continue to record the number of questions asked, as well as the number of requests received, highlighting the extensiveness of some requests and the amount of effort that is needed to respond. During the next quarter we will carry out a review of FOI requests to identify routine and sought after information for publication to support transparency.

There was also a rise in the number of Subject Access Requests (SARs) received in Q2, in comparison to Q1. The Information Governance team are continuing to work on the SARs backlog and are exploring technical solutions to support with preparing documentation for release. SARs preparation is currently a manual process and is extremely time consuming, a technical solution to organise and deduplicate records is expected to reduce the amount of staff time spent on each request, ultimately clearing the backlog faster. The Information Governance Team are seeking approval for a technical solution to support with SARs.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																					
Percent of Freedom of Information requests completed in time*	Performance	76% (594 / 777) (Q2 2025/26)	<table border="1"> <caption>FOI Request Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of FOI requests</th> <th>% of FOIs completed in time</th> </tr> </thead> <tbody> <tr> <td>Q1 2024/25</td> <td>373</td> <td>~65%</td> </tr> <tr> <td>Q2 2024/25</td> <td>373</td> <td>59%</td> </tr> <tr> <td>Q3 2024/25</td> <td>~380</td> <td>~75%</td> </tr> <tr> <td>Q4 2024/25</td> <td>~400</td> <td>~76%</td> </tr> <tr> <td>Q1 2025/26</td> <td>449</td> <td>76%</td> </tr> <tr> <td>Q2 2025/26</td> <td>1,294</td> <td>76%</td> </tr> </tbody> </table>	Quarter	Number of FOI requests	% of FOIs completed in time	Q1 2024/25	373	~65%	Q2 2024/25	373	59%	Q3 2024/25	~380	~75%	Q4 2024/25	~400	~76%	Q1 2025/26	449	76%	Q2 2025/26	1,294	76%	<p>Same by 0 percentage points compared with Q1 2025/26</p> <p>Better by 17 percentage points compared with Q2 2024/25</p>	<p>Kirklees – 75.3% ● Bradford - 92% ● Calderdale - 94% ● Leeds - 89.2% ● Wakefield - 99%</p> <p>(2024/25)</p>
Quarter	Number of FOI requests	% of FOIs completed in time																								
Q1 2024/25	373	~65%																								
Q2 2024/25	373	59%																								
Q3 2024/25	~380	~75%																								
Q4 2024/25	~400	~76%																								
Q1 2025/26	449	76%																								
Q2 2025/26	1,294	76%																								
Number of Freedom of Information requests received	Demand	1,294 (Q2 2025/26)		<p>Increase by 845 requests compared with Q1 2025/26</p> <p>Increase by 921 requests compared with Q2 2024/25</p>	<p>Kirklees – 3.69 ● Bradford – 3.36 ● Calderdale – 6.56 ● Leeds – 2.79 ● Wakefield – 3.89</p> <p>Number of FOI requests per 1,000 population</p> <p>(2024/25)</p>																					

*Based on the number of completed FOI's/SARs excluding any outstanding FOI's/SARs

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percent of Subject Access Requests completed in time*	Performance	72% (102 / 142) (Q2 2025/26)		<p>Better by 5 percentage points compared with Q1 2025/26</p> <p>Better by 12 percentage points compared with Q2 2024/25</p>	<ul style="list-style-type: none"> ● Kirklees – 63% ● Bradford - 97% ● Calderdale - 97% ● Leeds – 86.2% ● Wakefield - 98% <p>(2024/25)</p>
Number of Subject Access Requests received	Demand	153 (Q2 2025/26)		<p>Increase by 20 requests compared with Q1 2025/26</p> <p>Increase by 16 requests compared with Q2 2024/25</p>	<ul style="list-style-type: none"> ● Kirklees – 1.22 ● Bradford – 0.44 ● Calderdale – 1.47 ● Leeds – 1.62 ● Wakefield – 1.25 <p>Number of SAR requests per 1,000 population (2024/25)</p>
% spend with local suppliers**	Performance	59% (£277.9M / £471.4M) (2024/25)		<p>Better by 2.4 percentage points compared with 2023/24</p> <p>Better by 4 percentage points compared with 2022/23</p>	No benchmarking data is available

*Based on the number of completed FOI's/SARs excluding any outstanding FOI's/SARs

**Annually collected measure, no updated data available for Q1 2025/26

Finance Key Measures

Although there has been a reduction in Council Tax collections rates compared to the previous year at Q2, the service are closely monitoring the position on collection and are in contact with neighbouring authorities to discuss any learning opportunities to understand if there are further actions we can take to improve collection.

Regarding Business Rates, over the next quarter we are focusing on in-year collection improvements with our larger property portfolio holders. New products are being developed to offer residents more online choice, best practice with recovery processes are being reviewed and refined, and we will continue to make improvements to our website and carry out benchmarking of practice and procedure with other Local Authorities.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																				
Council Tax collection rate*	Performance	50.29% (£154.2M / £306.7M) (Apr 2025 – Sep 2025)	<table border="1"> <caption>Council Tax Collection Rate Trend</caption> <thead> <tr> <th>Period</th> <th>2023/24</th> <th>2024/25</th> <th>2025/26</th> </tr> </thead> <tbody> <tr> <td>Apr - June</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Apr - Sep</td> <td>51.13%</td> <td>51.26%</td> <td>50.29%</td> </tr> <tr> <td>Apr - Dec</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Apr - Mar</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Period	2023/24	2024/25	2025/26	Apr - June				Apr - Sep	51.13%	51.26%	50.29%	Apr - Dec				Apr - Mar				<p>Worse by 0.97 percentage points compared with Apr 2024 – Sep 2024</p> <p>Worse by 0.84 percentage points compared with Apr 2023 – Sep 2023</p>	<p>⬇️</p> <p>Kirklees - 94.1% Statistical Neighbours - 95.1%</p> <p>Council Tax in-year collection rate (April 2024 to March 2025)</p>
Period	2023/24	2024/25	2025/26																						
Apr - June																									
Apr - Sep	51.13%	51.26%	50.29%																						
Apr - Dec																									
Apr - Mar																									
Business Rates collection rate*	Performance	55.75% (£61.9M / £111.0M) (Apr 2025 – Sep 2025)	<table border="1"> <caption>Business Rates Collection Rate Trend</caption> <thead> <tr> <th>Period</th> <th>2023/24</th> <th>2024/25</th> <th>2025/26</th> </tr> </thead> <tbody> <tr> <td>Apr - June</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Apr - Sep</td> <td>52.36%</td> <td>55.0%</td> <td>55.75%</td> </tr> <tr> <td>Apr - Dec</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Apr - Mar</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Period	2023/24	2024/25	2025/26	Apr - June				Apr - Sep	52.36%	55.0%	55.75%	Apr - Dec				Apr - Mar				<p>Better by 0.74 percentage points compared with Apr 2024 – Sep 2024</p> <p>Better by 3.39 percentage points compared with Apr 2023 – Sep 2023</p>	<p>⬆️</p> <p>Kirklees - 96.17% Statistical Neighbours - 96.71%</p> <p>Business rates in-year collection rate (April 2024 to March 2025)</p>
Period	2023/24	2024/25	2025/26																						
Apr - June																									
Apr - Sep	52.36%	55.0%	55.75%																						
Apr - Dec																									
Apr - Mar																									

*Cumulative measures, comparisons are with previous 12 months and previous 24 months.

People Services Key Measures

Turnover remains static from Q1 to Q2 in 2025/26 and a slight (0.03%) difference compared to Q2 in 2024/25. There will always be a level of natural turnover and a degree of seasonal peaks. We carry out an annual employee survey called 'Our Conversation' which is used to collect feedback from employees on various aspects of their work life. Initial feedback from Our Conversation has been shared across the organisation. Employee voice groups and active communication of messages from the 'Our Conversation' staff survey have commenced. Feedback from employee engagement will support maximising retention. Entry and Exit surveys are being revised to align with the employee survey themes. Going forward Our Conversation results will be discussed across the council with an ELT expectation of action plans to support. We are participating in the LGA's pilot retention reset programme to support identification and consideration of best practice approaches to maximise retention. Entry and exit surveys are expected to re-launch during Q4 alongside a refreshed induction and a renewed focus on workforce planning at a strategic level.

Sickness absence saw a slight improvement in Q2 2025/26 compared to Q1 by 0.12 FTE days but remains higher than Q2 2024/25 by 0.19 FTE days. Going forward there will be a renewed focus on individual sickness absence case management that should result in person centred interventions. Best practice is now shared across the attendance team and the closer relationship between Occupational health and HR staff will deliver benefits, there are also new learning products available to support management of absence. We have reviewed the Attendance Management guidance, refreshed return-to-work documents and focused on manager and employee responsibilities for keeping in touch during periods of absence, which will have positive impacts on intermittent absences. During the next quarter we will focus on policy updates, develop manager learning products to promote confidence and accountability in both proactive and reactive conversations, pilot individual stress action plans, increase in case conferencing and look at a new reporting tool focused on lead and lag indicators.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Staff turnover (percentage of staff leaving the Council, excluding internal movement)	Performance	2.5% (197 / 7,761) (Q2 2025/26)	<p>Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25 Q4 2024/25 Q2 2025/26</p> <p>2.8% 2.5% 2.5%</p>	<p>Same by 0 percentage points compared with Q1 2025/26</p> <p>Better by 0.3 percentage points compared with Q2 2024/25</p>	<p>Kirklees - 2.7%* ● Bradford - 2.9% ● Leeds - 1.6% ● Wakefield - 2.4%</p> <p>Turnover rate (Q3 2023/24)</p>
Average sickness days per full time equivalent (FTE) over the last 12 months	Performance	14.01 (Q2 2025/26)	<p>Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25 Q4 2024/25 Q2 2025/26</p> <p>13.82 14.13 14.01</p>	<p>Better by 0.12 days per FTE compared with Q1 2025/26</p> <p>Worse by 0.19 days per FTE compared with Q2 2024/25</p>	<p>Kirklees - 13.9* ● Bradford - 13.22 ● Leeds - 12.93</p> <p>2023/24</p>

Note: still awaiting nearest neighbours to update benchmarking figures,

Public Health & Health Protection Key Measures

There has been a decrease in the number of accidents reportable to the HSE under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) during Q2 2025/26. At the commencement of Q1 2025/26, employee uptake of IOSH (Institution of Occupational Safety and Health) approved mandatory Health & Safety eLearning across the Council was at 60%. The target for 2025/26 is to achieve 70% uptake by the end of Q4. We continue to drive improved compliance levels with completion of IOSH approved mandatory Health & Safety training across the Council.

Smoking at time of delivery (SATOD) rates have shown a marked improvement in Q1 2025/26, reflecting the positive impact of enhanced smoking cessation support embedded within maternity services. The improvement in SATOD rates is attributed to a multi-faceted approach that prioritises accessibility, evidence-based interventions, and personalised care. Pregnant individuals benefit from timely, face-to-face behavioural support both in clinical settings and at home, ensuring continuity of care and tailored interventions throughout their pregnancy journey. The availability of Nicotine Replacement Therapy (NRT) and the provision of vapes through the national Swap to Stop scheme has further strengthened the offer. Additionally, the introduction of the national smoke-free pregnancy incentive scheme (pregnant women enrolled via local maternity services can receive Love2shop vouchers throughout pregnancy and after birth, provided they attend regular stop smoking appointments and remain smoke-free), has enabled further engagement leading to successful quits and improved health outcomes. Localised and national schemes will continue to be applied, and we hope to see further improvements in the SATOD rates.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Smoking during pregnancy (mother's smoking status at time of delivery)*	Performance	4.6% (45 / 980) (Q1 2025/26)		<p>Better by 1.7 percentage points compared with Q4 2024/25</p> <p>Better by 0.6 percentage points compared with Q1 2023/24</p>	<p>● Kirklees – 4.6% National – 4.7%</p> <p>Smoking during pregnancy</p> <p>(Q1 2025/26)</p>
Number of RIDDOR reportable incidents	Performance	7 (Q2 2025/26)		<p>Better by 6 incidents compared with Q1 2025/26</p> <p>Better by 1 incident compared with Q2 2024/25</p>	<p>● Kirklees - 187 National – 214</p> <p>Rate of total reported non-fatal injury per 100,000 employees</p> <p>(2023/24)</p>

*Trend data comes from local NHS Trust maternity datasets; benchmark data comes from nationally reported data

Skills & Regeneration Key Measures

Employment rates are based on the Annual Population Survey (APS), which covers the whole population. While the data shows general trends, it can fluctuate due to sample size limitations and doesn't directly reflect the impact of specific Council programmes aimed at helping people into or stay in work. Employment rates have continued to rise steadily since 2022, reflecting recovery post-pandemic. The latest data (for the period ending June 2025) saw the number of Kirklees residents in employment increase from 219,100 to 219,900 although the employment rate itself fell slightly from 77.1% to 76.4% as a result of a larger increase in the working age population reflected in the APS. This does highlight the importance of focusing on longer-term rather than quarterly shifts in the data. The Council's employment support programmes are increasingly focused on helping economically inactive residents, in line with national policy and funding. Overall, progress is positive, but challenges remain in engaging those furthest from the labour market. However, recent changes to National Insurance and the National Minimum Wage are impacting employer behaviour, leading to fewer vacancies in some key sectors. Looking ahead, subject to the ongoing availability of funding, Council programmes will continue to offer support for all residents that require assistance to enter or remain/progress within the labour market, including but not limited to those who are classed as economically inactive.

The proportion of residents with a Level 2 qualification, also drawn from the Annual Population Survey. Like employment data, it reflects whole-population trends and is subject to sampling variation. It doesn't directly measure the outcomes of Council programmes supporting adult learning or skills progression. For qualifications, the latest data (for the period ending December 2024) shows that 85.4% of Kirklees residents of working age had a Level 2 qualification. Overall, progress is consistent and encouraging. The upward trend in qualifications is expected to continue, supported by post-16 resits and adult learning. Looking ahead, the Council and Kirklees College will continue to advocate for sustained and increased funding for adult and community learning, including both accredited and non-accredited courses, to widen access and support progression.

The Business births measure uses national data from the Government's Business Demography dataset and reflects overall business start-up activity in the area. It does not isolate the effect of Council-led initiatives to support new business creation, but it gives a useful picture of local entrepreneurial activity. The data for Q1 2025/26 for Kirklees saw 440 new business starts, representing a fall on the previous quarter total of 530. The Council's 'Start-Up Gateway' and specialist programmes including the Thrive health sector incubator continue to support residents in launching new ventures. Economic shifts, including potential redundancies, often lead more residents to consider self-employment. Looking ahead, the Council will maintain support through the Start-Up Gateway and specialist programmes, while exploring ways to improve long-term business survival and growth.

Planning activity remains steady, though Q2 2025/26 saw a slight decline in applications compared to Q2 last year, this reflects ongoing market caution and viability challenges. Despite a high number of approvals, housing delivery continues to fall below target due to limited new site allocations and viability issues with remaining Local Plan sites. Development Management is focused on determining applications, providing pre-application advice, and ensuring developments comply with approved plans and conditions. The Local Plan is progressing, with evidence gathering underway in line with the Local Development Timetable. Recruitment is ongoing to strengthen planning capacity, with efforts to attract

experienced planners and built environment specialists. The anticipated Planning and Infrastructure Bill, expected to become law by year-end, may offer greater clarity on national planning priorities, particularly around housing and job growth. Looking ahead, the Council will continue to engage with developers and partners to unlock challenging sites, support investment in priority areas, and progress the Local Plan to enable future growth.

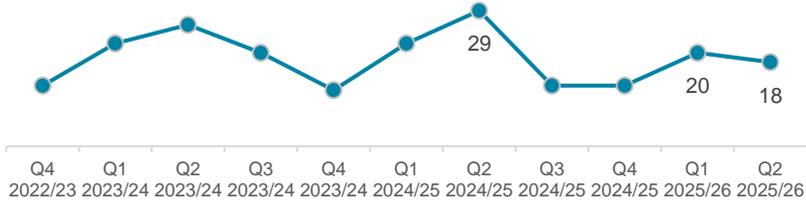
Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Employment Rate*	Performance	76.4% (219,900 / 273,900) (Q1 2025/26)	<p>Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p> <p>73.6% 77.1% 76.4%</p>	<p>Worse by 0.7 percentage points compared with Q4 2024/25</p> <p>Better by 2.8 percentage points compared with Q1 2025/26</p>	<p>● Kirklees – 76.4% Yorkshire and the Humber – 73.4%</p> <p>(Jul 2024 – Jun 2025)</p>
Percent of population with at least level 2 qualification***	Performance	87.3% (236,000 / 269,500) (2024)	<p>2020 2021 2022 2023 2024</p> <p>87.3% 85.4%</p>	<p>Worse By 1.9 percentage points compared with 2023</p> <p>No comparison data available for 2022</p>	<p>● Kirklees – 85.4% Yorkshire and the Humber – 85.1%</p> <p>(2024)</p>
Business births**	Performance	440 (Q1 2025/26)	<p>Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p> <p>500 530 440</p>	<p>Worse by 60 businesses compared with Q4 2024/25</p> <p>Worse by 60 businesses compared with Q1 2024/25</p>	<p>● Kirklees – 12.7 West Yorkshire – 13</p> <p>Business births per 10,000 people aged 16+</p> <p>(Apr-Jun 2025)</p>

*Data taken from national dataset so there is a 6-month lag, most up to date data available is for the period Jan to Dec 2024

**Data taken from national datasets, there is a 3-month lag, most up to date data available is for Apr to Jun 2025

***Annual measure most up to date data provided is for 2023.

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of planning applications received - major	Demand	18 (Q2 2025/26)		<p>Decrease by 2 applications compared with Q1 2025/26</p> <p>Decrease by 11 applications compared with Q2 2024/25</p>	<p>◆ Kirklees – 0.4 Yorkshire and the Humber – 0.4</p> <p>(Apr 24 – Mar 25)</p>

Highways, Streetscene and Waste Key Measures

Continued efforts have been made to manage and improve waste collection and disposal processes, though recent months have brought a unique set of challenges, particularly with securing and retaining qualified drivers for refuse vehicles. This recruitment gap has at times impacted on the consistency of service delivery. To address these staffing challenges, recruitment for new drivers is being finalised, and several promising candidates are set to join the team shortly. Alongside these efforts, new waste collection rounds have been established, designed to optimise route efficiency and ensure coverage across all service areas. While the transition to new rounds has recently been completed, early performance data demonstrates a marked improvement in service reliability and collection rates.

During the last quarter, we made progress across several key areas identified in our plans for service improvement. Work to procure Keep Britain Tidy to develop a new Fly Tipping and Litter Strategy is underway, with benchmarking and coproduction involving councillors and community groups progressing as scheduled. The strategy remains on track for completion and adoption in early 2026. To address operational resilience, an additional hire vehicle has been successfully added to the specialist round, helping to mitigate pressures in this area. Furthermore, the business case for procuring new, narrow track refuse collection vehicles has been approved and is now advancing directly with the manufacturer. This will, over time, reduce our reliance on hired vehicles and strengthen the fleet's capability to service narrow access routes.

Though challenges remain, the above steps reflect a targeted approach by strengthening the workforce, refining logistical plans, and adapting to the evolving needs of the community. Waste services are positioned to deliver sustained improvement over the longer term. Ongoing monitoring and adjustment will be necessary to respond effectively to changes in waste generation patterns and to continue advancing overall performance. The improvement programme to establish a comprehensive service level agreement continues, with work ongoing to develop a robust dataset and dashboard reporting tool. This initiative is focused on providing timely and accurate information for both residents and councillors, particularly in relation to Waste Collection and Fly Tipping. Real-time data will support better management of enquiries and greater transparency regarding performance.

The key performance measure for emergency defects does show a slight reduction. This is primarily due to the metric description having been changed to include all emergency defects being made safe within 24hrs. Previously the performance measure related only to potholes. The effect of this has been that the number of defects reported has increased significantly. Although this performance measure is current performing above that of our neighbouring authorities and the national average. Year on year the highway asset continues to grow due to new developments or through highway improvement schemes on the network. This presents a challenging landscape however resources are being reprioritised where possible and the service is in the process of introducing and embedding AI capability into the business to help improve productivity, efficiency, and performance of the service by identifying all defects sooner, leading to fewer emergency defects.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% of emergency defects made safe within intervention timescales*	Performance	94.6% (2024/25)		<p>Worse by 2.5 percentage points compared with 2023/24</p> <p>Worse by 4.3 percentage points compared with 2022/23</p>	<p>● Kirklees – 97.1% Statistical Neighbours – 89.3%</p> <p>Percentage of emergency defects (Cat 1, Priority 1) made safe within target time (2023/24)</p>
Number of fly tipping incidents	Demand	2,421 (Q2 2025/26)		<p>Decrease by 271 incidents compared with Q1 2025/26</p> <p>Decrease by 177 incidents compared with Q2 2024/25</p>	<p>● Kirklees – 18.8 Yorkshire and the Humber – 15.3</p> <p>Fly-tipping incidents reported per 1,000 people (2023/24)</p>
Recycling rejected due to contamination	Performance	13.2% (629.84 / 4,753.97) (Q2 2025/26)		<p>Worse by 0.3 percentage points compared with Q1 2025/26</p> <p>Better by 0.6 percentage points compared with Q2 2024/25</p>	<p>Kirklees – N/A National – 16.6%</p> <p>% of contaminants in recycling+ (2024)</p>

*Annually collected measure, most up to date data available. This relates to all defects, whilst predominantly potholes this will also include damaged guardrail, knocked over street furniture, etc
+ % of contaminants in recycling benchmarking data sourced from WRAP – tackling contamination in dry recycling practical guide

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																
Collections without complaint (missed bins)	Performance	99.63% (2,555,974 / 2,565,386) (Q2 2025/26)	<table border="1"> <caption>Trend Data for Collections without complaint (missed bins)</caption> <thead> <tr> <th>Period</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2022/23</td> <td>~99.70</td> </tr> <tr> <td>Q4 2022/23</td> <td>~99.65</td> </tr> <tr> <td>Q2 2023/24</td> <td>~99.70</td> </tr> <tr> <td>Q4 2023/24</td> <td>~99.60</td> </tr> <tr> <td>Q2 2024/25</td> <td>99.82</td> </tr> <tr> <td>Q4 2024/25</td> <td>~99.70</td> </tr> <tr> <td>Q2 2025/26</td> <td>99.63</td> </tr> </tbody> </table>	Period	Value (%)	Q2 2022/23	~99.70	Q4 2022/23	~99.65	Q2 2023/24	~99.70	Q4 2023/24	~99.60	Q2 2024/25	99.82	Q4 2024/25	~99.70	Q2 2025/26	99.63	<p>Worse by 0.02 percentage points compared with Q1 2025/26</p> <p>Worse by 0.19 percentage points compared with Q2 2024/25</p>	<p>Kirklees – N/A National – 85.69</p> <p>Missed collection per 100,000 collections++</p> <p>(2022/23)</p>
Period	Value (%)																				
Q2 2022/23	~99.70																				
Q4 2022/23	~99.65																				
Q2 2023/24	~99.70																				
Q4 2023/24	~99.60																				
Q2 2024/25	99.82																				
Q4 2024/25	~99.70																				
Q2 2025/26	99.63																				

++Missed collections per 100,000 collections data sourced from APSE, this is the most up to date data available

Homes & Neighbourhoods Key Measures

There has been a slight increase in the percentage of rents in arrears, from 3.4% in Q1 2025/26 to 3.5% in Q2 2025/26. Three full time Income Management Team Housing Officers have been deployed to assist with the recovery of tenancy arrears. The rate of increase in the percentage of rent in arrears has slowed as a result of this. The Income Management Team Housing Officers will continue to work on the recovery of tenancy arrears. The officers are contacting current tenants who are in rent arrears and will review customers' financial circumstances, seek repayment of arrears, agree affordable repayment arrangements, help to maximise customer income and benefit take up, offer advice and support, and refer customers to appropriate support services. This will increase the amount of debt recovered from current tenants, increase contact levels and support available to customers, increase collection of rent, and decrease total arrears levels.

There has been a further improvement in the average days to re-let times, from 70.9 days in Q1 2025/26 to 68.3 days in Q2 2025/26. Homes & Neighbourhoods have been working collaboratively with other council teams, including Housing Solutions, Accessible Homes, and Corporate Landlord to improve re-let turnaround times for empty properties, and to progress work on long-term void properties. A Voids Action Plan has been developed and is now being implemented. We will continue to work at pace on the actions identified in the Voids Action Plan to continue to improve re-let times and to reduce the overall number of empty properties. Actions include improvements to processes, reporting and governance.

There has been a further reduction in the number of open damp, mould and condensation (DMC) cases, from 463 in Q1 2025/26 to 188 in Q2 2025/26. The DMC Policy and Procedure are fully embedded, and the team has the required resource to act on reports of DMC cases in a timely manner. All backlog cases have been addressed, and we continue to work on a business-as-usual number of cases. Preparations have been made to ensure that the council is compliant with Awaab's Law, which comes into effect on 27th October 2025. We will continue to address DMC cases promptly and in line with the requirements of Awaab's Law. We are anticipating a seasonal increase in the number of DMC cases and are prepared for this.

There has been an increase in the proportion of non-emergency responsive repairs completed within timescale, from 83.7% in Q1 2025/26 to 86.9% in Q2 2025/26. Service improvements continue in Repairs and Maintenance, further reducing the number of overall repairs in diaries, which has resulted in us in completing a higher proportion of non-emergency repairs within required timescales. We have been working with residents to ensure that emergency and non-emergency repairs are correctly prioritised and carried out within appropriate timescales. We will continue to work with residents to ensure that emergency and non-emergency repairs are correctly prioritised and carried out within appropriate timescales. We are still experiencing high levels of repair requests due to the age of our stock and historic lack of investment in capital and cyclical works, which we are working to address. As stock condition surveys are carried out, overdue jobs will be addressed and actioned.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of rents in arrears.	Performance	3.49% (£3,336,957 / £95,541,932) (2024/25)	<p>Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25 Q4 2024/25 Q2 2025/26</p>	<p>Worse by 0.11 percentage points compared with Q1 2025/26</p> <p>Better by 0.07 percentage points compared with Q2 2024/25</p>	<p>◆ Kirklees – 3.2% Statistical Neighbours – 3.2%</p> <p>Current tenant arrears % (Q4 2024/25)</p>
Average days to re-let time.	Performance	68.3 (Q2 2025/26)	<p>Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25 Q4 2024/25 Q2 2025/26</p>	<p>Better by 2.7 days compared with Q1 2025/26</p> <p>Better by 21.8 days compared with Q2 2024/25</p>	<p>◆ Kirklees – 85.49 Statistical Neighbours – 51.6</p> <p>(Q4 2024/25)</p>
Number of open damp, mould and condensation cases	Demand	188 (Q2 2025/26)	<p>Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25 Q4 2024/25 Q1 2025/26 Q2 2025/26</p>	<p>Decrease by 275 cases compared with Q1 2025/26</p> <p>Decrease by 1,062 cases compared with Q2 2024/25</p>	<p>● Kirklees – 15.47% Statistical Neighbours – 16.3%</p> <p>Damp and mould live cases as a % of stock (Q4 2024/25)</p>
Proportion of non-emergency responsive repairs completed within timescale.	Performance	86.9% (24,304 / 27,967) (Q2 2025/26)	<p>Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25 Q4 2024/25 Q2 2025/26</p>	<p>Better by 3.2 percentage points compared with Q1 2025/26</p> <p>Better by 4.7 percentage points compared with Q2 2024/25</p>	<p>● Kirklees – 83.9% National – 82.6%</p> <p>% of non-emergency repairs completed within target timescale (Q4 2024/25)</p>

*benchmark figure based on Q4 2024/25, historic data is not available

Development Key Measures

Good progress has been made on supporting households in temporary accommodation with a further decrease of 9 compared with Q1 2025/26 and 94 compared with Q2 2024/25. The council however does remain at a higher level of households than its nearest neighbours. Our new family sized temporary accommodation capacity is now in use with two thirds of units occupied and the rest expected in the following weeks. This accommodation supports better outcomes for families as we continue to support them to find a permanent home. Soft market testing for additional units into our private sector leasing has not received a large response, there is however some good information which will allow us to shape future market engagement. There are some interesting opportunities including the purchase of some private stock which is being explored. During the next quarter further work on private sector lease will take place and work with registered providers on understanding how they can support with homes for temporary accommodation and increased nominations into current stock.

Progress on affordable homes (of all types) is continuing but data is updated annually in December. A new short-term approach to affordable unit on housing sites ahead of the local plan has been agreed, this should help support an increased level of affordable units of the right type.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of households in temporary accommodation.	Demand	369 (Q2 2025/26)		<p>Decrease by 9 households compared with Q1 2025/26</p> <p>Decrease by 94 households compared with Q2 2024/25</p>	<p>Kirklees - 2.21</p> <p>Bradford - 2.14</p> <p>Calderdale - 0.92</p> <p>Leeds - 1.62</p> <p>Wakefield - 1.65</p> <p>Number of households in temporary accommodation per 1,000 households (Q3 2024/25)</p>
Gross Affordable Housing Completions*	Performance	256 (Q2 2025/26)		<p>Better by 129 homes delivered compared with 2022/23</p> <p>Better by 147 homes delivered compared with 2021/22</p>	No benchmarking data is available

*2023/24 figure provided in December 2024, 2024/25 figure will be provided later in 2025.

Environment Strategy & Climate Change Key Measures

Data on the number of children accessing home to school transport is showing a continuation of the trend we and other local authorities has seen for a number of years, which is a quarter on quarter, year on year increase in demand. This is due to a national trend of increases in children with an Education, Health and Care Plan (EHCP) and the need for families to access home to school transport so that young people can access the right education for their needs. Since last quarter we have launched our pilot 'Project Fleet' bringing 6 routes 'in-house' operated by a fleet of Council owned and operated minibuses. This aims to provide more competition in the operator market, demonstrate a 'proof of concept' that we can reduce and more importantly *control* cost by operating our own fleet. The project launched in September for the 2025/26 academic year and we aim to report of the effectiveness of this pilot after 3 years. The Home to School transport team is continuing its transformation which aims to reduce the overall cost of transport support to make the service more efficient and cost effective. We are also committed to supporting young people to travel more independently reducing the reliance on Home to School Transport. This is a long-term plan that covers multi-quarter activity.

Key measures:

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark														
Number of children accessing home to school transport	Demand	1,551 (End of Q2 2025/26)	<table border="1"> <caption>Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2022/23</td> <td>~1510</td> </tr> <tr> <td>Q2 2023/24</td> <td>~1510</td> </tr> <tr> <td>Q4 2023/24</td> <td>~1510</td> </tr> <tr> <td>Q2 2024/25</td> <td>1518</td> </tr> <tr> <td>Q4 2024/25</td> <td>1523</td> </tr> <tr> <td>Q2 2025/26</td> <td>1551</td> </tr> </tbody> </table>	Quarter	Value	Q4 2022/23	~1510	Q2 2023/24	~1510	Q4 2023/24	~1510	Q2 2024/25	1518	Q4 2024/25	1523	Q2 2025/26	1551	<p>Increase by 28 children compared with Q1 2025/26</p> <p>Increase by 33 children compared with Q2 2024/25</p>	DfT are looking at collecting data nationally next year
Quarter	Value																		
Q4 2022/23	~1510																		
Q2 2023/24	~1510																		
Q4 2023/24	~1510																		
Q2 2024/25	1518																		
Q4 2024/25	1523																		
Q2 2025/26	1551																		

** Prior to 2024/25 personal travel budgets (PTBs) and mileage were always an option to parents but were not the main focus of the service. The main focus was providing physical transport, and the vast majority of children were transported in taxi's / mini-buses, and therefore data on PTBs and mileage was limited and was never put forward as part of reporting, the service merely reported on the number of children on physical transport.

The focus of the service has now changed to offering a personal travel budget instead of physical transport through the introduction of enhanced personal travel budget offer and post-16 transport statement introduction of default offer of personal travel budget as opposed to physical transport. This has resulted in changes to reporting metrics to include more granular detail surround personal travel budgets, mileage and physical transport. Current systems do not allow to report on historic data, something which is being addresses.

Appendix A – Council Measures

Adults and Health

Adults Social Care (ASC) Operation Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% Contacts to ASC that were signposted, information, advice or guidance was given or had no further action	Performance	66.06% (Q2 2025/26)		<p>Better by 1.76 percentage points compared with Q1 2025/26</p> <p>Better by 20.79 percentage points compared with Q2 2024/25</p>	No benchmarking data is available
% Contacts to ASC that progress to an Assessment	Performance	15.4% (Q2 2025/26)		<p>Better by 0.9 percentage points compared with Q1 2025/26</p> <p>Better by 7.2 percentage points compared with Q2 2024/25</p>	No benchmarking data is available
% Care Act Assessments that progressed to a long term service	Performance	65.3% (Q2 2025/26)		<p>Better by 6.5 percentage points compared with Q1 2025/26</p> <p>Worse by 7.7 percentage points compared with Q2 2024/25</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark														
Average commissioned home care hours per user.	Demand	13.10 (End of Q2 2025/26)	<table border="1"> <caption>Average commissioned home care hours per user</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2023/24</td> <td>13.55</td> </tr> <tr> <td>Q4 2023/24</td> <td>13.55</td> </tr> <tr> <td>Q2 2024/25</td> <td>13.55</td> </tr> <tr> <td>Q4 2024/25</td> <td>13.20</td> </tr> <tr> <td>Q2 2025/26</td> <td>13.10</td> </tr> </tbody> </table>	Quarter	Value	Q2 2023/24	13.55	Q4 2023/24	13.55	Q2 2024/25	13.55	Q4 2024/25	13.20	Q2 2025/26	13.10	<p>Decrease by 0.10 hours per user compared with the end of Q1 2025/26</p> <p>Decrease by 0.45 hours per user compared with the end of Q2 2024/25</p>	<p>● Kirklees – 13.5 National – 14.4</p> <p>(2023/24)</p>		
Quarter	Value																		
Q2 2023/24	13.55																		
Q4 2023/24	13.55																		
Q2 2024/25	13.55																		
Q4 2024/25	13.20																		
Q2 2025/26	13.10																		
Permanent admissions to residential care per 100,000 population for adults aged 65 or over.	Demand	426.2 (End of Q2 2025/26)	<table border="1"> <caption>Permanent admissions to residential care per 100,000 population for adults aged 65 or over</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2024/25</td> <td>476.3</td> </tr> <tr> <td>Q2 2024/25</td> <td>476.3</td> </tr> <tr> <td>Q3 2024/25</td> <td>534.0</td> </tr> <tr> <td>Q4 2024/25</td> <td>534.0</td> </tr> <tr> <td>Q1 2025/26</td> <td>534.0</td> </tr> <tr> <td>Q2 2025/26</td> <td>426.2</td> </tr> </tbody> </table>	Quarter	Value	Q1 2024/25	476.3	Q2 2024/25	476.3	Q3 2024/25	534.0	Q4 2024/25	534.0	Q1 2025/26	534.0	Q2 2025/26	426.2	<p>Decrease by a rate of 107.8 users compared with the end of Q1 2025/26</p> <p>Decrease by a rate of 50.1 users compared with the end of Q2 2024/25</p>	<p>● Kirklees – 457.5 National – 566</p> <p>(2023/24)</p>
Quarter	Value																		
Q1 2024/25	476.3																		
Q2 2024/25	476.3																		
Q3 2024/25	534.0																		
Q4 2024/25	534.0																		
Q1 2025/26	534.0																		
Q2 2025/26	426.2																		
Permanent admissions to residential care per 100,000 population for adults aged 18-64	Demand	16.3 (End of Q2 2025/26)	<table border="1"> <caption>Permanent admissions to residential care per 100,000 population for adults aged 18-64</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2024/25</td> <td>16.3</td> </tr> <tr> <td>Q2 2024/25</td> <td>16.3</td> </tr> <tr> <td>Q3 2024/25</td> <td>20.9</td> </tr> <tr> <td>Q4 2024/25</td> <td>20.9</td> </tr> <tr> <td>Q1 2025/26</td> <td>20.9</td> </tr> <tr> <td>Q2 2025/26</td> <td>16.3</td> </tr> </tbody> </table>	Quarter	Value	Q1 2024/25	16.3	Q2 2024/25	16.3	Q3 2024/25	20.9	Q4 2024/25	20.9	Q1 2025/26	20.9	Q2 2025/26	16.3	<p>Decrease by a rate of 5 users compared with the end of Q1 2025/26</p> <p>Static by a rate of 0 users compared with the end of Q2 2024/25</p>	<p>● Kirklees – 17.5 National – 15.2</p> <p>(2023/24)</p>
Quarter	Value																		
Q1 2024/25	16.3																		
Q2 2024/25	16.3																		
Q3 2024/25	20.9																		
Q4 2024/25	20.9																		
Q1 2025/26	20.9																		
Q2 2025/26	16.3																		

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																				
Number of people waiting for an ASC assessment	Performance	285 (End of Q2 2025/26)	<table border="1"> <caption>Number of people waiting for an ASC assessment</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2024/25</td> <td>421</td> </tr> <tr> <td>Q2 2024/25</td> <td>421</td> </tr> <tr> <td>Q3 2024/25</td> <td>330</td> </tr> <tr> <td>Q4 2024/25</td> <td>330</td> </tr> <tr> <td>Q1 2025/26</td> <td>330</td> </tr> <tr> <td>Q2 2025/26</td> <td>285</td> </tr> </tbody> </table>	Quarter	Value	Q1 2024/25	421	Q2 2024/25	421	Q3 2024/25	330	Q4 2024/25	330	Q1 2025/26	330	Q2 2025/26	285	<p>Better by 45 people compared with the end of Q1 2025/26</p> <p>Better by 136 people compared with the end of Q2 2024/25</p>	No benchmarking data available						
Quarter	Value																								
Q1 2024/25	421																								
Q2 2024/25	421																								
Q3 2024/25	330																								
Q4 2024/25	330																								
Q1 2025/26	330																								
Q2 2025/26	285																								
% discharges from Reablement where independence has been maximised	Performance	70.8% (449 / 318) (Q2 2025/26)	<table border="1"> <caption>% discharges from Reablement where independence has been maximised</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2023/24</td> <td>78.7%</td> </tr> <tr> <td>Q3 2023/24</td> <td>78.7%</td> </tr> <tr> <td>Q4 2023/24</td> <td>78.7%</td> </tr> <tr> <td>Q1 2024/25</td> <td>78.7%</td> </tr> <tr> <td>Q2 2024/25</td> <td>78.7%</td> </tr> <tr> <td>Q3 2024/25</td> <td>78.7%</td> </tr> <tr> <td>Q4 2024/25</td> <td>78.7%</td> </tr> <tr> <td>Q1 2025/26</td> <td>67.3%</td> </tr> <tr> <td>Q2 2025/26</td> <td>70.8%</td> </tr> </tbody> </table>	Quarter	Value	Q2 2023/24	78.7%	Q3 2023/24	78.7%	Q4 2023/24	78.7%	Q1 2024/25	78.7%	Q2 2024/25	78.7%	Q3 2024/25	78.7%	Q4 2024/25	78.7%	Q1 2025/26	67.3%	Q2 2025/26	70.8%	<p>Better by 3.5 percentage points compared with Q1 2025/26</p> <p>Worse by 7.9 percentage points compared with Q2 2024/25</p>	<p>Kirklees - 86.1 National - 79.4</p> <p>(2023/24)</p>
Quarter	Value																								
Q2 2023/24	78.7%																								
Q3 2023/24	78.7%																								
Q4 2023/24	78.7%																								
Q1 2024/25	78.7%																								
Q2 2024/25	78.7%																								
Q3 2024/25	78.7%																								
Q4 2024/25	78.7%																								
Q1 2025/26	67.3%																								
Q2 2025/26	70.8%																								
% discharges from recovery beds to the community	Performance	44.4% (24 / 54) (Q2 2025/26)	<table border="1"> <caption>% discharges from recovery beds to the community</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2023/24</td> <td>35.9%</td> </tr> <tr> <td>Q3 2023/24</td> <td>35.9%</td> </tr> <tr> <td>Q4 2023/24</td> <td>35.9%</td> </tr> <tr> <td>Q1 2024/25</td> <td>35.9%</td> </tr> <tr> <td>Q2 2024/25</td> <td>35.9%</td> </tr> <tr> <td>Q3 2024/25</td> <td>35.9%</td> </tr> <tr> <td>Q4 2024/25</td> <td>35.9%</td> </tr> <tr> <td>Q1 2025/26</td> <td>52.9%</td> </tr> <tr> <td>Q2 2025/26</td> <td>44.4%</td> </tr> </tbody> </table>	Quarter	Value	Q2 2023/24	35.9%	Q3 2023/24	35.9%	Q4 2023/24	35.9%	Q1 2024/25	35.9%	Q2 2024/25	35.9%	Q3 2024/25	35.9%	Q4 2024/25	35.9%	Q1 2025/26	52.9%	Q2 2025/26	44.4%	<p>Worse by 8.5 percentage points compared with Q1 2025/26</p> <p>Better by 8.5 percentage points compared with Q2 2024/25</p>	Benchmarking data not publicly available
Quarter	Value																								
Q2 2023/24	35.9%																								
Q3 2023/24	35.9%																								
Q4 2023/24	35.9%																								
Q1 2024/25	35.9%																								
Q2 2024/25	35.9%																								
Q3 2024/25	35.9%																								
Q4 2024/25	35.9%																								
Q1 2025/26	52.9%																								
Q2 2025/26	44.4%																								
Survey measures - Overall satisfaction of people who use services with their care and support*	Performance	60.6 (2024/25)	<table border="1"> <caption>Survey measures - Overall satisfaction of people who use services with their care and support*</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>62.00</td> </tr> <tr> <td>2022/23</td> <td>62.00</td> </tr> <tr> <td>2023/24</td> <td>63.94</td> </tr> <tr> <td>2024/25</td> <td>60.60</td> </tr> </tbody> </table>	Year	Value	2021/22	62.00	2022/23	62.00	2023/24	63.94	2024/25	60.60	<p>Worse by 3.3 percentage points compared with Q1 2025/26</p> <p>Worse by 1.4 percentage points compared with Q2 2024/25</p>	<p>Kirklees - 63.9 National - 65.4</p> <p>(2022/23)</p>										
Year	Value																								
2021/22	62.00																								
2022/23	62.00																								
2023/24	63.94																								
2024/25	60.60																								

Communities and Access Services Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Total number of referrals to Wellness Service	Demand	836 (Q2 2025/26)		<p>Increase by 74 referrals compared with Q1 2025/26</p> <p>Increase by 11 referrals compared with Q2 2024/25</p>	No benchmarking data is available

Integrated Commissioning Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
% Kirklees ASC providers judged as good or outstanding by CQC	Performance	78.3% (148 / 189) (End of Q2 2025/26)		<p>Better by 0.6 percentage points compared with the end of Q1 2025/26</p> <p>Better by 2.8 percentage points compared with the end of Q2 2024/25</p>	<p>◆ Kirklees - 77.7%</p> <p>National - 86.5%</p> <p>(Q1 2025/26)</p>

Children and Families

Learning & Early Support Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Education, Health, and Care Plans	Demand	4,996 (Q2 2025/26)		<p>Increase by 122 EHC plans compared with Q1 2025/26</p> <p>Increase by 257 EHC plans compared with Q2 2024/25</p>	<p>● Kirklees – 4.8% Statistical Neighbours – 5.5%</p> <p>% of pupils with statement of SEN or EHC Plans (2024)</p>
Percentage of inspected Early Years providers rated Good or better by Ofsted*	Performance	98% (278 / 283) (Q1 2025/26)		<p>Same by 0 percentage points compared with Q3 2024/25</p> <p>Worse by 1 percentage points compared with Q1 2024/25</p>	<p>● Kirklees - 98% National - 97%</p> <p>Percentage of inspected Early Years providers rated Good or better by Ofsted (Q1 2025/26)</p>
Not in Education, Employment or Training - % of 16-17 year olds that are not in education, employment or training**	Performance	2.8% (2024/25)		<p>Worse by 0.3 percentage points compared with 2023/24</p> <p>Worse by 0.5 percentage points compared with 2022/23</p>	<p>● Kirklees – 2.8% Statistical Neighbours - 4%</p> <p>(2023/24)</p>

*Most recent data available, Q1 2025/26

**Annually collected measure, no data available for quarter 1 2025/26

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of pupils who are persistently absent (attendance below 90%) from school*	Performance	19.17% (Sep 2024 – Jul 2025)	<p>Sep 2020 - Jul 2021 Sep 2021 - Jul 2022 Sep 2022 - Jul 2023 Sep 2023 - Jul 2024 Sep 2024 - Jul 2025</p>	<p>Better by 1.7 percentage points compared with 2023/24 academic year</p> <p>Better by 2.0 percentage points compared with 2022/23 academic year</p>	<p>● Kirklees – 20.21% Statistical Neighbours – 20.85%</p> <p>(2023/24 academic year)</p>
Suspensions - Number of all school suspensions expressed as a % of school population*	Performance	10.7% (7,315 / 68,391) (Sep 2024 – Jul 2025)	<p>Sep 2019 - Jul 2020 Sep 2020 - Jul 2021 Sep 2021 - Jul 2022 Sep 2022 - Jul 2023 Sep 2023 - Jul 2024 Sep 2024 - Jul 2025</p>	<p>Better by 0.46 percentage points compared with 2023/24 academic year</p> <p>Better by 0.11 percentage points compared with 2022/23 academic year</p>	<p>● Kirklees – 10.98% National – 9.33%</p> <p>Suspensions - Number of all school suspensions expressed as a % of school population</p> <p>(Q1 2023/24)</p>
Exclusions - Total Permanent Exclusions from Schools as a % of the school population*	Performance	0.13% (89 / 68,391) (Sep 2024 – Jul 2025)	<p>Sep 2019 - Jul 2020 Sep 2020 - Jul 2021 Sep 2021 - Jul 2022 Sep 2022 - Jul 2023 Sep 2023 - Jul 2024 Sep 2024 - Jul 2025</p>	<p>Better by 0.04 percentage points compared with 2023/24 academic year</p> <p>Same by 0.0 percentage points compared with 2022/23 academic year</p>	<p>● Kirklees – 0.13% National – 0.11%</p> <p>Permanent Exclusions rate</p> <p>(Q1 2023/24)</p>

*Annually collected measure, most up to date academic data available

Child Protection & Family Support Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Children in Need	Demand	2,138 (Q2 2025/26)	<p>Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p>	<p>Decrease by 27 children compared with Q1 2025/26</p> <p>Decrease by 89 children compared with Q2 2024/25</p>	<p>● Kirklees – 220.9 Statistical Neighbours – 364.28</p> <p>Children in Need rate per 10,000 (2023/24)</p>
Number of children with a Child Protection Plan	Demand	457 (Q2 2025/26)	<p>Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p>	<p>Decrease by 14 children compared with Q1 2025/26</p> <p>Increase by 29 children compared with Q2 2024/25</p>	<p>● Kirklees – 42.8 Statistical Neighbours – 43.08</p> <p>Children who are the subject of a CPP - rate per 10,000 (2023/24)</p>
Number of children and young people starting to be looked after in the quarter	Demand	50 (Q2 2025/26)	<p>Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p>	<p>Decrease by 19 children compared with 2023/24</p> <p>Decrease by 23 children compared with 2022/23</p>	<p>● Kirklees – 25 Statistical Neighbours – 28.6</p> <p>Rate of children starting to be looked after each year (2023/24)</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																																		
Number of Children Looked After ceasing to be looked after in the quarter	Demand	57 (Q2 2025/26)	<table border="1"> <caption>Children Ceasing to be Looked After</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2022/23</td><td>56</td></tr> <tr><td>Q2 2022/23</td><td>58</td></tr> <tr><td>Q3 2022/23</td><td>56</td></tr> <tr><td>Q4 2022/23</td><td>63</td></tr> <tr><td>Q1 2023/24</td><td>58</td></tr> <tr><td>Q2 2023/24</td><td>60</td></tr> <tr><td>Q3 2023/24</td><td>57</td></tr> <tr><td>Q4 2023/24</td><td>59</td></tr> <tr><td>Q1 2024/25</td><td>57</td></tr> <tr><td>Q2 2024/25</td><td>60</td></tr> <tr><td>Q3 2024/25</td><td>57</td></tr> <tr><td>Q4 2024/25</td><td>63</td></tr> <tr><td>Q1 2025/26</td><td>63</td></tr> <tr><td>Q2 2025/26</td><td>56</td></tr> <tr><td>Q3 2025/26</td><td>57</td></tr> <tr><td>Q4 2025/26</td><td>57</td></tr> </tbody> </table>	Quarter	Value	Q1 2022/23	56	Q2 2022/23	58	Q3 2022/23	56	Q4 2022/23	63	Q1 2023/24	58	Q2 2023/24	60	Q3 2023/24	57	Q4 2023/24	59	Q1 2024/25	57	Q2 2024/25	60	Q3 2024/25	57	Q4 2024/25	63	Q1 2025/26	63	Q2 2025/26	56	Q3 2025/26	57	Q4 2025/26	57	<p>Increase by 1 child compared with Q1 2025/26</p> <p>Decrease by 6 children compared with Q2 2024/25</p>	<p>🔴</p> <p>Kirklees – 24 Statistical Neighbours – 29.8</p> <p>Rate of children ceasing to be looked after each year (2023/24)</p>
Quarter	Value																																						
Q1 2022/23	56																																						
Q2 2022/23	58																																						
Q3 2022/23	56																																						
Q4 2022/23	63																																						
Q1 2023/24	58																																						
Q2 2023/24	60																																						
Q3 2023/24	57																																						
Q4 2023/24	59																																						
Q1 2024/25	57																																						
Q2 2024/25	60																																						
Q3 2024/25	57																																						
Q4 2024/25	63																																						
Q1 2025/26	63																																						
Q2 2025/26	56																																						
Q3 2025/26	57																																						
Q4 2025/26	57																																						
Number of Children Looked After in an external residential provision	Demand	41 (Q2 2025/26)	<table border="1"> <caption>Children in External Residential Provision</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2023/24</td><td>27</td></tr> <tr><td>Q2 2023/24</td><td>27</td></tr> <tr><td>Q3 2023/24</td><td>30</td></tr> <tr><td>Q4 2023/24</td><td>30</td></tr> <tr><td>Q1 2024/25</td><td>33</td></tr> <tr><td>Q2 2024/25</td><td>32</td></tr> <tr><td>Q3 2024/25</td><td>29</td></tr> <tr><td>Q4 2024/25</td><td>31</td></tr> <tr><td>Q1 2025/26</td><td>37</td></tr> <tr><td>Q2 2025/26</td><td>41</td></tr> </tbody> </table>	Quarter	Value	Q1 2023/24	27	Q2 2023/24	27	Q3 2023/24	30	Q4 2023/24	30	Q1 2024/25	33	Q2 2024/25	32	Q3 2024/25	29	Q4 2024/25	31	Q1 2025/26	37	Q2 2025/26	41	<p>Increase by 4 children compared with Q1 2025/26</p> <p>Increase by 14 children compared with Q2 2024/25</p>	No benchmarking data is available												
Quarter	Value																																						
Q1 2023/24	27																																						
Q2 2023/24	27																																						
Q3 2023/24	30																																						
Q4 2023/24	30																																						
Q1 2024/25	33																																						
Q2 2024/25	32																																						
Q3 2024/25	29																																						
Q4 2024/25	31																																						
Q1 2025/26	37																																						
Q2 2025/26	41																																						
Number of Children Looked After aged 16-18 in semi supported accommodation external residential provision	Demand	76 (Q2 2025/26)	<table border="1"> <caption>Children Aged 16-18 in Semi-Supported Accommodation</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2023/24</td><td>57</td></tr> <tr><td>Q2 2023/24</td><td>58</td></tr> <tr><td>Q3 2023/24</td><td>60</td></tr> <tr><td>Q4 2023/24</td><td>57</td></tr> <tr><td>Q1 2024/25</td><td>59</td></tr> <tr><td>Q2 2024/25</td><td>57</td></tr> <tr><td>Q3 2024/25</td><td>59</td></tr> <tr><td>Q4 2024/25</td><td>62</td></tr> <tr><td>Q1 2025/26</td><td>62</td></tr> <tr><td>Q2 2025/26</td><td>76</td></tr> </tbody> </table>	Quarter	Value	Q1 2023/24	57	Q2 2023/24	58	Q3 2023/24	60	Q4 2023/24	57	Q1 2024/25	59	Q2 2024/25	57	Q3 2024/25	59	Q4 2024/25	62	Q1 2025/26	62	Q2 2025/26	76	<p>Decrease by 1 child compared with 2023/24</p> <p>Increase by 19 children compared with 2022/23</p>	No benchmarking data is available												
Quarter	Value																																						
Q1 2023/24	57																																						
Q2 2023/24	58																																						
Q3 2023/24	60																																						
Q4 2023/24	57																																						
Q1 2024/25	59																																						
Q2 2024/25	57																																						
Q3 2024/25	59																																						
Q4 2024/25	62																																						
Q1 2025/26	62																																						
Q2 2025/26	76																																						
Number of contacts to children's services	Demand	5,198 (Q2 2025/26)	<table border="1"> <caption>Contacts to Children's Services</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2022/23</td><td>4,552</td></tr> <tr><td>Q2 2022/23</td><td>4,552</td></tr> <tr><td>Q3 2022/23</td><td>4,800</td></tr> <tr><td>Q4 2022/23</td><td>5,000</td></tr> <tr><td>Q1 2023/24</td><td>4,800</td></tr> <tr><td>Q2 2023/24</td><td>4,600</td></tr> <tr><td>Q3 2023/24</td><td>4,600</td></tr> <tr><td>Q4 2023/24</td><td>4,600</td></tr> <tr><td>Q1 2024/25</td><td>4,800</td></tr> <tr><td>Q2 2024/25</td><td>4,600</td></tr> <tr><td>Q3 2024/25</td><td>4,700</td></tr> <tr><td>Q4 2024/25</td><td>4,900</td></tr> <tr><td>Q1 2025/26</td><td>5,140</td></tr> <tr><td>Q2 2025/26</td><td>5,198</td></tr> </tbody> </table>	Quarter	Value	Q1 2022/23	4,552	Q2 2022/23	4,552	Q3 2022/23	4,800	Q4 2022/23	5,000	Q1 2023/24	4,800	Q2 2023/24	4,600	Q3 2023/24	4,600	Q4 2023/24	4,600	Q1 2024/25	4,800	Q2 2024/25	4,600	Q3 2024/25	4,700	Q4 2024/25	4,900	Q1 2025/26	5,140	Q2 2025/26	5,198	<p>Increase by 58 contacts compared with 2023/24</p> <p>Increase by 646 contacts compared with 2022/23</p>	No benchmarking data is available				
Quarter	Value																																						
Q1 2022/23	4,552																																						
Q2 2022/23	4,552																																						
Q3 2022/23	4,800																																						
Q4 2022/23	5,000																																						
Q1 2023/24	4,800																																						
Q2 2023/24	4,600																																						
Q3 2023/24	4,600																																						
Q4 2023/24	4,600																																						
Q1 2024/25	4,800																																						
Q2 2024/25	4,600																																						
Q3 2024/25	4,700																																						
Q4 2024/25	4,900																																						
Q1 2025/26	5,140																																						
Q2 2025/26	5,198																																						

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of referrals to children's social care	Demand	673 (Q2 2025/26)	<p>Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p>	<p>Increase by 131 referrals compared with Q1 2025/26</p> <p>Decrease by 83 referrals compared with Q2 2024/25</p>	<p>● Kirklees – 331.1 Statistical Neighbours – 525.79</p> <p>Rate per 10,000 of referrals to Children's Social Services (2023/24)</p>
Percentage of Care Leavers in suitable accommodation	Performance	90.2% (313 / 347) (Q2 2025/26)	<p>Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p>	<p>Worse by 2.0 percentage points compared with Q1 2025/26</p> <p>Worse by 0.8 percentage points compared with Q2 2024/25</p>	<p>● Kirklees – 92% Statistical Neighbours - 89.8%</p> <p>% in suitable accommodation (Q4 2023/24)</p>
Percentage of Care leavers in Employment, Education or Training (of those available for EET)	Performance	62.8% (Q2 2025/26)	<p>Q4 2022/23 Q1 2023/24 Q2 2023/24 Q3 2023/24 Q4 2023/24 Q1 2024/25 Q2 2024/25 Q3 2024/25 Q4 2024/25 Q1 2025/26 Q2 2025/26</p>	<p>Worse by 1.1 percentage points compared with Q1 2025/26</p> <p>Worse by 0.3 percentage points compared with Q2 2024/25</p>	<p>No benchmarking data available this is a locally specified measure</p>
Percentage of Children's Homes rated Good or better by Ofsted*	Performance	50% (3 / 6) (Q2 2025/26)	<p>Q4 2022/23 Q4 2023/24 Q2 2024/25 Q3 2024/25 Q4 2024/25 Q1 2025/26 Q2 2025/26</p>	<p>Same by 0 percentage points compared Q1 with 2025/26</p> <p>Better by 10 percentage points compared with Q2 2024/25</p>	<p>No benchmarking data is available</p>

*A new care home was added during quarter 4 2024/25 which altered both the denominator and numerator

Resources, Improvement & Partnerships Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																				
Number of mainstream foster carer households in Kirklees	Demand	136 (Q2 2025/26)	<table border="1"> <caption>Number of mainstream foster carer households in Kirklees</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2024/25</td> <td>138</td> </tr> <tr> <td>Q2 2024/25</td> <td>139</td> </tr> <tr> <td>Q3 2024/25</td> <td>137</td> </tr> <tr> <td>Q4 2024/25</td> <td>135</td> </tr> <tr> <td>Q1 2025/26</td> <td>138</td> </tr> <tr> <td>Q2 2025/26</td> <td>136</td> </tr> </tbody> </table>	Quarter	Value	Q1 2024/25	138	Q2 2024/25	139	Q3 2024/25	137	Q4 2024/25	135	Q1 2025/26	138	Q2 2025/26	136	<p>Decrease by 2 households compared with Q1 2025/26</p> <p>Decrease by 3 households compared with Q2 2024/25</p>	No benchmarking data is available						
Quarter	Value																								
Q1 2024/25	138																								
Q2 2024/25	139																								
Q3 2024/25	137																								
Q4 2024/25	135																								
Q1 2025/26	138																								
Q2 2025/26	136																								
Waiting times for child mental health services for month at quarter end (time in weeks)	Performance	19 (Q1 2025/26)	<table border="1"> <caption>Waiting times for child mental health services for month at quarter end (time in weeks)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2023/24</td> <td>10</td> </tr> <tr> <td>Q2 2023/24</td> <td>12</td> </tr> <tr> <td>Q3 2023/24</td> <td>13</td> </tr> <tr> <td>Q4 2023/24</td> <td>15</td> </tr> <tr> <td>Q1 2024/25</td> <td>21</td> </tr> <tr> <td>Q2 2024/25</td> <td>10</td> </tr> <tr> <td>Q3 2024/25</td> <td>9</td> </tr> <tr> <td>Q4 2024/25</td> <td>11</td> </tr> <tr> <td>Q1 2025/26</td> <td>19</td> </tr> </tbody> </table>	Quarter	Value	Q1 2023/24	10	Q2 2023/24	12	Q3 2023/24	13	Q4 2023/24	15	Q1 2024/25	21	Q2 2024/25	10	Q3 2024/25	9	Q4 2024/25	11	Q1 2025/26	19	<p>Worse by 10 weeks compared with Q4 2024/25</p> <p>Better by 2 weeks compared with Q1 2024/25</p>	No benchmarking data is available
Quarter	Value																								
Q1 2023/24	10																								
Q2 2023/24	12																								
Q3 2023/24	13																								
Q4 2023/24	15																								
Q1 2024/25	21																								
Q2 2024/25	10																								
Q3 2024/25	9																								
Q4 2024/25	11																								
Q1 2025/26	19																								

Public Health and Corporate Resources

Corporate Resources Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Total £ Social Value delivered (derived from contracts above £100k per annum with commitments recorded via the Social Value Portal)	Performance	£3,008,331 (Q2 2025/26)		<p>Worse by £4.4M compared with Q1 2024/25</p> <p>Worse by £4.1M compared with Q2 2024/25</p>	No benchmarking data is available
Percent of stage 3 complaints completed in time	Performance	77% (17 / 22) (Q2 2025/26)		<p>Worse by 23 percentage points compared with Q1 2025/26</p> <p>Worse by 8 percentage points compared with Q2 2024/25</p>	No benchmarking data is available due to different complaints process across Council's
Number of stage 3 complaints received	Demand	22 (Q2 2025/26)		<p>Increase by 9 complaints compared with Q1 2025/26</p> <p>Decrease by 2 complaints compared with Q2 2024/25</p>	No benchmarking data is available due to different complaints process across Council's

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
No. of Ombudsman complaints upheld	Performance	8 (Q2 2025/26)	<p>Number of upheld complaints Percent of complaints upheld</p>	Better by 4 complaints compared with Q1 2025/26 Better by 5 complaints compared with Q2 2024/25	Kirklees – 3.6 ● Bradford – 4.6 ● Calderdale – 10.5 ● Leeds – 7.5 ● Wakefield – 1.7 Upheld decisions per 100,000 residents (2024/25)
Percent of Ombudsman complaints upheld	Demand	44% (8 / 18) (Q2 2025/26)		Better by 11 percentage points compared with Q1 2025/26 Better by 6 percentage points compared with Q2 2024/25	● Kirklees - 94% National - 81% (2024/25)
Vacancy rate (percent of vacant positions across the Council)	Performance	16% (1,218 / 7,761) (End of Q2 2025/26)		Worse by 2 percentage points compared with the end of Q1 2025/26 Worse by 9 percentage points compared with the end of Q2 2024/25	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percent of calls answered Kirklees Direct Call Centre*	Performance	82.8% (61,749 / 74,584) (Q2 2025/26)		<p>Better by 17.1 percentage points compared with Q1 2025/26</p> <p>Better by 5.8 percentage points compared with Q2 2024/25</p>	No benchmarking data available
Percent of follow-up calls Kirklees Direct Call Centre*	Performance	13.1% (8,098 / 61,749) (Q2 2025/26)		<p>Worse by 1.3 percentage points compared with Q1 2025/26</p> <p>Worse by 2.6 percentage points compared with Q2 2024/25</p>	No benchmarking data available

*Data is based on Kirklees Direct calls and only covers the top 7 services (Council Tax, Housing repairs, Waste, Benefits, Housing solutions, Children's and Disabled travel). The quality of call data is also always improving.

Public Health & Health Protection Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Breastfeeding initiation rates (proportion of babies whose first feed included breastmilk)*	Performance	65.2% (574 / 880) (Q4 2024/25)	<p>Q4 2021/22 Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25 Q4 2024/25</p>	<p>Worse by 0.3 percentage points compared with Q3 2024/25</p> <p>Worse by 2.5 percentage points compared with Q4 2023/24</p>	<p>⬇️</p> <p>Kirklees - 63.5% National - 72.4%</p> <p>Breastfeeding rates</p> <p>(Q4 2024/25)</p>
Percentage of people taking up an NHS Health Check invite*	Performance	34% (4,787 / 14,079) (Q4 2024/25)	<p>Q4 2021/22 Q2 2022/23 Q4 2022/23 Q2 2023/24 Q4 2023/24 Q2 2024/25 Q4 2024/25</p>	<p>Same by 0 percentage points compared with Q3 2024/25</p> <p>Worse by 9 percentage points compared with Q3 2023/24</p>	<p>⬇️</p> <p>Kirklees - 34% National - 40%</p> <p>Percentage of people taking up an NHS Health Check invite</p> <p>(Q4 2024/25)</p>
Suicide rate per 100,000 population**	Performance	12.2 (2021-23)	<p>2019-21 2020-22 2021-23</p>	<p>Worse by 0.3 suicides per 100,000 population compared with 2020-22</p> <p>Worse by 0.8 suicides per 100,000 population compared with 2019-21</p>	<p>⬇️</p> <p>Kirklees - 12.2 National - 10.7</p> <p>Suicide rate (persons)</p> <p>(January 2021 to December 2023)</p>

*Trend data comes from local NHS Trust maternity datasets; benchmark data comes from nationally reported data; Q2 2025/26 data not available yet

**Annually collected measure, no updated data for quarter 2 2025/26

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark								
Percentage of children who are overweight/obese in Year 6*	Performance	37.5% (2,000 / 5,333) (2023/24)	<table border="1"> <caption>Percentage of children who are overweight/obese in Year 6</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>40.7%</td> </tr> <tr> <td>2022/23</td> <td>37.6%</td> </tr> <tr> <td>2023/24</td> <td>37.5%</td> </tr> </tbody> </table>	Year	Percentage	2021/22	40.7%	2022/23	37.6%	2023/24	37.5%	<p>Better by 0.1 percentage points compared with 2022/23</p> <p>Better by 3.2 percentage points compared with 2021/22</p>	<p>Kirklees - 37.5% National - 35.8%</p> <p>(School year 2023/24)</p>
Year	Percentage												
2021/22	40.7%												
2022/23	37.6%												
2023/24	37.5%												
All new sexually transmitted infection diagnoses (rate per 100,000)*	Performance	505 (2024)	<table border="1"> <caption>All new sexually transmitted infection diagnoses (rate per 100,000)</caption> <thead> <tr> <th>Year</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>589</td> </tr> <tr> <td>2023</td> <td>563</td> </tr> <tr> <td>2024</td> <td>505</td> </tr> </tbody> </table>	Year	Rate	2022	589	2023	563	2024	505	<p>Better by 58 diagnoses per 100,000 compared with 2023</p> <p>Better by 84 diagnoses per 100,000 compared with 2022</p>	<p>Kirklees - 505 National - 632</p> <p>(Jan-Dec 2024)</p>
Year	Rate												
2022	589												
2023	563												
2024	505												
Cancer screening coverage: breast cancer*	Performance	66.2% (31,160 / 47,090) (Apr 2021 – Mar 2024)	<table border="1"> <caption>Cancer screening coverage: breast cancer</caption> <thead> <tr> <th>Period</th> <th>Coverage</th> </tr> </thead> <tbody> <tr> <td>Apr 2019 to Mar 2022</td> <td>58.5%</td> </tr> <tr> <td>Apr 2020 to Mar 2023</td> <td>62.6%</td> </tr> <tr> <td>Apr 2021 to Mar 2024</td> <td>66.2%</td> </tr> </tbody> </table>	Period	Coverage	Apr 2019 to Mar 2022	58.5%	Apr 2020 to Mar 2023	62.6%	Apr 2021 to Mar 2024	66.2%	<p>Better by 3.6 percentage points compared with Apr 2020 – Mar 2023</p> <p>Better by 7.7 percentage points compared with Apr 2019 – Mar 2022</p>	<p>Kirklees – 66.2% National – 69.9%</p> <p>(Apr 2021 – Mar 2024)</p>
Period	Coverage												
Apr 2019 to Mar 2022	58.5%												
Apr 2020 to Mar 2023	62.6%												
Apr 2021 to Mar 2024	66.2%												

*Annually collected measure, no updated data for quarter 2 2025/26

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Cancer screening coverage: bowel cancer*	Performance	72.6% (48,865 / 67,280) (Oct 2021 – Mar 2024)	<p>Oct 2018 to Mar 2021 Oct 2019 to Mar 2022 Oct 2020 to Mar 2023 Oct 2021 to Mar 2024</p>	<p>Worse by 1 percentage points compared with Oct 2020 – Mar 2023</p> <p>Better by 0.5 percentage points compared with Oct 2019 – Mar 2022</p>	<p>● Kirklees – 72.6% National – 71.8%</p> <p>(Oct 2021 – Mar 2024)</p>
Cancer screening coverage: cervical cancer (aged 25-49)*	Performance	69% (52,105 / 75,550) (Oct 2020 – Mar 2024)	<p>Oct 2017 to Mar 2021 Oct 2018 to Mar 2022 Oct 2019 to Mar 2023 Oct 2020 to Mar 2024</p>	<p>Same by 0 percentage points compared with Oct 2019 – Mar 2023</p> <p>Worse by 1.5 percentage points compared with Oct 2018 – Mar 2022</p>	<p>● Kirklees – 69% National – 67.5%</p> <p>(Oct 2020 – Mar 2024)</p>

*Annually collected measure, no updated data for quarter 2 2025/26

Place

Skills & Regeneration Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Occupancy rate of council business centre units rented out (per square foot).	Performance	87.57% (147,354.63 sq ft / 168,252.46 sq ft) (Q2 2025/26)	<p>Q1 2024/25 Q2 2024/25 Q3 2024/25 Q4 2024/25 Q1 2025/26 Q2 2025/26</p>	<p>Better by 0.53 percentage points compared with Q1 2025/26</p> <p>Better by 0.27 percentage points compared with Q2 2024/25</p>	No benchmarking data is available this is a locally specified measure
Unemployment Rate*	Performance	4.3% (9,800 / 231,100) (Q1 2025/26)	<p>Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p>	<p>Worse by 0.7 percentage points compared with Q4 2024/25</p> <p>Worse by 0.8 percentage points compared with Q1 2024/25</p>	<p>⬇️</p> <p>Kirklees - 4.3% Yorkshire and the Humber - 4%</p> <p>(Jul 2024 – Jun 2025)</p>
Business deaths**	Performance	450 (Q1 2025/26)	<p>Q1 2022/23 Q3 2022/23 Q1 2023/24 Q3 2023/24 Q1 2024/25 Q3 2024/25 Q1 2025/26</p>	<p>Better by 10 businesses compared with Q4 2024/25</p> <p>Better by 20 businesses compared with Q1 2024/25</p>	<p>⬇️</p> <p>Kirklees – 13 West Yorkshire – 12.4</p> <p>Business deaths per 10,000 people aged 16+</p> <p>(Apr – Jun 25)</p>

*Data taken from national dataset so there is a 6-month lag, most up to date data available is for the period Jul 24 to Jun 2025

**Data taken from national datasets, there is a 3-month lag, most up to date data available is for Apr to Jun 2025

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																								
Number of planning applications received - minor	Demand	134 (Q2 2025/26)	<table border="1"> <caption>Minor Planning Applications Received - Trend</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q4 2022/23</td><td>~145</td></tr> <tr><td>Q1 2023/24</td><td>~140</td></tr> <tr><td>Q2 2023/24</td><td>~135</td></tr> <tr><td>Q3 2023/24</td><td>~140</td></tr> <tr><td>Q4 2023/24</td><td>~142</td></tr> <tr><td>Q1 2024/25</td><td>~138</td></tr> <tr><td>Q2 2024/25</td><td>134</td></tr> <tr><td>Q3 2024/25</td><td>~128</td></tr> <tr><td>Q4 2024/25</td><td>~135</td></tr> <tr><td>Q1 2025/26</td><td>134</td></tr> <tr><td>Q2 2025/26</td><td>134</td></tr> </tbody> </table>	Quarter	Value	Q4 2022/23	~145	Q1 2023/24	~140	Q2 2023/24	~135	Q3 2023/24	~140	Q4 2023/24	~142	Q1 2024/25	~138	Q2 2024/25	134	Q3 2024/25	~128	Q4 2024/25	~135	Q1 2025/26	134	Q2 2025/26	134	<p>Static by 0 applications compared with Q1 2025/26</p> <p>Static by 0 applications compared with Q2 2024/25</p>	<p>● Kirklees - 2.9 Yorkshire and the Humber - 2.7</p> <p>Number of minor planning application decisions per 1,000 properties (Apr 24 – Mar 25)</p>
Quarter	Value																												
Q4 2022/23	~145																												
Q1 2023/24	~140																												
Q2 2023/24	~135																												
Q3 2023/24	~140																												
Q4 2023/24	~142																												
Q1 2024/25	~138																												
Q2 2024/25	134																												
Q3 2024/25	~128																												
Q4 2024/25	~135																												
Q1 2025/26	134																												
Q2 2025/26	134																												
Number of planning applications received - other	Demand	330 (Q2 2025/26)	<table border="1"> <caption>Other Planning Applications Received - Trend</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q4 2022/23</td><td>~335</td></tr> <tr><td>Q1 2023/24</td><td>~335</td></tr> <tr><td>Q2 2023/24</td><td>~340</td></tr> <tr><td>Q3 2023/24</td><td>~325</td></tr> <tr><td>Q4 2023/24</td><td>~320</td></tr> <tr><td>Q1 2024/25</td><td>~330</td></tr> <tr><td>Q2 2024/25</td><td>318</td></tr> <tr><td>Q3 2024/25</td><td>~315</td></tr> <tr><td>Q4 2024/25</td><td>~325</td></tr> <tr><td>Q1 2025/26</td><td>284</td></tr> <tr><td>Q2 2025/26</td><td>330</td></tr> </tbody> </table>	Quarter	Value	Q4 2022/23	~335	Q1 2023/24	~335	Q2 2023/24	~340	Q3 2023/24	~325	Q4 2023/24	~320	Q1 2024/25	~330	Q2 2024/25	318	Q3 2024/25	~315	Q4 2024/25	~325	Q1 2025/26	284	Q2 2025/26	330	<p>Increase by 46 applications compared with Q1 2025/26</p> <p>Increase by 12 applications compared with Q2 2024/25</p>	<p>● Kirklees – 6.6 Yorkshire and the Humber – 6.5</p> <p>Number of other planning application decisions per 1,000 properties (Apr 24 – Mar 25)</p>
Quarter	Value																												
Q4 2022/23	~335																												
Q1 2023/24	~335																												
Q2 2023/24	~340																												
Q3 2023/24	~325																												
Q4 2023/24	~320																												
Q1 2024/25	~330																												
Q2 2024/25	318																												
Q3 2024/25	~315																												
Q4 2024/25	~325																												
Q1 2025/26	284																												
Q2 2025/26	330																												

Highways, Streetscene & Waste Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																		
Percentage of street lighting faults attended within published timeframes (7 working days).	Performance	81.3% (465 / 572) (Q2 2025/26)	<table border="1"> <caption>Street Lighting Faults Attended - Trend</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q2 2022/23</td><td>~80%</td></tr> <tr><td>Q4 2022/23</td><td>~78%</td></tr> <tr><td>Q2 2023/24</td><td>~80%</td></tr> <tr><td>Q2 2023/24</td><td>~82%</td></tr> <tr><td>Q4 2023/24</td><td>~79%</td></tr> <tr><td>Q2 2024/25</td><td>81.0%</td></tr> <tr><td>Q4 2024/25</td><td>~81%</td></tr> <tr><td>Q2 2025/26</td><td>81.3%</td></tr> </tbody> </table>	Quarter	Value	Q2 2022/23	~80%	Q4 2022/23	~78%	Q2 2023/24	~80%	Q2 2023/24	~82%	Q4 2023/24	~79%	Q2 2024/25	81.0%	Q4 2024/25	~81%	Q2 2025/26	81.3%	<p>Worse by 0.5 percentage points compared with Q1 2025/26</p> <p>Better by 0.3 percentage points compared with Q2 2024/25</p>	<p>No benchmarking data is available</p>
Quarter	Value																						
Q2 2022/23	~80%																						
Q4 2022/23	~78%																						
Q2 2023/24	~80%																						
Q2 2023/24	~82%																						
Q4 2023/24	~79%																						
Q2 2024/25	81.0%																						
Q4 2024/25	~81%																						
Q2 2025/26	81.3%																						

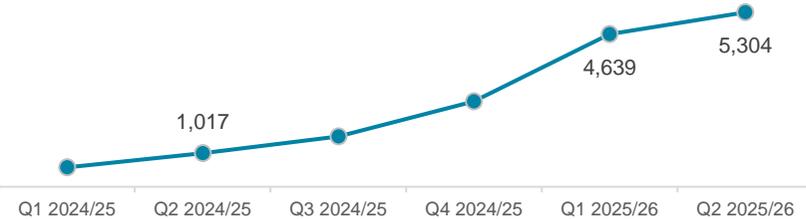
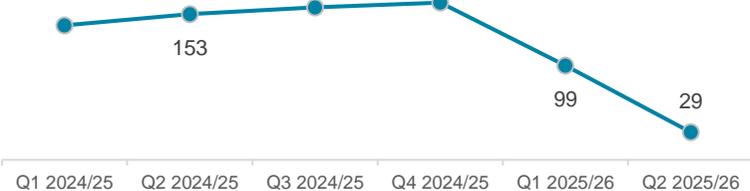
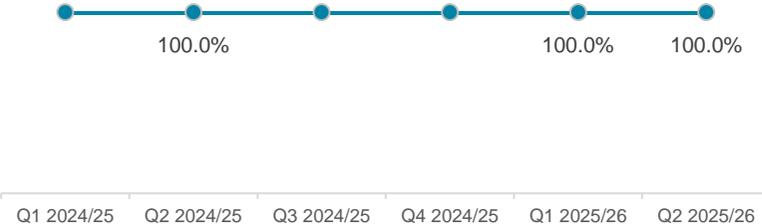
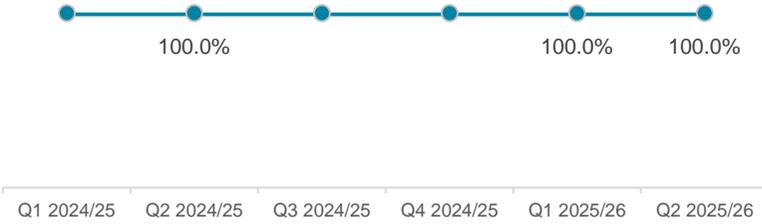
Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																
% of B and C roads that should be considered for maintenance (categorised as red and may need maintenance)*	Performance	4.8% (2024)	<table border="1"> <tr><th>Year</th><td>2020</td><td>2021</td><td>2022</td><td>2023</td><td>2024</td></tr> <tr><th>Value</th><td>~4.8%</td><td>~4.5%</td><td>2.6%</td><td>6.3%</td><td>4.8%</td></tr> </table>	Year	2020	2021	2022	2023	2024	Value	~4.8%	~4.5%	2.6%	6.3%	4.8%	<p>Better by 1.5 percentage points compared with 2023</p> <p>Worse by 2.2 percentage points compared with 2022</p>	<p>Kirklees - 4.8% Yorkshire and the Humber - 3%</p> <p>(2024)</p>				
Year	2020	2021	2022	2023	2024																
Value	~4.8%	~4.5%	2.6%	6.3%	4.8%																
% of A roads that should be considered for maintenance (categorised as red and may need maintenance)*	Performance	4.6% (2024)	<table border="1"> <tr><th>Year</th><td>2020</td><td>2021</td><td>2022</td><td>2023</td><td>2024</td></tr> <tr><th>Value</th><td>~4.8%</td><td>~4.5%</td><td>2.1%</td><td>4.9%</td><td>4.6%</td></tr> </table>	Year	2020	2021	2022	2023	2024	Value	~4.8%	~4.5%	2.1%	4.9%	4.6%	<p>Better by 0.3 percentage points compared with 2023</p> <p>Worse by 2.5 percentage points compared with 2022</p>	<p>Kirklees - 4.6% Yorkshire and the Humber - 4%</p> <p>(2024)</p>				
Year	2020	2021	2022	2023	2024																
Value	~4.8%	~4.5%	2.1%	4.9%	4.6%																
% of U roads that should be considered for maintenance (categorised as red and may need maintenance)*	Performance	28% (2024)	<table border="1"> <tr><th>Year</th><td>2020</td><td>2021</td><td>2022</td><td>2023</td><td>2024</td></tr> <tr><th>Value</th><td>~28%</td><td>~28%</td><td>28.0%</td><td>28.0%</td><td>28.0%</td></tr> </table>	Year	2020	2021	2022	2023	2024	Value	~28%	~28%	28.0%	28.0%	28.0%	<p>Same by 0 percentage points compared with 2023</p> <p>Same by 0 percentage points compared with 2022</p>	<p>Kirklees - 28% Yorkshire and the Humber - 17%</p> <p>(2024)</p>				
Year	2020	2021	2022	2023	2024																
Value	~28%	~28%	28.0%	28.0%	28.0%																
People killed or seriously injured in road traffic accidents	Performance	45 (Q2 2025/26)	<table border="1"> <tr><th>Quarter</th><td>Q2 2022/23</td><td>Q4 2022/23</td><td>Q2 2023/24</td><td>Q4 2023/24</td><td>Q2 2024/25</td><td>Q4 2024/25</td><td>Q2 2025/26</td></tr> <tr><th>Value</th><td>~48</td><td>~48</td><td>~52</td><td>~48</td><td>48</td><td>~45</td><td>45</td></tr> </table>	Quarter	Q2 2022/23	Q4 2022/23	Q2 2023/24	Q4 2023/24	Q2 2024/25	Q4 2024/25	Q2 2025/26	Value	~48	~48	~52	~48	48	~45	45	<p>Worse by 3 accidents compared with Q1 2025/26</p> <p>Better by 3 accidents compared with Q2 2024/25</p>	<p>Kirklees - 52 Yorkshire and the Humber - 60.4</p> <p>Number of people killed or seriously injured in road traffic accidents per 100,000 population (2023)</p>
Quarter	Q2 2022/23	Q4 2022/23	Q2 2023/24	Q4 2023/24	Q2 2024/25	Q4 2024/25	Q2 2025/26														
Value	~48	~48	~52	~48	48	~45	45														

*Annually collected measures, there is a 12 month lag in data reporting

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of household waste sent for reuse, recycling or composting (Ex NI192)*	Performance	25.8% (41,042 / 158,826) (2023/24)		<p>Worse by 0.2 percentage points compared with 2022/23</p> <p>Worse by 1.1 percentage points compared with 2021/22</p>	<p>Kirklees – 25.8% Yorkshire and the Humber - 41% (2023/24)</p>
Residual household waste per household (kg/household) (Ex NI191) *	Performance	611.8 (2023/24)		<p>Worse by 12.1 Kg per household compared with 2022/23</p> <p>No comparison data available for 2021/22</p>	<p>Kirklees - 611.8 Bradford - 593.2 Calderdale - 489.9 Leeds - 530.5 Wakefield - 482.9 (2023/24)</p>
Parking income.	Performance	£1,430,089 (Q2 2025/26)		<p>Better by £147,721 compared with Q1 2025/26</p> <p>Better by £174,890 compared with Q2 2024/25</p>	<p>No benchmarking data is available</p>

*Annually collected measures, most up to date data provided for 2023/24

Homes & Neighbourhoods Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of closed damp, mould and condensation cases	Demand	5,304 (Q2 2025/26)		<p>Increase by 665 cases compared with Q1 2025/26</p> <p>Increase by 4,287 cases compared with Q2 2024/25</p>	No benchmarking data is available
Average length of open damp, mould and condensation cases (in days)	Performance	29 (Q2 2025/26)		<p>Better by 70 cases compared with Q1 2025/26</p> <p>Better by 124 cases compared with Q2 2024/25</p>	No benchmarking data is available
Proportion of homes for which all required fire risk assessments have been carried out.	Performance	100% (Q2 2025/26)		<p>Same by 0 percentage points compared with Q1 2025/26</p> <p>Same by 0 percentage points compared with Q2 2024/25</p>	No benchmarking data is available
Percent of Fire risk assessments carried that were due to be carried out.	Performance	100% (770 / 770) (Q2 2025/26)		<p>Same by 0 percentage points compared with Q1 2025/26</p> <p>Same by 0 percentage points compared with Q2 2024/25</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Percentage of fire risk assessments reported to the regulator that are outstanding.	Performance	0% (Q2 2025/26)	<p>0.0% 0.0% 0.0%</p>	<p>Same by 0 percentage points compared with Q1 2025/26</p> <p>Same by 0 percentage points compared with Q2 2024/25</p>	No benchmarking data is available
Proportion of emergency responsive repairs completed within timescale.	Performance	95.82% (12,676 / 13,229) (Q2 2025/26)	<p>95.80% 95.98% 95.82%</p>	<p>Worse by 0.16 percentage points compared with Q1 2025/26</p> <p>Better by 0.02 percentage points compared with Q2 2024/25</p>	No benchmarking data is available
Number of disabled facilities grants (DFG) adaptations referrals	Demand	846 (Q2 2025/26)	<p>894 900 846</p>	<p>Decrease by 54 referrals compared with Q1 2025/26</p> <p>Decrease by 48 referrals compared with Q2 2024/25</p>	No benchmarking data is available
Number of households on the disabled facilities grants (DFG) adaptations waiting list	Demand	693 (Q2 2025/26)	<p>646 826 693</p>	<p>Decrease by 133 households compared with Q1 2025/26</p> <p>Increase by 47 households compared with Q2 2024/25</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark																																	
Average wait time for a disabled facilities grants (DFG) assessment of need for all tenures (weeks)	Performance	19 (Q2 2025/26)	<table border="1"> <caption>Trend Data for Average wait time for a disabled facilities grants (DFG) assessment of need for all tenures (weeks)</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2023/24</td><td>18</td></tr> <tr><td>Q2</td><td>2023/24</td><td>18</td></tr> <tr><td>Q3</td><td>2023/24</td><td>16</td></tr> <tr><td>Q4</td><td>2023/24</td><td>16</td></tr> <tr><td>Q1</td><td>2024/25</td><td>15</td></tr> <tr><td>Q2</td><td>2024/25</td><td>13</td></tr> <tr><td>Q3</td><td>2024/25</td><td>17</td></tr> <tr><td>Q4</td><td>2024/25</td><td>17</td></tr> <tr><td>Q1</td><td>2025/26</td><td>16</td></tr> <tr><td>Q2</td><td>2025/26</td><td>19</td></tr> </tbody> </table>	Quarter	Year	Value	Q1	2023/24	18	Q2	2023/24	18	Q3	2023/24	16	Q4	2023/24	16	Q1	2024/25	15	Q2	2024/25	13	Q3	2024/25	17	Q4	2024/25	17	Q1	2025/26	16	Q2	2025/26	19	<p>Worse by 3 weeks compared with Q1 2025/26</p> <p>Worse by 6 weeks compared with Q2 2024/25</p>	No benchmarking data is available
Quarter	Year	Value																																				
Q1	2023/24	18																																				
Q2	2023/24	18																																				
Q3	2023/24	16																																				
Q4	2023/24	16																																				
Q1	2024/25	15																																				
Q2	2024/25	13																																				
Q3	2024/25	17																																				
Q4	2024/25	17																																				
Q1	2025/26	16																																				
Q2	2025/26	19																																				
Average wait time to deliver disabled facilities grants (DFG) adaptations for all tenures (days)*	Performance	380 (Q1 2025/26)	<table border="1"> <caption>Trend Data for Average wait time to deliver disabled facilities grants (DFG) adaptations for all tenures (days)*</caption> <thead> <tr> <th>Quarter</th> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2023/24</td><td>375</td></tr> <tr><td>Q2</td><td>2023/24</td><td>375</td></tr> <tr><td>Q3</td><td>2023/24</td><td>370</td></tr> <tr><td>Q4</td><td>2023/24</td><td>365</td></tr> <tr><td>Q1</td><td>2024/25</td><td>344</td></tr> <tr><td>Q2</td><td>2024/25</td><td>340</td></tr> <tr><td>Q3</td><td>2024/25</td><td>365</td></tr> <tr><td>Q4</td><td>2024/25</td><td>365</td></tr> <tr><td>Q1</td><td>2025/26</td><td>380</td></tr> </tbody> </table>	Quarter	Year	Value	Q1	2023/24	375	Q2	2023/24	375	Q3	2023/24	370	Q4	2023/24	365	Q1	2024/25	344	Q2	2024/25	340	Q3	2024/25	365	Q4	2024/25	365	Q1	2025/26	380	<p>Worse by 15 days compared with Q4 2024/25</p> <p>Worse by 36 days compared with Q1 2024/25</p>	No benchmarking data is available			
Quarter	Year	Value																																				
Q1	2023/24	375																																				
Q2	2023/24	375																																				
Q3	2023/24	370																																				
Q4	2023/24	365																																				
Q1	2024/25	344																																				
Q2	2024/25	340																																				
Q3	2024/25	365																																				
Q4	2024/25	365																																				
Q1	2025/26	380																																				

*Most up to date data available at time of producing the report

Development Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of households in B&B temporary accommodation.	Demand	115 (Q2 2025/26)		<p>Decrease by 19 households compared with Q1 2025/26</p> <p>Decrease by 103 households compared with Q2 2024/25</p>	<p>Kirklees - 47.6% Yorkshire and the Humber - 37.9%</p> <p>% of households in B&B temporary accommodation (Q4 2023/24)</p>
Number of applicants on Housing Register	Demand	21,618 (Q2 2025/26)		<p>Increase by 112 applications compared with Q1 2025/26</p> <p>Increase by 2,446 applications compared with Q2 2024/25</p>	No benchmarking data is available
Total Market Homes Delivered*	Performance	1,204 (2023/24)		<p>Better by 219 homes delivered compared with 2022/23</p> <p>Better by 183 homes delivered compared with 2021/22</p>	No benchmarking data is available

*Annually collected measure, most up to date data available

Environmental Strategy & Climate Change Measures

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Average cost per child accessing home to school transport for the quarter	Performance	£937 (Q2 2025/26)		<p>Worse by £93 per child within the quarter compared with Q1 2025/26</p> <p>Better by £136 per child within the quarter compared with Q2 2024/25</p>	DfT are looking at collecting data nationally next year
Percent of Councillor enquires (across the whole Council) responded to within timeframe	Performance	92% (1,814 / 1,972) (Q2 2025/26)		<p>Worse by 1 percentage points compared with Q1 2025/26</p> <p>Same by 0 percentage points compared with Q2 2024/25</p>	No benchmarking data is available
Number of Councillor enquires received across the whole Council	Demand	1,972 (Q2 2025/26)		<p>Increase by 141 enquires delivered compared with Q1 2025/26</p> <p>Increase by 255 enquires delivered compared with Q2 2024/25</p>	No benchmarking data is available

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark
Number of Hackney carriage and private hire licenses	Demand	1,406 (Q2 2025/26)		<p>Increase by 89 licenses compared with Q1 2025/26</p> <p>Increase by 285 licenses compared with Q2 2024/25</p>	<p>◆ Kirklees - 8.1 West Yorkshire - 8.1</p> <p>Total licensed vehicles (Taxis, Private Hire Vehicles (PHVs)) per 1,000 people aged 16+ (Apr-2024)</p>
Number of noise pollution complaints	Demand	979 (Q2 2025/26)		<p>Increase by 52 complaints compared with Q1 2025/26</p> <p>Decrease by 21 complaints compared with Q2 2024/25</p>	<p>◆ Kirklees – 8.2 Yorkshire and the Humber – 8.1</p> <p>Rate of complaints about noise per 1,000 population (2020/21)</p>
Food hygiene percent of premises rated 4 stars	Performance	19.25% (692 / 3,593) (End of Q2 2025/26)		<p>Worse by 0.4 percentage points compared with the end of Q1 2025/26</p> <p>Worse by 1.2 percentage points compared with the end of Q2 2024/25</p>	<p>No benchmarking data is available</p>

Measure	Measure Type	Latest value	Trend	Latest value comparison	Benchmark														
Food hygiene percent of premises rated 5 stars	Performance	71.36% (2,564 / 3,593) (End of Q2 2025/26)	<table border="1"> <caption>Food Hygiene Performance Trend</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2024/25</td> <td>69.0%</td> </tr> <tr> <td>Q2 2024/25</td> <td>70.9%</td> </tr> <tr> <td>Q3 2024/25</td> <td>71.4%</td> </tr> <tr> <td>Q4 2024/25</td> <td>71.4%</td> </tr> <tr> <td>Q1 2025/26</td> <td>71.4%</td> </tr> <tr> <td>Q2 2025/26</td> <td>71.4%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2024/25	69.0%	Q2 2024/25	70.9%	Q3 2024/25	71.4%	Q4 2024/25	71.4%	Q1 2025/26	71.4%	Q2 2025/26	71.4%	<p>Better by 0.5 percentage points compared with the end of Q1 2025/26</p> <p>Better by 2.4 percentage points compared with the end of Q2 2024/25</p>	No benchmarking data is available
Quarter	Percentage																		
Q1 2024/25	69.0%																		
Q2 2024/25	70.9%																		
Q3 2024/25	71.4%																		
Q4 2024/25	71.4%																		
Q1 2025/26	71.4%																		
Q2 2025/26	71.4%																		
Carbon dioxide equivalent (CO2e) emissions for the District (measured in kilotonnes of carbon dioxide equivalent (KT CO2e))*	Performance	1,945 (2021)	<table border="1"> <caption>Carbon Dioxide Equivalent Emissions Trend</caption> <thead> <tr> <th>Year</th> <th>KT CO2e</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>2,023</td> </tr> <tr> <td>2020</td> <td>1,806</td> </tr> <tr> <td>2021</td> <td>1,945</td> </tr> </tbody> </table>	Year	KT CO2e	2019	2,023	2020	1,806	2021	1,945	<p>Better by 139 KT CO2e compared with 2020</p> <p>Worse by 78 KT CO2e compared with 2019</p>	<p>Kirklees – 1809</p> <ul style="list-style-type: none"> ● Bradford – 2009 ● Calderdale - 965.8 ● Wakefield – 1994.8 <p>CO2e emissions for the District (KT CO2e)</p> <p>(2022)</p>						
Year	KT CO2e																		
2019	2,023																		
2020	1,806																		
2021	1,945																		

*Annually collected measure, most up to date data available

This page is intentionally left blank

Appendix A - Transformation Portfolio Q2 performance update for Cabinet and OSMC (Dec 25)

Purpose of Report

The purpose of this report is to provide an update on the council's Transformation Portfolio for Quarter 2 as a part of the wider Q2 2025/26 Council Plan and Performance Update report. The Transformation Portfolio is the council's strategic programme of change, bringing together a range of programmes and initiatives that are designed to deliver the ambitions set out in the Council Plan.

The portfolio aims to modernise services, improve efficiency, and ensure the council is equipped to meet current and future challenges. Through its work, the Transformation Portfolio seeks to:

- Deliver the priorities and commitments outlined in the Council Plan,
- Improve outcomes for residents, communities and the organisation,
- Foster a culture of innovation and continuous improvement,
- Enhance customer experience and service delivery,
- Achieve better value for money.

1. Executive Summary

This element of the Q2 Council Plan and Performance Update report outlines progress to date, highlights key achievements and challenges, and sets out the next steps for the council's transformation portfolio. The report is intended to support effective oversight, and assurance by the Cabinet and will also be shared with the Overview and Scrutiny Management Committee (OSMC) enabling the committee to hold the council to account for the delivery of its transformation ambitions.

Directorate: Adults & Health

The Adults Change Programme has sustained a Red RAG status this quarter. £3.02m in savings have been achieved through changes in practice ensuring our residents achieve positive adult social care outcomes that maximise their independence. Whilst project targets remain broadly in line with expectations, a proportion of financial benefit realisation is now anticipated to slip into 2026/27. The risk profile has increased due to additional pressures—particularly resourcing constraints resulting in delays to some projects and risks linked to stakeholder engagement. Continued close monitoring, phased delivery, and strengthened engagement strategies are being implemented to maintain progress.

Work to shape the future of integrated neighbourhood health is progressing well, with strong collaboration across our regional partnership and national engagement through

the Neighbourhood Health Implementation Programme. The Model Region Blueprint now provides clarity on regional roles, core functions, and activities. The ICB is co-designing future arrangements with the regional NHSE and remains focused on its strategic commissioning role, supported by new good practice guides for SEND, safeguarding, continuing healthcare, and medicines management.

Key developments include:

- Provider partnerships in each place to deliver services by April 2027 or earlier.
- Continued provider collaboratives for acute, mental health/learning disability, and community services across West Yorkshire.
- Place-based arrangements evolving beyond ICB governance, with local authorities and Health and Wellbeing Boards playing a formal role in neighbourhood health plans.
- Strengthened partnership with the West Yorkshire Combined Authority.

Next steps include finalising discussions with NHSE on our 30 May submission regarding future design and any required changes.

Directorate: Children & Families

The SEND Transformation Programme remains at a sustained Red status to reflect the significant financial challenges which exist in this area. However, there has been positive movement, with NHS England and the DfE formally signing off the Big Plan 3 and commending the approach. Compliance rates for EHCPs remain above the national average, though continued focus is needed to maintain and improve performance.

Corporate Parenting has maintained a Green status, reflecting good progress across all workstreams. Some milestones are Amber due to timescales, but overall delivery is on track.

The Sufficiency programme is Amber, reflecting the progress in increasing family-based placements and developing new children's homes, alongside ongoing foster carer recruitment. 75% of our children looked after are now living in family-based settings.

Directorate: Place

The Homes & Neighbourhoods (H&N) programme has sustained an Amber status. The Cx system is now live and key workstreams are progressing, but resourcing and timeline pressures persist, particularly in phase 2 of the Cx project and the Total Repairs system upgrade.

Asset Transformation and Waste programmes' RAG status are both Amber, reflecting continued positive progress but also delays due to external factors such as market conditions and the timing of funding announcements.

The Asset Transformation programme's benchmarking exercise is complete, but final report sign-off is delayed. Whilst the final benchmarking report is being refined, potential programme activity is being identified and will be shared with the SRO and Exec Sponsors. This is expected to focus on improvements to asset data (to support data-informed decision making), strengthening of cross-council governance for asset management decision making, and clarification of current roles and responsibilities.

OSAMS and Fleet programmes have sustained Amber status, with positive progress on procurement and process mapping, though resource pressures and system issues are being managed. Passenger Travel remains Red, reflecting ongoing significant risks and a likely year-end overspend due to increased service demand.

Directorate: Public Health & Corporate

Digital Transformation programme is newly established, with the programme in early mobilisation and all core foundations in place. This period saw the publication of the Digital Review specification finalised, tender launched, and evaluations completed to progress the award of the external Digital Review.

Customer and Access, Temporary Accommodation, ERP Replacement, and CCTV programmes RAG profiles remain Amber, reflecting ongoing delivery with some challenges around costs, operational stability, and timelines. The Temporary Accommodation programme, for example, has seen reductions in the no. households in Temporary Accommodation but not in overall costs, prompting a finance review.

Contract Management RAG status remains Green, with good progress on the development of training resources and register management.

2. Information required to take a decision N/A

3. Implications for the Council

3.1 Council Plan

- The Transformation Portfolio is one of the council's main vehicles for delivering the Council Plan.
- All programmes and projects are aligned with the Council Plan's priorities for 2025/26.
- The Portfolio covers Adult & Health, Children & Families, Place, and Public Health & Corporate.
- Key programmes include Adult Change, SEND Transformation, Homes & Neighbourhoods, Waste Transformation, and Digital Transformation.
- Each programme supports the Council Plan's aims: modern services, improved outcomes, and financial sustainability.
- Cross-service projects (e.g., Customer & Access, Contract Management, ERP Replacement) drive joined-up and efficient services.
- Progress is reviewed regularly, with clear priorities and escalation routes.
- The Portfolio ensures the Council Plan's ambitions are translated into action and measurable results for residents and the organisation.

3.2 Financial Implications

- The Transformation Portfolio is central to delivering the council's financial strategy and medium-term plan.
- Programmes within the portfolio are designed to achieve savings, improve efficiency, and ensure value for money.
- Financial performance is monitored at Directorate and programme level, with regular reporting and oversight.

- Risks and pressures are managed at Directorate and programme level, and any significant variances are escalated through established governance.
- The portfolio approach enables the council to align investment and savings with its strategic priorities.

3.3 Legal Implications

- Legal considerations are assessed and managed at the programme level within the Transformation Portfolio.
- Each programme is responsible for identifying and addressing relevant legal requirements.
- Any significant legal risks or issues are escalated through established governance arrangements.

3.4 Climate Change and Air Quality

- Climate change and air quality implications are considered at the programme level within the Transformation Portfolio.
- Each programme is responsible for assessing and managing its impact on climate and air quality.
- Any significant risks or opportunities are escalated through established governance arrangements.

3.5 Risk, Integrated Impact Assessment (IIA) or Human Resources

Risk

- Risks are identified and managed at the programme level within the Transformation Portfolio.
- Each programme is responsible for assessing and mitigating its own risks.
- Significant risks are escalated through established governance arrangements.
- Portfolio oversight ensures that key risks are monitored and addressed across all transformation activity.
- Programmes and the Portfolio Team work collaboratively with corporate risk colleagues where appropriate to ensure alignment with the Council's overall risk management framework and to support effective identification, escalation, and mitigation of strategic risks.

Integrated Impact Assessment (IIA)

- IIAs are completed and managed at the programme level within the Transformation Portfolio where required.
- Each programme is responsible for assessing its impact, including equality, climate, and other relevant considerations.
- Any significant findings or risks are escalated through established governance arrangements.

Human Resources

- Human Resources considerations are addressed at the programme level within the Transformation Portfolio.
- Each programme is responsible for identifying and managing workforce implications, including staffing, skills, capacity, and organisational change.

- Where relevant, programmes work in partnership with HR colleagues to ensure alignment with workforce policies, procedures, and strategic priorities.

4. Consultation

- Consultation activities are planned and managed at the programme level within the Transformation Portfolio.
- Each programme is responsible for ensuring appropriate consultation with stakeholders and service users.
- Any significant findings or issues arising from consultation are escalated through established governance arrangements.
- Portfolio oversight ensures that consultation informs decision-making across all transformation activity.

5. Engagement

- Engagement with staff, partners, and communities is coordinated at the programme level.
- Each programme identifies and implements suitable engagement approaches to support delivery and change.
- Key engagement outcomes and challenges are reported through portfolio governance.
- This approach ensures that transformation activity is shaped by those it affects and remains responsive to feedback.

6. Next steps and timelines

- **Regular Transformation portfolio performance updates will be provided. The next update will be Q4 25/26.**

7 Contact officer

Clair Ashurst-Bagshaw, Head of Transformation and Culture Change
Clair.Ashurst-Bagshaw@kirklees.gov.uk

8 Background Papers and History of Decisions

5th March 2025, Full Council approval of the Council Plan:

[Public Report Pack - 05 March 2025, Council meeting](#)

9 Appendices

Transformation Portfolio Q2 performance summary

10 Service Director responsible

Andy Simcox, Service Director for Strategy and Innovation
Andy.Simcox@kirklees.gov.uk

This page is intentionally left blank



Transformation Priorities

Update for Cabinet / OSMC

December 2025

	Adult & Health	Children & Families	Place	Public Health & Corporate
1	Adult Change Programme phase 2 – delivering adult social care 25/26 savings	SEND Transformation Programme & Safety Valve	Homes & Neighbourhoods	Temporary Accommodation & B&B Transformation **
			Assets Transformation	Customer & Access Programme **
2	ICB Changes To start reporting from October 2025	Corporate Parenting *	Waste Transformation	Contract Management
		Sufficiency	Council-wide Fleet Strategy and Service**	ERP Replacement Project **
			OSAMS	CCTV
			Passenger Travel **	Digital Transformation**

PRIORITY KEY

- 1 Corporate level programmes High priority 6-weekly
- 2 Corporate level programmes Moderate priority 12-weekly

KEY

- * Reviewed regularly with the view of escalating / deescalating priorities as necessary
- ** Cross-service programmes

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To ensure that our residents experience good adult social care outcomes that maximise independence within the resources available and in line with the Vision for Adult Social Care and the ability to mitigate external pressures such as the impact of reform and increases in demand.	RED « « » »	The overall programme status is red (sustained position) due to a combination of delivery and financial risks. While £3.02m savings have been achieved to date and all projects have quantified targets broadly in line with expectations, there is uncertainty around the timing of benefit realisation, with some slippage anticipated into 2026/27. Finance is progressing a month 6 update which will profile the anticipated benefits and provide additional clarity. Additional pressures include resourcing constraints, delays to the Gross Payments project, and risks linked to provider engagement and market stability. These factors collectively elevate the overall risk profile, requiring continued close monitoring, phased delivery, and strengthened engagement strategies to maintain progress.

Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	£3.02m achieved to date (£12.069m target 25/26), through improvements to practice for new and existing service users. Savings have been quantified for all projects and are broadly in line with targets, however, there remains uncertainty around timing of financial benefit realisation (e.g. slippage into 26/27). Forecasted savings from the improvements to the Shared Lives service are being reported as mostly unachievable in the 25/26 financial year, mitigating actions are being explored to address the variance. Programme board approved the updated Fees and Top-ups scope (7 th Nov), the new approach will establish a short-term residential assessment scheme for individuals who are at risk of entering a high-cost placement, following viability concerns of the original proposal.
Stakeholders	Stakeholder identification and engagement is ongoing. There is a notable risk that proposed changes may be met with concern from care providers and impact market stability; this will be managed through proactive, sensitive communication and engagement strategies.
Schedule	Progress continues across the programme, schedule pressures and delays are evident in all workstreams, creating risk to delivery timelines. Specifically, the Gross Payments project cannot meet its original completion date and will adopt a phased approach completing by June 2026. Respite and Day Opportunities frameworks are delayed due to outcome of testing. Four revised milestones were missed, Financial Assessments and Debt Recovery, due to external dependencies/system issues, though completion remains on track for end of December 2025 (project due to transition into Business-as-Usual end of October).
Resourcing	Recruitment delays (particularly CFA and Commissioning roles) and capacity gaps in Shared Lives assessments and Direct Payments have impacted progress. External dependencies have compounded pressures (Direct Payment card provider). While mitigations include phased delivery and revised scopes, resourcing remains a critical risk to achieving milestones and realising benefits on schedule.
Budget	Transformation Reserve funding has been allocated in 25/26 to support the resourcing of this significant change programme for the council.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

No escalations to ELT in this period

Escalation audience

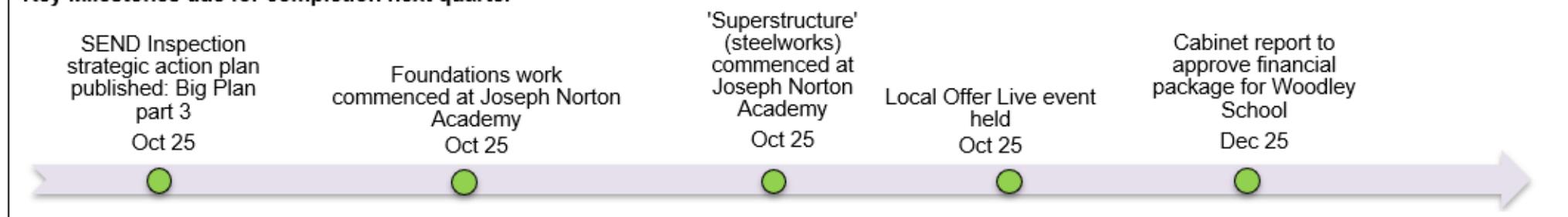
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
<p>Ensure we are getting things right, have enough of the right stuff and manage need within a context of system ownership.</p> <p>Outcomes are - Our young people are educated in Kirklees; Children have the best possible start in life & achieve their potential; Children and families are supported at the earliest opportunity; Our young people have a consistent and inclusive offer; Educational outcomes + Whatever our young people are interested in – We want them to excel.</p>	<p>RED « « » »</p>	<p>The overall programme status is rated red (sustained position) due to the fact that, while significant systemic work continues to be undertaken, resulting in a range of milestones being successfully achieved, there are still significant financial pressures and work to undertake. NHS England/DfE have now formally signed off Big Plan 3 and accepted it as a response to the SEND inspection Areas For Improvement, providing positive feedback and citing it as an example of best practice.</p>

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Feedback from DfE and other key sources is that we are doing all the right things to deliver change and deliver outcomes. However, some outcomes / benefits will not be realised for some time due to the volume / complexity of the work. This means a red rag rating until we are further along the programme and can see further benefits being realised.
Stakeholder	Significant work has been undertaken with stakeholders, including our Parent Carer Forum, to ensure co-production with joint benefits are delivered. Further work across the system is being developed. Further work has been developed in relation SEND inspection areas for improvement.
Schedule	We are largely where we expected to be at this time. However, much work, including complexities around changing the system, are to be navigated before a confident green status can be communicated.
Resourcing	While resources are largely in place to deliver the work, there are some pressures in terms of specialist resources to support the programme alongside business-as-usual activities. However, there are mitigations being put in place to address these specific resource gaps.
Budget (if applicable)	The size of the overspend and related challenges mean that until further capability and benefits are delivered, the impact is anticipated to be a levelling off of spend rather than significant reduction in the short term.

Key Milestones due for completion next quarter



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

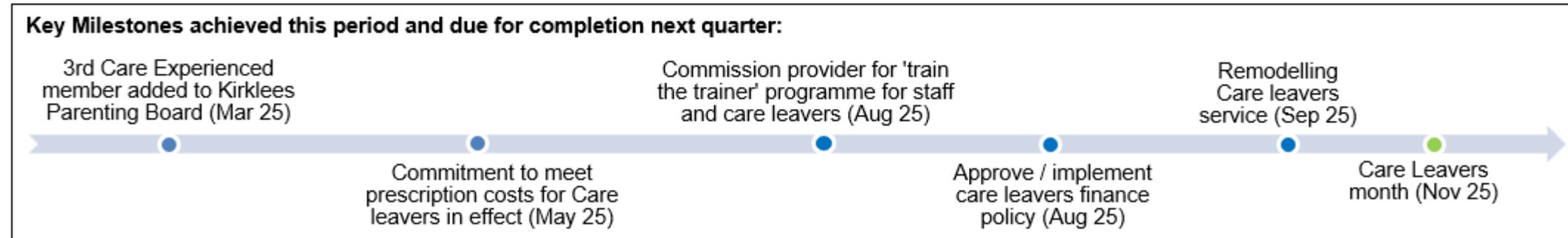
There are no escalations for this period	
--	--

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To continuously improve our Kirklees Parenting arrangements through a focus on four broad priorities: A strong and committed partnership; Collective support for children in care and leavers; Maximising partnership resources; and Clear outcome-focused policies and procedures.	GREEN ◀◀ ▶▶	The overall programme status is rated Green (sustained position) due to the four workstreams making significant progress since the start of this work. The current priority focus is the fourth workstream (outcome-focused policies and procedures) which is rated Amber due to the ongoing work and the timescales assigned to projected milestones, improvements and remodelling of service structures due by September 2025. In addition, within the second workstream (collective support) a need to focus on our Education, Training and Employment and lifelong learning support for children in care and care leavers, progress at pace, was identified at the July partnership board.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	The overall outcome for delivering the planned change in our corporate parenting governance and delivery remain on target and are progressing in line with planned activity. Where delayed milestones have been identified action has been agreed and taken to remedy.
Stakeholder	Delivery requires commitment from internal council departments and external partners, with on-going cross departmental support key to our Priority 1 workstream. Continuing support through our Board is required to ensure buy-in and cross-council to support for apprenticeships, work experience and other opportunities for care experienced young adults, and where appropriate specific standards of service access and priority.
Schedule	The overall project has delivered planned outcomes to date with minimal delays to planned implementation dates. Current revised milestones are identified and on target
Resourcing	Costs identified for improvement to services structures have been identified within existing resources and work in ongoing to implement
Budget (if applicable)	The programme includes the review and revision of finance policies and procedure regarding eligibility and entitlements to financial support for care leavers. Technically un-resourced, contingency has been made to resource this previous pressure from within the 25/26 service budget.



Item for escalation/consideration and outcome required	Escalation audience (Programme/DCB/ ELT)
There are no escalations in this period	ELT

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
<p>The programme's overall aim is to ensure there are enough of the right type of homes within Kirklees to meet all our looked after children's needs and that these homes are affordable within the Children's Sufficiency Service Budget.</p> <p>Key outcomes of the programme are:</p> <ul style="list-style-type: none"> • Children and young people will live locally with carers that can meet their needs. • Children and young people will live in stable homes. • Children and young people will have access to the support they need to maintain a safe and stable home. • Care leavers will have access to a variety of housing options that meets their needs. 	<p>AMBER</p> <p>New</p>	<p>The overall programme rating is amber due to good progress having been made, but challenges remaining around providing local homes for our looked after population and ongoing stability for children. Key areas of progress include reaching 75% of our children looked after living in family-based settings, the purchase of a new 2 bedded children's home and improvements to our partnership approach to the marketing and recruitment of new foster carers.</p>

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Overall good progress has been made towards meeting the outcomes of the programme, however there are still challenges to realising the full ambitions of the programme
Stakeholders	While overall stakeholder engagement in the programme is good, there are some challenges around stakeholders being able to prioritise activity required to meet deadlines
Schedule	Some key milestones have been delayed due to resourcing issues (e.g. opening of Woodlands due to lack of fire door availability)
Resourcing	While resources are generally in place across the programme, there are some additional areas of work that have been identified where resources to drive activity have not yet been agreed.
Budget (if applicable)	There continues to be significant financial pressures relating to young children placed in external and unregulated residential placement settings. Mitigating actions to address these sufficiency pressures are however being implemented.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

No escalations for this period

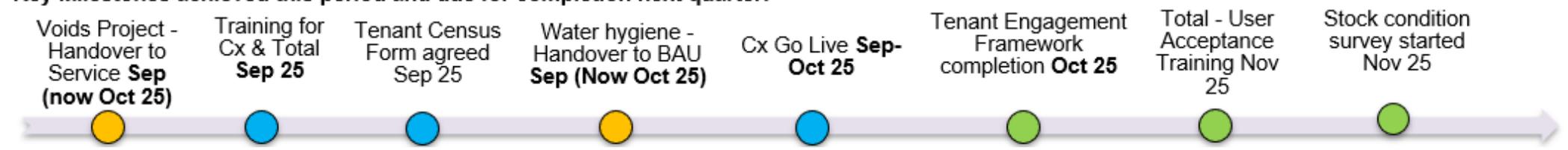
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
The Service Improvement Programme consists of three core workstreams (Assets and Building Safety; Housing Management; and Technology, Data and Systems) and is focused on delivering the following objectives: Satisfied tenants; Tenant centred culture; Regulatory compliance; Collaborative workforce; Fully integrated service; Balanced budget; Intelligence led; Safe homes; Quality homes.	AMBER « « » »	The overall programme status is rated Amber (sustained position) due to resourcing and timeline pressures within Cx phase two and Total within both the business and corporate enablement services which will remain for the life cycle of each project. A phase two plan for CX will be submitted to the IT Systems Implementation and Data Board in November setting out modules, resourcing and timeline.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	The Cx system is now live and on schedule. Further scoping will commence to determine the requirements for phase 2 of the project. Outcomes for other projects and workstreams are mostly on track however timelines and resourcing remain tight, posing an ongoing risk to benefit realisation. Within the Assets and Building Safety workstream the Legionella assessment activity is now 99.18% complete
Stakeholder	A new Tenant Engagement workstream has commenced with the delivery of a new Tenant Engagement framework. There has been a great deal of collaborative effort to enable the Cx system to launch. This has included a number of manual mitigations needing to be initiated which has resulted in temporary resource pressures for staff. There have been a number of absences of key personnel delivering technical aspects of the Cx project which has meant wider IT resource has had to be re-prioritised to work on Cx creating pressures on other projects within the service.
Schedule	The Cx system is now live and on schedule. Although all projects are on track for completion, the timelines remain tight. Delays in committing a capital budget to the purchase of PDA devices to enable UAT in the Total project have put the timeline at risk.
Resourcing	This remains as an amber risk as there is reliance on the reliability of external contractor resourcing, particularly in relation to the Assets and Building Safety workstream, as well as staff absences and skills gaps requiring project leads to absorb additional duties. Balanced with the tight schedule for delivery, this remains an ongoing risk.
Budget (if applicable)	All projects are within budget.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

To note - The Cx system is now live which is a significant achievement and is the result of a great collaborative effort across teams and services.	Escalation audience (Programme/DCB/ ELT) ELT
---	--

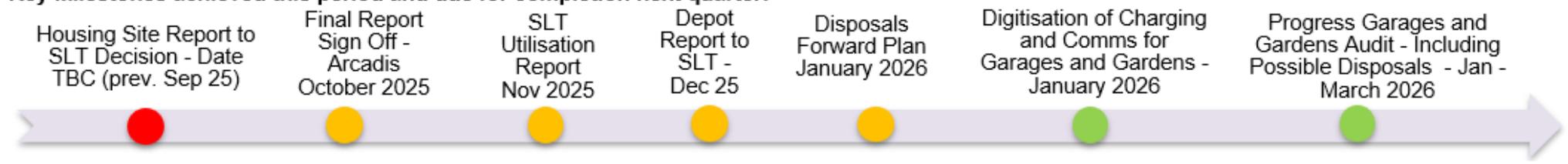
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
Transformation of the current Strategic Asset and Corporate Landlord areas to meet the Council’s current and future property needs in respect to Facilities and Estates Management including Strategy. 3 Key Deliverables aligned to this aim are: <ol style="list-style-type: none"> 1. Commissioning of an external Benchmarking Exercise 2. Asset Disposal Programme 3. Asset Utilisation Activity 	<<< >>> AMBER	The overall programme status is rated Amber (sustained position) due to the disposal activity progressing well, with a forward plan due to be completed in late October, the benchmarking exercise being completed except for the sign-off of the final report, and key asset utilisation activity (e.g. Parks depot review and Central Office Accommodation review) is progressing, however not at pace. The status also reflects the current key risks to realising asset disposals outcomes that rely on many internal and external factors.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Overall status is Amber, as whilst confidence is currently high that income targets are achievable, risks in relation to the market remain. Benchmarking is nearing completion and Key Asset Utilisation projects are progressing albeit still at early stages. Works with Parks to combine South Depots are awaiting the Capital Bid Outcomes, Office Accommodation utilisation is being compiled across 5 key sites.
Stakeholder	Limited engagement has taken place with the benchmarking exercise working around the draft report. Positive market engagement with disposals evidenced at recent auctions (Sep 25 most recent).
Schedule	Disposals process on track, Utilisation Monitoring underway, final benchmarking report to be signed off. Whilst the final benchmarking report is being refined, potential programme activity is being identified and will be shared with the SRO and Exec Sponsors. This is expected to focus on improvements to asset data (to support data-informed decision making), strengthening of cross-council governance for asset management decision making, and clarification of current roles and responsibilities.
Resourcing	Resource issues are apparent in all areas of the programme, however these can currently be managed within the teams, though it is important that BSO vacancies are filled soon. Although the Benchmarking exercise is almost complete, there will be a pressure on Senior Management Team to support the development of a new Asset Transformation Programme once report has been signed off.
Budget (if applicable)	There continues to be a revenue budget pressure (based on budget monitoring reports), ongoing monitoring and dialogue is taking place with finance colleagues to ensure management within the overall budget.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

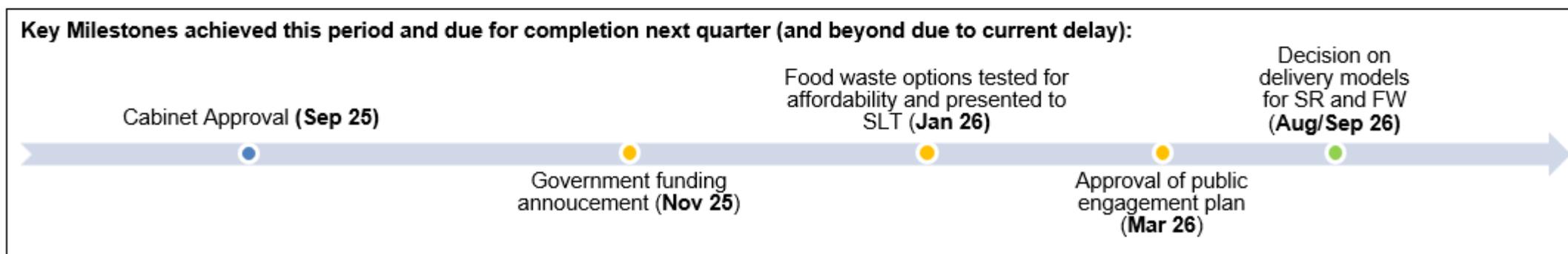
Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
The implementation of Simpler Recycling (SR) legislation, including new materials and food waste (FW).	Amber «« »»	The overall programme status is rated Amber (sustained position) due to the delay in the announcements of the amount of food waste 'no new net burdens' funding, which is now due in November 2025. This has meant that options for food waste delivery cannot be tested for affordability and delayed the governance timeline to a decision in Summer 2026. The cabinet decision in September 2025 confirmed the council's future compliance, which allows the procurement of the Integrated Resource and Waste Management Service (main waste management contract) to begin.

RAG Status Indicator	Rationale for RAG status
Outcome (including Savings Targets)	Cabinet approved the service to move forward with creating options for both dry mixed materials and food waste delivery, starting in 2028.
Stakeholder	Initial governance and stakeholder engagement complete for dry mixed recycling, food waste stakeholder engagement has begun but has been paused awaiting Government funding announcement.
Schedule	Delay in funding announcement has meant to that food waste governance has been pushed to Summer 2026.
Resourcing	Benchmarking in the split recycling project has shown that the communications capacity required could be a risk compared to current resourcing. Once food waste affordability has been reviewed, discussions regarding food waste grant funding communications allowance can commence.
Budget (if applicable)	Government funding for Simpler Recycling, specifically food waste, yet to be identified and expected to be lower than required for a district wide service.



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

To note - Food waste revenue funding expected in November as part of the Autumn budget statement.	DCB & ELT
---	-----------

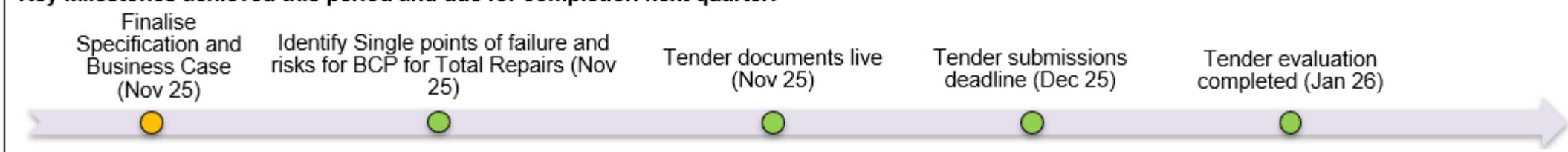
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
This overall aim of the programme centres on a large-scale IT procurement that will allow us to replace multiple out of date IT applications within Highways and Parks and Greenspace with a holistic Asset Management, Works and Stores system	AMBER « « » »	The overall programme status is rated Amber (sustained position) due to the risk associated with legacy systems going end of life. The revised route to market will continue via the VAS (Value Added Sourcing) framework with the intention of revised tender start being end of November 2025 due to delays in revising and completing the specification requirements. Alongside the procurement activity, positive progress has been made on process mapping, with "To be" process for the high priority areas on track for completion end of Oct 25.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	The Revised business case and the work surrounding the capital and revenue implications have now been de-escalated due to the assurance that resource and financials have now been investigated and agreed as being in place and will not affect the organisation's capital commitment for the year. The programme will continue to monitor the progress and revise the RAG accordingly.
Stakeholder	All stakeholders are actively engaged with regular briefings/meetings to ensure that the RAG Status is appropriate. The key stakeholders continue to be actively engaged and will continue for as long as necessary with a revised communications plan now in place, closely working with Service, HR and Communications team to create and deliver Customer Journey workshops and union engagement updates being planned to start in the next few weeks.
Schedule	The revised procurement flight path has now been reprofiled and re-baselined in line with the end Nov 25 target date. It remains as amber due to the end of life of key legacy systems. In addition, work is continuing to ensure robust business continuity plans are in place for the Total system, working with services and IT.
Resourcing	. Resource pressures, particularly within Data and Insight, and system issues relating to ROSS2 and Microsoft 11 upgrades, have been identified and mitigations developed (with IT and D&I teams) to minimise impact at this stage.
Budget (if applicable)	Budget remains in place awaiting approval to spend once caveats have been met with spend on resources being regularly monitored

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period	
---	--

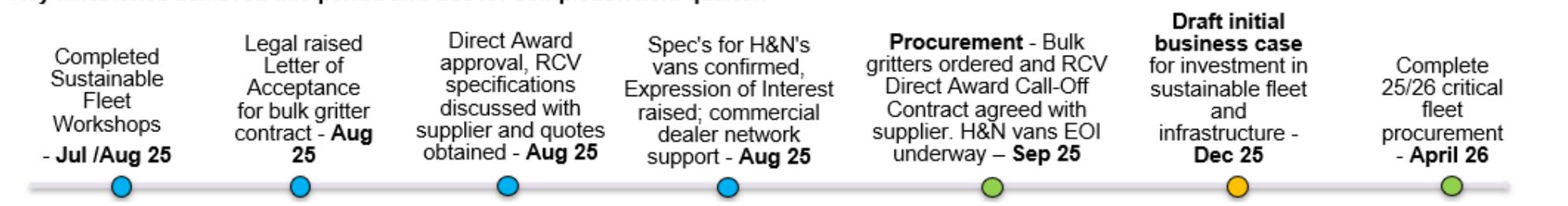
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
Coordinated management of the Capital Vehicle Replacement Programme (Ph1) and future Green Fleet transition (Ph2) aims to ensure we have a fleet that is fit for purpose and supports the delivery of our financial savings, service transformation (e.g. Waste, Highways and H&N), and strategic priorities (e.g. Road Safety and Climate Change).	AMBER « « » »	The overall programme status is rated Amber (sustained position) due to impact of previous (now resolved) delays with services reviewing their individual fleet needs to ensure vehicle types/numbers procured meet the needs of the operations, and the market shift in raising vehicle purchasing costs. The Amber rating also reflects that this programme only covers the replacement of £21.7m of fleet over the next 6 years, and that replacement of the entire fleet as per the Useful Economic Life (UEL) fleet lifespans would be ~£58m. Therefore, the remaining fleet profile will continue to age beyond its UEL.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Ph 1 - Vehicle Replacement Programme (VRP) Deep Dive in progress, reassessing fleet priorities in response to increased purchase costs and changing operational demands. The review includes re-profiling critical fleet replacements and evaluating the impact of these changes on service delivery and budget. It is expected that fewer, and/or different vehicles will be procured than previously expected, likely to impact on outcome. Ph 2 – Sustainable Fleet Operational Group workshops completed, identifying operational barriers, risks, and opportunities. Feedback will be presented to Oct. 25 Sustainable Fleet Board to agree on content and recommendations for the upcoming business case, outlining the initial transition proposal. Amber rating reflects operational and financial risks to supporting the transition.
Stakeholder	Full support from Procurement in prioritising vehicle procurement, some concerns with services prioritising reviewing their fleet usage models, this is being monitored and is manageable.
Schedule	Amber rating reflects previous delays in services reviewing fleet requirements, that impacted Phase 1 vehicle procurement, and the VRP Deep Dive workstream, reprofiling and assessing risk (which might require rescheduling of some procurement activity). Phase 2 progress includes completion of Fleet Workshops (Jul/Aug 25). Feedback will be shared with Sustainable Fleet Board to support business case.
Resourcing	Impact of sickness within the Transport Services team on the risk to vehicle procurement timescales being managed by the Transport Management team.
Budget (if applicable)	VRP Deep Dive ongoing to re-profile critical, and wider, fleet replacement, to ensure it remains within budget.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

To note - VRP Deep Dive ongoing, with update and next steps, including business case thoughts, scheduled for ELT Dec 25, and SLT Nov 25.

Escalation audience (Programme/DCB/ ELT)

ELT

TRANSFORMATION PORTFOLIO – (PASSENGER TRAVEL) - (October 2025)

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
The aim is to reduce the cost of SEND home-to-school transport while still meeting the needs of vulnerable children and families. This will be done through policy updates, personalised travel planning, trialling an in-house transport fleet, improving contracts, and enhancing data systems for better efficiency and planning	RED « »	The overall programme status is rated Red (sustained position) due to significant risks across several key workstreams. While areas such as IT Technology, Demand & Capacity Reporting, and Contract & Dynamic Purchasing System (DPS) are progressing well, others face delays, external dependencies, and staffing challenges. Notably, the Mainstream Transport & Pre-16 Policies workstream presents a financial risk linked to West Yorkshire Combined Authority's (WYCA's) policy consultation, and Independent Travel Training is constrained by limited staffing pending recruitment approval. Issues in Post-16 Travel and recruitment gaps in the In-House Fleet Pilot also contribute to the overall risk.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Although transformation efforts could meet savings targets, increasing demand and delays in critical workstreams may mask or reduce these savings. Positive progress towards outcomes includes identification of a preferred supplier for a new IT system, the in-house fleet pilot has gone live and forecasting year end savings of £46.k (despite only currently running 6 routes), a central spreadsheet has been created to support dashboard reporting aligned to agreed KPIs , and procurement of external support approved for the contract and DPS workstream.
Stakeholder	To date, there has been no notable impact on overall service delivery
Schedule	Some concerns exist due to external dependencies and recruitment delays, but these are currently considered manageable with mitigation measures underway
Resourcing	Some resourcing concerns remain, particularly in recruitment and staffing capacity, though external support is being engaged to manage risks.
Budget (if applicable)	Indications suggest a potential overspend in Quarter One, primarily driven by staffing and service delivery risks in certain workstreams.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

To note - Despite the work underway within the Passenger Travel service (which has delivered improvements in service delivery, and reduced costs per child) Period 6 monitoring indicated a likely overspend at year end of c£500k, due to continued increases in service demand across the borough. While it has been agreed this pressure can be met from reserves, there remains a risk the overspend will increase as applications for assistance continue to be received by the service and final the costs for WYCA provided services (mainstream transport) are yet to be finalised.	Escalation audience (Programme/DCB/ ELT) ELT
---	--

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To reimagine how Kirklees works and delivers services using digital, data and innovation to create better outcomes.	GREEN NEW	The overall programme status is rated green due to the programme being in the early start-up phase and mobilising at pace. Core foundations are in place (Board established, governance rhythm set, 'Digital Review' specification finalised, and tender launched). This period saw publication of the Digital Review Specification, bidder clarifications completed, the evaluation panel convened, and scoring progressed to decision.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Too early for measurable outcomes, however, strong foundations are established, and the programme remains on track
Stakeholder	Programme Board established with key stakeholders engaged.
Schedule	Clear schedule in place for the digital review and next steps.
Resourcing	Resourcing is currently sufficient, but requirements may increase following the digital review
Budget (if applicable)	Limited Transformation Reserve funding secured in 25/26 to support the council's clarification of digital priorities.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

**Escalation audience
(Programme/DCB/ ELT)**

There are no escalations in this period.

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
Customers can find the right information, answers to their enquiries and updates on progress for their requests without calling the council where a call is unnecessary. Our processes to respond to customer demand are inclusive, efficient and are designed around the customer's needs.	AMBER « »	The programme status is Amber (sustained position) due to persistent data limitations, which hinder identification of root causes and opportunities for improvement. Mitigation efforts include cross-channel contact data matching to build a holistic view of service demand. Resourcing and change capacity pressures continue. While key milestones are on track, detailed planning is ongoing. A phased approach is in place, starting with Highways, alongside exploration of quick wins in other areas.

RAG Status Indicator Rationale for RAG status

Outcomes (including savings targets)	There are some limitations with the current data (e.g. customer insight, avoidable contact, and failure demand beyond Kirklees Direct call coding). Work is underway to improve data collection and analysis, starting with Highways, to ensure each workstream is addressing root causes and delivering expected outcomes. Quick wins are already being implemented in focus areas to maintain momentum while deeper data work continues. Analysis of the Customer Survey, Our Conversation, and senior management feedback has been completed, with key themes and recommendations shared with the Customer & Access Board.
Stakeholder	The Stakeholder RAG remains green. Focus Area reps are now actively involved at both board and working group levels. Opportunities for both quick wins and longer-term improvements have been identified and are either underway or being explored. The Customer Focus Survey has closed with 54 responses. Elected member engagement began on 6th October via Group meetings, with further sessions booked at Executive Leadership Team, Executive Board, and Scrutiny until the end of the year.
Schedule	The schedule remains amber. The missed bins project is on track to meet key deliverables, though delivery of real-time data has been delayed to explore the best solution. The Focused Improvement workstream isn't behind overall, but timelines remain flexible due to a shift toward more holistic improvements and broader service involvement. High-level milestones are in place to guide progress.
Resourcing	Resourcing remains amber due to pressure on both service teams (Highways and Waste) and corporate teams, especially Data & Insight. This is linked to ongoing work in focus areas and the need to identify resource requirements as improvements emerge. Activity is being sequenced to manage demand, with Highways as the initial area for end-to-end discovery.
Budget (if applicable)	The programme has no direct budget or savings targets. The Waste Missed Bins project, funded via the Transformation Reserve, will be tracked through the programme.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required	Escalation audience (Programme/DCB/ ELT)
There are no items for escalation this period	

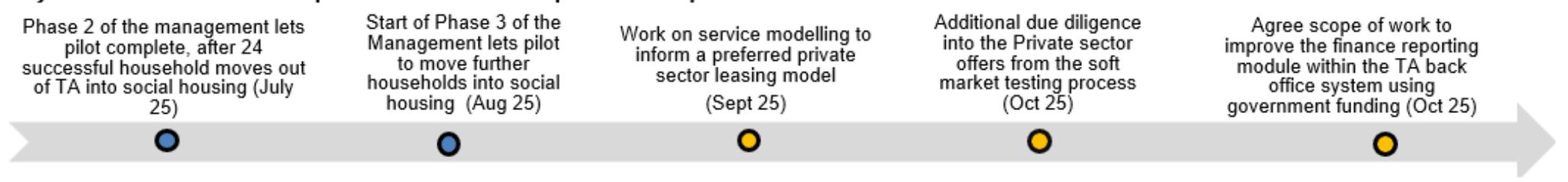
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To improve outcomes for citizens and reduce unsustainable costs to the Council, by reducing the number of individuals and families placed into unsuitable and expensive temporary accommodation (particularly B&B), to discharge Homelessness Duty. Seeking to achieve this through implementing a range of measures to increase the Council's access to longer term affordable accommodation and improving case management practices to explore prevention measures more thoroughly, before referrals to temporary accommodation (TA) are made.	AMBER « « » »	The overall programme status is amber (sustained position) due to TA costs remaining high. The number of households in TA has reached a new low at 369 and with 63% being single households and couples rather than families and as such the overall number of people in TA has also reduced. The number of households in B&B over 6 weeks is now at 20 which is under the target that was set, at no more than 25 by September, aiming for zero by March 2026. A deep dive into housing subsidy figures is underway to understand why overall costs are not decreasing at the rate expected.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	A key target outcome is to reduce the budget pressure on TA, however although numbers of households in TA and B&B are continuing to reduce, the lack of affordable alternatives to B&B means that overall costs are not yet significantly falling.
Stakeholders	Strong stakeholder relationships are in place with key stakeholders involved in the Governance/Project Board. The Portfolio Holder is being briefed more widely on the project and is being closely involved in establishing targets for eliminating B&B use.
Schedule	Work is largely on schedule to meet the milestones set by the Board. The reduction of households in TA is on track to be to be at around 380 by Apr 2026 if current trends continue (which has been identified as the expected level based on population/wider trends)
Resourcing	The Project Team is in place to deliver the milestones, and relevant services are monitoring capacity requirements to deliver required activity as the project develops.
Budget (if applicable)	The 25/26 budget has been increased given the previous years overspend (although a £1m saving has still been built in). While the overall budget is higher, there is uncertainty at this early stage of the year if the cost savings needed to meet the budget will be realised.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period	
---	--

Overall Programme Summary

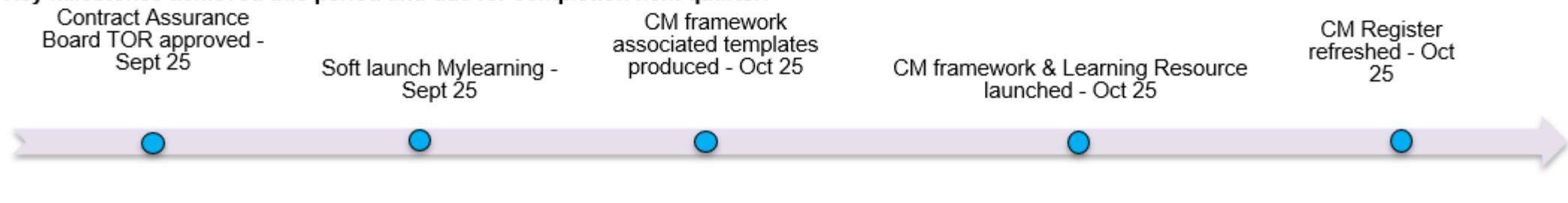
Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
Following an auditor’s annual audit report, the Council recognises that contract management is a risk area. The projects overall aim is to review and embed a consistent approach to contract management throughout the organisation	GREEN « « » »	The overall project status is green, (sustained position) due to the project progressing toward closure, with all deliverables defined within the scope (aligned with the audit recommendations) being successfully achieved within the established timeline. While some timescales have extended slightly for individual milestones, the overall delivery of the project is on track. Good progress has been made with a new training resource now available to all staff via the internal My Learning training portal and an initial cleanse of the Contract Management Register completed. An update on the work to date is due to be presented to a future meeting of the Corporate Governance and Audit Committee.

RAG Status Indicator

Rationale for RAG status

Outcome (including Savings Targets)	All project outcomes remain on track to be achieved
Stakeholder	A briefing note has been prepared for the Governance & Audit Committee to allow them to review the outcomes of the project.
Schedule	The project remains on track to meet the scheduled timeframe
Resourcing	A colleague is now in post who as part of their role will oversee ongoing data co-ordination of the contracts register
Budget (if applicable)	N/a

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

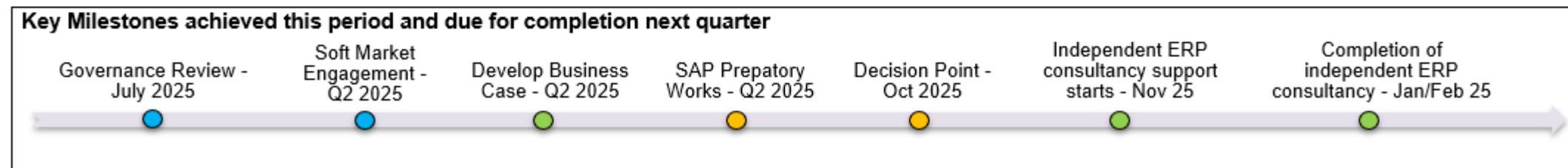
Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period	
---	--

Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To enhance the efficiency, transparency, and responsiveness of the council's shared service operations through the utilisation of a modern enterprise (or ERP) system.	AMBER «« »»	The overall project status is rated amber (sustained position) due to good progress having been made with soft market engagement, lessons learned sessions held with a number of other Local Authorities and procurement of an independent consultant to support the business case and options appraisal activity. However, preparatory works (on the existing system) have been delayed, and the overarching project timeline extended to take account of insight gained from the market and other councils. We remain on track to agree an approach to procuring a replacement ERP this financial year.

RAG Status Indicator	Rationale for RAG status
Outcome (including Savings Targets)	The ERP Replacement Project is on track to deliver the outcomes required at this stage (i.e. an agreed approach to ERP replacement and Business Case to enable a decision on procurement, ahead of the new financial year). The Amber RAG status reflects the uncertainty at this stage regarding delivery of overarching outcomes from the implementation of a replacement ERP, ahead of producing the required business case.
Stakeholders	Following a review of project governance expanded stakeholder engagement has been agreed both at board level and with the establishment of a new Stakeholder engagement group, with activity to implement these changes is underway. Positive engagement has also taken place with the ERP supplier / implementer market, through the soft market engagement.
Schedule	The project is largely on track for the current phase, with initial soft market engagement completed, and evaluation of received ERP consultancy tenders underway. Delivery of preparatory work in the current SAP system is now due to start in Nov 25 due to the need to complete a system update (patching) before undertaking the initial workshop with SAP. In addition, a revised procurement and implementation phase timeline has been developed based on insight from soft market engagement and sharing of lessons learned from other councils.
Resourcing	There remains adequate enabler resources and service specialist for this phase, with slight delays to SAP preparatory works (to Nov 25) manageable at this stage. It is still recognised that there will need to be a significant investment in internal and external resourcing in future phases of the project.
Budget (if applicable)	Limited, but sufficient funding secured via the Transformation Reserve in 25/26 for external expertise to support the assessment of business case options for the ERP replacement.



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period	N/A
---	-----

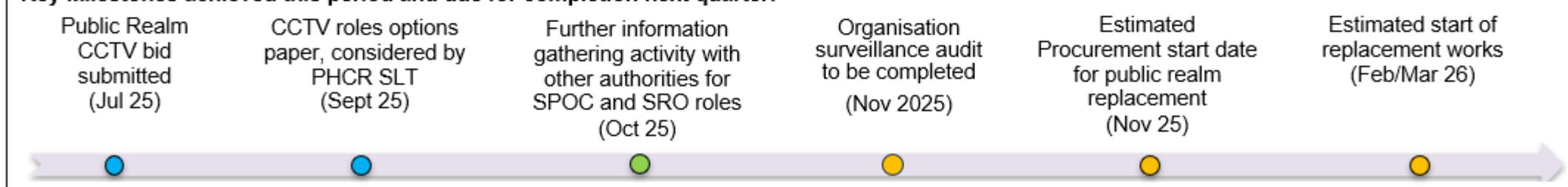
Overall Programme Summary

Overall Aim of the programme	RAG & Direction	Rationale for RAG Status
To ensure that the Council has a consistent and future-proofed approach to CCTV and surveillance activities and to provide greater assurance of compliance against statutory obligations through clearer corporate governance and oversight. To ensure that CCTV/surveillance equipment is fit for purpose, meets operational needs and ensures continued community safety and surveillance capability.	AMBER « « » »	The overall programme status is amber (sustained position) due to the risks around the operational stability of the existing public realm CCTV infrastructure. A capital funding bid has been submitted, seeking funding to enable replacement of the existing life-expired infrastructure. As time progresses there are greater risks of system failure/disruption. There has been good progress this period on the organisational audit of wider CCTV and surveillance activities and in terms of ensuring roles and responsibilities around surveillance activity are appropriately allocated.

RAG Status Indicator Rationale for RAG status

Outcome (including Savings Targets)	Awaiting the outcome of the Capital Funding bid. This funding is critical to replacing life-expired public realm CCTV infrastructure
Stakeholder	Engagement continues with key stakeholders, and a cross-Council Programme Board is in place.
Schedule	Project Plan created and now needs to be developed in more detail; however, planning cannot be accurate without knowing the outcome of the capital funding bid.
Resourcing	Resources identified to carry out activities within each workstream.
Budget (if applicable)	No budget has yet been identified for the project. Awaiting the outcome of the capital funding bid which was submitted in July 2025.

Key Milestones achieved this period and due for completion next quarter:



Item for escalation/consideration and outcome required

Escalation audience (Programme/DCB/ ELT)

There are no escalations in this period	
---	--



REPORT TITLE: CORPORATE RISK REPORT, QUARTER 2 2025-26

Meeting:	Cabinet
Date:	2nd December 2025
Cabinet Member (if applicable)	Cllr Graham Turner
Key Decision Eligible for Call In	No No – Information report
Purpose of Report To provide an update on the Corporate Risk Register for quarter 2 2025-26	
Recommendations <ul style="list-style-type: none"> • That the report be noted • Cabinet determine if any additional action not listed as part of the report is required Reasons for Recommendations <ul style="list-style-type: none"> • This provides information about an assessment of risks faced by the organisation at a significant corporate level 	
Resource Implications: <ul style="list-style-type: none"> • None directly from this report 	
Date signed off by <u>Strategic Director</u> & name.	Rachel Spencer-Henshall 4 st November 2025
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney 4 th November 2025
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Samantha Lawton 4 th November 2025

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes

- 1. Executive Summary**

The Council has arrangements to identify major corporate risks, as a means of advising those charged with governance and wider stakeholders about issues and potential issues which may threaten the ability of the organisation to achieve its objectives. The report outlines the major corporate risks, assesses their risk score as well as any movement since the previous quarter, and summarises processes and controls that are in place to monitor and mitigate identified risks.
- 2. Information required to take a decision**

The information required is included in the attached report.
- 3. Implications for the Council**

Having effective risk management arrangements is an important part of a strong assurance and governance framework for the Council. Identifying current and potential future risks, including acknowledging that some risks might have to be accepted is an important part of open governance.

 - 3.1 Council Plan
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.2 Financial Implications
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.3 Legal Implications
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.4 Climate Change and Air Quality
Not directly applicable. (except as shown in the relevant risk identification)
 - 3.5 Risk, Integrated Impact Assessment or Human Resources
Not directly applicable. (except as shown in the relevant risk identification)
- 4. Consultation**

Not applicable
- 5. Engagement**

Not applicable
- 6. Options**

Not applicable
- 7. Next steps and timelines**

Continual monitoring, reporting and actions as determined through other parts of the council's governance and management processes.
- 8. Contact officer**

Martin Dearnley, Head of Audit & Risk
Alice Carruthers, Senior Risk Officer
- 9. Background Papers and History of Decisions**

Previous quarterly risk management reports

10. Appendices

Report attached – Corporate Risk Report Q2 2025-26

11. Service Director responsible

Samantha Lawton, Service Director for Legal, Governances & Commissioning
Kevin Mulvaney, Service Director for Finance

This page is intentionally left blank

Corporate Risk Report, Quarter 2 2025/26



Q2 Summary position:

Risks raised within the Corporate Risk Report remain stable this quarter, with no new risks raised and no risks removed

Reductions in risk score:

- Emergency Planning & Business Continuity (HP01) risk has reduced to its target level of '8', from '12', reflecting the embedded control framework that is in place to monitor adherence to requirements. The Annual Emergency Preparedness, Resilience and Response audit has been submitted which also supports the reduction in score

For noting:

- **Economic Growth & Resilience DEV03:** The previous risk description focussed on project management and delivery; the risk has now been orientated towards the positive outcomes that regeneration and infrastructure projects bring, including the requirement to deliver these with due regard to time, cost and quality. The risk is scored as a '12', Amber rated risk

Summary overview (page 1 of 2)

Reference	Risk Description	Transformation Priority	Risk Owner	Risk Score	Direction of travel
FIN02	Medium term financial sustainability		Kevin Mulvaney	16	⇨
SI03	Cyber security		Terence Hudson	16	⇨
LGC04	Contract management	✓	Samantha Lawton	16	⇨
CF02	SEND provision	✓	Jo-Anne Sanders	16	⇨
DEV02	Homelessness and temporary accommodation	✓	Joanne Bartholomew	16	⇨
HN01	Housing safety & quality	✓	Phil Jones	16	⇨
ECC01	Climate change		Kat Armitage	16	⇨
FIN03	Capital plan management		Kevin Mulvaney	15	⇨
FIN01	Budget monitoring and management		Kevin Mulvaney	12	⇨
PS01	Organisational resourcing		Shauna Coyle	12	⇨
SI01	Data integrity		Mike Henry	12	⇨
LGC02	Information governance		Samantha Lawton	12	⇨

Summary overview (page 2 of 2)

Reference	Risk Description	Transformation Priority	Risk Owner	Risk Score	Direction of travel
CAS01	Community cohesion, wellbeing & resilience		Jill Greenfield	12	⇨
DEV03	Economic growth & resilience		David Shepherd	12	⇨
DEV01	Corporate assets portfolio management	✓	Joanne Bartholomew	9	⇨
PS02	Potential for industrial action		Shauna Coyle	9	⇨
LGC01	Failure in corporate governance		Samantha Lawton	9	⇨
HP01	Emergency planning & business continuity		Jane O'Donnell	8	⇩
LGC03	Procurement processes		Samantha Lawton	8	⇨
AH01	Adults safeguarding		Cath Simms	8	⇨
HP02	Health & safety		Jane O'Donnell	8	⇨
CF01	Children's safeguarding		Vicky Metheringham	6	⇨
SI02	Relationships with key partners		Stephen Bonnell	6	⇨

FIN01 Budget Monitoring and Management

Risk of in year budget overspend caused by failure to effectively manage revenue income and expenditure budgets, including delivery of agreed savings targets, which result in a negative outturn position impacting on following year budgets.

Risk Owner: Kevin Mulvaney, Service Director Finance

Quarterly update:

- The risk score remains the same as Q1 reflecting the enhanced control environment and that over £50m has been added to Directorate budgets to meet demand, inflation and other pressures
- Savings targets for 2025-26 are being implemented and closely monitored as part of monthly reporting to ELT
- Continued focus to ensure effective governance is in place to deliver ongoing monitoring of the budget position and ensure required actions are progressed at pace



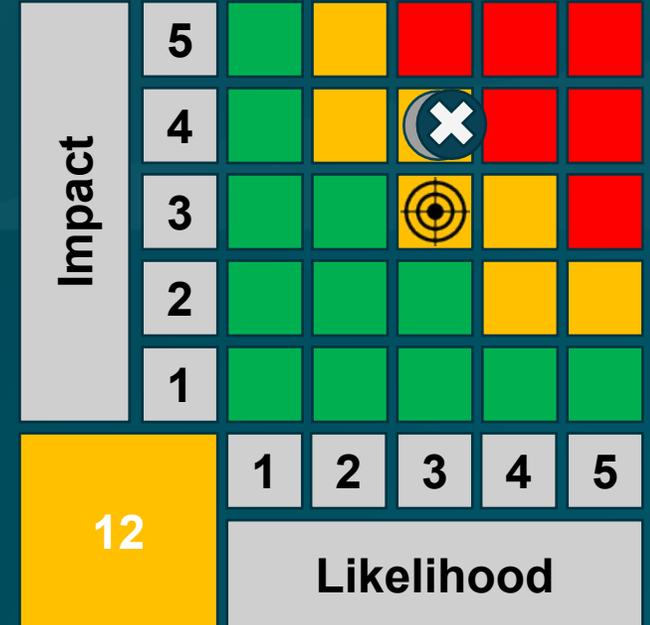
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. 2025-26 budget was approved by Council in March 2025
2. Established governance arrangements are in place to achieve planned outcomes, monthly reporting to ELT, quarterly to EB, Cabinet & Scrutiny and Outturn to full council
3. Dedicated finance managers for each service areas, with monthly monitoring of budgets including savings trackers
4. Regular monthly SLT meetings with Service Directors and Finance Manager to review budget progress monitoring and savings targets and to determine actions to be taken to achieve budget.
5. Check & Challenge approach in place led by Chief Executive & CFO
6. People Panel in place to review all recruitment

Further actions underway:

1. Service directors to each have budget pack
2. Draft budget book presented to group leaders.
3. Control of staffing budgets, linking expenditure to staff structure on SAP, work remains ongoing
4. To target significant reductions in the number of cost centres and ledger codes
5. Ongoing review of reserves and other balances

FIN02 Medium Term Financial Sustainability

Risk of medium-long term financial instability caused by failure to adhere to robust financial planning processes and procedures, or taking the appropriate action, leading to requirement to implement changes in service provision, possible government intervention and consequential reputational damage.

Risk Owner: Kevin Mulvaney, Service Director Finance

Quarterly update:

- Risk score remains unchanged reflecting the stability that the 2025-26 budget position provides, however reflecting the uncertainty of demand pressures particularly in social care
- General reserves maintained and HRA is in a balanced budget position, but concerns remain over the overall level of reserves held as they have reduced over the last few years
- DSG deficit position remains a high risk in the event of the removal of the Statutory override and the ongoing in year deficit
- Fair Funding 2.0 has been published for consultation and this is being reviewed for its impact



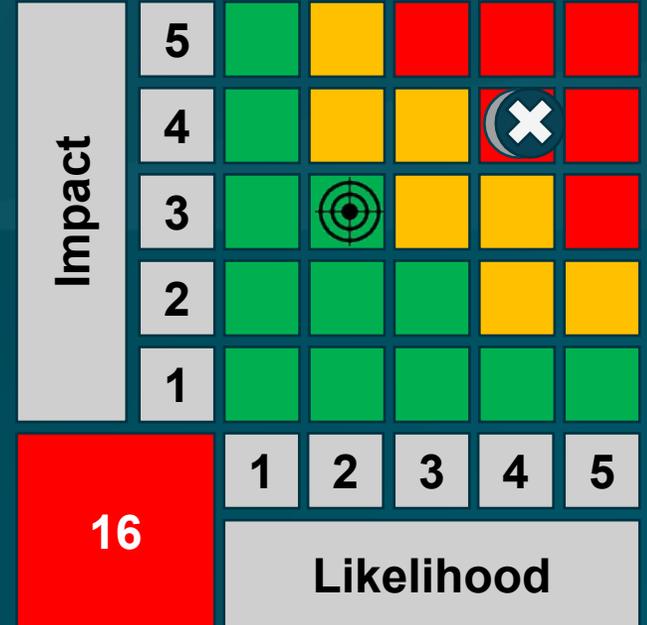
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Annual update of the Medium-Term Financial Plan completed in September 25.
2. Documented governance process for determining the adequacy of reserves position and utilisation of reserves, if required to balance the budget.
3. Balanced 30-year plan for the Housing Revenue Account
4. Ongoing review of the Capital Plan, considering defer / stop decisions are reviewed with quarterly updates to Cabinet
5. Treasury Management: TM strategy and plan recommended to and approved by the Corporate Governance & Audit Committee (CGAC) and Cabinet
6. External Audit: Draft accounts completed in accordance with timetable and external audit in progress

Further actions underway:

1. Balanced budget proposals submitted to Cabinet in December with lowest savings targets for a number of years
2. 3-year savings targets issued to Directorates
3. Continued monitoring of SEND position. Safety Valve Agreement has been extended and will now end in 2029-30, statutory override now runs to 2027-28. Awaiting Government consultation
4. Additional work on VfM assessment including benchmarking
5. Continue to monitor implications from national government budget (Nov 25) and local government grant settlement (Dec 25) which will inform final budget proposals.

FIN03 Capital Plan Management

Risk that the agreed capital plan becomes unaffordable based on the ongoing revenue resources available to the council with implications for reserve levels and delivery of wider services and statutory responsibilities.

Risk Owner: Kevin Mulvaney, Service Director Finance

Quarterly update:

- Capital plan being prioritised and reprofiled
- Continued assessment of further capital investment recognising the need for any borrowing to be affordable over the medium – long term within overall resource envelope
- Request for benchmarking information has been sent to Council's across the region

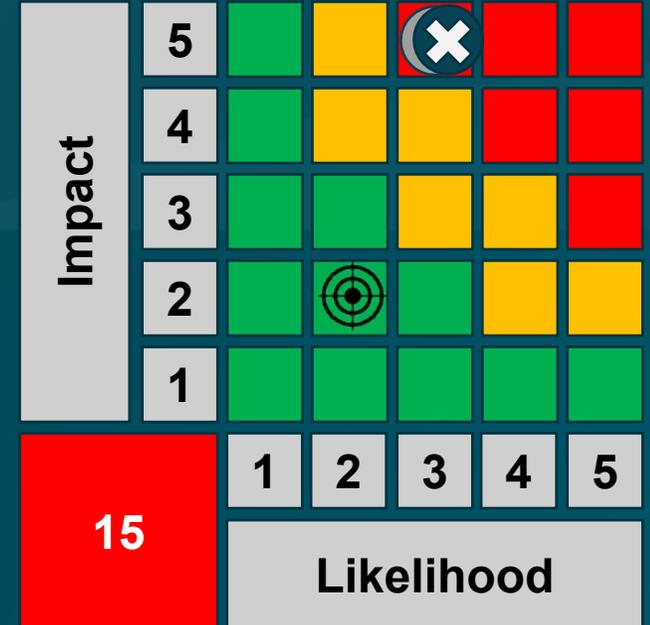
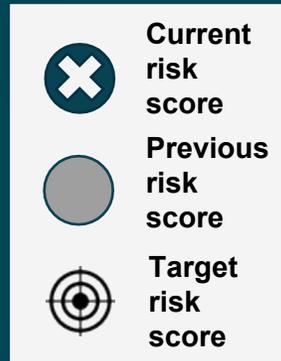
Controls in operation:

1. 5 year Capital Plan developed and agreed, monitored through CAB
2. Capital Assurance Board (CAB) meet monthly to provide strategic oversight of the Council's Capital Plan, chaired by Chief Finance Officer
3. Detailed monitoring of Treasury Management budgets to assess affordability of the capital plan
4. Capital Receipts reported at CAB

Page 407

Further actions underway:

1. Revision of capital evaluation matrix to assess new bids (and existing strategic outcomes)
2. Reassessment of baseline capital expenditure
3. CFO to set targets for % of revenue budget for capital financing (MRP + Interest)
4. Review of capital governance across the Council to support delivery with improved capital monitoring to SLTs, ELT and Cabinet
5. Increased focus on phasing and forecasting of spend to improve accuracy
6. Maximise opportunities for external funding
7. Asset disposal: Annual capital receipts targets agreed and capital receipts monitoring to be included in quarterly updates.



PS01 Organisational resourcing

Risk that the council cannot meet its strategic objectives due to a failure to determine and provide for the future employee resourcing needs of the organisation and an inability to adapt and respond to shifts in the labour market leading to possible disruption to service delivery and increased staff costs.

Risk Owner: Shauna Coyle, Head of People Services

Quarterly update:

- Workforce planning reaching more areas with identified resourcing challenges, will support a less reactive approach
- Entry level apprenticeship recruitment taken place.
- Participation in LGA recruitment reset programme to ensure sector led best practice adopted
- Continued development of Linked In to develop pipelines for hard to fill roles
- Continue to see a high reliance on agency staff in some technically specialist areas - targeted work in high spend areas is underway utilising different recruitment options to reduce spend

Controls in operation:

1. Council wide workforce planning, which is aligned to the strategic objectives of the organisation, identifying skills shortages and areas of oversupply
2. Skills matrix outlining resourcing approach for different roles e.g. directly employ, contract out, develop internally, recruit part qualified etc
3. Monitoring of workforce data at Directorate and Service Leadership Team meetings with the introduction of dashboards including lead & lag indicators
4. Effective workforce planning utilising service level resource plans to identify gaps and highlight issues, recognising key drivers such as workforce age and actively developing and managing succession plans
5. Coordinated approach to vacancy management across the organisation through People Panel
6. Streamlined recruitment journey, making end to end process for both recruiting manager and candidates efficient and easy to navigate
7. Robust performance management process ensuring under performance/absences are addressed in an appropriate and timely manner



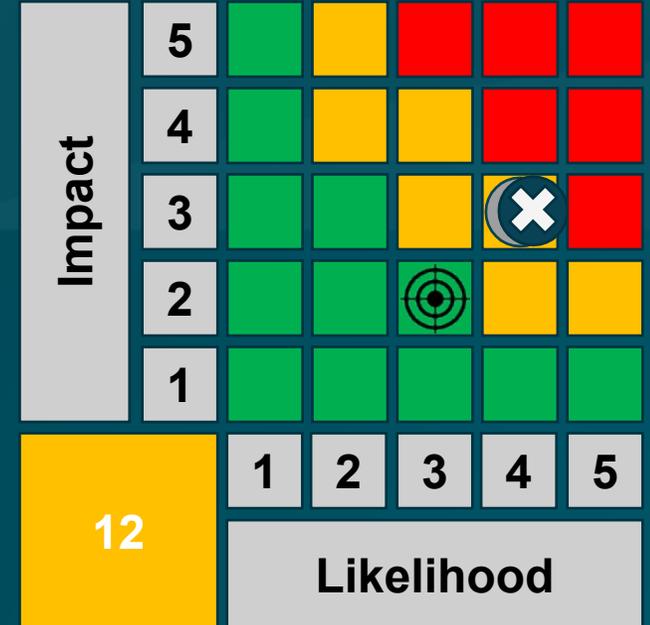
Current risk score



Previous risk score



Target risk score



Further actions underway:

1. Further development and embedding of workforce planning – piloting refreshed strategic workforce planning approach
2. Development of pre-agreed response position against vacancies in key roles / role families so stages can be skipped or completed concurrently. Eg redeployment – internal – external – agency. To include consistent approach to market rate supplements.
3. Participation in local government recruitment campaign and national LGA talent transformation workshops to develop solutions to common recruitment and retention challenges
4. Close monitoring of retention metrics, leavers destinations, exit interview insight to identify trends and implement mitigating actions if appropriate
5. Targeted activity to address reputation / perception issues in specific recruitment markets
6. Development of skills to effectively manage increase in contractor resource to ensure value for money – eLearning module under development by L&OD
7. Continue to develop organisational awareness of FTE performance metrics and consequential impacts of increase / reduction in FTE levels

PS02 Industrial and disruptive action

Risk that service delivery is impacted by prolonged industrial and disruptive action, triggered by service changes, budget reductions/pressures, asset rationalisation, changes to ways of working and any compulsory redundancies.

Risk Owner: Shauna Coyle, Head of People Services

Quarterly update:

- There continues to be complexity, and a high volume of employee relations matters and delays with tribunal cases - some of this is linked to service change activity however the position is also reflective of the national picture
- Consultation underway for Schools Support Staff Negotiating Body (SSNB) and Adult Social Care Fair Pay



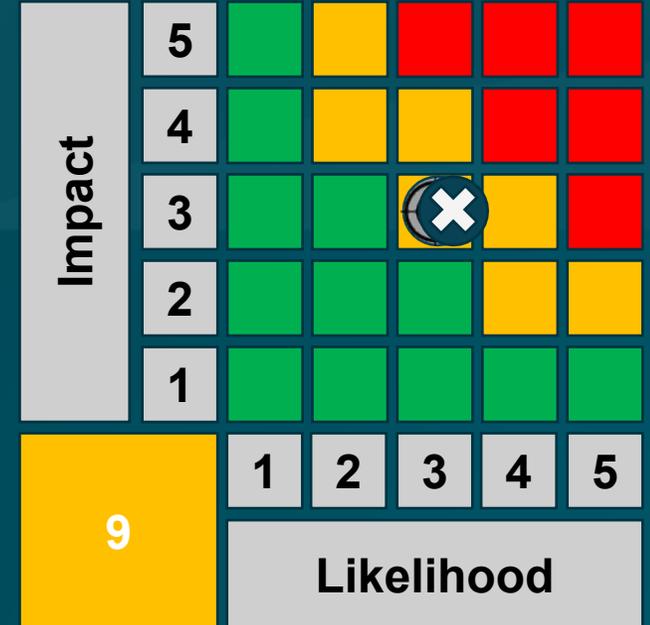
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Service change consultation meetings taking place with local and regional TU reps.
2. TU and Senior Leaders liaison arrangements – JCG's, TU meetings, dedicated service change meetings, workforce matters, ongoing dialogue/informal meetings with TU's via Head of People Services/HRM's
3. Service Business continuity plans consider impact of industrial and / or disruptive action
4. Transition arrangements considered/consulted on for each service change

Further actions underway:

1. Recently appointed HR Manager has focus on Employee Relations providing additional resource and support
2. Reviewing and updating TU membership and facilities time
3. On going training of staff and legislation changes
4. Actions are underway to understand and address Equal Pay emerging risk and potential consequences.

SI01 Data Integrity

Risk that inaccurate, incomplete or inconsistent data leads to poor decision making resulting in misinformed strategies, operational inefficiencies, ineffective resource allocation, poor outcomes for citizens and failure to comply with statutory and regulatory requirements.

Risk Owner: Mike Henry, Head of Data & Insight (D&I)

Quarterly update:

- Loss of key staff within the Data and Insight Service has reduced the level of support that can be provided to service areas with the identification of data management issues and associated remedial actions currently reactive only



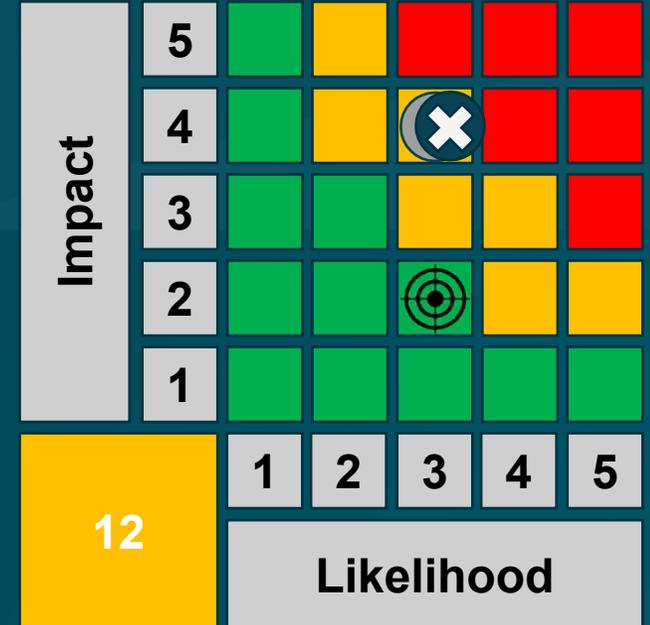
Current risk score



Previous risk score



Target risk score



Controls in operation:

- Regular prioritisation of Data and Insight resources and activity to ensure they reflect council priority areas
- Targeted interventions to improve the management and integrity of data are being applied on a case-by-case basis in high risk/profile areas
- Information Asset Owners responsible for the integrity of their services data and provide a written judgement of the security and use of their assets annually
- External Audit provides assurance of key financial data
- Internal Audit validation of accuracy on UKSPF and WYCA grant funding submissions

Further actions underway:

- Improvements in data governance and data management to be considered as part of the council's new Digital Strategy / Transformation Programme (Q4 25-26 deliverable)
- Investment in tools and technology to improve the council's governance and management of data is being considered
- Continued focus on raising awareness and improving knowledge of data governance and data management within services across the council
- Focus on developing workforce skills and capability – 40+ staff completed or pursuing data apprenticeships (L3 – L6)

SI02 Relationships with key partners

Risk of poor outcomes for Kirklees in terms of priority setting and funding allocations caused by failure to develop and maintain effective relationships with key regional and local partners and organisations, impacting on our ability to meet statutory and local requirements.

Risk Owner: Stephen Bonnell, Head of Policy, Partnerships & Corporate Planning

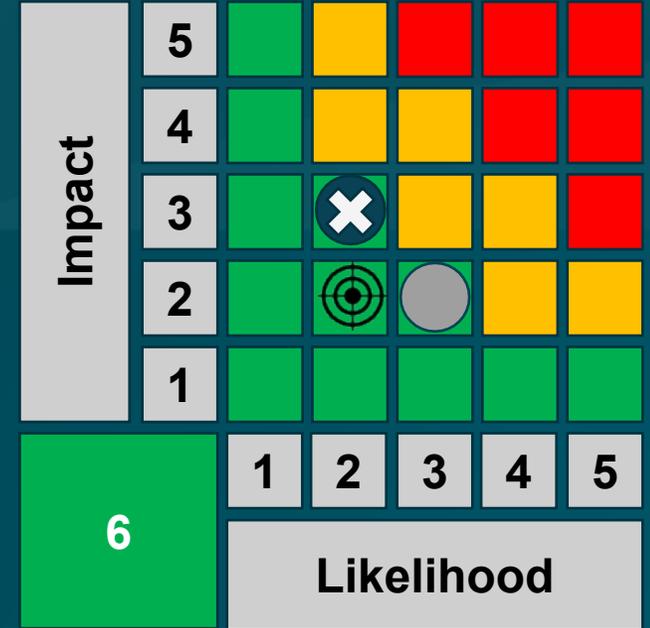
Quarterly update:

- Significant partnership engagement is underway to refresh our 'partnership framework', which includes our borough vision, shared outcomes, and how we work together. This will continue at Picture of Kirklees in November.
- Changes to the focus and funding of national health organisations announced and are being proactively monitored
- Partnership working with WYCA is evolving ahead of an integrated funding settlement in April 2026. This includes adjustments to decision making processes.
- Coordination meetings with TSL (Third Sector Leaders) leadership continue and inform several action areas including identifying improvements to the way the council works with and supports the third sector. Funding will reduce in March 2026 with the ending of the UKSPF, contingency planning is underway to identify opportunities.

Controls in operation:

1. Effective senior officer and member representation through WY committees and several key informal engagement groups, including WY Chief Executives, Directors of Development, WY Strategy Leads, and monthly WY ICB leadership meetings
2. Local partnerships, including Partnership Executive, Kirklees Health & Wellbeing Board, Communities Board, Safeguarding Boards, and other bilateral and multilateral groups
3. Top tier partnership strategies outline how partnership working will contribute to the achieving our vision for Kirklees with agreed shared outcomes.
4. Outside body representation formally noted at Corporate Governance & Audit Committee on annual basis
5. External Funding strategic relationship mapping across all directorates
6. Briefing arrangements to support members and officers attending meetings
7. Internal senior level coordination group established: WY Monthly Planning meeting with the Chief Exec, Deputy Chief Exec, Exec Director for Place, Leader, Deputy Leader
8. Regular health partner engagement

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Further actions underway:

1. Refresh of our partnership framework, including our borough vision, shared outcomes, and how we work together
2. Work developing on improving partnership working at a West Yorkshire level
3. At a series of business engagement events over the Autumn and Winter, we are engaging with business and economic partners on the Inclusive Economy Strategy
4. Building connections between teams to support broader relationships and connections, minimising the risk associated with individual relationships and points of contact
5. Bilateral conversations to address issues and opportunities relating to specific areas of collaboration. This includes with WYCA and other West Yorkshire local authorities
6. As part of the corporate peer challenge action plan, we are considering a review existing business and economy engagement mechanisms to identify areas for improvements
7. Joint working with ICB colleagues on neighbourhood level collaboration across council services and local health services

SI03 Cyber Security

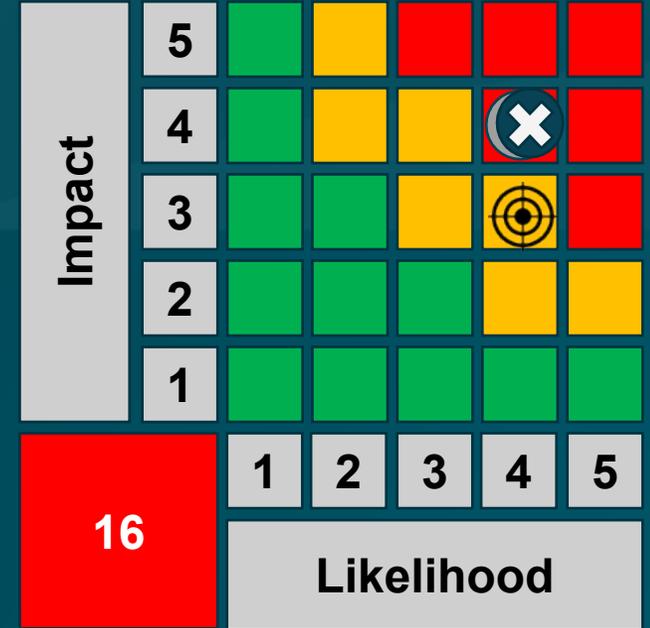
The risk of a data breach and / or impaired system functionality caused by a malicious cyber-attack leading to inability to deliver council services, costs to recover / compensate and associated reputational damage

Risk Owner: Terence Hudson, Head of Technology

Quarterly update:

- Cyber Assessment Framework (CAF) implementation continues.
- Desktop cyber incident simulation due to take place next quarter as per CAF plan.
- Work continues in partnership with Emergency Planning to test major incident and test plans.
- The use of untrusted AI bots remains an issue but IG and IT work together to provide guidance on removing them from meetings
- Business cases for additional security controls have been submitted that covers further endpoint protection, identity and privilege management, and threat detection.
- PSN penetration testing is under way and remedial action plan will be produced to address risks.

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

1. Documented and approved Cyber Strategy: A WY ICS Cyber Strategy is being developed which we will adopt and replace the existing strategy
2. Adherence to National Cyber Security Centre (NCSC) guidance
3. Self assessment and independent validation of our cyber risk exposure through the NCSC Cyber Assessment Framework
4. Penetration tests and PSN accreditation is maintained on an annual basis
5. Annual compliance with the NHS Data Security & Protection Toolkit (DSPT)
6. Access to core systems restricted through Privileged Access Management
7. Information Governance Board (chaired by SIRO) undertakes review of risk and controls on 6 monthly basis to provide assurance
8. Regular communications and mandatory training (IG) to ensure that staff are fully aware of their responsibilities and to highlight potential risk areas

Further actions underway:

1. Ongoing monitoring of the threat landscape, which continues to increase in terms of sophistication and requirement of response
2. Consideration of cyber security risk throughout the development of the new Kirklees Council Digital Strategy. Evaluation of the risks and opportunities involved with the usage of Artificial Intelligence as part of this strategy
3. Explore the possibilities and cost implications of further perimeter controls, e.g. Enhanced 'Security Operation Centre' services such as 24x7 external on-call support to complement our capacity; Acquire Office 365 E5 licences
4. Enhanced focus on assessment of third-party cyber risk, work underway across Procurement, IT and IG to implement more robust pre-contract assurance and ongoing assessment of control adequacy and performance
5. Review market for cyber insurance with consideration given to cover, exclusions and value for money

LGC01 Corporate Governance

Failure to ensure that effective processes, frameworks and relevant training are in place and adhered to in order to facilitate compliant and legally sound decision making, avoiding subsequent challenge and reputational damage. Applies to Members, Officers, and the relationship between them.

Risk Owner: Samantha Lawton, Service Director Legal & Commissioning

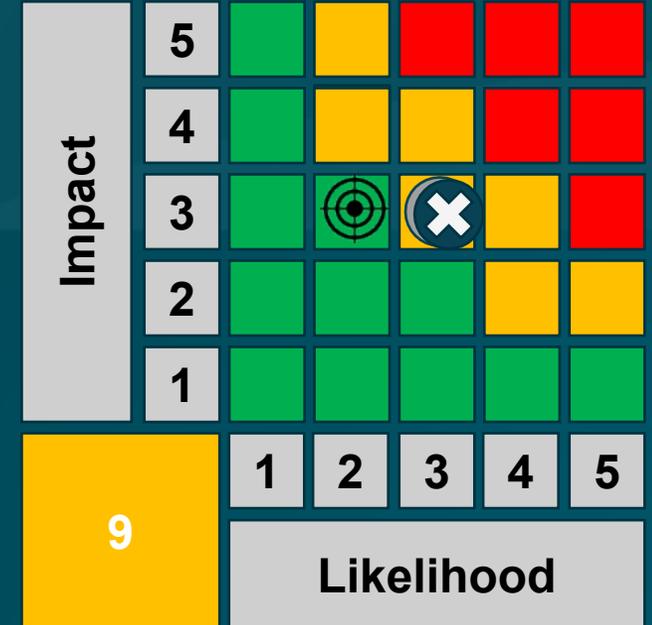
Quarterly update:

- Refreshed/additional guidance on decision making procedures in place. Online courses continue to be developed to assist officers and Members navigate decision making routes and committee process, including scrutiny.
- Governance Officers are attending SLT's to promote good governance and re reinforce procedures.
- Refreshed induction and Member development offer being developed to include training on open and transparent decision-making processes

Controls in operation:

1. Constitution (including Constitution Working Group)
2. Leader & Cabinet model with portfolio holders and scrutiny function
3. Code of Conduct for Members and Officers
4. Scheme of delegations approved to ensure effective delegated decision making and transparent recording
5. Report templates and detailed guidance
6. Annual Governance Statement
7. Fraud, Bribery & Corruption Policy
8. Conflicts of Interest Policy and Protocols for Gifts & Hospitality
9. Member and Officer induction and training
10. Whistleblowing procedures
11. Internal & External Audit
12. Financial Procedure Rules and Contract Procedure Rules
13. Code of Corporate Governance

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Further actions underway:

1. Further consideration of updates to constitution to facilitate effective decision making overseen by the Constitution Working Group (CWG), which will continue during the current municipal year. CWG reports to CGAC and Council as part of the updating of the Constitution by the Monitoring Officer
2. KPI's in development to monitor and ensure statutory compliance with Local Authorities (Executive Arrangements, Meetings and Access to Information Regulations)
3. Cross Party Budget Working Group to re-convene

LGC02 Information Governance

Failure to process (obtain, hold, record, use, share) information in line with the UK General Data Protection Regulations, Data Protection Act, Freedom of Information legislation and other relevant legislation leading to regulatory censure, fines, and associated reputational damage

Risk Owner: Samantha Lawton, Service Director Legal & Commissioning

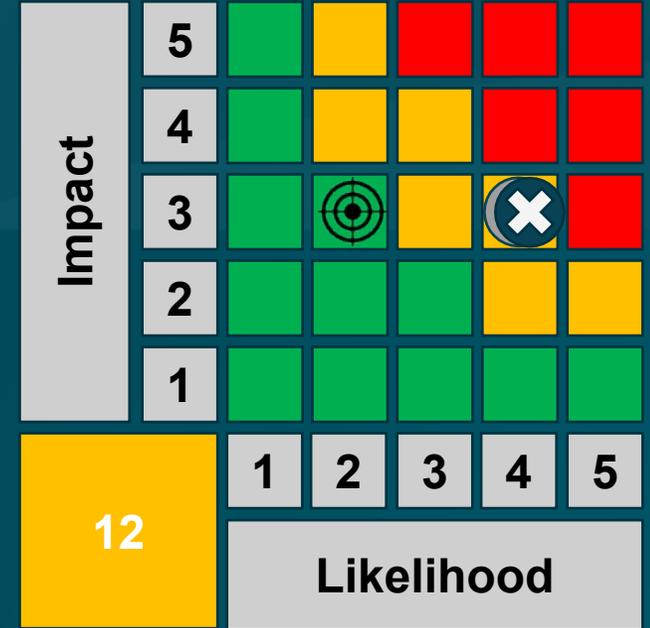
Quarterly update:

- Significant increase in the number of FOIs received in Q2
- No incidents were reported to the ICO in Q2
- The IG Annual Report was presented to Corporate Governance and Audit Committee
- Continuing to fulfil the requirements of the data sharing audit action plan
- Subject Access Requests on the backlog continue to rise

Controls in operation:

1. Approved policies including Data Protection and Information Governance Policies
2. Information Governance Board has delegated responsibility to oversee information governance issues and reports to the Executive Team and Corporate Governance and Audit Committee as appropriate
3. Mandatory training provision for all staff annually, plus additional training is available online or in-person, directly from the IG Team
4. Online reporting functionality for information security incidents
5. Regular communications via corporate channels to staff
6. Guidance documentation available via the intranet to support staff
7. Privacy notices available on the corporate website, enabling transparency with Kirklees residents
8. Annual compliance with the NHS Data Security and Protection Toolkit (DSPT)

 Current risk score
 Previous risk score
 Target risk score



Further actions underway:

1. Development of a UK GDPR Complaints process
2. Review of IG Team ways of working to address SARs backlog continues, including development of a business case to implement a technical solution to support with SARs management
3. The 2025/2026 DSPT has launched, work is underway to demonstrate compliance for submission in June 2026

LGC03 Procurement

Risk that the council enters into contracts with suppliers / commissioned service providers that do not secure the intended outcomes, due to inadequate or non-adherence to processes and procedures resulting in increased costs, reduced benefits and possible statutory breaches and reputational damage.

Risk Owner: Samantha Lawton, Service Director Legal & Commissioning

Quarterly update:

The risk score is unchanged this quarter, indicating some stability in this area. Buyers can access guidance on the Procurement intranet page, which details the essential elements of the procurement process. A refresh of the Procurement Strategy is currently in progress and is expected to be finalised during Q3.

The service continues to contribute to the delivery of Our Council Priorities by applying a category management approach, ensuring procurement activities are strategically planned, adequately resourced and focused on achieving the best outcomes for the Council.



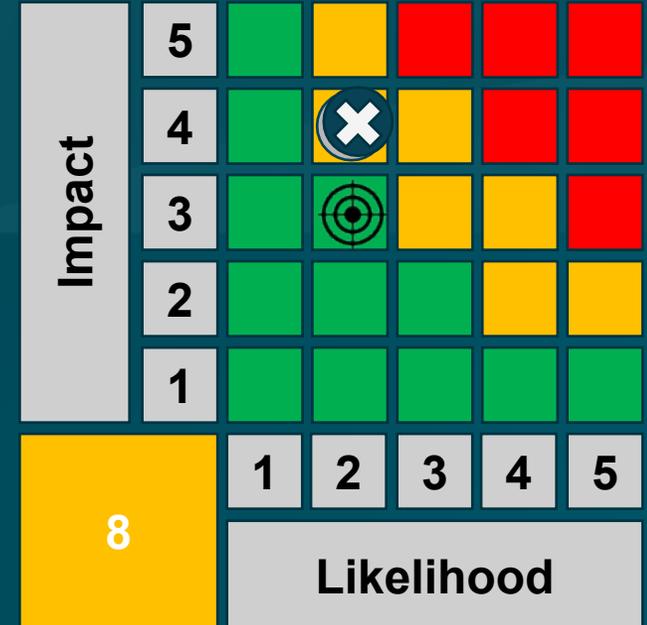
Current risk score



Previous risk score



Target risk score



Controls in operation:

1. Procurement Strategy
2. Contract Procedures Rules, reviewed and approved on an annual basis (May 2025 latest version)
3. Agreed roles & responsibilities across key stakeholders in procurement journey: Procurement, Service lead, Legal, Technology, Data etc...
4. Effective pipeline management through use of Category trackers
5. Utilise the regional procurement portal - YORtender
6. Category Managers aligned to service areas
7. Procurement staff training up to date, including Procurement Act changes
8. Contract register maintained
9. Contract Assurance Oversight Board
10. Declaration of Conflicts of Interest process in place

Further actions underway:

1. Publication and communication of the updated Procurement Strategy, reflecting changes required as a result of the Procurement Act 2023
2. Development of e-learning training modules for staff involved in procurement activities to raise awareness and upskill across the procurement lifecycle
3. Working with Data & Insight to identify instances of off-contract spend and develop controls to prevent reoccurrence
4. Continued vigilance of the external market to understand new trends and emerging risks as a result of process changes triggered by the Procurement Act

LGC04 Contract Management

Risk that suppliers do not provide goods / services in line with contractual agreements and / or a failure to identify, control and manage risks arising through supplier / contractor activity due to lack of robust oversight and quality assurance arrangements.

Risk Owner: Samantha Lawton, Service Director Legal & Commissioning

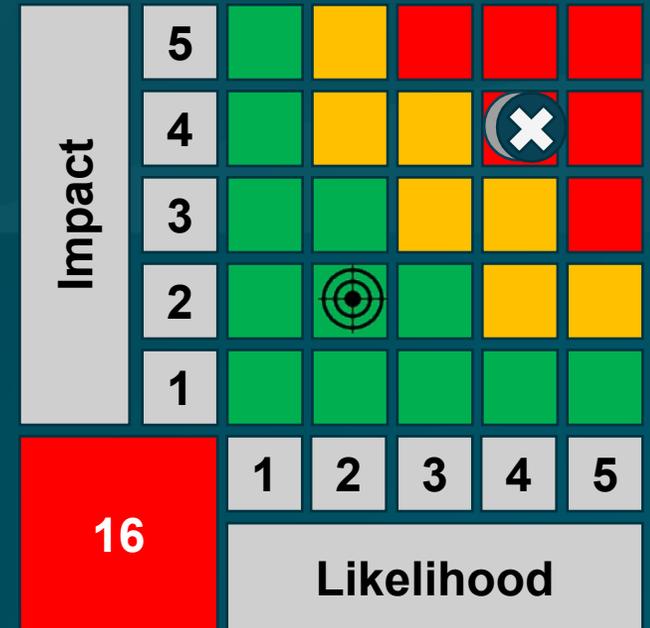
Quarterly update:

The Contract Management Review, supported by the Transformation Team, is nearing completion. The updated Contract Management Framework will be published on the intranet in Q3, offering templates and guidance for Contract Managers. An introductory training module is now available on MyLearning and will be promoted through the intranet and SLT meetings next quarter. As this approach becomes embedded, we expect to see a reduction in overall risk. However, it may also highlight areas of significant risk exposure that will require clear ownership and appropriate escalation.

Controls in operation:

1. Contract Assurance Oversight Board (CAOB) has oversight of significant contracts. The Board has a ToR and meets regularly
 2. Council wide Contracts Register in place
 3. Contract management framework and guidance documents published on intranet to promote a consistent approach across the organisation.
 4. Contract management e-learning module available for all contract managers to access on the MyLearning portal.
 5. KPIs / outcome measures / specifications that will be used to monitor performance are agreed pre contract completion and defined within contractual documentation
 6. Contract handover document is produced by Procurement team and provided to contract manager. Document details contract manager responsibilities and specific KPIs that will need monitoring
- Dedicated resource is in place within some Directorates which provide guidance, consistency and rigour in approach

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Further actions underway:

1. Implement a Contracts Dashboard to support regular review within services and provide assurance / identify issues across all active contracts
2. Increased focus on robustness of processes for performance monitoring e.g. source of performance data, frequency, timeline to recover, penalties for non delivery
3. Monitor use of e-learning module on contract management to ensure take up from contract managers and exploiting opportunities available through the Government Commercial College
4. Communications programme to raise awareness of requirements under the new contract management framework and training opportunities available to support
5. Development and formalising of approach, including resourcing requirements, to ensure best outcomes from PFI contracts as they approach termination, involving all relevant stakeholders

HP01 Emergency Planning & Business Continuity

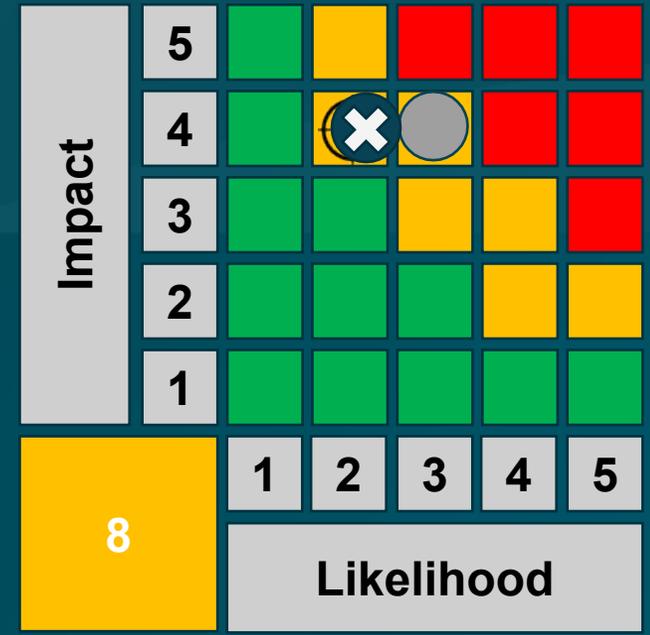
The risk that the Council’s incident management / emergency planning is insufficient to manage a serious incident or series of related incidents leading to short term or prolonged impacts on the Kirklees community and Council employees and operations.

Risk Owner: Jane O’Donnell, Head of Health Protection

Quarterly update:

- Major Incident Plan reviewed in-line with review schedules and learning from incident response
- School toolkit for Martyn’s Law launched and introduction workshops being rolled out.
- Delivered a corporate exercise of evacuation of high-rise block of flats
- Tested the procedure for sending messages for security incidents to computer screens and asked publicly accessible buildings to test their plans
- Participated in the National exercise Pegasus and submitted Emergency Preparedness Resilience & Response audit

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

1. Embedded emergency management system that aligns to national guidance (.gov, etc)
2. Readiness and competencies are monitored through completion annually of a self-assessment audit
3. Governance through Kirklees Health Protection Board and Local Resilience Forum
4. West Yorkshire Resilience Forum Community Risk Register
5. Business Continuity Resilience ‘pulse check’ completed on a monthly basis by all Services
6. Training people on their roles/responsibilities and exercising of plans.
7. Major Incident Plan and associated appendices
8. Collaborative working and information sharing with key stakeholders
9. Personal Security Maturity Assessment completed for the organisation

Further actions underway:

1. Continue to test Invacuation, Lockdown and Run, Hide, Tell procedures.
2. Evaluate the impact of NHS reorganisation on Kirklees
3. Develop an events Toolkit for Martyn’s Law
4. Audit of Public Access Trauma (PACT) kits and grab bags

HP02 Health & Safety

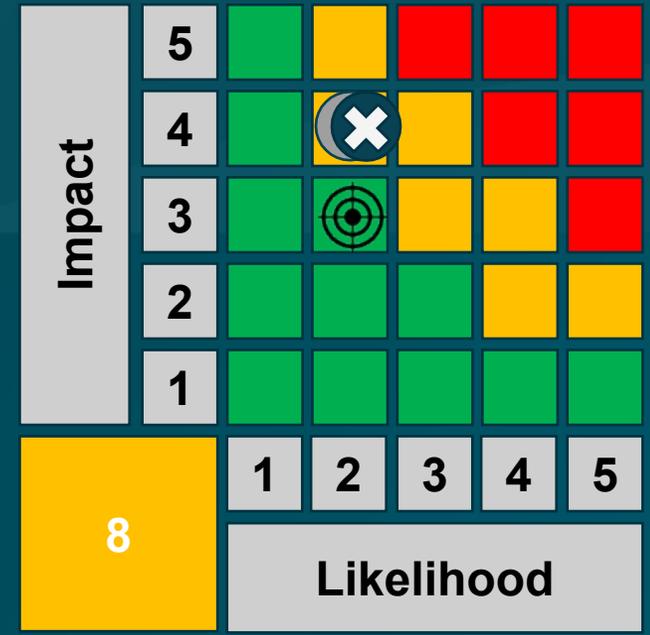
Failure to provide appropriate framework, guidance and monitoring of corporate H&S statutory requirements results in a preventable H&S incident involving colleagues and / or members of the public with possible financial, legal and reputational impacts

Risk Owner: Jane O'Donnell, Head of Health Protection

Quarterly update:

- Review of H&S documentation in Operational Services
- On-going work to introduce medication, alcohol and drugs awareness training in Highways and Operational Services
- Supported Operational Services following HSE inspection/follow up activity
- IOSH for Senior Executives now at 90% compliance

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

1. Policy, Strategy and associated guidance reviewed regularly. Legal compliance is the accepted minimum standard
 2. Governance through H&S Oversight Board which meets quarterly and is chaired by Strategic Director. Board reports onwards to ELT with six monthly corporate H&S performance report
 3. Mandatory training matrix specifies minimum level of H&S training dependent on job role.
 4. Online incident reporting system. Accident, incident and near miss reports monitored and investigated as necessary
 5. Reportable Injuries, Occupational Diseases and Dangerous Occurrences are reported to the HSE in line with RIDDOR regulations
- Embedded safety advisor role sits within relevant Service organisational design to provide advice and guidance
 Management review and inspection of high & medium risk premises

Further actions underway:

1. Target for 2025/26 of 70% Employee uptake of Corporate H&S eLearning
2. Launch Health & Safety Guidance Note No. 22: Driving for Work – ‘Grey Fleet’
3. New Head Teacher induction to be progressed.
4. Continue to encourage Kirklees Leadership Team complete the IOSH Managing Safely for Senior Executives training

CF01 Childrens Safeguarding

Risk of children and young people being at risk of significant harm due to increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.

Risk Owner: Vicky Metheringham, Service Director Child Protection & Family Support

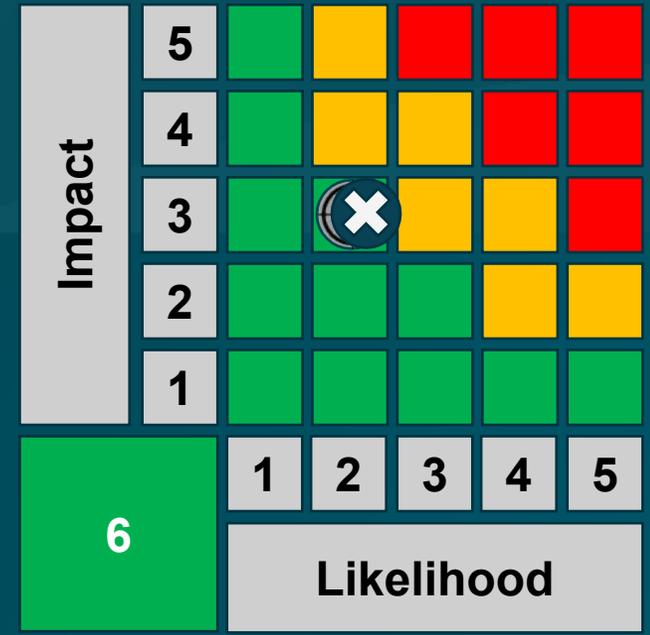
Quarterly update:

Families First Partnership (FFP) programme in progress. The governance has been established and a programme with controls is in development

Controls in operation:

1. Governance and senior management oversight – e.g. QA panel, scrutiny, Ambition Board
2. LADO procedures in place
3. Disclosure & Barring Service (DBS)
4. Robust procedure in place to manage unregulated provision, if required
5. Training & supervision, Learning Conversations, Practice Learning Days, annual practice week,
6. Well embedded Kirklees Safeguarding Children Partnership (KSCP)
7. Caseload management and Independent Reviewing Officers' oversight
8. Rolling recruitment to key posts
9. Enhanced oversight of practice
10. Corporate parenting approach and support to care leavers has improved.

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Further actions underway:

1. Implementation of Integrated model to meet requirements of Stable Homes Built on Love (McCallister recommendations), "Families First" and updated Working Together guidance
 - Phase 1 & 2: Completed April 2024 and January 2025 respectively
 - A paper with outcome of the Phase 2 review and any recommendations for Phase 3 will progress through governance in Q3
2. Planning activity is underway preparing for the Children's Wellbeing and Schools Bill, utilising regional networks and establishing appropriate oversight and governance arrangements to track required outcomes

CF02 Education, Health & Care Plans, SEND compliance & financial impact

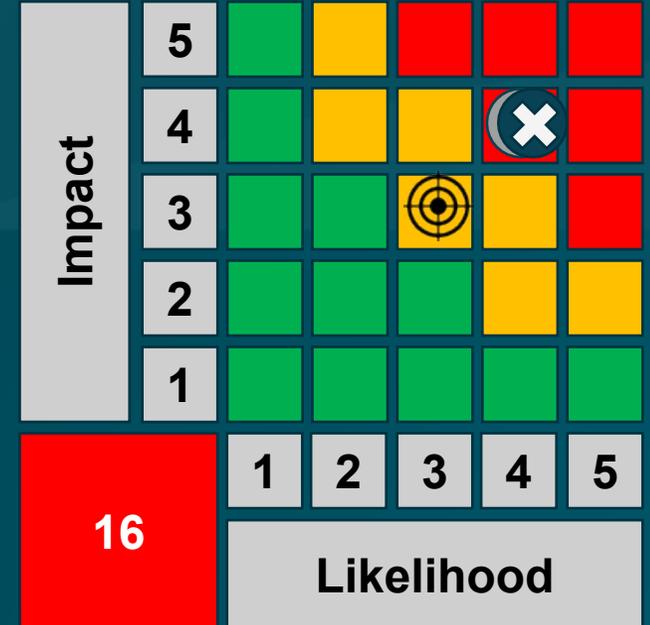
Risk that the EHCP operating model does not meet client or council needs, due to increases in demand, complexity of client needs and a lack of existing local provision, resulting in missed statutory deadlines, regulatory scrutiny, reputational impact and financial consequences

Risk Owner: Jo-Anne Sanders, Service Director Learning & Early Support

Quarterly update:

- SEND area inspection outcome published in August and post inspection Action Plan agreed .
- EHCP service continues to embed new processes and drive improvements in efficiency and performance. New EHCP processing times continue to improve, cumulative and in month performance at 20 weeks is ahead of England national average
- Annual reviews, which remain below national averages, being prioritised at change of phase to ensure requirements are up to date, however this remains an area of pressure
- Cost of placements continue to exceed budget, and impact on budget lines held elsewhere

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

1. Documented process in place for new and reviews of existing EHCPs
2. Performance monitoring in place utilising enhanced reporting data and quality assurance framework to maintain quality and drive continuous improvement
3. Effective financial controls in place including panel scrutiny and approval of external placements.
4. Safety Valve commitments subject to ongoing monitoring and financial returns provided to the DfE on a quarterly basis
5. Governance and communication strategies across stakeholder community reflecting the systemic ownership and ensuring partners are updated on priorities, progress and risk in a timely manner
6. Fortnightly sufficiency meeting in place for agreeing strategies for provision gaps.

Further actions underway:

1. SEND Transformation programme in place to support change delivery
2. Capacity in place to support parents who wish to progress to mediation over EHCP outcome, with the intention to support early resolution and reduce the number of cases progressing to tribunal
3. Cluster end of year review has enabled refresh of Cluster Handbook and report being prepared to summarise.
4. Rolling programme of recruitment and workforce development to address areas of significant pressure including turnover e.g. in EHCP team
5. Local provision will be enhanced by delivery of two new special schools (both 2027), which should contribute to an improvement in financial position, further sufficiency planning (including post 16 opportunities) underway.
6. Engagement with partners and relevant bodies to prepare for and respond to Schools White Paper that is expected in November 2025 (now delayed)

AH01 Adults Safeguarding

Failure to adequately safeguard vulnerable adults from harm, abuse and neglect because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.

Risk Owner: Cath Simms, Service Director Adult Social Care Operations

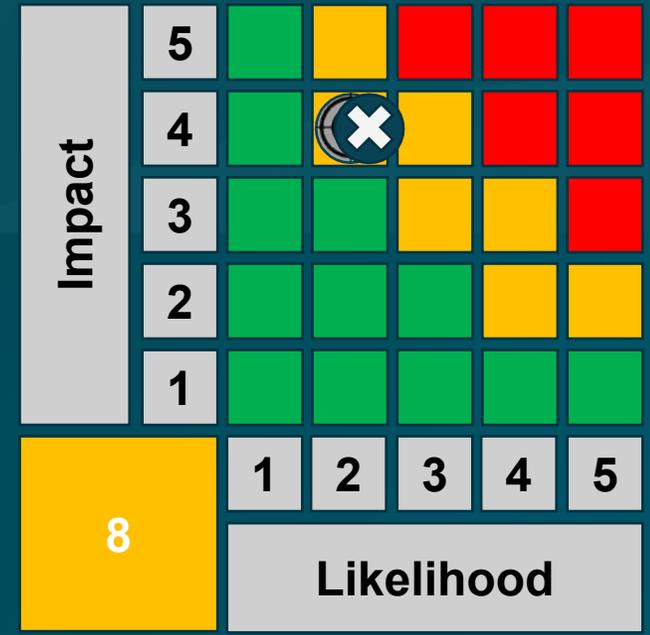
Quarterly update:

- Developing practice to improve professional portal admin to ensure no backlogs.
- Kirklees Safeguarding Adults Board (KSAB) development day to identify key priorities for 2025/26
- New safeguarding training commissioned by KSAB rolled out to all teams, evaluation taking place
- Learning from Safeguarding Adult Reviews (SAR) priority action from KSAB – membership at SAR sub-group reviewed and expanded

Controls in operation:

1. Corporate Safeguarding Policy reviewed regularly (Jan 2024)
 2. Mandatory training requirements and additional training where need identified
 3. Person in position of trust (PIPOT) process in place – being reviewed.
 4. Self-neglect policy and pathway in place. Self-neglect cases managed through the multi-agency risk escalation conferences
 5. Adult's representation on all strategic and operational groups related to safeguarding (such as; Prevent, Domestic Abuse and Modern Slavery)
 6. Governance through Kirklees Safeguarding Adults Board and Health & ASC Scrutiny Panel
 7. Learnings and improvement plans from Safeguarding Adults Reviews (SAR) reports
- Prioritisation and escalation managed by Safeguarding Service Manager
 Large Scale Safeguarding Enquiry (LSE) policy is being reviewed
 Waiting Well policy rolled out in the hubs – S42 enquiries allocated within 48 hours

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Further actions underway:

1. Safeguarding professional portal and care homes portal are being reviewed – improvement plan developed, and additional temporary staffing agreed.
2. Improvement plan for Data Quality for safeguarding referrals, concerns and S42 enquiries progressing.
3. PIPOT policy is being revised, to ensure internal processes are clear and in line with parallel Council procedures. Delayed from Q1, plan developed and agreed with revised timescales for full implementation.

CAS01 Community Cohesion, Wellbeing & Resilience

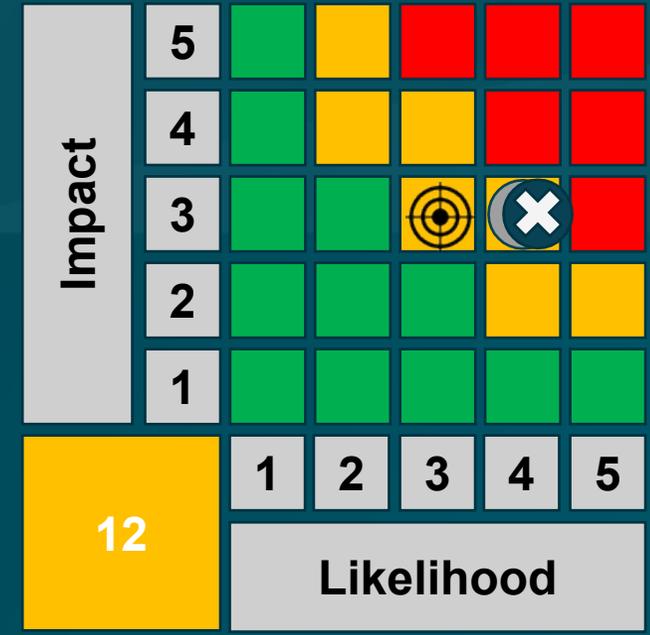
Risk of public disorder due to failure to monitor and mitigate rising community tensions, matters of violent extremism and related safer, stronger community factors, including criminal exploitation and national / international incidents

Risk Owner: Jill Greenfield, Service Director Communities & Access Services

Quarterly update:

- Regular tension monitoring briefings delivered to staff to raise awareness around how to report tensions to Safer and to Partnership Intelligence Portal (PIP). This quarter has included schools across the district
- Prevent training with schools continues, prevent training delivered to community facing individual's / representative of a range of services and organisations
- Awareness campaigns have taken place during this quarter which includes, for example ASB week
- Key Performance Indicators embedded within strategic priority theme groups to assess risk, system pressures, effective action
- Work with policy and faith leaders, established connections operationally to strengthen partnerships

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

1. Dedicated community tensions monitoring process and a clear procedure to process intelligence related to protests and tensions. Procedure includes Police and Emergency planning colleagues.
 2. Weekly tensions monitoring meetings are held with all relevant partners, escalations are reported into Police Silver and via Safer/Emergency Planning internally dependent on issue. Silver/Gold groups in place for oversight.
 3. The Prevent Action Plan prioritises community engagement, critical thinking and ideological issues and seeks to mitigate risk.
 4. Engaging with and enabling opportunities for communities to build relationships and counter extremist narratives.
 5. Building community resilience via the Inclusive Communities Framework.
- Community Partnership Plan (statutory requirement) informed by annual Strategic Intelligence Assessment

Further actions underway:

1. Expanding community tension awareness and reporting across council services as continuous reminder as staff move on from roles etc – Q4 25/26
2. Deliver awareness campaigns for White Ribbon (Violence against Women & Girls), Domestic Abuse and Hate Crime alongside partners - Q2 and Q3 pending 25/26.
3. Serious Violence partnership high priority area work to support direction of resources, community engagement including commissioning of interventions – Q4 25/26
4. Prevent Engagement and Training Home office projects tendering and commissioning to complete, and delivery to begin – Q3
5. Strategic Intelligence Assessment (SIA) further developing to inform the Strategic Priorities for the new Partnership Plan to be worked through with Overview, Scrutiny & Management Committee (OSMC) in early 2026 ahead of developing the full plan - Q1 2026/27

DEV01 Corporate Assets

Failure to effectively manage the liabilities arising from the council ownership and management of corporate assets, including building safety and financial liabilities, caused by failure to implement the corporate property strategy and insufficient control environment

Risk Owner: Joanne Bartholomew, Service Director Development

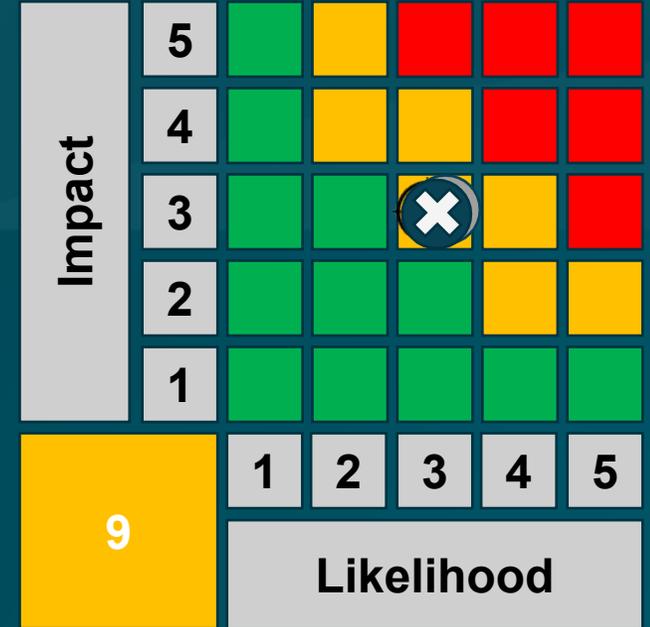
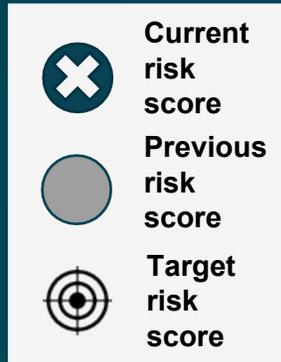
Quarterly update:

- Building Safety compliance levels continue to improve and meet current regulations
- Asset rationalisation continues to progress well and on track to meet income target
- External review of council assets has concluded with recommendations being developed that will deliver a sustainable property estate, of appropriate size and condition, within available financial constraints
- Additional resources recruited to Public Private Partnership expiry posts internally, resulting in reduced capacity in day-to-day management of the contract
- Review of schools traded service ongoing with good feedback regarding proposed offer from Schools

Controls in operation:

1. Condition surveys – 5-year cyclical plan in place for all assets, final buildings to be surveyed in 25/26, 1 year ahead of projections. Any issues are reported to respective School or Corporate Facilities Management team immediately.
2. H&S Oversight Board, Building Safety & Assurance Board (Corporate)
3. Corporate Compliance Guide and supporting Processes & Procedures, available on the intranet
4. Programme of disposals and asset rationalisation to reduce available assets and use only as required to reduce revenue costs
5. New programme of Planned Preventative Maintenance being developed following data presented by Arcadis and how this will link to the new database
6. We remain part of NISTA contract expiry pilot, with condition surveys completed at a sample of 4 schools following the PFI Asset Condition Playbook. DfE and NISTA representatives are in place as observers on SPV Boards.

Page 423



Further actions underway:

1. Procurement of new Corporate Assets Facilities Management database
 - Tender return date November 2025, projected implementation April 2026
 - Data upload to begin once implemented
2. Asset Strategy & Core Estate review
 - Asset Strategy being developed following recruitment of Asset Strategy Manager
 - Asset & Estate portfolio review planned to begin in Oct 2025 to work in conjunction with the new database
3. Continued focus on addressing issues at high priority assets including Dewsbury Sports Centre, Cleckheaton Town Hall, Batley Town Hall & Batley Library
4. Multiple savings templates created and issued to meet additional revenue savings targets requested in coming financial years, however these all present risks
5. New PFI Contract Oversight Board being set up and review of appropriate Officer / Member representation on relevant Boards being undertaken

DEV02 Homelessness and temporary accommodation

Insufficient availability of suitable accommodation options for temporary or permanent accommodation due to rising demand, reducing affordability and increasing complexity of priority need households, resulting in budget & legal challenge, poor customer outcomes and possible community cohesion issues

Risk Owner: Joanne Bartholomew, Service Director Development

Quarterly update:

- Demand pressures resulting in continued high usage of Temporary Accommodation (TA), at the end of Sept there were 369 households in TA, the number in B&B continues to reduce (115 at the end of Sept), demonstrating positive downward trend.
- Increased grant funding (c. £2.5m) awarded to Kirklees for 2025/26 to support homeless prevention, rough sleeping prevention and emergency accommodation pilot activity
- Longer term government approach to housing supply challenges remains unclear
- Ashenhurst TA lease extended. Sharples House TA – 3 flats occupied

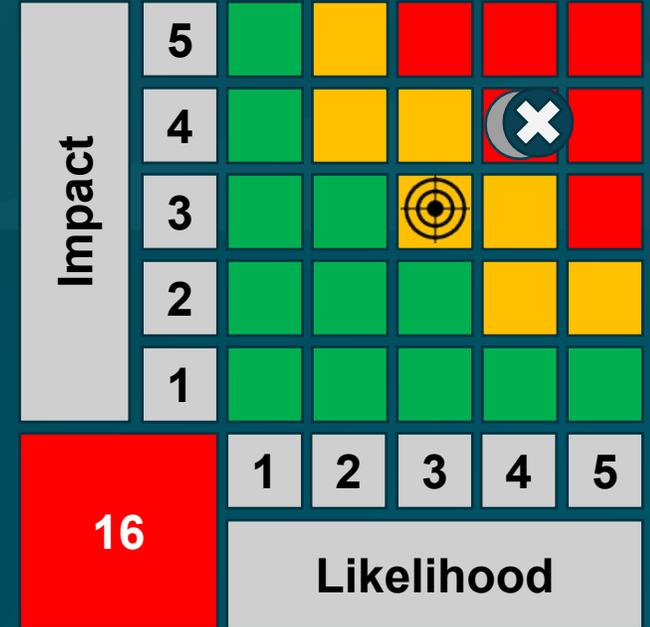
Controls in operation:

1. Preventing Homelessness and Rough Sleeping Strategy
2. Temporary Accommodation Placement Policy
3. Emergency Accommodation Procurement Framework
4. Regular monitoring and management oversight of all temporary accommodation placements – new two stage approval process now in place
5. Governance structure in place via Homelessness/TA Transformation Board which has oversight of TA demands and pressures in particular
6. Implementation and the effectiveness of the revised Kirklees Allocations Policy is monitored quarterly by a joint HSS/H&N Implementation Group. Portfolio Holder is briefed bi-annually on performance of the Policy
7. Collaborative working with Housing Growth to ensure housing supply pipeline provides options for low income and benefit dependent households

Further actions underway:

1. Development of private rented sector options to divert customers from TA, provide swifter 'move on' options and utilisation of flexible financial incentives
2. Review of all internal and customer facing communications throughout the customer journey to manage expectations and ensure the likelihood of securing differing types of alternative accommodation is clearly communicated
3. Ashenhurst scheme to provide additional 24 family units. Lease signed in Summer 2025, majority of extra units now occupied.
4. Transformation priority, with focus on reduction of B&B usage, expected to continue to support until end 2025-26
5. Effective utilisation of 2025/6 grants (HPG, RSI and new Emergency Accommodation Pilot grant) to maximise homeless prevention
6. Options to secure additional supply of TA through acquisition or lease from other landlords / providers reviewed on continuous basis
7. Dashboard under development to provide regular update on KPIs

 **Current risk score**
 **Previous risk score**
 **Target risk score**



DEV03 Economic Growth & Resilience

Failure to deliver economic growth and resilience through regeneration and infrastructure developments due to ineffective targeting of projects, funding availability and delays / overspends in delivery leading to a decline in prosperity, less affluent communities and consequential reputational damage

Risk Owner: David Wildman, Service Director, Skills & Regeneration

Quarterly update:

- Our Cultural Heart on track for phase one opening in summer 2026
- George Hotel – objection by statutory consultee (Victorian Society) awaiting determination by Secretary of State at end of September 25 (subsequently granted by SofS October 25)
- Public interest in specific projects; Cleckheaton bus lane, Holmfirth Town Centre Access Plan

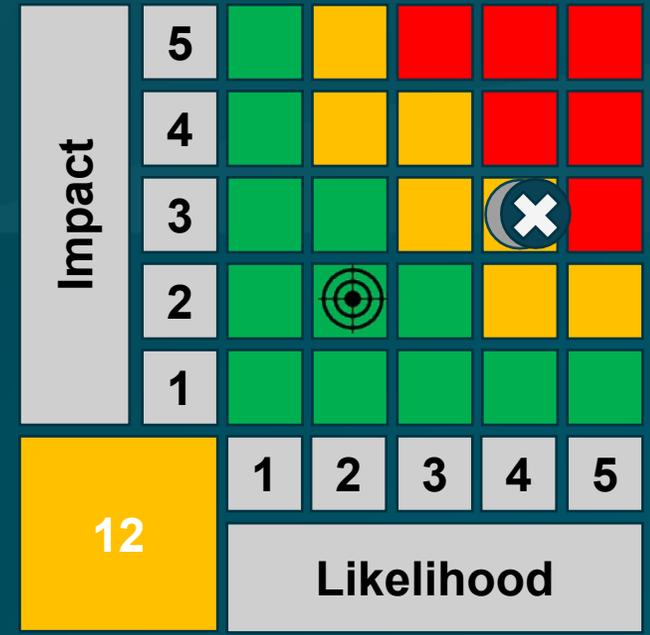
Controls in operation:

1. Formal project management approach (Prince2, Agile etc)
2. Clear approach to project governance including roles & responsibilities, documentation requirements and escalation routes
3. Key stakeholders (Procurement, Finance etc) engaged at outset and sign off agreed business case
4. Collaborative working to align funding requirements and sign offs where funding is provider by WYCA or other agencies
5. Revised governance in place with separate officer boards addressing Pipeline projects and those in Delivery
6. Working in conjunction with Strategic Delivery Partner(s)
7. Adherence to local planning authority policies and procedures

Further actions underway:

1. Council wide review of governance and reporting of the capital plan to focus on affordability, improvements to forecasting and support timely delivery
2. Improvements in contract management capacity and capability
3. Internal audit activity covering Project Management and Delivery
4. Consider how to ensure effective coordination of multiple projects within the same area, supported by comms strategy and appropriate Cllr involvement

 **Current risk score**
 **Previous risk score**
 **Target risk score**



HN01 Housing Safety & Quality

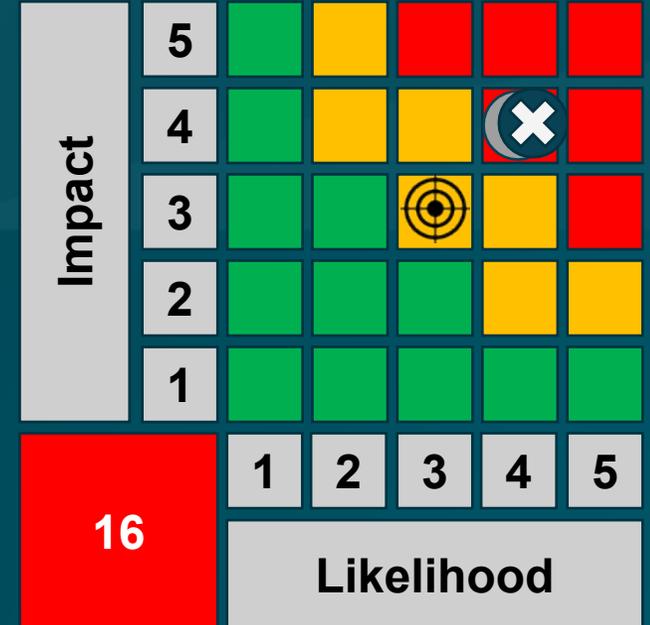
Risk that residential housing stock does not meet building safety regulations and / or the decent homes consumer standard resulting in service user dissatisfaction, complaints, regulatory scrutiny and reputational damage

Risk Owner: Phil Jones, Service Director Homes & Neighbourhoods

Quarterly update:

- Compliance with Awaab's Law achieved ahead of October 2025 effective date, with active cases now below 200
- Fire safety assessments remain ahead of schedule and are due to conclude in Q3. Mitigations remain in place across all blocks. Tranche 1 of the fire programme has commenced
- Review of five-year capital programme underway and nearing completion
- Stock condition programme launched in September 2025
- Cx system went live as planned, and the Total upgrade is on track for go-live in Q4 2025-26

 **Current risk score**
 **Previous risk score**
 **Target risk score**



Controls in operation:

1. Regulatory Notice action plan and monthly meetings with Regulator of Social Housing to review progress updates
 2. Appropriate governance structure in place to monitor actions and provide oversight of controls with clear escalation routes and accountability points
 3. Policies and supporting Management Plans in place for all elements of Building Safety and Voids process
 4. Fit for purpose operational systems, upgraded as required to ensure they continue to meet operational and compliance reporting standards.
 5. 30-year Asset Management Plan – informed by stock condition surveys
 6. Tenant Satisfaction Measures reviewed on a regular basis to ensure outcomes improve in line with expectations
- Principal contractor appointed providing additional project, programme and contract management capability across fire safety programme

Further actions underway:

1. Governance effectiveness review continues with focus on both membership and determining the required inputs to in scope Boards / Meetings
2. Review of 5 year Capital Investment Plan (£160m) nearing completion with new Investment & Capital Assurance Board to provide oversight
3. Stock condition surveys to inform future capital programme commenced in Q2 2025-26. 3 year programme with all archetypes surveyed in first 12 months informing prioritisation of future years activity
4. Development of technology roadmap to understand H&N future technology needs and optimum solutions to meet these needs
5. Implementation of Cx, housing management system is underway. Phase 1 went live in October 2025
6. Monitor and review of consultation on changes to Decent Homes Standard and consider impact of proposed implementation timescales

ECC01 Climate Change

Failure to mitigate and adapt to a more volatile climate, caused by insufficient resource, inadequate funding and a lack of prioritisation, leading to prolonged impacts on the natural environment, residents, communities, businesses and delivery of Council services.

Risk Owner: Katherine Armitage, Service Director Environmental Strategy & Climate Change

Quarterly update:

- The risk score has stayed high to reflect the ongoing impact from the absence of staff resource and the challenges faced by the team to recruit to critical posts, impacting the ability to use grant funding
- Successful recruitment to 3 roles which will be filled during Q3 however a senior vacancy remains, and the consultancy review is still in the pipeline
- Launch of salary sacrifice scheme for Electric or Hybrid Vehicles

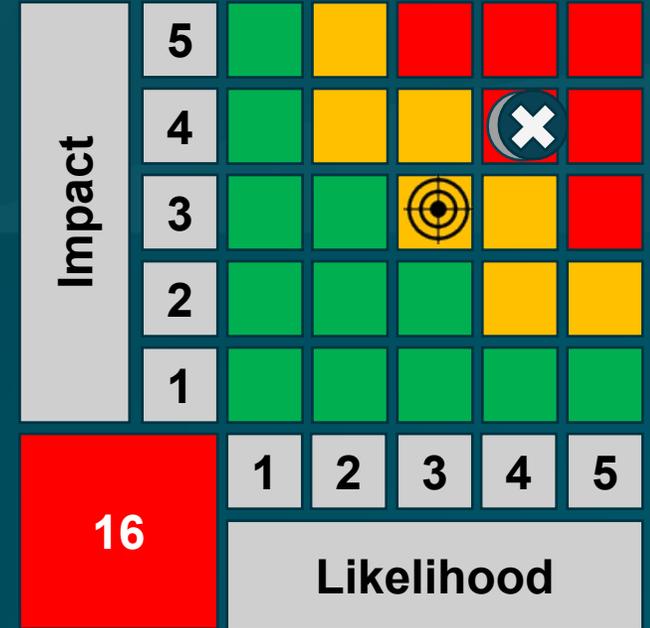
Controls in operation:

1. Environment & Climate Change Scrutiny Panel in place to check & challenge work from the legacy Environment and Climate Change Service Area
2. Business continuity plans respond to severe weather event impacts, which are being made more extreme by Climate Change
3. Climate Change consideration included within the Integrated Impact Assessment which all new Council funded projects are required to complete
4. Climate Change and Environment Sustainability training is available on My Learning for Officers and Members, Completion rates continue to be tracked but remain low
5. Top tier partnership strategy, 'Environment Strategy; Everyday Life' in place following approval by Council in September 2024

Further actions underway:

1. A new approach to the Councils direct, operational Greenhouse Gas Emissions has been completed in draft and is currently going through governance for approval. This provides a new baseline of emission to inform future decision-making and required actions to for rapid emission reduction to achieve the authorities Net Zero by 2038 target
2. Focused efforts to fill remaining vacant post
3. Efforts now to bring new team members up to speed to deliver on the Climate Action plan and Environment Strategy commitments, as well as better utilise dashboards and internal carbon reporting
4. External consultancy to undertake an in-depth review is still being considered, supported by Gainshare resources
5. The new staff team are carrying out a review to ascertain position of council re climate change matters to ensure most effective use of resources.

 Current risk score
 Previous risk score
 Target risk score



This page is intentionally left blank



Report title:

Local Government Association (LGA) Corporate Peer Challenge – Kirklees Council Action Plan Progress Report

Meeting	Cabinet
Date	2 December 2025
Cabinet Member (if applicable)	Cllr Carole Pattison, Leader of the Council
Key Decision Eligible for Call In	No No

Purpose of Report

The Local Government Association (LGA) came to Kirklees Council in November 2024 to carry out a Corporate Peer Challenge, which is a key part of the LGA’s improvement and assurance framework. Based on their findings, the LGA produced a report, containing eight key recommendations for action and improvement. On 8 April 2025, Cabinet then agreed an action plan which sets out improvement activity in response to those recommendations. An initial progress report against this action plan was received by Cabinet in July 2025.

On 23 September 2025, the LGA returned to Kirklees to carry out a progress review. The LGA produced a report outlining their findings following this visit, a summary of which is included in this report with the full version appended to this report (Appendix B). This report also provides Cabinet with another progress update against the actions in the action plan.

Recommendations

That Cabinet are asked to:

- Note the most recent progress update produced by Kirklees Council officers, against the LGA’s recommendations from the first visit in November 2024, and the associated action plan (see section 2.3). The full list of actions has been included at **Appendix A**, along with delivery status ratings for each action.
- Note the progress review report produced by the LGA after their second visit in September 2025, provided at **Appendix B**. A summary of the feedback has been included in this report.

Reasons for Recommendations

- As part of the LGA Corporate Peer Challenge process, councils are required to develop and publish an action plan to deliver improvements based upon the recommendations provided by the LGA following the visit.
- Councils are also required to host a progress review visit from the LGA and publish the resulting progress report no later than 12 months following the original Corporate Peer Challenge visit.
- On 8 April 2025, Cabinet approved an action plan which sets out improvement activity in response to the recommendations provided by the LGA. This report provides

Cabinet with a progress update against the actions in that plan (see section 2.3) and the LGA's report following the progress review visit on 23 September 2025 (Appendix B).

Resource Implication: The action plan will mostly be delivered with resources already existing within the council. Where additional/external resources are required to deliver specific actions within the plan, relevant council process and procedure rules will be followed, with value for money clearly demonstrated.

Date signed off by Executive Director & name

Rachel Spencer-Henshall – Deputy Chief Executive and Executive Director for Public Health and Corporate Resources
14 November 2025

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

Kevin Mulvaney
14 November 2025

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

Samantha Lawton
14 November 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 Local Government Association (LGA) came to Kirklees Council in November 2024 to carry out a Corporate Peer Challenge, which is a key part of the LGA's improvement and assurance framework. Based on their findings, the LGA produced a report, containing eight key recommendations for action and improvement. On 8 April 2025, Cabinet then agreed an action plan which sets out improvement activity in response to those recommendations.

1.2 An initial progress report against this action plan was received by Cabinet in July 2025.

1.2.1 On 23 September 2025, the LGA then returned to Kirklees to carry out a progress review. The LGA then produced a report following this visit which has been published on the council's website and appended to this paper at Appendix B. A summary of this feedback has been included within this paper at section 2.2. The LGA's report acknowledges the progress the council has made on delivering the recommendations made by the LGA in November 2024, and the action plan subsequently agreed. The LGA report highlights that "[w]orking relationships between the Leader and Cabinet, and the Chief Executive and Senior Management team have matured further and collectively they have brought stability, clarity, grip and more energy to the council". The peer team also "noted greater confidence, tempered with realism, from the collective senior political and managerial team about how they will address current and future challenges".

1.3 This report also presents a progress update against the action plan approved in April. The action plan aims to deliver a range of corporate and service-led improvements in response to the key recommendations provided by the LGA. The progress update is

summarised in section 2.3 of this report. Out of 42 actions, 14 have been completed (blue), 27 are ongoing and on track (green), and one has slipped (amber). The full list of actions has been included at Appendix A, along with delivery status ratings for each action.

2. Information required to take a decision

2.1 Background

- 2.1.1 The LGA requires every member council to undertake a Corporate Peer Challenge at least once every five years, and by doing so, this process is recognised by the LGA as a way to assist councils in meeting their Best Value Duty.
- 2.1.2 During the visit, local government peers provide feedback to the council on a range of corporate issues, based on evidence and information that is provided to them, and interviews and focus groups that took place with a range of staff, councillors, partners and other key stakeholders.
- 2.1.3 Following a Corporate Peer Challenge, a report outlining the key findings and recommendations from the peer team is shared with the council. In the spirit of openness and transparency, councils are required to publish this report within three months of the visit. The council is also required to publish an action plan, setting out key actions in response to the recommendations contained within the report, no later than five months following the visit.
- 2.1.4 All Corporate Peer Challenges now include a progress review which takes place approximately ten months after the original visit. The progress review provides space for a council's senior leadership to report to the peer team on the progress made against the corporate peer challenge recommendations, discuss early impact or learning, and receive feedback on the implementation of the action plan. Following the progress review, a report outlining the peer team's findings is shared with the council. The council is then required to publish this report no later than 12 months after the original visit.
- 2.1.5 All Corporate Peer Challenges focus on five core elements as well as any additional local areas of focus or specific challenges requested by the council. The five core elements are:
- Local priorities and outcomes
 - Organisational and place leadership
 - Governance and culture
 - Financial planning and management
 - Capacity for improvement
- 2.1.6 Considering our story so far and the challenges we were grappling with at the time, we asked the peer team to focus fully on the five core areas of inquiry in their initial visit in November 2024.
- 2.1.7 During the four-day visit, the peer team reviewed extensive amounts of council documentation and gathered evidence, information, and views from more than 35 meetings, in addition to further research and reading. Most of these meetings were face-to-face, with some were conducted virtually. As part of these meetings, the team also spoke to more than 140 people including elected members from across political groups, staff from all directorates (leadership, management, and frontline), partners (both local and regional across the public, private, and third sector), and other key stakeholders (e.g. auditors and trade unions).

- 2.1.8 The LGA's original feedback report outlined significant strengths and opportunities for the council. The report noted that the council:
- is now in a more stable position, following recent changes to political and officer leadership.
 - has a clear vision and priorities set out in the Council Plan
 - is tackling its financial issues in a thorough and strategic way and is seeking external support, and the budget position is improving and normalising.
 - can point to some real successes in delivering both savings and improved outcomes, for example in both adults and children's social care (with strong performance and leadership visible across these services).
 - has performance reporting that is presented well, is accessible and timely, and has links to budget reporting.
 - has stakeholders and public sector partners who report positive working relationships with the council and plays an active role in the West Yorkshire Combined Authority.
 - has an established Executive Leadership Team which is widely respected across the organisation.
 - has council staff that generally feel valued, with a clear sense of commitment to the council as an organisation, as well as to Kirklees as a place.
 - has governance arrangements that are working well, a collegiate Cabinet that is prepared to take tough decisions, scrutiny that is taken seriously, and a Corporate Governance and Audit Committee that is engaged and well supported.
- 2.1.9 The report also provided eight recommendations on how to build on these strengths and progress so far. The findings complemented our ongoing improvement journey, building on recent work to improve and strengthen our position for delivering on our priorities into the future.
- 2.1.10 Early in 2025, council officers produced an action plan to respond to the recommendations. The suggested areas of focus for actions were discussed and shared with members of the Overview and Scrutiny Management Committee (OSMC) and political group leaders to help develop the plan. The plan was also discussed at an OSMC meeting on 4 April 2025, seeking feedback and engagement on the delivery and reporting against the action plan.
- 2.1.11 Cabinet approved the action plan on 8 April 2025. Following this, the action plan was then presented to Council on 23 April 2025 for noting. A progress update was then provided to Cabinet and OSMC in July 2025.
- 2.2 Feedback from the LGA Progress Review Visit (23 September 2025)**
- 2.2.1 On 23 September 2025, the Local Government Association came back to Kirklees to undertake a progress review. The LGA's report outlining their findings from this progress review can be found at Appendix B and has also now been published on the council's website here: [LGA \(Local Government Association\) Corporate Peer Challenge | Kirklees Council](#).
- 2.2.2 The Council welcomes the feedback and the findings from the most recent visit by the LGA on 23 September 2025. This report has been included at Appendix B.

- 2.2.3 The LGA's report acknowledges the progress the council has made on delivering the recommendations made by the LGA in November 2024, and the action plan subsequently agreed to support delivery of improvements against the recommendations.
- 2.2.4 The LGA report highlights that "[w]orking relationships between the Leader and Cabinet, and the Chief Executive and Senior Management team have matured further and collectively they have brought stability, clarity, grip and more energy to the council". The peer team also "noted greater confidence, tempered with realism, from the collective senior political and managerial team about how they will address current and future challenges".
- 2.2.5 The updates contained with this paper, and specifically within section 2.3, provide a more recent progress report since the visit, including the completion of one extra action.

2.3 Overview of delivery progress against the action plan (November 2025)

- 2.3.1 In total, there are 42 actions included in the action plan against the LGA recommendations.
- 2.3.2 Progress updates for each action were sought from services in November 2025, so the following updates provide a snapshot of progress at that point in time. Within Appendix A, ratings which reflect the delivery status have also been provided against each action. This reflects current confidence levels in completing delivery against the timescale agreed in the action plan. Colour codes are as follows:
- Blue (Fully completed)
 - Green (on track for delivery)
 - Amber (delivery may slip)
 - Red (delivery has slipped)
- 2.3.3 14 actions have now been fully completed (blue) within planned timescales. Key successes include:

Maintaining a grip on the budget

- Produced and published a 'budget book', which contains a breakdown of all service budgets and a summary of the 2025-26 budget to improve transparency around how the council manages its finances.
- Updated the Medium-Term Financial Strategy in September 2025 – which included a prudent approach to the impact of the Government's Fair Funding Review, and identified pressures of £56m over five years, with £18m of pressures identified for 2026/27.
- Produced guidance for carrying out benchmarking activities. This has also been communicated and integrated into the ongoing budget development process.

Communicating and sharing learning from transformation successes

- A new approach for resourcing transformation activity to support better outcomes and further efficiencies was launched in April, and business cases for accessing transformation funding are currently being considered for the 2026/27 budget period.
- A new plan for providing more effective support and engagement with the third sector was developed and approved in July 2025.

Regeneration plans and affordability

- In September, Cabinet approved the next steps for Our Cultural Heart, the ambitious culture and leisure centrepiece for Huddersfield and the whole of Kirklees. Following a recent review of Phase 5, the paper included updated costings for service delivery and implementation associated with preceding phases of the plan.

Working more closely with business and economic partners

- We agreed the Inclusive Economic Strategy at Council in August, which is designed to address economic challenges while promoting inclusivity and sustainability. It outlines a vision for the economy from 2025 to 2030, emphasising the importance of social justice and environmental responsibility alongside economic growth.

Good governance and member development

- To support collaboration between elected members and officers in running council services, an updated member-officer protocol was approved at the Annual General Meeting of Council on 21 May 2025. Work to improve awareness of the protocol amongst members and officers continues and we are reporting to our Standards Committee every six months on progress.
- To support clarity of decision-making, report writing guidance for council officers have now been reviewed and refreshed along with changes to report templates. We have also developed and launched online training courses and governance officers are attending various senior leadership team meetings to raise awareness and reinforce and promote good governance.

Maintaining focus on performance

- We have produced an overview of external inspections and associated improvement plans. This will help us to maintain corporate oversight across all inspections and help us to maximise the benefits of these inspections for our services by ensuring lessons learned can be shared and embedded. We have also developed support and guidance for services around service planning, which will support service delivery against the priorities set out within Our Council Plan and budget.
- We have continued with the revised approach to corporate quarterly performance monitoring and reporting. This is complemented by the internal 'check and challenge' sessions where directorates and the Chief Executive consider risks and issues around resourcing our priorities as well as service performance and improvement. The check and challenge sessions have recently been reviewed to include an improved focus on performance, continuous learning, and benchmarking.

Planning for a longer-term horizon

- In April we launched 'Our Council', a culture refresh initiative setting out seven principles for growing our organisational culture now and over the longer-term. The principles describe areas where we already have existing strengths across our services and where we need to focus further development. Since launching in April, we've worked to embed these principles through internal events, leadership conversations and internal communications. Teams in the council are holding conversations about what the principles mean to them. We're now working to

extend and deepen this engagement and integrate the principles as part of wider internal processes, for example through new employee induction.

- Over the summer, we engaged strategic partners and key strategic partnership boards on a refresh of our Partnership Framework, which encompasses the vision for the borough, our eight shared outcomes describing the impact we're looking to achieve, and the overview of highest-level partnership strategies. Partner engagement on the framework continued in November at the annual Picture of Kirklees event, held at Dewsbury Town Hall. Now that the initial phase of engagement is complete, next steps for developing a new framework will be discussed and agreed with partners. Discussions will include what collaborative actions will need to take priority, how the framework will be supported, and what governance arrangements could be established to support implementation of the framework. This will also include discussions around potential shared leadership and management development programmes to support more efficient leadership development and connections across organisations.

2.3.4 27 actions are ongoing and on track (green) for completion within specified timescales. Progress on ongoing actions includes:

Maintaining a grip on the budget

- Improvements have been made to quarterly financial monitoring, including the inclusion of monitoring around capital budgets, and the quarterly 'check and challenge' process for directorates. This will continue to be reviewed over the course of this current financial year.
- The Cross-Party Budget Working Group has continued and has a forward plan to structure meetings. It continues as a way of keeping members from all political parties informed on budget developments. Changes to the public budget consultation process are also being developed with the consultation on the 2026/27 annual budget due to commence on 3 December.

Communicating and sharing learning from transformation successes

- Work is progressing on developing a more effective way of sharing learning around transformation initiatives more widely across the council. A transformation knowledge hub will be launched by the end of December 2025.
- Our assets transformation programme is progressing well. Robust, consistent, effective and transparent processes are now in place for property disposals, aligned to council priorities. In July, Cabinet considered a report on progress in disposing of surplus property. Assurance and progress continue to be monitored, with risks and issues managed by exception by the Assets Disposal Board. A report from an external review was produced and considered by our Assets and Benchmarking Board in the summer. Next steps and actions following the review will be developed by the end of December 2025.

Regeneration plans and affordability

- Work is ongoing to analyse the direct and indirect costs and implications of all our major regeneration projects, and a 'cultural heart mobilisation plan' to manage risks and opportunities and coordinate delivery has been established.
- We've completed an initial review of all our Capital programme governance arrangements, and the results of that review are now being put into place, with actions being undertaken to simplify, consolidate and strengthen arrangements.

- We've conducted a review of key council priorities to support corporate coordination of external funding, and a report to summarise these will be produced and communicated in the new year. This will support greater prioritisation of which external funding opportunities we apply for and help to focus our resources.
- We are developing a longer-term strategy to increase residential provision across our town centres, considering the balance of housing provision alongside other types of development and investment. This will be linked to the update of the Local Plan, which is underway, as well as future refreshes of our town centre blueprints and smaller centre regeneration plans. These plans will be refreshed as needed to ensure they are fit for the future and ready for changes in society, transport, technology, and the economy.

Planning and the balance of housing

- Work to monitor and analyse the impact of national policy changes related to planning continues, and to understand how the workforce needs to change and develop to ensure we have sufficient capacity and skills to support implementation.
- To ensure we can provide the right types of housing to meet future housing needed over the long-term, work is underway to decide a new Housing Strategy. A draft has been produced, and the strategy is on track for completion in advance of the stated deadline, by Spring 2026. The strategy will support the work of our Specialist Accommodation Board, considering the housing type needed over the next 10–20 years to ensure people with care and support needs have access to affordable accommodation.

Working more closely with business and economic partners

- Work to engage with the West Yorkshire Combined Authority on engagement mechanisms and key areas for further strengthening the voice of the third sector across the region is ongoing. Proposals have now been developed around a new voice and representation group, and these are now subject to consultation with the local community sector with the support of Third Sector Leaders Kirklees.
- We have continued delivery of a programme of events for local businesses helping them to connect to local third sector organisations. These events are supporting businesses with their aspirations for corporate social responsibility, social value, volunteering and mentoring. Events delivered so far have included two sessions in South Kirklees, which 21 companies attended, and two sessions in North Kirklees with 18 attending.

Good governance and member development

- We have drafted a new Member Development Framework (MDF) and have consulted members to input into its development, so it can be ready for implementation ahead of the May 2026 all-out elections, when there could be a high number of new members elected. The framework sets out a programme of events, a forward plan of development opportunities, and resources. We are also looking at how we can support individual training needs as they arise, and we will establish member development champions. Alongside consulting with members, we are now also considering how best to evaluate the implementation and effectiveness of the new framework. We have also begun work to review and improve existing officer training and development initiatives for working alongside members.

Maintaining focus on performance

- In children's social care, we are increasing capacity to support more effective audit and quality assurance processes as well as more timely service decision-making. This will help us undertake a wider range of auditing process across key thematic areas to help inform continuous learning and improvement. To improve recruitment and retention of children's social workers, we are also working to develop a wide range of routes into social work, including social work apprenticeships.
- We have continued to work on performance in Homes & Neighbourhoods. We are continuing to drive full compliance with all regulatory standards set by the Regulator of Social Housing. As a result of this focus, we are ahead of our targets across all areas. As reported in the 6-month regulatory progress report to Cabinet in July, we expect the regulatory notice in place to be lifted by the end of the calendar year. We achieved business as usual levels for damp, mould and condensation ahead of our August target date. We are on track to give assurance on fire safety by December, and water quality testing is now on track to be 100% complete within the year. As part of driving performance up in Homes & Neighbourhoods, we continue to strengthen our governance arrangements. We have already made some changes and have begun a further review to assess the effectiveness of these structures and identify opportunities for improvement, including the integration of external independent oversight.

Developing a longer-term horizon

- We are continuing to monitor the impact of changes in our external context on our current models of service delivery, and the impact of government policy change. For example, changes in the local, regional, and national capacity and governance of health services and the increasing role and powers presented in the English Devolution Bill are key policy issues we continue to monitor and respond to as required.
- Delivery of the Customer & Access Programme continues. This programme aims to: develop a customer-focused culture by improving communication, service design and operations; deliver targeted improvement activity to enhance the information provided to customers, reduce failure demand and avoidable contact, and improve the overall customer experience. It is complemented by a range of targeted pieces of work, such as the development of a fly-tipping strategy to help clear backlogs in the face of increasing reports of fly-tipping.
- Work is underway to develop a new longer-term Council Plan, which is due for consideration by Cabinet and Council in February. Due to the increased certainty provided by the government with new three-year financial settlements, this plan will cover the period 2026-29.
- A new Digital Transformation Board, chaired by the Chief Executive, has been established to drive the pace of change and support the development of a new strategy for digital transformation and a three-to-five-year implementation programme. The new strategy will set out how we will maximise digital opportunities across all these factors over the longer term. External support and challenge, as well as input from multiple stakeholders, is informing the work, including extensive engagement with other local authorities to learn from their successes and challenges.

2.3.5 One action has slipped (amber) due to external factors:

Action number 3.1: “Review the capital programme, to make sure we have affordable plans, including considering an externally led capital plan review.”

We regularly review our Capital Plan, and reprofile schemes within it to ensure affordable capital borrowing. The Council approved the rollover Capital Plan in July 2025, which reprofiled over £100m of investment from 2025/26 into future years of the plan. The Capital Assurance Board meets monthly to provide strategic oversight of our capital plan and maintains a tight control on additional capital spending proposals, ensuring they are affordable and aligned to our priorities. However, despite the progress we have made, we have rated this action as amber as we await the outcome of allocations from Government funding, and as we develop better clarity on digital transformation and investments that may be required in the short-to-medium term. We expect to have a better understanding of what’s needed from the Capital Plan in the second half of the next financial year.

2.3.6 Two actions have had their timescales reprofiled in terms of their delivery timescales:

Action number 5.2 - Deliver a Kirklees economic summit, bringing together key businesses and economic partners to develop tangible actions for delivering the Inclusive Economy Strategy and responding to economic opportunities across Kirklees.

To deliver this action in the collaborative way required that reflects the range and diversity of opportunities in the borough, we decided to work alongside partners on a series of business and investor engagement events and meetings. We have therefore reprofiled the timescale to February 2026 (from December 2025).

In October we worked with Huddersfield Unlimited at the first of these. Huddersfield Unlimited works with businesses, investors and communities in Huddersfield. The event in October was aimed at encouraging greater awareness and partnership working around key investment opportunities within Kirklees. As part of this, we presented and promoted several investment opportunities which form part of the delivery of the new Inclusive Economic Strategy.

To widen the reach of work already underway to strengthen engagement work with key business and economic partners, a second event will take place in Dewsbury in the new year to highlight further investment opportunities across the north of the borough. As part of this, we are planning to highlight the significant benefits of the transport, housing, and skills investment in North Kirklees and identify ways to progress our work further with partners. This will support tangible action in delivery of the ambitions of the Inclusive Economic Strategy.

Action number 5.3 Review the economic partnership arrangements, including engagement mechanisms, identifying any areas for improving collaboration and communication, and decide actions to progress these.

The revised plan around engagement will inform the delivery of this action, therefore requiring an extended timescale to deliver properly. Following the engagement and events underway, we will be able to conduct a wider review of economic and business partnership arrangements and agree some next steps for increasing opportunities for collaboration. This action has therefore been reprofiled to May 2026 (from December 2025).

3. Implications for the Council

3.1 Council Plan

The action plan sets out some important next steps for the council and builds on recent work to improve and strengthen our position into the future. It will support the council to deliver on the priorities set out within the refreshed 2025/26 Council Plan, which was agreed by Council on 5 March 2025. Within the 2025/26 Council Plan, the development and delivery of the LGA Peer Challenge action plan was included as an 'Area of Focus' within the 'Getting the basics right – a balanced budget and a modern organisation' priority, and delivery of the action plan will be reported via regular progress and delivery reports relating to the 2025/26 Council Plan.

3.2 Financial Implications

One of the five core areas of focus for the Corporate Peer Challenge is around 'Financial Planning and Management'. The first recommendation provided in the LGA report outlines how the council should develop a longer-term plan to deliver a more sustainable financial situation. As such, the action plan provided at Appendix A, includes some key actions to deliver upon this recommendation.

The action plan will mostly be delivered with resources already existing within the council. Where additional/external resources are required to deliver specific actions within the plan, relevant council process and procedure rules will be followed, with value for money clearly demonstrated.

3.3 Legal Implications

The LGA requires every member council to undertake a Corporate Peer Challenge at least once every five years, and by doing so, this process is recognised by the LGA as a way to assist councils in meeting their Best Value Duty. The Best Value Duty is a statutory requirement contained within Part 1 of the Local Government Act 1999.

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

The action plan presented at Appendix A, relates to a wide range of different areas of activity that the council delivers.

Integrated Impact Assessments for individual changes and projects referred to within the actions will be developed as required.

The council maintains a corporate risk register, and risks for individual areas of activity within the action plan will be managed accordingly and as part of the established corporate process.

Some of the actions within the action plan, relate to making improvements to ways of working for council employees. Most notably, the 'Our Council' culture reset initiative (included as an action against recommendation 8) will support positive changes in the way that all council employees work, for example by supporting an improved focus on the needs of our customers, encouraging better budget management, and further work to embed our corporate values of kindness, inclusion and pride.

4 Consultation

Corporate Peer Challenges involve extensive consultation, which is carried out by the Peer Team during the week of the main visit. This is so the team can gather evidence and formulate their feedback. The LGA Peer Team spent four days onsite at Kirklees Council during the first visit in November 2024, and one day on site during the second visit on 23 September 2025. As part of both visits, they gathered evidence, information, and views from meetings, workshops and research and reading. They spoke to a range of council staff, councillors, and external stakeholders.

5 Engagement

- 5.1 Relevant council officers (including Service Directors and the Executive Leadership Team) and the Cabinet, were engaged in the development of the action plan.
- 5.2 Members of the Overview and Scrutiny Management Committee were also engaged in the development of actions for the action plan, at a meeting on 20 March 2025. Group Leaders were also engaged and were asked for feedback on development of the actions. Feedback from Scrutiny and Group Leaders was received and considered by the Executive.
- 5.3 This update report will also be provided to the Overview and Scrutiny Management Committee on 5 December for feedback and comment.

6 Options

6.1 Options considered

Our recommendation to Cabinet is to note the progress update contained within this paper, specifically within section 2.3 of this report.

6.2 Reasons for recommended option

As part of the LGA Corporate Peer Challenge process, councils are required to develop and publish an action plan to deliver improvements based upon the recommendations provided by the LGA following the visit.

Councils are also required to host a progress review visit from the LGA and publish the resulting progress report no later than 12 months following the original Corporate Peer Challenge visit.

On 8 April 2025, Cabinet approved an action plan which sets out improvement activity in response to the recommendations provided by the LGA. This report provides Cabinet with a progress update against the actions in that plan (see section 2.3) and the LGA's report following the progress review visit on 23 September 2025 (Appendix B).

7. Next steps and timelines

Further updates will be provided to Cabinet and Scrutiny on progress against the action plan as required.

8. Contact officers

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

Stephen.Bonnell@kirklees.gov.uk

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

Michelle.Hope@kirklees.gov.uk

9. Background Papers and History of Decisions

The LGA's feedback reports following the visit in November 2024, and their return visit in September 2025, are available on the Council's website here:

[LGA \(Local Government Association\) Corporate Peer Challenge | Kirklees Council](#)

The Cabinet paper which contains the approved action plan is available here:

[Peer Challenge Action Plan - Cabinet Paper - 8 April 2025 v2.pdf](#)

10. Appendices

Appendix A: LGA Corporate Peer Challenge – Kirklees Council Action Plan

Appendix B: Kirklees Corporate Peer Challenge – LGA Progress Review Report following the progress review visit on the 23 September.

11. Service Director responsible

Andy Simcox, Service Director Strategy and Innovation

LGA Corporate Peer Challenge – Kirklees Council Action Plan

Recommendation 1

Continue to keep a grip on the council's budget. The financial challenges continue to be significant and require ongoing focus to deliver planned savings and replenish reserves. A longer-term plan needs to be developed to deliver a more sustainable financial situation for the council.

Actions agreed by Cabinet on 8 April 2025

Ref.	Action	Timescale	Responsible Service Director	Delivery status
1.1	Ensure monthly and quarterly financial monitoring to officers and Members continues to be clear, accurate and enables responsive and timely decision-making to support effective service delivery and planned savings.	April 2025 – March 2026	Service Director, Finance	Green
1.2	Continue to strengthen and develop our cross-party working group and budget consultation to support ongoing financial monitoring and the development of the next budget.	April 2025 - March 2026	Service Director, Finance	Green
1.3	Publish a 'budget book' – which provides a breakdown of all service budgets to support greater transparency and challenge and ensure a shared understanding of service budgets across the council.	August 2025	Service Director, Finance	Blue – completed, Aug 25
1.4	Within the next MTFS (Medium-Term Financial Strategy) update: <ul style="list-style-type: none"> Develop a detailed 3-year budget for each service, to support longer term financial planning and stability for services across the council. Continue to sustainably increase reserves over the coming years, including unallocated reserves. 	September 2025	Service Director, Finance	Blue – completed, Sept 25
1.5	Implement an annual benchmarking exercise to help with the identification of further opportunities for transformation and efficiencies.	September 2025	Service Director, Strategy and Innovation	Blue – completed Sept 25

Recommendation 2

Apply successes and learning from transformation across the council more widely. There is a range of good projects and approaches from transformation, but they tend to remain within services. There are successes in children and adults social care and the learning from these approaches could be better understood by wider council services to help drive their improvement.

Actions agreed by Cabinet on 8 April 2025

Ref.	Action	Timescale	Responsible Service Director	Delivery status
2.1	Implement a new approach for resourcing transformation activity, with a focus on better outcomes and further efficiencies, including tracking the benefits and impacts of the initiatives which are delivered.	April 2025	Service Director, Strategy and Innovation	Blue – Completed April 25
2.2	Develop and begin delivery of a new plan for more effective support and engagement with the third sector working closely with our local infrastructure and voice organisation (Third Sector Leaders) to identify ways to enable communities to do more for themselves.	July 2025	Service Director, Strategy and Innovation	Blue – completed July 25
2.3	Further develop our council-wide approach to resourcing, connecting, and communicating about transformation initiatives, including: <ul style="list-style-type: none"> • Strengthening connections and coordination between transformation initiatives. • Sharing more widely the learning, methodologies, and approaches. • Communicating our transformation successes to Members and officers, to help build a culture of ongoing transformation and support shared learning. 	September 2025 (develop) December 2025 (implement)	Service Director, Strategy and Innovation	Green
2.4	Identify opportunities for partnership-led transformation in Kirklees and ensure these are being effectively managed.	March 2026	Service Director, Strategy and Innovation	Green
2.5	Develop and describe a council-wide transformation vision for long-term transformation across the whole council connected to the next, longer-term Council Plan.	March 2026	Service Director, Strategy and Innovation	Green
2.6	Deliver the Assets Property Transformation Programme, using external advice to support implementation.	March 2026	Service Director, Development	Green

Recommendation 3

The council has some large-scale regeneration plans agreed with delivery underway. Revisit the plans to ensure they are affordable, viable and deliverable in the current financial context. Part of this consideration should include the balance of housing provision.

Actions agreed by Cabinet on 8 April 2025

Ref.	Action	Timescale	Responsible Service Director	Delivery status
3.1	Review the capital programme, to make sure we have affordable plans, including considering an externally led capital plan review.	September 2025	Service Director, Finance	Amber
3.2	Complete the review of phase 5 of Our Cultural Heart to ensure we maximise value for money whilst maintaining our ambition of long-term benefits for people, businesses and the local economy.	September 2025	Service Director, Skills and Regeneration	Blue Completed Set 25
3.3	Analyse the direct and indirect costs and implications for our major regeneration projects across all council services and directorates and continue to deliver a 'Cultural Heart mobilisation' plan to manage associated risks and opportunities in a cross-directorate coordinated way.	March 2026	Service Director, Finance/ Service Director, Strategy and Innovation/ Service Director, Skills and Regeneration	Green
3.4	Conduct a governance review to ensure the right governance mechanisms are in place to support ongoing, effective delivery monitoring of our capital plans and programmes. Implement refreshed governance arrangements.	March 2026	Service Director, Finance	Green
3.5	Decide priorities for securing further external investment funding - including considering the balance of housing provisions alongside other types of development and investment – and proactively monitor external funding opportunities to support these priorities.	March 2026	Service Director, Strategy and Innovation / Service Director, Skills and Regeneration	Green
3.6	Develop a longer-term strategy and plan to support the development of residential provision in our town centres, linked to the update of the Local Plan.	March 2027	Service Director, Development	Green
3.7	Refresh all our town centre blueprints and smaller centre regeneration plans to reflect the current financial context and consider future plans beyond the current timescales, ensuring they are fit for the future and ready for changes in transport, technology, and the economy.	March 2027	Service Director, Development	Green

Recommendation 4

Explore planning in a more expansive and strategic way, including the role it can play in delivering the housing aspects of the new local plan, nationally determined local targets and how the council will deliver much-needed new homes.

Actions agreed by Cabinet on 8 April 2025

Ref.	Action	Timescale	Responsible Service Director	Delivery status
4.1	Monitor and analyse the impact of national policy changes related to planning (including more powers for Combined Authorities), and ensure we are prepared to benefit, including through further workforce development to ensure we have sufficient capacity and skills.	December 2025	Service Director, Skills and Regeneration/ Service Director, Strategy and Innovation	Green
4.2	Develop a new Housing Strategy for Kirklees, setting out a long-term approach for the types of housing Kirklees will need in the future, including the balance across market, affordable, and social housing.	December 2026	Service Director, Development	Green
4.3	Continue to progress work associated with the implementation of the next refresh of our Local Plan ('Local Plan 2'), including local engagement and cross-party working.	December 2027	Service Director, Skills and Regeneration	Green

Recommendation 5

Work more closely with businesses and economic partners to define potential growth, skills and investment opportunities in Kirklees.

Actions agreed by Cabinet on 8 April 2025

Ref.	Action	Timescale	Responsible Service Director	Delivery status
5.1	Building on partner engagement, begin delivery of the Inclusive Economy Strategy.	August 2025	Service Director, Skills and Regeneration	Blue Completed July 25
5.2	Deliver a Kirklees economic summit, bringing together key businesses and economic partners to develop tangible actions for delivering the Inclusive Economy Strategy and responding to economic opportunities across Kirklees.	Reprofiled Timescale: By February 2026	Service Director, Skills and Regeneration	Green
5.3	Review the economic partnership arrangements, including engagement mechanisms, identifying any areas for improving collaboration and communication, and decide actions to progress these.	Reprofiled Timescale: By May 2026	Service Director, Skills and Regeneration	Green
5.4	In the context of increasing powers and flexibility at a West Yorkshire level, support better connections between the Combined Authority and local third sector organisations with a role supporting economic growth, skills, and investment. This includes organisations indirectly supporting the economy through improving health and wellbeing.	March 2026	Service Director, Strategy and Innovation	Green
5.5	Deliver a programme of events for local businesses helping them connect to local third sector organisations to support their aspirations for Corporate Social Responsibility and Social Value, including volunteering and mentoring.	March 2026	Service Director, Strategy and Innovation/ Service Director, Skills and Regeneration	Green

Recommendation 6

At the political level there has been some instability over the past 18 months. Given the position of no overall control, Members need to be mindful of their roles, responsibilities and work collaboratively to put communities and residents first. The council needs to keep working at good governance across a range of issues, including clarity of reports, Member development programmes and councillors' behaviours.

Actions agreed by Cabinet on 8 April 2025

Ref.	Action	Timescale	Responsible Service Director	Delivery Status
6.1	Update and improve awareness of the Member-officer protocol across both Members and officers and continue to identify issues and required action through reports to standards committee every six months.	May 2025	Service Director, Governance and Commissioning	Blue Completed May 25
6.2	Make further improvements in the clarity of decision-making reports, including improving templates, processes, and guidance.	July 2025	Service Director, Governance and Commissioning	Blue Completed July 25
6.3	Review and improve existing officer training and development initiatives for working with and alongside Members, to help develop a shared understanding of what working together looks like.	January 2026	Service Director, Governance and Commissioning	Green
6.4	Develop and launch a new Member Development Framework, and associated action plan, which aims to: <ul style="list-style-type: none"> • bring together existing support • identify opportunities for further support • This will support new and existing Members. 	January 2026	Service Director, Governance and Commissioning	Green

Recommendation 7

Considerable progress has been made in some service areas, with tangible progress, for example in children's services. Maintain this focus so that performance continues to improve.

Actions agreed by Cabinet on 8 April 2025

Ref.	Action	Timescale	Responsible Service Director	Delivery Status
7.1	Develop an overview of external inspections, and any associated improvement plans to ensure there is sufficient planning and coordinated follow up. This includes inspections related to CQC, SEND, and the Regulator for Social Housing. Develop a set of principles for engaging with inspection regimes.	September 2025	Service Director, Strategy and Innovation	Blue Completed Sept 25
7.2	Ensure an effective, ongoing approach to monitoring and reporting performance across the council, that effectively informs decision making around improving performance.	September 2025	Service Director, Strategy and Innovation	Blue Completed Sept 25
7.3	Support and guidance provided to services around service planning, supporting service delivery against the priorities set out within the Council Plan and associated annual budget.	September 2025	Service Director, Strategy and Innovation	Blue Completed Sept 25
7.4	Ensure effective delivery and performance monitoring across children's social care, to ensure recent progress and improvements are maintained over the long-term.	Review by December 2025	Service Director, Child Protection and Family Support	Green
7.5	Ensure effective delivery and performance monitoring across Kirklees Homes and Neighbourhoods, to ensure required improvements are delivered over the long-term.	Review by December 2025	Service Director, Homes and Neighbourhoods	Green

Recommendation 8

Use this peer challenge as an opportunity to pivot towards a longer horizon for key decisions.

Actions agreed by Cabinet on 8 April 2025

Ref.	Action	Timescale	Responsible Service Director	Delivery status
8.1	Launch and begin delivery of the 'Our Council' culture refresh in support of the peer challenge action plan and other improvements.	April 2025 – September 2025	Service Director, Strategy and Innovation	Blue Completed Sept 25
8.2	Review current strategic partnership commitments as set out within the current Council Plan, with a view to developing a refreshed Partnership Framework for a longer-term period. This will include engagement across key partnerships, and potentially the development of a supporting action plan.	By November 2025	Service Director, Strategy and Innovation	Blue Completed Nov 25
8.3	Ensure we continue to monitor national policy changes and implications across all council directorates (e.g. devolution, local government finance, and planning) to maximise the benefits for Kirklees residents.	March 2026	Service Director, Strategy and Innovation	Green
8.4	Deliver the customer expectations programme, which aims to deliver a customer-focused culture, shared customer expectations, and make it easier for residents and customers to engage with the council.	March 2026	Service Director, Strategy and Innovation	Green
8.5	Develop a new longer-term Council Plan, supported by the implementation of multi-year local funding settlements and more flexible West Yorkshire funding, to maximise the benefits for Kirklees residents.	By March 2026	Service Director, Strategy and Innovation	Green
8.6	Develop a new Digital Strategy, setting out how we will maximise the opportunities for technology and data to support our outcomes over the longer-term, including through considering the skills and capabilities we need in the organisation and the role of artificial intelligence.	March 2026	Service Director, Strategy and Innovation	Green
8.7	Work with partners on shared leadership and management development programmes for more efficient leadership development and support connections across our organisations.	September 25 - March 2026	Service Director, Strategy and Innovation	Green

This page is intentionally left blank

LGA Corporate Peer Challenge – Progress Review

Kirklees Council

23 September 2025

Feedback



Contents

- 1. Introduction 3
- 2. Summary of the approach..... 3
- 3. Progress Review - Feedback..... 4
- 4. Final thoughts and next steps 9

1. Introduction

The council undertook an LGA Corporate Peer Challenge (CPC) during November 2024 and promptly published the full report with an action plan.

The Progress Review is an integral part of the Corporate Peer Challenge process. Taking place approximately ten months after the CPC, it is designed to provide space for the council's senior leadership to:

- receive feedback from peers on the early progress made by the council against the CPC recommendations and the council's RAG rated CPC Action Plan.
- consider peers' reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs
- discuss any early impact or learning from the progress made to date

The LGA would like to thank Kirklees Council for their commitment to sector led improvement. This Progress Review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

2. Summary of the approach

The Progress Review at Kirklees Council took place on 23 September 2025. This report provides an overview of the findings as of this date.

The Progress Review focussed on each of the recommendations from the Corporate Peer Challenge, under the following theme headings:

- overall progress since November 2024
- finance
- governance
- service delivery, transformation and continuous improvement

For this Progress Review, the following members of the original CPC team were involved:

- Lead Member Peer, Cllr Chris Read, Rotherham Council

3

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

- Chief Executive Peer, Sam Plum, Westmoreland and Furness Council
- LGA Officer Peer, Jill Travers, Wirral Council
- LGA Associate, Neil Thornton
- LGA Peer Challenge Manager, Judith Hurcombe

3. Progress Review - feedback

3.1. Progress since November 2024

The council's assessment is that it has made progress on all the eight recommendations arising from the CPC in November 2024. The documentation provided to the peer team as well as the engagement during the time spent onsite feels like an honest reflection of both the progress the council has made, as well as openness about the challenges ahead.

The council has actively considered the findings and feedback from the CPC and has made strides in delivering them as well as being transparent in its reporting of that delivery. Forty-two actions were identified in response to the CPC original report, and of these the council reports that 13 are complete, one is amber-rated and the remaining 28 are on track. An interim progress report on the council's response to the CPC was received by cabinet in July 2025.

Working relationships between the leader and cabinet, and the chief executive and senior management team have matured further and collectively they have brought stability, clarity, grip and more energy to the council. The peers noted greater confidence, tempered with realism, from the collective senior political and managerial team about how they will address current and future challenges.

3.2. Finance

Members and officers told the peer team that they are more confident about the council's revenue budget position and feel that the overall approach has consolidated further since the CPC of November 2024. This confidence is balanced by an acceptance that the budget situation overall is still strained and will require close and active attention for the medium term. At senior levels and across the organisation everyone knows there is more to do to improve budget stability, contain and actively

4

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

manage risk, and keep an ongoing and tight grip on revenue budget expenditure. Since November 2024 the processes relating to monthly and quarterly budget reporting and monitoring have been reviewed, including the introduction of closer capital delivery monitoring from quarter two of 2025/26. Benchmarking data has been shared across services and has been incorporated into a revised budget savings template.

The council's net revenue expenditure for 2024/25 was £368.1 million against the agreed budget of £362.5 since 2022/23.

The Medium-Term Financial Strategy update to cabinet in September 2025 identifies revenue budget gaps of £18 million for 2026/27, with a total deficit of £56 million by 2030/31.

Quarter 1 of 2025/26 budget monitoring shows that there is pressure on demand-related budgets across children and families, adults and health, and place directorates. Overspends were reported of a total of £8.6 million, mainly due to a combination of demand-led pressures from adults and children's social care placements and reduced income received across all three directorates. However, these are partially mitigated by savings in corporate service budgets. The overall projected overspend at quarter 1 was £5.9 million and this was the lowest Q1 projection since Covid. Executive directors have been asked by cabinet to report on proposals to reduce the overspend.

A key part of maintaining the budget grip is to ensure the council meets its budget savings targets. The council achieved around 79 per cent of its planned revenue budget savings of £42.6 million during 2024/25. The budget savings target for 2025/26 is £26.8 million and at Q1 86 per cent is projected to be delivered by year end. Plans for an annual £2.5 million transformation fund has been created for each of the next five years to help services meet the savings targets and deliver ongoing change which will reduce pressure on the revenue budget for the longer term. How services are meeting savings targets is regularly reported to cabinet, and each project has a red, amber or green (RAG) rating showing progress. Cabinet in September 2025 received a report showing £9.2 million of savings (excluding the Housing Revenue Account) have been delivered by the end of June 2025, and the council at that point was expecting £25 million of the £26.8 million to be achieved by

5

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

the year end.

A key risk for the council's budget sustainability, alongside many of its peer authorities, would be any substantial changes to the Dedicated Schools Grant (DSG) policy at national level. The DSG deficit at the financial year end 2024/25 for Kirklees was £63 million and forecast to rise to £76.3 million by March 2026.

At 31 March 2025, unallocated reserves in the General Fund were £25 million. The council recognises that although this is above the assessed minimum level, it is still low relative to the overall revenue budget. There is a clear determination to build back reserves to £29 million by 2028/29 through contributions of £1 million per year. Cabinet in September 2025 discussed the budget strategy aim of adding to reserves, as well as removing the use of the VRP (Voluntary Revenue Position) reserve to support the base budget by 2028.

The General Fund capital programme totals over £1 billion over 5 years. This represents significant investment across the district in a number of significant regeneration schemes as well funding baseline capital expenditure to support the delivery of services. The programme is underpinned by a combination of significant grants, receipts contributions of around £600 million, and borrowing of £400 million. Since the CPC feedback the council has revisited its long-term capital expenditure plans:

- in July 2025 the capital programme was reprofiled with £100 million of expenditure extended further into the long term
- in September 2025 the cabinet approved the release of agreed expenditure for the next phase of the Our Cultural Heart regeneration programme for Huddersfield town centre. This includes the museum and art gallery, and the wider public realm. A review is underway of phase 5 of the Cultural Heart programme in order to revisit value for money aspirations and outcomes for residents, businesses and the local economy
- a 10-year regeneration plan is being developed for Dewsbury town centre
- an assets disposal board has been created and the Capital Assurance Board works alongside this

6

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

- a review has been completed of the governance of the capital programme, and a clearer remit for the Capital Assurance Board has been introduced

3.3 Governance

An updated member-officer protocol was also agreed in May 2025. The council continues to place emphasis on good governance, and the traction of the revised protocol is reported to the standards committee twice per year. Overall, there has been a reduction in the number of complaints about councillor behaviour over the past year as reported to members of the Standards Committee on 24 September 2025. Increased co-operation and interaction between political parties is showing signs of benefitting the council's ability to achieve for its communities.

A new member development framework has been drafted in anticipation of new councillors being elected in May 2026 after the all-out elections. This will include support around the use of social media.

New report writing guidance has been refreshed and report templates have been changed with the purpose of helping officers present information clearly to councillors. Online training courses support this ethos, and governance officers have been attending leadership team meetings across the council to promote good governance.

3.4 Service delivery, transformation and continuous improvement

Since the main CPC the council has revisited its internal and external communication and branding. In April 2025 the Our Council culture refresh initiative was launched, setting out seven principles for the council's operating culture. The "our" branding is being applied widely and is replacing the "We're Kirklees" logos and language, for example the council plan for the current financial year is called Our Council Plan, and the workforce survey was called Our Conversation. Feedback from employees suggests that this development has been well received.

The staff survey Our Conversation undertaken in summer 2025 shows increased participation from employees, rising from 13 per cent in 2022, and 24 per cent in 2024 to 39 per cent in 2025. Key headlines arising from the survey were of participants reporting good levels of satisfaction with their roles, identifying with the

council's values and culture, and the efforts made to support wellbeing. However, there are also concerns about levels of trust and leadership of the organisation.

The transformation reserve is explicitly linked with quarterly service performance reporting, with the focus being on better outcomes, as well as delivering value for money. A forward plan is being developed to provide more shared learning opportunities across the organisation, supported by a resource for tools, guidance and frameworks to help bring about effective and sustained change across the council. These are positive developments which will help the wider organisation share its successes on change. Several people were keen to tell the peer team of the added value and welcome support they receive from the corporate transformation team.

A clear aspiration from the council's political leadership is for the organisation to get better at getting the basics right, so that services are delivered in a way which residents need and expect. A customer and access change programme is underway to improve service design and communication, as well as reduce failure demand and avoidable contact, with the aim of improving outcomes as well as managing costs.

Quarterly high-level meetings are now taking place between businesses and senior managers, with the intention of improving communication between the council and key local economy stakeholders. Events have included investment conferences, partnership events and focused discussions with business leaders, and a business summit is planned for autumn 2025.

Consideration is being given to the relationship between housing and broader regeneration, including increasing the amount of residential provision in the borough's town centres, and will be linked to the local plan update. The new housing strategy is on target for approval in spring 2026.

The Regulator for Social Housing issued a notice in March 2024 after the council self-referred. Steady progress is being made on agreed targets to improve performance on fire safety, damp, mould and condensation, and the council is aiming for the notice being lifted by the end of the 2025 calendar year. The Regulator is expected to undertake a full inspection in Kirklees during 2026.

4. Final thoughts and next steps

The LGA would like to thank Kirklees Council for undertaking an LGA CPC Progress Review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions to determine how the organisation wishes to take things forward.

Under the umbrella of LGA sector-led improvement, there is an on-going offer of support to councils. The LGA is well placed to provide additional support, advice and guidance on a number of the areas identified for development and improvement and we would be happy to discuss this.

Mark Edgell (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA) and their e-mail address is mark.edgell@local.gov.uk

This page is intentionally left blank



REPORT TITLE: Surplus Property Disposals – December 2025

Cabinet date	2 nd December 2025
Cabinet Member	Cllr Graham Turner (Finance & Regeneration)
Key Decision Eligible for Call In	Yes – KDN published 21 st October 2025 Yes
Purpose of Report	
<p>The purpose of this report is to seek approval and delegated authority from Cabinet for bringing forward the proposed Capital Receipts Schedule December 2025 as shown at Appendix A, delivering a targeted level of capital receipts in alignment with the Council's approved budget and Capital Strategy.</p>	
Recommendations	
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> i. Approves the disposal of the land and property within the Capital Receipts Schedule December 2025 (Appendix A) to support the Council's income targets subject to consultation with the Portfolio Holder for Finance and Regeneration. ii. Delegates authority to the Executive Director for Place to negotiate and agree terms and complete the sales of any land and property identified within the Capital Receipts Schedule December 2025 Appendix A to support the Council's income targets, in line with the legal requirements outlined in paragraph 3.7.1 and on such terms as officers deem most appropriate. iii. Delegates authority to the Service Director – Legal, Governance and Commissioning authority to enter into all agreements necessary to affect any of the disposals approved by this report. 	
Reasons for Recommendations	
<ul style="list-style-type: none"> • To support the Council's requirement for capital receipts as part of its budget strategy, to help reduce its long-term revenue commitments and to support wider regeneration of the area through the disposal of surplus buildings and land. 	
Resource Implications:	
<u>Capital Receipts Schedule – December 2025</u>	
<p>The Council has a capital receipts target of £6M in Financial Year 2025/6 and £4M in 2026/7. A pipeline of sites is required for disposal either at auction, private treaty or through freehold reversion based on previous cabinet reports and the scheme of delegations. Whilst there are some assets declared surplus in previous Cabinet reports that we have still to dispose of, by identifying these additional assets as surplus, it will provide further opportunities to support</p>	

the Capital Plan through capital receipts either in 2026/27 or future years for which further targets of £4M have been set. This will also reduce the Council's revenue costs of ownership.

Signed off by:

- **Lead Executive Director**
- **Service Director for Finance**
- **Service Director for Legal and Commissioning**

David Shepherd – Executive Director for Place – 11/11/2025

Kevin Mulvaney – Service Director Finance – 12/11/2025

Samantha Lawton – Service Director Legal & Commissioning – 19/11/2025

Electoral wards affected:

Supplementary Capital Receipts Schedule (**Appendix A**)

Ashbrow, Batley East, Cleckheaton, Dewsbury West, Greenhead, Holme Valley South, Liversedge & Gomersal and Newsome.

Ward councillors consulted: Yes

Public or private: Public

Has GDPR been considered? Yes – no personal information is presented within this report.

1. Executive Summary

1.1 This report, in alignment with and in response to the Council's approved budget and Capital Strategy, presents a proposed Capital Receipts Schedule December 2025 (CRS) to be brought forward for delivery as detailed in **Appendix A**.

2. Information required to take a decision

Capital Receipts Schedule December 2025

- 2.1 As part of the Council's approved budget, the Capital Strategy presents a £6m minimum 2025/26 in-year target for capital receipts – which is money received from the sale of property assets (land and buildings). Further targets of £4m have been set for 2026/27, 2027/28, 2028/29 & 2029/30.
- 2.2 Since the last Surplus Property reports in July 2025, progress has been made to dispose of the assets declared surplus through a series of auctions, private treaty, and Freehold Reversion sales. We are currently on track to reach the £6m target for 2025/6 however, further surplus assets need identifying to feed the pipeline for future years.
- 2.3 A further review of the estate has identified another batch of surplus property, which is property no longer required to support the Council's strategic or organisational delivery requirements. It is government guidance that local authorities should dispose of surplus property wherever possible.
- 2.4 The property interests identified for disposal have been assembled to form a Capital Receipts Schedule December 2025 in addition to that approved by Cabinet in January and July 2025, which is presented as **Appendix A** for consideration.
- 2.5 The property interests identified in Appendix A each require further evaluation to determine the appropriate legal process, market value, mode of disposal, and possible timings, to allow a forward delivery programme to be developed and accelerated to achieve the in-year target. Further investigation and consideration of these assets during their

passage to market may result in them no longer being considered surplus and therefore not being disposed of.

- 2.6 Assurance and progress is monitored, with risks and issues managed by an established Assets Disposal Board. Progress will continue to be reported into leadership and strategic groups with the Portfolio-holder regularly updated.
- 2.7 Over the course of the disposals programme, we have developed a focussed approach in collaboration with other services, particularly legal colleagues, that has proven successful in delivering the capital receipts we are targeting. Continuing to identify surplus assets at an early stage will enable the service to start work on their disposal well in advance of proposed auction dates or private treaty sales meaning we can work through the barriers to sale or consider how we can enhance the values. The delivery of the CRS December list will continue to use this proactive and planned approach, with clear lines of communication, management of risks and issues, and assurance/progress monitoring.
- 2.8 As sites are evaluated, key strategic partners will be consulted as appropriate, thereby dealing with any initial first refusal and/or private treaty opportunities.

Commentary upon the Capital Receipts Schedule – December 2025 sites

Land at Mill Lane, Hanging Heaton, Batley

- 2.9 The land at Mill Lane, Hanging Heaton formerly known as Hanging Heaton Community Centre is potentially a complex disposal as it includes part Council and part Charitable land. Our intention to dispose of the Charitable land will need to be reported to and approved by the corporate trustee before we proceed to sale. Agreement will also need to be reached regarding how we split the proceeds of sale between the Council and Charity – pro-rata based on the square-metage being the most likely approach.

Batley Baths, Batley

- 2.10 Batley Baths and Recreation Centre was closed in 2023 due to the emerging financial position of Kirklees Active Leisure. The Leisure Centre Offer for 2024/5 was approved by Cabinet in December 2023. Batley Baths was not included in this provision and there is no intention to reopen it. Batley Baths is therefore surplus to the Councils requirements.
- 2.11 A petition to reopen Batley Baths was made to the Council in July 2024. A decision was taken to explore the potential for a Community Asset Transfer (CAT) of the asset. Expressions of interest were received from two organisations. Both were invited to progress to the next stage of the CAT process and provided with support to develop a full application and business plan. Given the complexity of the asset and significant investment needed both applicants subsequently withdrew from the process.
- 2.12 No revenue budget associated with delivering services from this building has been identified and it will therefore add to the financial pressures the Council is facing. The site has been in a mothballed state for over 18 months with a decision made to drain down the pool for safety reasons. The site is now moving into a state of disrepair.
- 2.13 In January 2024, a condition report put the maintenance backlog at £1.487m over a 10-year period – no current allocation is made in the Capital Plan. The revenue costs of the mothballed building are estimated at £76,000; there is currently no budget to cover these ongoing costs.

Land at junction of Lockwood Road and St. Stephens Road, Lockwood, Huddersfield

2.14 This site is being declared surplus with a view to disposal. Newsome Ward councillors have, however, expressed an interest in retaining the site for use as a community garden. It has therefore been agreed that councillors will be given until 1st July 2026 to identify a suitable group and bring forward proposals for the future use and management of the land for consideration, with no guarantees that any proposal will be implemented.

Red Laithes Court and Havelock Street, Ravensthorpe

2.15 The December 2025 surplus assets list also includes Red Laithes Court and Havelock Street, Ravensthorpe. The Council is investing £3.8m in the refurbishment and remodelling of Milldale and Crescent Dale Adults' Day Care facilities in Heckmondwike to ensure that they are modern, fit for purpose buildings. This will enable Adult Services to review its in-house and commissioning models, consolidate day care services in North Kirklees onto one site and withdraw from the existing sites at Ravensthorpe Social and Education Centre and Red Laithes Court, both of which would need very significant investment in order to provide modern, fit for purpose facilities.

2.16 Whilst demographic growth, increasing demand and higher complexity of service users are driving significant pressures into Adult Social Care – the in-house service offer is proposed to be reviewed in line with the wider commissioning work to stimulate the market.

2.17 Red Laithes is a Local Development Plan confirmed housing site – possibly for low-cost affordable housing. This will attract early income growth through Council Tax. It is anticipated that up to 20 units could be developed on this site.

2.18 Havelock Street, Ravensthorpe could be sold for commercial development in line with the Local Plan. A previous plan to develop a new build facility on this site has been withdrawn to ease future operational revenue pressures and to ease the need for a significant capital allocation. The Service has been reduced through service redesigns to meet budget savings over recent years.

2.19 The proposal from Adults Services is to consolidate all North Kirklees day services on the Milldale / Crescent Dale site, negate the need to build a new facility on Havelock Street, Ravensthorpe and to enable the withdrawal of the Service from the existing sites at Red Laithes Court and Ravensthorpe SEC, which have significant backlog maintenance issues and are increasingly unsuitable for the client users. The revenue saving once both Red Laithes and Havelock Street are disposed of will be approximately £104,400 per annum.

2.20 The CRS for December 2025 includes a further seven assets. These have all been assessed as having no operational or strategic value to the Council and can be considered as surplus to requirements.

3. Implications for the Council

3.1 Working with people

The agreed continued approach to reviewing the Council's Estate requires Council Services to work closely together and proactively to communicate and deliver agreed outcomes. The disposal of the land will potentially provide the opportunity for local small-scale development and support the local labour market.

3.2 Working with partners

As part of the process for bringing forward disposals, key partners will be made aware to help identify any collaborative opportunities.

3.3 Place Based Working

Changes to property can often highlight wider opportunities and be a catalyst for development, which in turn can make our places more attractive and vibrant.

3.4 Climate Change and Air Quality

Rationalising and optimising property assets will deliver a smaller, more efficient, and effective estate, contributing to the reduction of the Council's carbon footprint and commitment towards net zero.

3.5 Improving outcomes for children

None

3.6 Financial Implications

The generation of capital receipts supports the Council's Capital Strategy and more specifically the delivery of the Capital Programme (and, where appropriate, the transformation of services through the Flexible Capital Receipts Policy), safeguarding service delivery into the future. Capital receipts also support the revenue budget as 4% of the receipt is top sliced to fund staff costs involved in the disposals process.

Releasing assets for disposal will, equally, contribute to the savings required in the Council's Revenue Budget by reducing the cost of holding assets. When Batley Baths and Recreation Centre are handed back to the Council by Kirklees Active Leisure, the revenue cost would be £76,000. Once disposed, the saving on Red Laithes Court/Havelock Street would be £104,400.

3.7 Legal Implications

3.7.1 The disposal of property assets will need to be in accordance with the relevant statutory framework which applies to the particular asset. The Council has the legal power to dispose of assets generally under section 123 of the Local Government Act 1972 usually for the best consideration that can be obtained. Where it is proposed that an asset is disposed of at an undervalue, the General Disposal Consent 2003 (contained within circular 06/93) and the Subsidy Control Act 2022 (and associated regulations) must be assessed, and, where applicable, complied with. Housing assets may only be disposed of in accordance with The General Housing Consents 2013 issued pursuant to section 32 of the Housing Act 1985.

3.7.2 Alongside the Localism Act 2011, which may highlight certain sites for potential listing as an Asset of Community Value (ACV), the Council's approach to Community Asset Transfers (CAT) will also need to be considered. Both disposal routes require additional lead-in and determination time and need to be highlighted as a significant risk should applicable sites be targeted for disposal within year, or within a specific time limit.

3.8 Other Issues

An Integrated Impact Assessment has been carried out as part of the Council Budget setting process and is published on the Council's website. Individual assessments may need to be considered for individual property solutions and should be undertaken as part of bringing each forward for delivery alongside appropriate consultation and communication.

4. Consultation

- 4.1 Consultation took place with all Ward Members impacted by the proposed disposals in **Appendix A** (see list of wards affected at the start of this report) between 27th October 2025 and 10th November 2025 inclusive.
- 4.2 A comment was received regarding the Land at junction of Lockwood Road and St. Stephens Road. Councillor Cooper queried its inclusion in the report given the prior agreement to seek a community group to potentially manage the land. Reassurance was provided that declaring the land surplus now would not prejudice a future expression of interest from a community group.
- 4.3 This report has been subject to consultation with the Council's Executive Leadership Team (28th October 2025), Executive Board (17th November 2025) and the Portfolio Holder for Finance and Regeneration (21st October 2025) and their comments have informed the contents of this report.

5. Engagement

- 5.1 The Portfolio Holder for Finance & Regeneration confirmed that the assets in the CRS December 2025 as listed at **Appendix A** are considered surplus to operational requirements.

6. Options Considered

Option A – Do not declare any more assets surplus to requirements.

- 6.1 The Council's Capital receipts target for 2025/26 is £6m, with a further £4m to be raised in 2026/27, 2027/28, 2028/29 & 2029/30. A pipeline is in place consisting of assets that have already been declared surplus.
- 6.2 However, the pipeline of surplus assets needs constant attention to ensure targets for future years can be met. This is particularly important as we increasingly consider more complex disposals, disposals which are less attractive to the market or which present greater risks to the buyer. Some may fail to sell, or the estimated values revised downwards. The assets in the Capital Receipts Schedule December 2025 will be used to cover the shortfall and form the pipeline for future years.
- 6.3 In the case of Batley Baths, not declaring surplus will result in the holding costs being transferred to the Council from April 2026. This will add to the Council's revenue budget deficit and confer further repairing liabilities and maintenance backlogs.

Option B – Declare the new list of assets on the CRS December 2025 attached at **Appendix A** surplus to the Council's requirements

- 6.3 By declaring the list of assets at **Appendix A** as surplus and approving them for disposal the Council will have more flexibility and alternative options for disposal in the event that properties do not sell, or do not make the predicted estimates. This reduces the risk of the annual capital receipt targets outlined above not being met.

- 6.4 A future disposal will reduce the revenue and capital liabilities associated with holding assets.

7. Reasons for Recommended Options

The officer recommendation in relation to the proposed Capital Receipts Schedule December 2025 at **Appendix A** is that Option B should be pursued. The reasons for this are as follows:

- Declaring these assets as surplus will improve our ability to deliver future capital receipts either during 2025/26, or in future years when the targets remain challenging. The income from capital receipts plays an important role in supporting the Council's Capital Plan, reducing borrowing, investing in projects, and supporting the Council's financial reserves;
- The supply of small sites and surplus buildings provides an opportunity for developers to invest, create jobs and business growth for the Kirklees Economy;
- The supply of small sites also provides the opportunity for future owners to help fulfil the Council's ambitions of housing growth and/or community use.
- Disposing of surplus assets reduces the Council's maintenance liabilities, thereby easing revenue and capital financial cost pressures.

On this basis, Cabinet is asked to:

- a) Consider and approve the list of assets identified in **Appendix A** as being surplus to requirements, with their disposal being managed as business as usual in line with the contents of this report;
- b) Support the immediate need to limit ongoing revenue liabilities and to meet the requirement for capital receipts by:
 - i. Approving the disposal of the land and property within the Capital Receipts Schedule December 2025 (Appendix A) to support the Council's income targets subject to consultation with the Portfolio Holder for Finance and Regeneration.
 - ii. Delegating authority to the Executive Director for Place to negotiate and agree terms and complete the sales of any land and property identified within the Capital Receipts Schedule December 2025 **Appendix A** to support the Council's income targets, in line with the legal requirements outlined in paragraph 3.7.1 and on such terms as officers deem most appropriate.
 - iii. Delegating authority to the Service Director – Legal, Governance and Commissioning authority to enter into all agreements necessary to affect any of the disposals approved by this report.

8. Next Steps and Timelines

- 8.1 Following this report, and subject to approval, we will proceed with moving the approved surplus assets towards disposal.

9. Contact Officer

Alistair Kimpton: Strategic Manager – Logistics - alistair.kimpton@kirklees.gov.uk
David Martin – Head of Property – david.martin@kirklees.gov.uk

10. Background Papers and History of Decisions

- i. [Surplus Property Disposals 2023/24](#)
- ii. [Asset Review November 2023](#)
- iii. [Surplus Property Disposals January 2025](#)
- iv. [Surplus Property Disposals 2025/26](#)

11. Appendices

A. Capital Receipts Schedule (CRS) December 2025

- 12. Service Director Responsible** Joanne Bartholomew: Service Director – Development – Joanne.Bartholomew@Kirklees.gov.uk

Appendix A – Capital Receipts Schedule December 2025

Asset Name and Address (Nearest)	Brief Description	What 3 words	Ward
Land at former Bradley tip, Brighthouse, HD6 3UH	Surplus Land	///courier.pretty.eagle	Ashbrow
Block of garages Knaresborough Drive, Fartown, Huddersfield, HD2	Surplus property	///laws.noisy.worked	Ashbrow
Batley Baths, Cambridge Street, Batley, WF17 5JH	Surplus property	///films.shapes.tuned	Batley East
Land at Mill Lane, former Hanging Heaton Youth Club Mill Lane Batley WF17 6DZ	Surplus Land	///pill.putty.outer	Batley East
Former Turnsteds Community Centre, Turnsteds Drive, Cleckheaton, BD19	Surplus property	///tube.crowds.puts	Cleckheaton
Red Laithes Court, Red Laithes Lane, Ravensthorpe, WF13 3EU	Surplus Property	///senior.spends.wipes	Dewsbury West
Havelock Street, Ravensthorpe, WF13 3LU	Surplus Property	///fish.prompting.nerve	Dewsbury West
162-164 Blacker Road,	Surplus property	///power.cotton.wire	Greenhead

Appendix A – Capital Receipts Schedule December 2025

Asset Name and Address (Nearest)	Brief Description	What 3 words	Ward
Birkby, Huddersfield, HD1 5HH			
Land at Sycamore Lane, New Mill, Holmfirth, HD97TQ	Surplus Land	///confined.eternally.spoiled	Holme Valley South
Land at Halifax Road, Tanhouse Lane Liversedge, WF15 6NU	Surplus Land	///vines.able.camps ///liability.pens.fall	Liversedge & Gomersal
Land at junction of Lockwood Road and St. Stephens Road, Lockwood, Huddersfield, HD1 3QX	Surplus land	///means.stars.chip	Newsome
Land at Maple Street, Aspley, Huddersfield, HD5 9AX	Surplus property & land	///plenty.magic.loyal	Newsome



Report title: Huddersfield Health Innovation Incubator Programme – West Yorkshire Investment Zone

Meeting	Cabinet
Date	2 December 2025
Cabinet Member (if applicable)	Cllr Graham Turner
Key Decision Eligible for Call In	Yes Yes
<p>Purpose of Report West Yorkshire Combined Authority (WYCA) has agreed to provide the Council with revenue grant funding totalling £2,023,576.25 via the Government’s Investment Zone initiative to deliver the Huddersfield Health Innovation Incubator (HHII) programme, in partnership with the University of Huddersfield and Huddersfield Innovation and Enterprise Centre Ltd t/a the 3M Buckley Innovation Centre.</p> <p>The report seeks Cabinet approval to receive external funding from the Combined Authority, enter into related grant funding agreements with WYCA and the Council’s delivery partners and facilitate the commencement and award of any related procurement exercises.</p>	
<p>Recommendations</p> <p>It is recommended that Cabinet</p> <ul style="list-style-type: none"> • notes the content of this report and approves the delivery of the Huddersfield Health Innovation Incubator • agrees to accept external revenue funding of £2,023,576.25 from the West Yorkshire Combined Authority to support delivery of the programme, and for the Council to act as Accountable Body for the grant • delegates authority to the Executive Director for Place, in consultation with the Service Director Legal , Governance and Commissioning, to agree all necessary legal agreements with the West Yorkshire Combined Authority and the flow down grant agreements with the Council’s project delivery partners the University of Huddersfield and 3M Buckley Innovation Centre; for the Service Director Legal , Governance and Commissioning to enter into the aforementioned documentation on behalf of the Council and for the Executive Director for Place to put in place the necessary governance arrangements for the programme • delegates authority for implementation of the programme to the Executive Director for Place including the commencement and award of any related procurement exercises in accordance with the contract procedure rules and finance procedure rules and for the Service Director Legal , Governance and Commissioning to enter into the associated legal formalities and documentation on behalf of the Council. 	

- delegates authority to the Executive Director for Place and the Service Director Finance to submit grant claims and to undertake related project monitoring and reporting in accordance with the contract procedure rules and finance procedure rules

Reasons for Recommendations

To enable the Council to receive external funding for the programme via the West Yorkshire Combined Authority, and to ensure rapid and efficient implementation of the programme in accord with the approved scheme of delegations.

Resource Implications: Responsibility for management of the programme, including ensuring compliance with the grant funding agreement and submission of claims will lie with the Council. Funding for a limited number of programme management and delivery roles is incorporated within the grant funding agreement. These roles are 100% externally funded and will be undertaken by existing Council staff, affording a modest saving against core staffing budgets.

Date signed off by <u>Executive Director</u> & name	David Shepherd 20 November 2025
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney 20 November 2025
Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?	Samantha Lawton 20 November 2025

Electoral wards affected: All

Ward councillors consulted: N/a

Public or private: Public

Has GDPR been considered? Yes

1. Executive Summary

West Yorkshire Combined Authority has agreed to provide the Council with grant funding totalling £2,023,576.25 via the Government’s Investment Zone initiative to deliver the Huddersfield Health Innovation Incubator programme, in partnership with the University of Huddersfield and the Huddersfield Enterprise and Innovation Centre Limited which trades as the 3M Buckley Innovation Centre.

The HHII programme will create wrap around support for businesses in the health, wellbeing and digital sectors that are seeking to start-up or scale up. It will deliver tailored start-up support, workspaces, events and networking activity and create a thriving community of businesses, academics, clinicians and other professionals focused on supporting and embedding innovation across our health and care systems.

The programme builds on previous, successful UKSPF-funded projects including the Council-led Thrive initiative for health and wellbeing start-ups and will complement and add value to the University’s groundbreaking National Health Innovation Campus and the wider regeneration of the Station to Stadium Enterprise Corridor.

The report seeks Cabinet approval to receive external funding from the Combined Authority, enter into related grant funding agreements with WYCA and the Council’s

delivery partners and facilitate the commencement and award of any related procurement exercises.

2. Information required to take a decision

Context: West Yorkshire's health and life science sectors

- 2.1 West Yorkshire is home to innovative and rapidly growing health and life science sectors, with future growth potential highlighted in both the Government's Life Sciences Sector Plan (part of the Industrial Strategy) and WYCA's HealthTech Cluster Plan. West Yorkshire's health innovation ecosystem is based on a unique concentration of NHS/clinical and research expertise and innovative SMEs alongside larger businesses, including one of the largest teaching hospitals in Europe.
- 2.2 West Yorkshire's acknowledged innovation clusters include digital health; medical devices; diagnostics and personalised healthcare; pharmaceuticals and drug discovery; medical services and hardware/consumables. Strengths in data science, software development and AI underpin these capabilities. In particular, West Yorkshire has been identified as a global leader in HealthTech, with over 300 firms specializing in digital health, medical devices, and diagnostics generating £3bn per annum in revenues and employing over 16,000 people.
- 2.3 The opportunities for significant growth of the health and life sciences sector are highlighted in the recently adopted Kirklees Inclusive Economy Strategy. Established manufacturing businesses including STADA Thornton and Ross (pharmaceuticals) and Syngenta (agribusiness/life sciences) sit alongside innovative, fast growing SMEs including Paxman Scalp Cooling and Orea Personal Care.

Context: West Yorkshire Healthtech and Digital Tech Investment Zone

- 2.4 The University of Huddersfield's National Health Innovation Campus (NHIC), sited in the heart of the Station to Stadium Corridor, is a key driver of the growth of the health and life sciences in Kirklees. The NHIC will create the largest and most dynamic centre for workforce transformation and health and social care innovation in the North of England, building on the University's world leading research and innovation expertise in areas including clinical diagnostics, skin integrity and infection prevention.
- 2.5 The first building on campus – the Daphne Steel building – opened in September 2024. A second phase (the Emily Siddon building, incorporating the first NHS Community Diagnostic Centre in a University setting) is scheduled for completion in early 2026 and plans are in development for a third building on campus, linked to the delivery of neighbourhood health services as set out in the Government's 10 Year Health Plan for England. The site has the capacity for up to 75,000 sq.m of floorspace across up to seven buildings.
- 2.6 The NHIC and wider Station to Stadium Enterprise Corridor form a key part of the West Yorkshire Healthtech and Digital Tech Investment Zone (IZ), launched in 2024. Investment Zones aim to accelerate investment in sectors that are vital to the national Industrial Strategy, creating highly skilled jobs, unlocking business growth and attracting private investment linked to regional research and innovation capabilities.
- 2.7 Each IZ will benefit from a package of £160m of both capital and revenue period over a ten year period commencing in 2024. Huddersfield is one of three locations (with Leeds and Bradford) which form the West Yorkshire IZ. In Huddersfield, the aim is to utilise IZ funding to curate a unique mix of research institutions, public health facilities and businesses seeking to co-locate alongside the NHIC to access its expertise and facilities.

The suite of Huddersfield IZ projects already approved by WYCA or at business case stage for includes:

- construction and fit out of an 'innovation floor' of the Emily Siddon Building at the NHIC, providing lab space/office space for innovative health sector businesses to be managed by the 3M Buckley Innovation Centre; as noted overleaf, the building will open in early 2026
- remediation and provision of site infrastructure for the now Council-owned site at Gasworks Street, adjoining the NHIC, to provide a focus for manufacturing and other innovative businesses seeking to co-locate alongside the campus; the project is at outline business case stage with WYCA approval anticipated in early 2026 and site works expected to commence by q3 2026
- investment to enhance the capacity of the local electricity supply network to de-risk future development within the Station to Stadium Corridor; this project is also at business case stage
- provision of a new footbridge over the Huddersfield Narrow Canal related footpath links to improve pedestrian connectivity between the NHIC and Gasworks Street sites; this project is at outline business case stage
- the Huddersfield Health Innovation Incubator, which aims to create a wrap-around package of support for innovative health, wellbeing and digital tech businesses seeking to start or scale up, that will complement and add value to the suite of capital projects proposed for the Investment Zone; the remainder of the report is focused on the HHII.

Huddersfield Health Innovation Incubator

- 2.8 WYCA has agreed to provide Investment Zone funding for three 'place-based' incubators (in Bradford, Leeds and Huddersfield) to provide intensive support and advice for businesses in the health, life sciences and digital tech sectors. The three place based incubators will complement and add value to the various capital projects proposed across the three IZ sites, generating a ready-made pipeline of businesses to occupy the new developments proposed in each location.
- 2.9 The proposed Huddersfield Health Innovation Incubator (HHII) has been developed in partnership by the Council, University of Huddersfield and its subsidiary the 3M Buckley Innovation Centre (3M BIC). Funding for the HHII programme has been secured for a four year period, ending on 31 March 2029. The business case for the programme was formally approved by WYCA in February 2025.
- 2.10 The HHII programme aims to create wrap around support for businesses in the health, wellbeing and digital sectors that are seeking to start-up or scale up. It will deliver tailored start-up support, workspaces, events and networking activity and create a thriving community of businesses, academics, clinicians and other professionals focused on supporting and embedding innovation across our health and care systems. The programme builds on and integrates previous, successful UKSPF-funded projects including the Council-led Thrive initiative for health and wellbeing start-ups and the Huddersfield Health Innovation Partnership, led by the University.

2.11 The key components of the HHII programme include:

- *support for pre-start and start-up businesses in the health, wellbeing, life sciences and digital tech sectors*; retaining the successful Thrive branding, this strand of the programme will offer workshops, peer support, access to expert mentoring, expert-led clinics, workspace, networking, and knowledge exchange opportunities to provide holistic support for entrepreneurs in the critical first twelve months of their business lifecycle; Thrive will be delivered through a series of bi-annual cohorts with businesses applying to access the scheme
- *access to workspace*; establishing a physical presence and focus for the incubator will be critical in creating a tangible sense of community for the programme; the incubator will have a dual focus, with the Glass Box business centre providing access to high quality, managed office space and co-working space and the Health Business Innovation Centre (HBIC) - occupying one floor of the emerging Emily Siddon building - including high quality lab space, office and co-working provision; businesses can also access space at the existing 3M Buckley Innovation Centre; in some circumstances access will be fully funded through the HHII programme (e.g. for businesses accessing Thrive) or otherwise on commercial terms
- *Health Innovation Maker Space*; the new Health Business Innovation Centre within the Emily Siddon Building will incorporate one of the only health innovation-focused maker spaces in the UK, providing entrepreneurs with access to specialist equipment and advice to develop, test and validate new products; the maker space will also facilitate access to academic/NHS expertise and deliver workshops and consultancy advice to HHII members;
- *SME support*; HHII will provide access to tailored support from the University, 3M BIC or Business Kirklees for more established, growth-oriented businesses seeking advice and support to unlock barriers to growth; this will include access to specialist academic and clinical advice and expertise and facilitating business access to the specialist facilities/equipment within the NHIC
- *Events and networking*; HHII will deliver an extensive programme of thematic events, workshops, seminars and networking opportunities bringing together a wide range of stakeholders, with the aim of generating and sustaining a thriving community of businesses, academics, clinicians and other professionals focused on supporting and embedding innovation across our health and care systems; the events programme will incorporate University-led hackathons and sandpits that bring to bear a wide range of expertise to address key challenges and opportunities across the health and social care systems.

2.12 The Council will focus on delivery of the Thrive element of the programme, workspace provision at the Glass Box and programme management. The 3M BIC will deliver the HBIC workspace/maker space, be responsible for the events programme and support the development of member services. The University will be responsible for the mentoring programme and facilitating wider access to University expertise and facilities.

2.13 Access to the HHII programme will operate on a membership basis with prospective members invited to apply to join the programme. Businesses in eligible sectors across West Yorkshire will be able to join the HHII network. Membership of the network will be free for an initial two year period.

- 2.14 HHII members will access core services/support including events, networking and SME support; other elements of the programme (e.g. Thrive) will be by application. Members will have access to fully funded support for a period of up to two years.
- 2.15 The Council will act as Accountable Body for the programme and will have ultimate responsibility for the achievement of the outputs and outcomes that are a contractual requirement of the funding. These include:
- supporting 50 pre-start or start-up businesses through the programme
 - delivering 100 workshops/seminars/networking opportunities
 - facilitating 20 new collaborations between academic, NHS and business partners
 - developing of 10 innovative new products or services through the programme
 - supporting the creation of 26 new FTE jobs in assisted businesses.

Governance

- 2.16 In line with the requirements of the grant funding agreement and the Council's project management principles, the HHII programme will be overseen by a dedicated Programme Board with membership drawn from senior officers from the Council, University and 3M BIC.
- 2.17 In addition to the Programme Board, a separate advisory board will be established to provide strategic direction/challenge for the initiative with members including senior academic, clinical and business stakeholders.

Regional Health Accelerator

- 2.18 The place based incubators will form part of a wider health innovation ecosystem that includes the Regional Accelerator programme. Funded through the Investment Zone and delivered by Health Innovation Yorkshire and Humber (HIYN), the Regional Accelerator will provide specialist start-up/scale-up support to those businesses with the highest growth potential through a cohort-based approach. Health Innovation Yorkshire and Humber – one of fifteen health innovation networks established by the NHS – also delivers the Propel programme which supports entrepreneurs seeking to sell innovative products and services to the NHS. Appropriate signposting and referral mechanisms will be established to ensure that businesses access the most appropriate support for their needs.

3. Implications for the Council

3.1 Council Plan

The Huddersfield Health Innovation Incubator has the potential to make a significant contribution to the achievement of a number of cross-Council priorities and wider shared outcomes, as set out in the Council Plan 2025/26. The programme is focused on the development and diffusion of innovative solutions to some of West Yorkshire's most significant and deep seated health and social care challenges and to the improvement of health outcomes whilst supporting local economic growth.

As a result, HHII is strongly aligned with the achievement of the following Council priorities:

- Local economic growth, working with regional and national partners
- Thriving people and communities
- Protecting the vulnerable and achieving inclusion

and also to the achievement of the following shared outcomes:

- Sustainable economy
- Well
- Aspire and achieve.

3.2 Financial Implications

West Yorkshire Combined Authority has agreed to provide the Council with revenue grant funding for the HHII programme totalling £2,023,576.25, via the Government's Investment Zone initiative. The funding is available over the four year period ending in March 2029. The funding profile for the scheme is relatively flat, with funding increasing from just over £563,000 in 2025/26 to £586,000 in the final year of the initiative (2028/29), allowing for inflation and other cost increases.

In line with the delivery responsibilities outlined overleaf, part of the grant will be allocated to the Council's delivery partners as follows:

- Huddersfield Enterprise and Innovation Centre Ltd (t/a 3M BIC) – up to £934,052.85
- University of Huddersfield – up to £293.872.50.

3.3 Legal Implications

The Council will enter into a grant agreement with WYCA in relation to the HHII programme that will provide the framework for management of the initiative and the achievement of contracted outputs, outcomes and spend profiles. The Council will also enter into grant agreements with its delivery partners which reflect their contribution to achievement of contracted outputs and outcomes.

The Council will comply with its Financial Procedure Rules and Contract Procedure Rules when exercising its delegations and when awarding all grants and Contract Procedure Rules and the Procurement Act 2023 when awarding contracts to third parties. The Council must also comply with its public sector equality duty under section 149 of the Equality Act 2010 in relation to the management and delivery of the HHII programme.

As the Council has received funding from another public body the provisions of the Subsidy Control Act 2022 and statutory guidance for UK Subsidy Control Regime are relevant. A subsidy occurs where a public authority provides support to an enterprise that gives them an economic advantage, meaning equivalent support could not have been obtained on commercial terms.

In line with the provisions of the 2022 Act the Council has assessed whether the grant for the HHII programme should be considered a subsidy. The statutory guidance is clear that where the financial assistance has been designed in order that the recipient passes an economic advantage on to an identifiable third party that is an enterprise, the third party should be regarded as the beneficiary enterprise for the purposes of the subsidy control rules, in addition to or instead of the initial recipient. In this context the University and Huddersfield Enterprise and Innovation Centre Limited do not receive any financial advantage themselves (other than reasonable administration costs) and there is therefore no subsidy to these organisations.

Whilst the HHII programme does not include provision of grants to individual businesses, the benefit in kind to the ultimate beneficiaries (the start-ups etc) may be considered financial assistance, however it is so low that it is not anticipated to have any distortive effect on competition or investment within the UK, or trade or investment between the UK and another country or territory.

However, the Council has undertaken a Subsidy Control Assessment in this respect and will monitor the assistance given and in the event that support to individual enterprises is considered a subsidy under the terms of the 2022 Act, this will be provided for either under the Minimal Financial Assistance exemption or through publication on the transparency database under a subsidy scheme. The Government has also established the English Investment Zones subsidy scheme for this purpose to support subsidy control compliance for IZs including provision for “*grant funding for local infrastructure, research and innovation, skills, and business support.*”

3.4 Climate Change and Air Quality

There are no climate change or air quality implications.

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

An IIA and Equalities Impact Assessment have been completed in draft in respect of the programme.

There are several potential risks associated with the scheme, including:

- the wider economic climate could impact on the ability to achieve some of the output/results targets, with the potential risk of clawback of funding; this risk is mitigated by the strong performance of the earlier, similar projects delivered separately by the Council, University and 3M BIC and the continued focus of the Government and Combined Authority on supporting the delivery of the Investment Zone programme
- in acting as Accountable Body to WYCA for the grant, the Council will be required to ensure compliance with relevant eligibility, Subsidy Control, procurement and branding/publicity requirements, including by delivery partners, again with the potential risk of clawback in the event of non-compliance; this is mitigated by the Council’s extensive experience (and that of its delivery partners) in delivering similar business support initiatives including previous European Union and UK Shared Prosperity Fund programmes which required a rigorous and ongoing focus on compliance.

4 Consultation

A wide range of public and private sector stakeholders have been consulted in developing the programme.

5 Engagement

The Council will continue to engage with participating businesses to ensure that ongoing delivery is informed by robust feedback.

6 Options

6.1 Options Considered

The Council could choose not to accept Investment Zone funding for the delivery of the HHII programme. This would significantly limit the opportunities to provide support for start-up/scale-up businesses in the health, wellbeing and life science sectors and impact on the delivery of other elements of the IZ programme, including the proposed capital projects. It would also generate reputational risks for the Council in respect of its relationship with the University of Huddersfield and 3M BIC.

6.2 Reasons for recommended Option

Accepting external funding and approving delivery of the programme will optimise the benefits of the HHII programme for businesses and residents.

7 Next steps and timelines

Next steps will include:

- entering into grant funding agreements with WYCA and the Council's delivery partners
- commencing delivery of key strands of the programme including Thrive start-up support and events/networking activity.

8 Contact officer

Chris Duffill, Head of Business and Skills chris.duffill@kirklees.gov.uk

9 Background Papers and History of Decisions

[S2SEC Cabinet V6 - LMT.pdf](#)

[Cabinet Report - GR Project Delivery Funding - FINAL.pdf](#)

10 Appendices

N/a

11 Service Director responsible

David Wildman, Service Director Skills & Regeneration

This page is intentionally left blank