

**Local Government Association (LGA) Corporate Peer Challenge – Kirklees Council  
 Action Plan (Reference from Cabinet)**

<b>Meeting</b>	<b>Council</b>
<b>Date</b>	<b>23 April 2025</b>
<b>Cabinet Member</b>	<b>Cllr Carole Pattison, Leader of the Council</b>
<b>Key Decision Eligible for Call In</b>	<b>Yes N/A</b>

**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 and is required at least every five years. The LGA produced a feedback report (Appendix A) which has been published on the council’s website. It outlines significant strengths and opportunities for the council, as well as recommendations on how to go further.

The Council has now produced and published an action plan (Appendix B), which was agreed by Cabinet on 8<sup>th</sup> April. It sets out the activity planned and underway in response to the peer challenge report.

The report and action plan are now being presented to Council for noting, to ensure members are aware of the report and associated action. The action plan supports the priorities set out within the 2025/26 Council Plan (agreed by Council on the 5th March). It will also inform several areas of interest for members, including member development and support, future iterations of the Council Plan and other strategies and plans that form part of the Council’s Policy Framework.

**Recommendations**

1. For Council to note the LGA’s report (**Appendix A**).
2. For Council to note the action plan (**Appendix B**).
3. For Council to note the reporting and next steps outlined in this report.

**Reasons for Recommendations**

- The corporate peer challenge addressed five areas of wide interest: local priorities and outcomes, organisational and place leadership, governance and culture, and financial planning and management.
- It involved interviews and focus groups with 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). It included activity involving all council directorates, such as priority-setting, leadership, governance, culture, finance, and improvement activity.
- The LGA’s feedback report outlines significant strengths and opportunities for the council, as well as recommendations on how to go further.
- The council’s action plan was agreed by Cabinet on 8<sup>th</sup> April and sets out the activity planned across council directorates in response to the peer challenge report.
- It is now being presented to Council for noting, to ensure members are aware of the report and associated action

<ul style="list-style-type: none"> <li>• The action plan supports the priorities set out within the 2025/26 Council Plan (agreed by Council on the 5<sup>th</sup> March) and other strategies previously agreed at Council.</li> <li>• The action plan will inform several areas of interest for members, including member development and support, future iterations of the Council Plan and other strategies and plans that form part of the Council's Policy Framework.</li> </ul>	
<p><b>Resource Implication:</b> The action plan is mostly being delivered within existing resources and complements existing planned activity. Where additional 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.</p>	
<p><b>Date signed off by <u>Executive Director</u> &amp; name</b></p>	<p>Andy Simcox, Service Director Strategy and Innovation (sub.) 10/4/25</p>
<p><b>Is it also signed off by the Service Director for Finance?</b></p>	<p>Kevin Mulvaney, Service Director Finance 10/4/25</p>
<p><b>Is it also signed off by the Service Director for Legal and Commissioning (Monitoring Officer)?</b></p>	<p>Leigh Webb, Head of Governance (sub.) 10/4/25</p>

**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 and is required at least every five years. The LGA produced a feedback report (Appendix A) which has been published on the council's website. It outlines significant strengths and opportunities for the council, as well as recommendations on how to go further.
- 1.2 The council has now produced and published an action plan (Appendix B), which was agreed by Cabinet on 8th April. It sets out the activity planned and underway in response to the peer challenge report.
- 1.3 The report and action plan are now being presented to Council for noting, to ensure members are aware of the report and associated action. The action plan supports the priorities set out within the 2025/26 Council Plan (agreed by Council on the 5th March). It will also inform several areas of interest for members, including member development and support, future iterations of the Council Plan and other strategies and plans that form part of the Council's Policy Framework.

## 2. Information required to take a decision

### 2.1 Background to Local Government Association corporate peer challenges

- 2.1.1 The corporate peer challenge is a key part of the LGA's improvement and assurance framework. As described by the LGA, the process provides 'robust, strategic and credible challenge and support to councils, bringing together political and managerial leadership,

through the use of member and officer peers'. More information can be found here: <https://www.local.gov.uk/our-support/council-assurance-and-peer-challenge/peer-challenges-we-offer/corporate-peer-2>.

- 2.1.2 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. It requires authorities to 'make arrangements to secure continuous improvement in the way in which its functions are exercised'. More information can be found here: <https://www.gov.uk/government/publications/best-value-standards-and-intervention-a-statutory-guide-for-best-value-authorities/best-value-standards-and-intervention-a-statutory-guide-for-best-value-authorities>.
- 2.1.3 The peer challenge is available at no cost to the Council.
- 2.1.4 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
- 2.1.5 Ahead of the visit, the peer team receive key finance, performance, governance, and other information related to these areas as well as an overall position statement.
- 2.1.6 The peer team then spend up to four days at the council where further information can be requested alongside interviews and focus groups with staff, councillors, partners, and other key stakeholders.
- 2.1.7 Following a corporate peer challenge, a report outlining the 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 no later than five months following the visit, setting out key actions in response to the recommendations.
- 2.1.8 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 received feedback on the implementation of the action plan.
- 2.1.9 Following the progress review, a report outlining the peer team's findings is shared with the council. Again, in the spirit of openness and transparency, the council is required to publish this report, no later than 12 months after the original visit.
- 2.1.10 Since April 2024 the LGA have implemented an improved approach to delivering corporate peer challenges. As part of this, the LGA have improved the overall rigour and robustness of the approach, with an increased focus on governance, finance, performance and assurance, investments, improvements made to the training and development of member and officer peers, and improved robustness and consistency of reporting.

## 2.2 **Our last peer challenge in Kirklees**

2.2.1 Our last corporate peer challenge took place in July 2019. Since then we have experienced and dealt with some significant challenges, including responding to and recovering from the global coronavirus pandemic, cost-of-living pressures, and the impact of ongoing global economic challenges. In addition, the council has been dealing with significant financial challenges, as costs and demand for council services have continued to grow.

2.2.2 Our last corporate peer challenge included recommendations around strengthening strategic communications, resident engagement, place-based working, and strengthening the corporate centre to develop its capacity. It also provided recommendations around prioritising a decision around the long-term future of Kirklees Neighbourhood Housing (KNH), the Arms-Length Management Organisation (ALMO) and pushing for the establishment of a single Clinical Commissioning Group (CCG). Recommendations related to streamlining decision-making and bringing clarity around roles and responsibilities of members and officers were also provided, plus a recommendation around reviewing the electoral cycle to support a more stable electoral pattern.

2.2.3 Despite the challenges outlined above, the council has made significant progress on those recommendations:

- We have successfully brought the ALMO back in-house (now 'Kirklees Homes and Neighbourhoods')
- We have a clear communications strategy, made improvements to citizen engagement and we now routinely work in a 'place-based' way.
- Since the previous peer challenge, we have increased capacity in our corporate centre to support improvement and transformation activities.
- Following the last peer challenge, we worked closely with our partners to help establish one borough-wide CCG (NHS Kirklees CCG), which has helped to simplify and strengthen partnership working arrangements within the health and care sector.
- We have also worked to streamline our decision-making processes, and to ensure there is greater clarity in the role of officers and members.

We still operate a staggered election system held by thirds, as there was no local appetite at the time to review the electoral pattern.

2.2.4 Five years ago, the council also embarked upon the development of plans for a substantial and unprecedented programme of regeneration and development for all our major towns and villages. In July 2019, Council agreed our vision for the future regeneration of Kirklees, and in 2020, the Huddersfield and Dewsbury blueprints were approved by Cabinet. This vision is becoming a reality, with works having commenced for several of our most significant projects.

## 2.3 **Scope and focus for the 2024 corporate peer challenge**

2.3.1 2024 marked five years since our last peer challenge, and so we requested a peer challenge earlier that year.

2.3.2 At the time of the visit, we understood our most critical task was delivery of our budget, whilst continuing to deliver positive outcomes and maintaining our longer-term regeneration and place shaping ambitions. We understood that we had difficult decisions ahead, and to support those decisions we wanted to ensure we had the right priorities, structures, culture, and corporate enabling services in place.

2.3.3 Considering our context and the challenges we were grappling with at the time, we asked the peer team to focus on the five core areas of inquiry:

- Local priorities and outcomes
- Organisational and place leadership
- Governance and culture
- Financial planning and management
- Capacity for improvement

2.3.4 The 2024 peer challenge took place 26-29<sup>th</sup> November. During these four days on-site, the 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).

## 2.4 **Feedback report**

2.4.1 The LGA were complimentary about the planning and preparation for the visit and stated that the position statement prepared for the team was an honest reflection of the challenges facing the council. Our position statement was based on a rigorous self-assessment engaging staff across all directorates and the council leadership.

2.4.2 The report outlines significant strengths and opportunities for the council. According to the LGA, 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.

2.4.3 The report also provides eight recommendations on how to build on these strengths and progress so far. These are as follows:

1. **Budget:** 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.

2. Transformation: 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.
3. Regeneration Plans: 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.
4. Planning: 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.
5. Working with Business and Economic Partners: Work more closely with businesses and economic partners to define potential growth, skills and investment opportunities in Kirklees.
6. Member Roles and Development: 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.
7. Continuing to Improve Performance: 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.
8. Pivoting to a Longer-Term Horizon: Use this peer challenge as an opportunity to pivot towards a longer horizon for key decisions.

2.4.4 We welcome the findings in the LGA report and support the recommendations. The findings complement our ongoing improvement journey and build on recent work to improve and strengthen our position for delivering on our priorities into the future.

## 2.5 **Process for developing the action plan**

2.5.1 Once the LGA report was received in February, a draft set of actions were produced based on conversations with senior officers with the relevant responsibilities. These draft actions were then discussed and further refined with the Executive Leadership Team and Cabinet.

2.5.2 An overview of initial areas of focus for actions was discussed informally with members of the Overview and Scrutiny Management Committee (OSMC) and Group Leaders in March. This was followed by a formal discussion with OSMC on the 4<sup>th</sup> April to share specific actions and discuss delivery and reporting. Feedback from OSMC and Group Leaders has been included in section 5 of this report.

2.5.3 On 8<sup>th</sup> April, Cabinet approved the action plan presented at **Appendix B**. It is now being presented to Council for noting, so that members are aware of the LGA's recommendations and the associated actions.

2.5.4 The action plan includes specific timescales associated with each action, and a responsible Service Director.

## 2.6 **Delivery and reporting**

2.6.1 Delivery has begun on the action plan and actions will be regularly monitored to ensure they are delivered on time.

- 2.6.2 In the summer, an update on delivery of the actions will be provided to Cabinet and OSMC (specific committee meeting dates currently to be confirmed).
- 2.6.3 In September, the LGA will come back to Kirklees to undertake a progress review. This will enable the council to report on progress made against the recommendations, discuss early impact or learning, and receive feedback on the implementation of the action plan. The LGA will then produce a report outlining their findings. As required by the LGA, the Council will then publish the report within 12 months of the initial corporate peer challenge visit (November 2025 in our case).

### **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 2025/26 Council Plan (agreed by Council on the 5<sup>th</sup> March). Delivery of the LGA Peer Challenge action plan has been included as an area of focus under the 'Getting the Basics Right' priority of the Council Plan. 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 '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. The action plan provided at **Appendix B** includes actions to deliver on this recommendation.

#### **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. It requires authorities to 'make arrangements to secure continuous improvement in the way in which its functions are exercised'. More information can be found here:

<https://www.gov.uk/government/publications/best-value-standards-and-intervention-a-statutory-guide-for-best-value-authorities/best-value-standards-and-intervention-a-statutory-guide-for-best-value-authorities>.

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

Impacts on climate change and air quality are routinely considered as part of Integrated Impact Assessments. When required these will be completed to support the planning and decision-making processes associated with the actions in the action plan.

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

The action plan addresses recommendations relevant to all council services.

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 organisational culture and ways of working, most notably the 'Our Council' culture refresh initiative included as an action under Recommendation 8. This will support positive changes in the way that all council employees work, for example by developing a customer-focussed culture and a focus on getting the basics right, as well as other principles relating to our ways of working.

#### **4 Consultation**

Corporate peer challenges involve extensive consultation, which is carried out by the peer team during the week of the 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 which they:

- 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.
- 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).

#### **5 Engagement**

5.1 Relevant council officers (including Service Directors and the Executive Leadership Team) and the Cabinet have been 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 an informal meeting on the 20<sup>th</sup> March and a formal public meeting on the 4<sup>th</sup> April. Group Leaders were also engaged and asked for feedback on development of the actions. Feedback from members across these meetings includes:

Feedback on Recommendation 1 (Budget)

- Support for further development of the cross-party working group focused on the budget.
- Suggestion to compare best practice from other local authorities to ensure we are able to develop a clear strategy for replenishing reserves.

Feedback on Recommendation 2 (Transformation)

- Support required for the third sector to enhance transformation opportunities.
- Suggestion around the need for improved external communication around transformation initiatives, including the need to balance this with transparency around reducing service provision.

Feedback on Recommendation 3 (Regeneration Plans)

- Question around how the capital programme review and outcomes will be communicated, and how stakeholders and elected members will be engaged as part of that review.
- Request for elected members to be engaged in any revisions of regeneration plans
- Regeneration plans should focus not just on the larger, capital funded schemes, but also support to smaller, local businesses.
- Consideration should be given to how we ensure we get a fair share of funding from West Yorkshire Combined Authority, including through effective engagement and performance

#### Feedback on Recommendation 4 (Planning)

- Support for inclusion of the new Housing Strategy as an action, and a suggestion to ensure this strategy will cover delivery of a range of different housing needs and that it addresses sustainability, affordability and local demographics.

#### Feedback on Recommendation 5 (Working with Business and Economic Partners)

- Ensure we consider the kind of growth we want as part of the Inclusive Economy Strategy development, recognising the benefits and downsides of different kinds of growth
- Support for a stronger role for local businesses in shaping policy and strategy, through a range of engagement forums.
- A question around how we will better integrate with WYCA on growth, skills and investment.
- A suggestion around ensuring there is a focus on engaging with locally owned and managed businesses so that we can maximise opportunities and benefits for local communities and the Kirklees economy

#### Feedback on Recommendation 6 (Member Roles and Development)

- Support for an improved member training and development offer, and a request to ensure members are involved in the development of the offer.
- Suggestions for things to include in the member development offer, including mentoring, peer support, and making training mandatory for being on a committee.
- A suggestion to ensure we focus on the promotion and communication of the member-officer protocol, as this will help to ensure it is used and adhered to.
- The importance of the new member induction, and support provided to new councillors and new committee members, to help them understand their roles and how to make the most of them
- Explore creating further opportunities for councillors and staff to get to know each other, especially for frontline staff

#### Feedback on Recommendation 7 (Continuing to Improve Performance)

- Further detail required on how performance will be monitored in children's social care.
- Ensure that scrutiny has a robust role in monitoring implementation of any improvement plans.
- Important that adult social care has similar levels of monitoring as children's social care and Homes and Neighbourhoods.

#### Feedback on Recommendation 8 (Pivoting to a Longer-Term Horizon)

- Support for the inclusion of Digital Strategy as an action and noted the need for this to be ambitious, with a request for further information as this develops.
- Linked to the Digital Strategy, a suggestion to consider more innovative app-based solutions for citizens to report issues or request a service.
- Suggestion that we ensure the Digital Strategy takes improvements to accessibility into consideration
- Support for improved communication and clearer expectations for our customers.
- Support for review of existing strategic partnership agreements to ensure long-term co-operation with our partners.
- Suggestion around having a clearer, more consistent voice and clear asks of regional bodies such as West Yorkshire Combined Authority to support our outcomes
- Consider how members can be more engaged in long-term policy formulation, not just at the decision stage

- Consider how officers can better use councillor enquiries and data on interactions with councillors to understand customer expectations and inform activity around customer expectations

More broadly, members also:

- Noted the required next steps of the LGA in terms of progress reporting.
- Were supportive of timescales against the actions
- Agreed with the need for ongoing reporting and engagement with Scrutiny around delivery of the action plan

The feedback from members on the action plan demonstrates support for the actions that have been included, with helpful suggestions to consider as part of implementation and reporting. Points of feedback are being fed back to lead officers to be considered when implementing related actions. Following the feedback we will, for example, ensure we engage with locally owned and managed businesses as part of the action around delivering the Kirklees Economic Summit, so that we can maximise opportunities and benefits for local communities and the Kirklees economy. We will also consider how we build a consistent voice as a council when working at a regional level, as part of refreshing our Partnership Framework.

## 6 Options

### 6.1 Options considered

Several options for action were considered as part of developing the peer challenge action plan ahead of approval at Cabinet on 8<sup>th</sup> April. The actions chosen were judged to be efficient and effective ways to make progress on the recommendations.

Our recommendations to Council are:

1. For Council to note the LGA's report (**Appendix A**).
2. For Council to note the action plan (**Appendix B**).
3. For Council to note the reporting and next steps outlined in this report.

### 6.2 Reasons for recommended option

- The corporate peer challenge addressed five areas of wide interest: local priorities and outcomes, organisational and place leadership, governance and culture, and financial planning and management.
- It involved interviews and focus groups with 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). It included activity involving all council directorates, such as priority-setting, leadership, governance, culture, finance, and improvement activity.
- The LGA's feedback report outlines significant strengths and opportunities for the council, as well as recommendations on how to go further.
- The council's action plan was agreed by Cabinet on 8<sup>th</sup> April and sets out the activity planned across council directorates in response to the peer challenge report.
- It is now being presented to Council for noting, to ensure members are aware of the report and associated action.
- The action plan supports the priorities set out within the 2025/26 Council Plan (agreed by Council on the 5<sup>th</sup> March) and other strategies previously agreed at Council.
- The action plan will inform several areas of interest for members, including member development and support, future iterations of the Council Plan and other strategies and plans that form part of the Council's Policy Framework.

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

- Delivery of the action plan will continue.
- Monitoring and reporting against delivery of the action plan will include reports to Cabinet and OSMC in the summer as set out in section 2.6 of this report.
- The LGA will visit the Council in September 2025 to carry out a progress review. This will enable the council to report on progress made against the recommendations, discuss early impact or learning, and receive feedback on the implementation of the action plan.
- As required by the LGA, the Council will then publish a progress review report within 12 months of the initial corporate peer challenge visit (November 2025 in our case).

## 8. **Contact officers**

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

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

[Michelle.Hope@kirklees.gov.uk](mailto:Michelle.Hope@kirklees.gov.uk)

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

The LGA's feedback report, has been published on the Council's website here:

[LGA \(Local Government Association\) Corporate Peer Challenge | Kirklees Council](#)

Previous corporate peer challenge Report and Action Plan (Approved at Council, 15 January 2020):

[Agenda for Council on Wednesday 15th January 2020, 5.30 pm | Kirklees Council](#)

[CPC Feedback and Action Plan Report - Full Council - 15 January 2020.pdf](#)

## 10. **Appendices**

Appendix A: LGA Corporate Peer Challenge – Kirklees Council Feedback Report

Appendix B: LGA Corporate Peer Challenge – Kirklees Council Action Plan

## 11. **Service Director responsible**

Andy Simcox, Service Director Strategy and Innovation