

Kirklees Council

# Place Directorate

2024/25



ACHIEVING INCLUSION

# **Place**

## Directorate Plan





# Contents

Introducing the Place directorate.....	2
Vision and outcomes for Kirklees.....	3
Directorate priorities .....	4
<b>Priority 1:</b> Enable and drive sustainable and inclusive economic growth across Kirklees .....	4
<b>Priority 2:</b> Deliver safe, high quality homes and excellent customer service, getting the basics right for tenants of Kirklees Council.....	6
<b>Priority 3:</b> Ensuring efficient and effective service delivery to improve our place.....	7
<b>Priority 4:</b> Effective delivery of projects and core business as usual services during a period of constrained resources .....	8
Our people .....	9
Workforce planning.....	9
Succession and talent planning .....	9
Why is workforce planning important?.....	10
Employee engagement.....	10
Your development.....	11
Service engagement and development.....	11
Working with people .....	13
Our partners.....	13
Partnerships .....	14
Partnership strategies .....	15
Inclusive Economic Strategy .....	15
Environment Strategy.....	15
Kirklees Employment & Skills Plan.....	15
Our places .....	16
Huddersfield .....	16
Heckmondwike .....	16
Batley .....	17
Cleckheaton.....	17
Marsden .....	17
Tracking our progress .....	18
Economy.....	18
Employment .....	18
Skills .....	18
Business.....	18



Housing .....	18
Homes & Neighbourhoods .....	18
Highways .....	18
Streetscene .....	19
Directorate budget overview .....	20
Place 2024/25 Budget Summary .....	20
Revenue Budget.....	20
Revenue Budget.....	21
Capital Plan.....	22
Homes & Neighbourhoods.....	23
Operations.....	23
Assets & Development.....	23
Housing Management & Partnerships .....	23







## Introducing the Place directorate

This directorate plan is a great guide for staff. Our area is complex and there's a lot to get to grips with, but I want everyone to be familiar with the wide breadth of our services – which, previously known as Growth & Regeneration, will now be known as the Place directorate.

The Place directorate is one of the most varied areas of Kirklees Council – covering major development and infrastructure projects, business and economy, skills for employment, planning, housing growth, and our own council housing through Homes & Neighbourhoods. Since our last directorate report we've also added highways and streetscene to our ranks, followed now by the teams managing environment strategy and climate. Through all these services we shape Kirklees as a place, securing positive outcomes and making sure it's a great location to live, work and visit.

Our focus is always on the future, what our vision for Kirklees should be, and how we can make that vision a reality. In many instances we're looking ahead years or even decades. But where the work we do is focused on the day-to-day benefit to our residents, we're always looking at the bigger picture and how we can make a real difference to that person's life. That benefit is at the heart of everything we do.

For us, as for all areas of the council, the next few years are going to be challenging. Considering the financial costs that we and many other councils are currently dealing with, we must marshal our resources much more firmly than we have in the past and make balancing our books the priority, so that we can continue to deliver. For most of our projects, our vision remains the same. Where there's impact, financial constraints are spacing out delivery and delaying plans – not cancelling them. The approach of our teams has always been positive and proactive, passionate and versatile. We have a 'can do' attitude, and we're a directorate of problem-solvers who can rise to any challenge. I know we'll continue to work together to deliver real change for Kirklees.

Our ambition continues, because we know an inclusive and targeted approach will be of lasting benefit to Kirklees. We'll transform our town centres and create places local people can be proud of. We'll grow our economy, and regenerating places that need support will go hand-in-hand with the task of living within our means. When we deliver services, we do this with a focus on *people, partners and place*, so we have the right focus and deliver lasting results that are owned by the communities we serve.

This directorate plan sets out not just who we are and what we do but where we're going next, and the wider context our directorate operates within. It also sets out how we develop and support our workforce, and how we work with the people and partners in our places across Kirklees. While this is by no means an exhaustive list of everything taking place in our directorate, it attempts to bring everything together so we can see what our services deliver as a whole.

Each service also has their own plan, which sets out what they do and what they're trying to achieve. All of these plans are reviewed and refreshed every year, as we continue to adapt. Together, we'll continue to work together to deliver real change for Kirklees.

### David Shepherd

Executive Director for Place at Kirklees Council







# Directorate priorities

The directorate has four key priorities which help to describe what it is we want to achieve and deliver. This section sets out those priorities and describes some of the key activities we are currently working on to progress them.

These priorities support and reflect the updated priorities set out in the 2024/25 Council Plan, which can be found online at [kirklees.gov.uk/councilplan](https://kirklees.gov.uk/councilplan)

These refreshed priorities also include the activities being delivered by the new services that have recently joined the directorate.

## Priority 1: Enable and drive sustainable and inclusive economic growth across Kirklees

**We will deliver regeneration in our towns and villages – creating strong, vibrant, safe and inclusive town centres across Kirklees.**

- ✓ **Our Cultural Heart**  
We will implement Our Cultural Heart in Huddersfield, starting construction of Phase 1 in 2024.
- ✓ **George Hotel and markets**  
We will undertake construction of the George Hotel, aiming to reopen under management of international hotelier Radisson RED. We will create vibrant markets in Huddersfield and Dewsbury, and support communities to develop street markets in our smaller town centres.
- ✓ **Levelling Up Fund**  
We will soon be starting the delivery of the Levelling Up Fund schemes for Batley, Marsden and the Peniston rail line improvements, with Huddersfield Market to follow in 2025.
- ✓ **Smaller-scale blueprints**  
We will continue to develop plans for the Holmfirth, Cleckheaton and Heckmondwike Blueprints to regenerate more town centres across Kirklees.
- ✓ **Investment Zone**  
We will continue to work with the West Yorkshire Combined Authority, University of Huddersfield and other councils to develop the West Yorkshire Investment Zone, helping stimulate the local economy and attracting external investment in health sector innovation.





**We will develop strategic plans to improve transportation across the borough and deliver the supporting infrastructure.**

✓ **Transport Strategy**

We will publish a new Transport Strategy for Connecting Kirklees, supported by a dedicated delivery programme funded by the West Yorkshire Transport and Transforming Cities Funds.

✓ **Transpennine Route Upgrade**

We will continue to work in partnership with the Transpennine Route Upgrade enterprise, helping ensure the benefits are felt by all and that disruption is managed. We will also deliver transformational change for our bus stations at Dewsbury and Heckmondwike, and prepare for West Yorkshire Mass Transit by getting the detail right for Kirklees.

**We will grow our economy.**

✓ **Supporting housing growth**

We will deliver housing regeneration in Huddersfield, Dewsbury and other areas, to deliver qualities housing for communities, maximise the number of affordable homes, deliver high space standards, and increase the amount of sustainable and green homes.

✓ **Driving business start-up, growth and inward investment**

The government have approved our plans for the West Yorkshire Investment Zone in Kirklees, supporting us with our plans to develop the Station to Stadium Enterprise Corridor – which will boost economic development in Huddersfield, creating new opportunities for businesses to grow and develop, and more high quality jobs for local people. We want Kirklees to be the best place to start, grow and invest in a business in the north of England.

✓ **Delivering the new Employment & Skills plan**

We will create opportunities for local people and link employers with the skills they need. We are also working to support businesses to access the workforce they require to grow and succeed, which helps lead to thriving business, an increase in earning potential, and in turn an improved quality of life for people.

✓ **Planning**

We will ensure that the work of the planning service supports our ambitions for growth and regeneration, while at the same time ensuring that service delivery is efficient and effective. We have begun the process of updating the Kirklees Local Plan, which lays out our wider goals for development across Kirklees along with the associated planning considerations.

✓ **Housing services**

We will work to help people find and sustain a suitable home, by resolving housing needs and addressing homelessness. Work also includes delivering improvements to the adaptations service, delivery of consolidated refugee resettlement support, and working to develop and deliver appropriate accommodation models within Kirklees.



## Priority 2: Deliver safe, high quality homes and excellent customer service, getting the basics right for tenants of Kirklees Council

- ✓ **Excellent landlord**  
We will strive to be an excellent landlord by putting tenants and communities first.
- ✓ **Safe tenants**  
We will keep tenants safe by continuing to invest in our housing stock, addressing outstanding fire safety improvements and procedures to manage damp, mould and condensation.
- ✓ **Decent home standards**  
We will invest in and maintain the council's housing stock to decent home standards.
- ✓ **Customer journey**  
We will ensure access to the council's housing service and customer journey is designed from the tenants' perspective and delivers an excellent experience.
- ✓ **Repairs service**  
We will improve our repairs service, by improving voids, focusing on tenant safety, improving tenant communication, and planning for longer-term service transformation.
- ✓ **Empty homes**  
We will ensure empty homes are brought up to a lettable standard – safe, secure and clean – and are ready for occupation as quickly as possible.
- ✓ **Improving homes' energy standards**  
We will continue to take a fabric-first approach to improving the energy standards of our homes, targeting investment to achieve the best results for residents in the most cost-effective way.
- ✓ **Decarbonisation Strategy**  
We will develop a Housing Revenue Account (HRA) Decarbonisation Strategy along with a roadmap to support the achievement of our energy targets for homes.



## Priority 3: Ensuring efficient and effective service delivery to improve our place

### ✓ Waste Strategy

We will continue to deliver the initiatives set out within our Resources & Waste Strategy, with a current focus on empowering communities.

### ✓ Waste procurement

We will invest in our existing waste infrastructure to continue its long-term operation. We will progress with procuring a new waste contract that aligns with the Waste Strategy, ensuring efficient and good value services are procured.

### ✓ Fleet compliance

We will continue to strengthen our robust monitoring and management of fleet compliance, supporting a safe and healthy work environment for everyone.

### ✓ Parks and green spaces

We are committed to delivering welcoming, accessible and high-quality parks and green spaces – to allow people, businesses, nature and wildlife to flourish.

### ✓ Playable spaces

We will continue to deliver a mixed portfolio of traditional, adventurous and imaginative play using both play equipment and natural features, meeting the needs of everyone within Kirklees communities.

### ✓ Woodland Policy

We will continue to manage and deliver the obligations and priorities set out in our Woodland Policy.

### ✓ Road safety

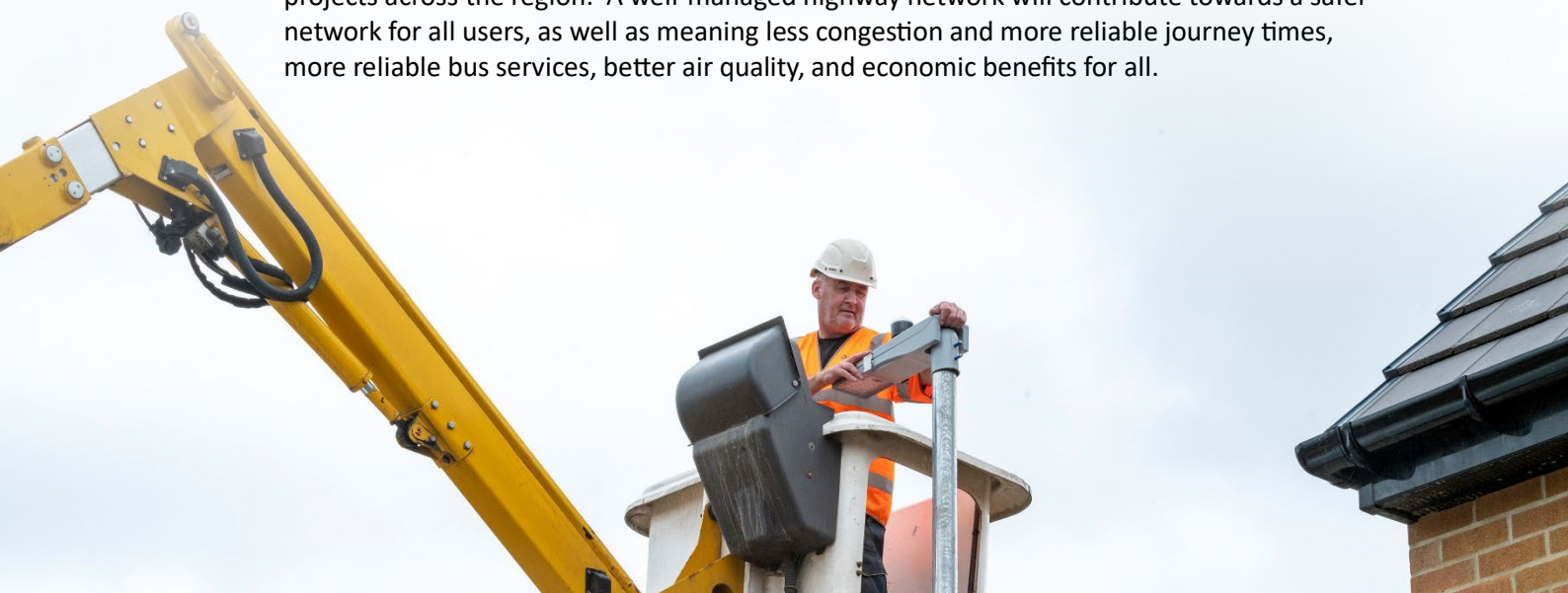
Keeping Kirklees roads safe remains a key priority for the council, both as a statutory duty and a moral and financial imperative. The Highway Safety Strategy

### ✓ Highways asset management

We will continue to focus on the most efficient, sustainable and cost-effective forms of asset maintenance intervention to support social connections for our residents whilst also protecting the council's own statutory obligations.

### ✓ Highway network management

We will continue to support 'works promoters' to deliver their investment and maintenance projects across the region. A well-managed highway network will contribute towards a safer network for all users, as well as meaning less congestion and more reliable journey times, more reliable bus services, better air quality, and economic benefits for all.







## Priority 4: Effective delivery of projects and core business as usual services during a period of constrained resources

- ✓ **Careful budget management**  
We will make sure all services practice careful budget management, understanding and dealing with pressures on service delivery, and delivering the best value for money that we can. We will deliver our savings expressed in the 2024/25 annual budget, and work to identify further savings for the forthcoming financial year.
- ✓ **Existing external funding**  
We will maximise the value that we get from external funding.
- ✓ **New funding and investment**  
We will attract new funding wherever possible.
- ✓ **Developing our workforce**  
We will develop our workforce to ensure current resources are effectively managed, and that workforce planning supports efficient and effective delivery in the future.
- ✓ **Reviewing our Capital Plan**  
We will manage an ongoing review of the Capital Plan, to support the delivery of the budget while ensuring our ambitions for regeneration are still delivered.
- ✓ **Reviewing council buildings and assets**  
We will deliver council assets transformation, by undertaking a review of the use of buildings across the entire council estate. We want to make sure the council's assets are being used as efficiently and effectively as possible. We will make sure that service delivery continues to be supported, that space is maximised, and that the outcome of this review makes a positive contribution to the council's finances.

# Our people

## Workforce planning

We are Kirklees and we are proud. We want all our workforce to feel proud that they work for Kirklees and truly feel part of 'Team Kirklees', where people work well together to deliver our shared outcomes. We want every single one of our workforces to feel part of the team, recognised and valued for the contribution they make.

In the Place directorate we have 14 services, with 14 heads of service, over 2,700 staff, and more than 450 job roles – which makes us an incredibly diverse workforce. We have a history of taking on apprentices across many of the services within our directorate, and we will continue to support this and broaden participation across different services within the directorate. Many of our roles, particularly in the Engineering disciplines, have career grade pathways which are also designed to support development and retention of staff.

This section of the directorate plan outlines the work we've been doing so far to help our workforce, and what we plan to do next.

## Succession and talent planning

We have made great strides into future-proofing the directorate through succession planning. Succession planning is the process of identifying business-critical roles within the organisation and then creating a talent pipeline, by preparing potential successors to fill these positions as current post-holders move on or retire. These successors will eventually have the knowledge, skills, and attributes to fill these positions when they become available.

This process helps ensure business continuity and performance, by making sure essential roles do not go vacant for prolonged periods of time, and at the same time supporting the development of our people and their career aspirations.

What's next?

- ✓ We will identify every business-critical role within the Place directorate.
- ✓ We will create succession plans for every role deemed critical.
- ✓ We will develop succession pools for critical roles.
- ✓ We will create a talent pipeline for leadership positions.
- ✓ We will develop an early career strategy for the Place directorate.
- ✓ We will continue to build links with universities to establish relevant professional academic programmes, to promote Kirklees as an employer of choice for engineering roles, and to support the Highways Institute of Civil Engineers (ICE) Development Programme.
- ✓ We will consider our offer to school leavers, by running a school leaver scheme.
- ✓ We will analyse the results of the annual MySay staff survey to determine next steps in supporting managers to aid succession planning in their areas.
- ✓ We will explore all available opportunities for early career pathways to support service areas.



## Why is workforce planning important?

Workforce planning will give us the intelligence to meet our goals. It's the process which aligns changing organisation or service needs with our People Strategy. It provides intelligence to help services focus on a range of challenges and issues and prepares them to support longer term organisational goals. Workforce planning will ensure we have the right number of people, with the right skills, at the right cost, employed in the right place, at the right time while also being representative of the communities that we serve. This will ensure that services are able to deliver the council's short and long-term objectives.

What's next?

- ✓ We will run an introductory session with service managers to educate on the workforce planning model that has been introduced.
- ✓ We will identify risks and opportunities for the directorate.
- ✓ We will look at best practice workforce models to ensure we are operating at maximum efficiency.
- ✓ We will conduct an organisational effectiveness review.

## Employee engagement

We want Kirklees to be the best place to work. We are working to an employee engagement framework where we engage, listen, shape, and respond to employees both at a local, departmental, and organisational level.

Some of the ways we do this include:

- ✓ Listening to your views through the annual 'MySay' Employee Survey
- ✓ Reviewing your aspirations and development needs through the newly launched appraisal method 'MyConversation'.
- ✓ Digging deeper into why people are staying and leaving through exit/stay interviews.

By using this approach, it supports us to keep current with issues and opportunities in the directorate and ensure that our People Strategy is fit for purpose to deliver our organisation goals.

What's next?

- ✓ All staff will receive their appraisal and at least one one-to-one meeting to review. Completion will be monitored on MyLearning.
- ✓ We will utilise regular updates from HR services, such as exit and stay interviews, to ensure we are staying current with our workforce's pressures and good practice.
- ✓ We will hold the next Place staff engagement event this year, with an aim to have every member of staff within the Place directorate attend at least once.
- ✓ We have launched a new engagement strategy with colleagues in communications, OD and Executive Project Officers. This will incorporate an annual cycle for staff engagement, a toolkit of resources for organising engagement events and see the creation of a staff led steering group to keep a pulse on the Employee Voice.

## Your development

We support all aspects of learning, including on-the-job, learning from others and formal learning to ensure learning is meaningful and results in practice improvement, effectiveness in role and high performance, we will:

- ✓ Deliver high quality blended and accessible learning interventions through a combination of professional facilitators and subject-matter experts.
- ✓ Produce strategic Learning & Development plans and learning pathways to meet the current and future learning needs of the organisation.
- ✓ Leadership development programmes and robust management inductions to equip leaders with the skills to engage and motivate their teams and develop aspiring leaders.

What's next?

- ✓ Conduct a skills analysis to understand our strengths and gaps to aid development.
- ✓ Continue rollout of the 'Customise Your Future' development programme to frontline housing managers. The programme is built around three core themes, Power of Self-Care (managing yourself), Impactful Manager (managing others) and Professional Excellence (your development)
- ✓ Rollout service specific material around Equality, Diversity & Inclusion to increase uptake of existing resources and deepen understanding.

## Service engagement and development

The Place directorate sees effective service engagement and staff development as being critical for the successful delivery of our services. Having good levels of engagement, unlocking potential in people, and enabling high performing teams helps to drive success.

We deliver an **annual programme** of service development and staff engagement, which includes:

- ✓ **Directorate-wide staff engagement event**  
An annual directorate-wide staff engagement event, providing space for services from across the whole directorate to get together and share challenges and successes, and to focus on improving cross service collaboration.
- ✓ **Place leadership team development**  
Workshops, events, and other activities to promote and support effective leadership across the service and within specific teams.
- ✓ **Homes & Neighbourhood Leaders Forum**  
Keeping leaders within Homes & Neighbourhoods informed and involved in developing key service messages, challenges, and successes.
- ✓ **Budget Breakfast Briefings**  
Regular times for staff to check in with key messages related to the budget situation.
- ✓ **Place senior leadership team away days**  
Regular time for the senior leadership team (SLT) to get together and focus on strategic planning for the directorate, aside from the weekly SLT meetings which mostly focus on day-to-day service and corporate business.





## Working with people

We want to make sure that everyone has a stake in the place where they live, work or visit, and that we engage with citizens in a way that is meaningful and relevant. Over the last year we've continued engagement across our towns, working with local residents and businesses to help develop our town centre blueprints.

Engagement had been carried out in:

- ✓ Huddersfield
- ✓ Dewsbury
- ✓ Batley
- ✓ Heckmondwike
- ✓ Cleckheaton
- ✓ Holmfirth
- ✓ Marsden

## Our partners

The Place directorate heavily relies on work with partners to deliver our priorities. For example, we cannot deliver economic growth without the help of local businesses or without access to national funding. Another good example is our work with West Yorkshire Combined Authority, the University of Huddersfield, and Leeds and Bradford Councils to create an investment zone to help stimulate the local economy and attract external investment in health and life sciences, to capitalise on the opportunities the new National Health Innovation Campus will bring to Kirklees.

We work closely with both private and public partners, and local, national and regional partners. We work with partners not just for strategic plan making, but for delivery of projects too. Here are just some examples of the key partners we work closely with across the directorate:

- ✓ **Local Partners**  
University of Huddersfield; Kirklees College; Huddersfield BID; Kirklees Third Sector Leaders and voluntary groups
- ✓ **Regional Partners**  
West Yorkshire Combined Authority; West Yorkshire Bus Alliance; Mid-Yorkshire Chamber of Commerce; West Yorkshire Police; and West Yorkshire Fire Service
- ✓ **National Partners**  
Department for Transport; Department for Levelling Up, Housing & Communities; Canal and River Trust; Environment Agency; Yorkshire Water; Network Rail and the Transpennine Route Upgrade enterprise; Homes England; Mountain Rescue; National Trust; and national charitable organisations





# Partnerships

We support and take part in a number of partnerships, which bring together different organisations to work on a specific issue or aim.

The key partnerships include:

- ✓ **Economic partnership**

The Economic Partnership comes together on a regular basis to help guide and deliver a range of priorities.

- ✓ **Employment & Skills Partnership**

The Employment & Skills partnership is made up of representatives from further and higher education, work-based learning, employers from sectors of local strategic significance, business representative organisations, voluntary sector, and local government agencies. It works together to collectively deliver the Kirklees Employment & Skills Plan. Key themes are empowering our young people, digital inclusion, supporting our communities to learn and progress, and skills for the future.

- ✓ **Kirklees Top 100**

The Kirklees Top 100 Companies is a joint venture between Kirklees Council (Business Kirklees), the University of Huddersfield, the 3M Buckley Innovation Centre and Huddersfield Hub (as media partner). Now in its fourth year the initiative publishes a list of the districts largest and most successful businesses based on a consistent set of publicly available metrics including turnover, profit, employee numbers and growth. The initiative is designed to help raise the profile of Kirklees' businesses and the district as an attractive destination for inward investment, business start-up, scale-up and growth. The list also forms the baseline for Business Kirklees' Key Account Management function which works with and supports the largest companies within our district. Since its launch, the initiative has helped strengthen the councils relationships with many of our largest employers and has helped improve the bonds within the Kirklees business community through collaborative opportunities and sharing best practice. Many businesses are very proud of their inclusion and use it in their marketing and recruitment activity. It has been used as a platform to inspire training and careers opportunities for young people including publishing a special careers edition for the first time last year and has brought together a Talent Group of HR professionals to compare notes on hybrid working, apprenticeships and graduate development. An annual event in October each year sees the launch of the latest publication and presents a great opportunity to bring together senior leadership from partner organisations and many of the top 100 businesses, providing a rare opportunity to network amongst this group. An informal summer networking event also brings key leaders together to discuss key issues. Previous events have been well attended and provide a great platform for the council to engage some of the largest employers in the district.

- ✓ **Social Value Partnership**

The Social Value Partnership comes together quarterly to discuss approaches to maximising social value from capital projects in the borough. The partnership is made up of Kirklees Council, University of Huddersfield. It focuses on sharing good practice and coordinating social value delivery to increase the legacy of our investments.

- ✓ **Huddersfield Town Centre Partnership**

The Huddersfield Town Centre Partnership comes together quarterly to engage partners on key issues around the regeneration of Huddersfield Town Centre. Key Partners include

Huddersfield BID (Business Improvement District), Kingsgate Centre, West Yorkshire Police and the West Yorkshire Combined Authority. It focuses on key themes including promoting greater collaboration, sharing knowledge and expertise and promoting ownership of the town centre.

✓ **Dewsbury Town Board**

The Dewsbury Town Board comes together on a regular basis to help drive delivery of the Dewsbury Blueprint projects. Key partners include representatives from the local community, private and public sector. It focuses on key themes including town centre vibrancy, residential, public realm and regeneration.

## Partnership strategies

The Directorate supports two major partnership strategies, which provide a guide as to what it is we want to achieve in partnership.

### Inclusive Economic Strategy

The Inclusive Economic Strategy will outline how the council and key partners across the district are working to build a more inclusive and sustainable economy. The key actions are outlined under the themes of people (employment and skills), partners (businesses) and places (infrastructure and place-making). The complete framework is comprised of these three themes, and the cross-cutting themes of inclusion and environmental sustainability. The strategy's objective is to see the development of a productive economy – one which everyone is able to both contribute to and benefit from.

### Environment Strategy

The Environment Strategy is currently in development, and will set out our borough's commitment and ambitious vision for greater action on environmental issues – whilst also addressing the ecological and climate emergencies. This strategy will launch in 2024.

### Kirklees Employment & Skills Plan

'Aspire, Achieve and Include' is the Kirklees Employment & Skills Plan running from 2022 to 2025. This plan was developed in collaboration with key partners across the district and outlines a number of partnership-based actions and priorities, and a collaborative approach to achieving these. It ensures we are well placed to support the Combined Authority with the delivery of plans relating to Employment & Skills, maximise funding, and put local employers at the heart of skills provision. It is structured around four priority areas: empowering our young people, digital inclusion, supporting our communities to learn and progress, and skills for the future. Each of the priority areas includes actions that are designed to augment and complement the great work taking place every day in education and training providers across Kirklees.

This plan does not exist in isolation. It forms a strong link between our Kirklees Futures and Kirklees Economic Strategy, allowing the district to harness the economic benefits from the quality of learning Kirklees Futures delivers, together with ensuring the 'skilled and ambitious people' strand of the Kirklees Economic Strategy is achieved. The delivery of the plan is overseen by the Employment & Skills Partnership Board, co-chaired by C+K Careers and Kirklees College, with representatives from across the district this including members from higher and further education, work-based learning, employers from sectors of local strategic significance, the voluntary sector, local authorities and local government agencies.



# Our places

---

## Huddersfield

The Huddersfield Blueprint is our vision to make Huddersfield a more modern and thriving town centre – one that's busy from day through tonight, welcoming and family-friendly, with a unique culture, arts and leisure offering. This includes large-scale investments like Our Cultural Heart – which will benefit not just Huddersfield but the whole of Kirklees – along with many other projects right across the town centre.



## Heckmondwike

The Heckmondwike Blueprint is all about building on Heckmondwike's heritage, whilst also looking to the future. It aims to create safe, pedestrian-friendly spaces and roads in the town centre. It's a masterplan that will guide investment in the town over the next 10 to 15 years.

## Dewsbury

The Dewsbury Blueprint is our masterplan for investment in the town centre over the next decade and beyond. It aims to future-proof the town's heritage and build on recent investments, making Dewsbury a more vibrant and varied place to live, work and visit, as well as improving safety and accessibility.



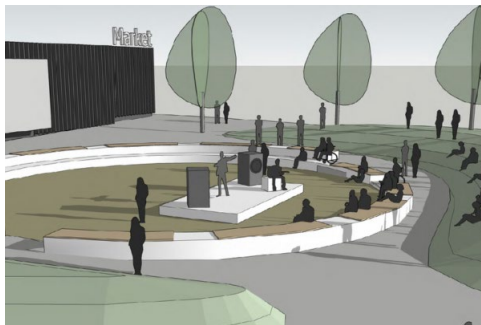
## Holmfirth

The Holmfirth Blueprint is about enhancing the town's appeal to visitors, but also as a place where people can put down roots and become part of a great community. We want to bring Holmfirth's streets to life and help the town thrive, make the town centre much more accessible and celebrate Holmfirth's identity.

---

## Batley

We are undertaking major improvements in Batley town centre to create a more modern destination, with better links for businesses and pedestrians, and a safe and inviting environment for everyone who lives in, works in and visits the area. The improvements should make Batley more of a destination, and honour its market town heritage.



## Cleckheaton

The Cleckheaton Blueprint lays out our long-term plans for the town centre. Throughout these plans, we're looking to make the town centre more green and sustainable. We'll be helping local people be more active, and improving Cleckheaton's connectedness with the rest of Kirklees and beyond. We're embracing Cleckheaton's diversity and making the town centre more inclusive for everyone.

## Marsden

£5.6million of funding has been allocated to redevelop Marsden Mills through the UK government, aimed at bringing Marsden Mills, a long-vacant historic mill complex in Marsden town centre, back into use. The new development will include commercial units and office space, with a potential for residential units on the upper floors – all surrounded by beautiful landscaping and an attractive new courtyard and the historic façade will remain a key feature.





---

## Tracking our progress

The directorate measures and reviews a number of key indicators on a regular basis. These indicators help to develop our understanding of what the key challenges are and how we might want to shape activity to address those challenges.

These are just some of the headline indicators that we track and monitor:

### Economy

- ✓ Economic output (GVA (Gross Value Added) and per head)
- ✓ Productivity
- ✓ Planning Applications Received (Major, Minor or Other)
- ✓ NEETs (young people not in education, employment or training)
- ✓ Gross disposable household income per head

### Employment

- ✓ People in employment claiming Universal Credit
- ✓ Unemployment claimant count
- ✓ Employment/Unemployment Rate
- ✓ Employment rate gap – disadvantaged groups

### Skills

- ✓ Percentage of qualified below Level 2
- ✓ Percentage of qualified at Level 4 and above
- ✓ People without basic digital skills
- ✓ Apprenticeship starts

### Business

- ✓ Business births and deaths (number and percentage of West Yorkshire)

### Housing

- ✓ Rented housing costs
- ✓ Housing affordability
- ✓ Households in Temporary Accommodation

### Homes & Neighbourhoods

- ✓ Number registered for Social Housing
- ✓ Number of new applications for the Social Housing Register
- ✓ Lettings satisfaction
- ✓ Satisfaction with repairs
- ✓ Formal Complaints (per 1,000 properties)

### Highways

- ✓ Percentage of B and C roads that should be considered for maintenance
- ✓ Percentage of motorways and A roads that should be considered for maintenance
- ✓ Percentage of Category 1 and 2 potholes repaired within published timeframes

### Streetscene

- ✓ Residual household waste
- ✓ Household waste recycling rate
- ✓ Recycling contamination rate
- ✓ Number of fly tipping incidents

### Health

- ✓ Healthy life expectancy
- ✓ Percentage of households in fuel poverty





# Directorate budget overview

The council is facing significant pressures on its budgets due to rising costs for energy, fuel and food. We will need to continue to try and understand what is most important for the people and communities of Kirklees, as we prioritise our resources on what matters the most to them. We also need to focus on what will have the greatest impact on the longer-term outcomes we want to achieve. But we know actions now will support our future recovery.

To ensure a financially sustainable future for the council, significant cost reductions need to be found over the next couple of years. Services across the Place directorate are experiencing significant reductions in income, increases in demand, and increases in costs. These pressures must be mitigated at the same time as reducing our overall revenue budget, which together brings significant challenges.

## Place 2024/25 Budget Summary

### Revenue Budget

- In 2024/25, the Place directorate was allocated a total net budget of £39,491,000
- This included savings agreed in the previous budget of £3,150,000.
- For the 2024/25 annual budget, additional savings of £8,803,000 have been identified from the Place revenue budget.

The 2024/25 budget can be broken down by the following service areas:

Service area	Total 2023/24 budget
Development (total)	£10,148,000
• Housing growth	£998,000
• Housing services	£1,993,000
• Corporate landlord and capital	£7,021,000
• Town centres	£137,000
Skills & Regeneration (total)	£2,172,000
• Planning and building control	£1,485,000
• Business and economy	-£39,000
• Major projects	-£49,000
• Employment and skills	£775,000

Highways & Streetscene (total)	£27,020
• Highways	-£380,000
• Adverse Weather	£1,037,000
• Organisational Development	£197,000
• Parking	-£5,730,000
• Management & Support	£5,000
• Waste Services	£27,324,000
• Transport Services	£2,288,000
• Parks & Green Spaces	£2,280,000
Directorate Management & Support (total)	£260,000
Homes & Neighbourhoods (total)	£108,257,000
• Management costs	£22,494,000
• Repairs and maintenance	£30,909,000
• Other housing-related services	£23,075,000
• Other financing costs	£31,779,000

## Revenue Budget

At the end of the 2022/23 financial year, the Place directorate received revenue income totalling **£97,287,000** – now including Highways and Streetscene. This can be broken down by the following areas:

Area	Total 2023/24 income
• Government grants	£2,481,000
• Non-government grants	£7,340,000
• Customer and client – sales, land and property charges, other fees and charges	£32,179,000
• Internal income	£55,287,000



## Capital Plan

The 'Capital Plan' lays out areas of investment and borrowing, which the council undertakes to deliver specific projects that will help us achieve our outcomes, and other benefits for the future.

- In 2024/25, the Place directorate's Capital Plan totals £125,980,000.
- A significant portion of the capital allocations can be attributed to our major regeneration schemes, allocated to Major Projects and Town Centres budgets.

There are a number of pressures affecting capital budgets and delivery:

- There has been significant inflammatory pressure on tender prices.
- Borrowing costs have been subjected to significant interest rate rises in recent months.
- Kirklees Council needs to keep a tight control on borrowing to reduce revenue costs as much as possible. The Capital Plan is currently under corporate review to support this.

Service area	Total 2023/24 budget
Development (total)	£108,938,081
• Housing growth	£4,306,420
• Housing services	£3,890,543
• Property	£13,259,280
• Town centres	£87,481,838
Skills & Regeneration (total)	£79,788,959
• Business and economy	£23,144,950
• Major projects	£78,917,028
• Employment and skills	£51,616,000
Highways & Streetscene (total)	£36,247,293
• Highways	£23,144,950
• Operational Services	£13,102,343
General Fund (total)	£224,974,333
Housing Revenue Account (total)	£63,490,939
• Strategic Priorities	£24,112,799
• Baseline	£39,378,140
Place directorate (total)	£288,465,272

## Homes & Neighbourhoods

### **Operations**

Through our Repairs & Maintenance service, we will prioritise tenant safety, the quality of our housing stock, and the customer journey.

### **Assets & Development**

We will prioritise investment to regenerate and review the council's housing by maintaining high quality, safe and healthy homes, reducing carbon emissions and placing a focus on the needs of our residents.

### **Housing Management & Partnerships**

We will strive to be an excellent landlord by putting tenants and communities first.

