

Calderdale Council Corporate Plan 2022-2024 - Final Reporting of progress and delivery

Report of the Chief Executive

1. Purpose of Report

- 1.1 The Council's Corporate Plan was agreed by Cabinet in September 2022, and central to its framework was prioritisation of 12 key areas of delivery, set against the three strategic priorities of the Council to Reduce Inequalities, develop Thriving Towns and tackle the Climate Emergency. The timeframe of the Corporate Plan was September 2022 – April 2024. As such it is now opportune to reflect and report the progress of delivery against these priority areas in advance of further work later this year to refresh and renew the Councils next iteration of Corporate Plan for the period 2024-2026.
- 1.2 This report sets out the progress made in delivering the 12 key deliverables of the Councils current Corporate Plan 2022-2024 (Appendix A).
- 1.3 Report by exception is also detailed for other stated priority activities for the Council as noted in the Corporate Plan 2022-24 (pages 31-37).

2. Need for a decision

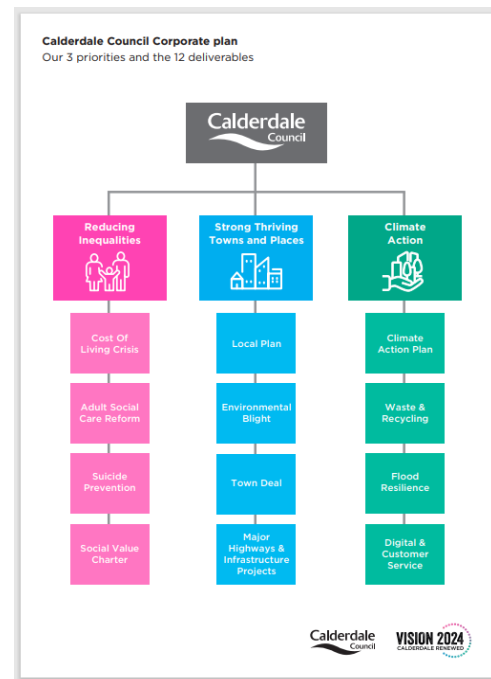
- 2.1 The Corporate Plan 2022-2024 was drafted as a key statement of intent, aimed to set out delivery of change over this period. This report is provided in order to give assurance and progress reporting of delivery against the actions in the Corporate Plan.
- 2.2 This assurance will be made by indicating their progress to date where these refer to longer term transformation ambitions which are still underway. Similarly, deliverables may have been required to be reshaped/rescheduled (for example due to financial or other external constraints).

3. Recommendation

- 3.1 That Cabinet note the action and progress made within the Corporate Plan 2022-2024 with specific reference to the stated 12 key deliverable areas to realise our ambitions for Calderdale as defined by our Vision 2024.

4. Background and/or details

- 4.1 Cabinet approved the current Corporate Plan 2022-2024 back in September 2022. The plan was drafted as signal of intent to deliver change and transformation over the 2 year period of the plan. This was at a time of significant challenge as we looked to recover from the pandemic, respond to the emerging cost of living crisis, deliver a major investment programme for the borough, and worked to (and continue to do so) deal with unprecedented demand for our services in a context of escalating cost pressures for the Council.
- 4.2 In order to give focus, transparency and prioritisation to this work and the Corporate Plan, 12 key areas of delivery aligned to our 3 corporate strategic priorities were identified. These are illustrated/summarised by the graphic below (extract Corporate Plan 2022-24, Page 31)



(Source: CMBC Corporate Plan 2022-2024, Page 31)

- 4.3 The impact of the pandemic and the continued challenge posed by the of the cost-of-living crisis we know are not felt equally by our residents. As such we remain committed to working with our communities to **Reduce Inequalities**, and the causes of deprivation to ensure that we support our residents with positive economic activity and opportunities that promote healthy future outcomes. We committed within the Corporate Plan 2022-24 to achieve this strategic priority by the following:
- 4.3.1 *We will deliver our Anti-Poverty Strategy and tackle the challenges of the **Cost-of-Living Crisis** for all our residents, with an emphasis on supporting the most disadvantaged / financially vulnerable members of our community. We will do this in partnership with other organisations, including through the Anti-Poverty Partnership.*
- 4.3.2 *We will deliver **Adult Social Care Reforms**, including a Fair Cost of Care exercise. This will support our ambition where 'We want you to be able to live your largest life possible and to feel connected to your communities, recognising your individual aspirations and building on your strengths and social networks'.*
- 4.3.3 *We are acutely aware of the impact that suicide has on the families and those close to those who suffer this tragedy. We will therefore take positive action to address this and deliver Calderdale's **Suicide Prevention Plan**.*

- 4.3.4 *We will deliver the **Social Value Charter** and enhance local spend through sustainable procurement. We will look to maximise the impact of spend in support of Calderdale's inclusive economy, embedding social value themes and measures in appropriate Council contracts and improving access to public sector contracts for the voluntary sector and SMEs.*
- 4.4 We know that by supporting our local economy with economic hubs that provide thriving independent retail businesses and a rich cultural life, that builds on Calderdale's heritage and landscape, we will develop and ensure we have **Strong Thriving Towns and Places**. We committed within the Corporate Plan 2022-24 to achieve this strategic priority by the following:
- 4.4.1 *We will continue to progress the **Local Plan** towards adoption in September 2022. It will reflect input from all Council directorates along with Planning to strengthen the policy framework for creating active, healthy environments.*
- 4.4.2 *Subject to business case approval, we will support our local partners in the Todmorden and Brighouse **Town Deal Boards** to deliver on the £36.6 million Town Deals funding that has been secured, including directly delivering projects like the improvements to Brighouse Market and Todmorden Town Hall. Furthermore, we will deliver schemes using the **Future High Streets Fund** (£17.6 Million) and High Streets Heritage Action Zone (£1.8 Million) funding in Halifax, Elland and Sowerby Bridge, respectively to support better quality public spaces, commercial and housing developments, improved shopfronts and restoration of the historic Halifax Borough Market.*
- 4.4.3 *We will deliver our **Major Highways and Infrastructure Projects** and work with our Transport service and other relevant partners to strengthen our approach to more sustainable travel and improve the network infrastructure on schemes such as work to progress the £11 million Corridor Improvement Programme.*
- 4.4.4 *We will tackle **Environmental Blight** and its negative impact on our place and people in innovative ways. We will introduce refreshed processes for dealing with environmental blight, including online reporting and better use of IT / CCTV.*
- 4.5 As a Council we have previously stated our declaration of a climate emergency, and as such we have prioritised **Climate Action** to demonstrate our commitment to implement programmes to help us realise a carbon neutral future and reduce the risk of flooding across the Calder Valley. We committed within the Corporate Plan 2022-24 to achieve this strategic priority by the following:
- 4.5.1 *We have made major progress in recent years and hit our historic targets to reduce CO2 emission by 40% by 2020. We know that we must go further and faster however, if we are to meet our new target of net zero carbon emission by 2038. We will therefore develop and consult on a multi-agency **Climate Action Plan** setting out the action to be taken to progress towards our net zero carbon emissions goal.*
- 4.5.2 *Our resident and business communities have experienced first-hand the devastating effects of flooding in recent years. We will continue to work in partnership with the Environment Agency to improve overall **Flood Resilience** across the valley, including delivery of the Hebden Bridge Flood Alleviation Scheme.*
- 4.5.3 *Collection, recycling, and disposal of household waste is a key service for all residents. We will review our **Waste and Recycling** contract with Suez to ensure it reflects our priority to improve waste and recycling collection reliability for residents.*

- 4.5.4 *We will further develop and improve **Digital** automation and our **Customer Service** platforms such as our website, Live Chat and online forms to meet our customer expectations and further support our organisational shift to low-carbon service provision.*

4.6 Achievements and challenges

- 4.7 A summary of progress against all 12 key deliverables is detailed within Appendix A. Some notable achievements are as follows.

- 4.7.1 *Deliver our Anti-Poverty Strategy and tackle the challenges of the **Cost-of-Living Crisis** for all our residents.* We have established the Anti-Poverty Steering Group and developed an associated action plan, and this has been regularly reviewed and its annual progress most recently reported to Cabinet in December 2023. The group is made up of a wide range of statutory and voluntary sector partners. The work is complex and complements other strategic priorities and plans and key outputs have been the development of resources including cost-of-living factsheets and opportunities for training around money and debt which have been widely disseminated to staff across all partners to maximise early intervention and navigating support. The group has also hosted and facilitated themed events such as the Anti-Poverty Partnership event which took place on 16th November 2023 with a focus on energy costs and debt. The next event is being planned for May 2024 where the focus will be on the impact on our children and young people.
- 4.7.2 *Progress adoption of the **Local Plan**.* On 22nd March 2023 the Council resolved to adopt the Local Plan. Since then, good progress has also been made with regards to the Supplementary Planning Documents (SPD) with The Garden Communities Masterplan and Design Code SPDs anticipated to be adopted by Council in February 2024. Pre-application discussions are also underway with appropriate development agencies with regards to several Local Plan housing allocation sites and one employment allocation site such that planning applications are now being considered, with decisions expected during Spring 2024.
- 4.7.3 *Deliver the **Climate Action Plan** to progress towards our net zero carbon emissions goal.* We have finalised and agreed at Cabinet our Calderdale Climate Action Plan (2023-2026) with specific themes established to support the delivery of this plan: community climate action, warm and resilient buildings, green economy, transport and getting around and land and nature. Further improving our regional and national profile on this important agenda, Cllr Scott Patient, the Chair of the Climate Partnership and the Council's Cabinet Member for Climate Action, Active Travel and Housing, is one of 20 councillors from across the UK to become a member of UK100's Climate Leadership Academy. The Academy brings together climate pioneers within local government to share expertise and experience and develop knowledge and skills. We have also been successful in our efforts to secure funding of £4million from the Home Upgrade Grant 2 (HUG2) scheme to retrofit 200 homes in the borough. We were one of only 21 Local authorities to successfully bid to Innovate-UK for the Fast Followers - Net Zero Places project. The project will help us determine the best approaches to accelerate decarbonisation and learn from other Local Authority areas, focusing on the retrofit of complex pre-1920s stone walled buildings. The development of a Local Area Energy Plan is now underway and will complete in early 2024. This will help us understand how we use energy in the borough and map how we can reduce carbon emissions, increase local energy independence. Finally, we are working as part of the Yorkshire and Humber Climate Commission Climate Adaptation programme, along with other local authorities in the region, to develop

a Climate Adaptation Plan and will include amongst other elements, how to reflect climate change risks in our corporate risk management approach.

- 4.8 It is acknowledged within the Cabinet adopted Corporate Plan that the 12 key deliverables was by no means an exhaustive list of all the work that we as a council were undertaking to achieve our strategic priorities over the period 2022-2024.
- 4.9 Other achievements we have made and areas of challenge to specific priorities within our Corporate Plan in the last 2 years include the following.
- 4.9.1 *Using our **Active Calderdale** approach, we will work with local people and the voluntary and community sector to create safer, more attractive, more accessible parks and green spaces and public areas, to enable residents to be more active.* Examples include (but not limited to) £85,856 invested across 6 projects in Mixenden, (Sunnybank playground refurbishment, Buggy for fitness project, walking football sessions, Girl's football sessions, Nature and History trail along the Hebble Brook and Mixenden Park improvements) and £96,850 invested across 9 projects in Park ward (Wheelchair basketball, Wheelchair rugby, Light up Black and African Heritage Calderdale, Women's Activity Centre). Other improvement works such as replacement benches and litter bins and signage have also been made (Shroggs Park).
- 4.9.2 *We will recruit more **foster carers** for Calderdale children and increase apprenticeships and work experience for care leavers in the Council and in local businesses.* Recent evidence shows that there has been a significant increase in applications for fostering in the last calendar year. There are now more applicants being assessed than we approved in the whole of 2022 with a substantial increase of marketing campaigns being co-ordinated in 2023.
- 4.9.3 *We will work with partners to develop a **Calderdale Drug Strategy** and multi-agency delivery system to transform drug treatment, reduce drug-related harm and support more people to recover.* A Multi-agency partnership was established, and local objectives developed. Calderdale is performing well against enhanced treatment and recovery targets, increasing the number of people in drug and alcohol treatment. The service to reduce drug related offending delivered in collaboration between the Police, Calderdale Recovery Steps and Basement Recovery Project has received national recognition in the first annual report of the Combatting Drugs Unit. The Prime Minister's Delivery Unit (PMDU) overseeing the local implementation of the national drug strategy visited Calderdale in August 2023 to see our innovative practice first hand. They gave very positive feedback and took away important local lessons and insight to help inform the further development of national policy with a particular focus on the involvement of local recovery organisations.
- 4.9.4 *We will continue to actively support **migration and asylum** through our Valley of Sanctuary, where those seeking asylum and refugees can fully participate in life in Calderdale and be recognised for their contribution.* The global events of the past 2 years and in particular the war in Ukraine have further increased the demand and challenges for some of our most vulnerable communities. Calderdale has experienced an increase of over 100% in our asylum-seeking population since 2021 and the current population level is expected to remain for the long term as those housed in the contingency accommodation of hotels move on to the increasing volume of dispersed accommodation in the borough. Provision of suitable housing is of course challenging nationally for all sectors. We remain committed to this work and as such are pursuing Council of Sanctuary status.
- 4.9.5 *We will increase **housing supply** and work to meet local need. In North Halifax we will develop a locally led approach to supporting future strategic developments, focusing on transformational change and better outcomes for people. We will continue to deliver new homes through the Calderdale and*

Together Housing Investment Partnership (CTHIP), which is due see the first phase of new homes complete at Beech Hill in November 2022 and the remaining homes ready by August 2023, with construction starting on at least three other sites across the borough. Incremental improvements have been made to housing delivery over the last two years, but it is also acknowledged that increased supply is needed, with the Local Plan adoption now being identified as a key enabler. In North Halifax we have worked to develop a locally led approach to deliver new homes through the Calderdale and Together Housing Investment Partnership (CTHIP). Phase one and two of new homes were completed at Beech Hill in May 2023 and September 2023. A further 29 plots were handed over in November and December 2023. The remaining homes will be handed over up to March 2024, including 5 adapted homes.

- 4.9.6 *Using our new Cultural Strategy as a foundation, we will begin preparation and programming for our **Year of Culture in 2024**, working with partners and stakeholders to advocate and champion culture, heritage and creativity for our people and place.* To date we have been successful in securing significant external investment to deliver our Year of Culture, through WYCA, Art Council England and Heritage Lottery Fund. A successful soft launch for Culturedale also took place on 18th January 2024, which showcased the 11 local organisations we have in place and are continuing work with to deliver a programme of events that will inspire, entertain, bring economic value and longer term legacy opportunities for local and community organisations.
- 4.9.7 *We will adopt a **new parking strategy** that will encourage active and sustainable travel whilst also recognising the value of the private car.* A new Parking Strategy was adopted by Cabinet in October 2022, and this underpinned a Parking Charges Review report that was presented to Cabinet in June 2023. The delivery of the agreed proposals is well underway with the tariff changes and increased resident permit charge becoming effective in October 2023. The remainder of the changes (those requiring TROs) will be implemented within the next couple of months. Initial monitoring indicates that the financial projections from the changes were valid with work now underway also to produce area parking strategies for the six towns. This will reflect the different needs and dynamics of these localities using comprehensive, real-time information. This work will then be used to guide future tariff and charges reviews, as well as identifying other interventions, such as where resident permits schemes could be beneficial.
- 4.9.8 We have also had to pivot and reassess our initial aims and projects in the context of ongoing financial pressures, increasing and more complex acuity of demand and available workforce capacity and skills. One example includes our stated objective; *We will enhance in-house, local provision for children requiring specialist placements. We will invest in more **children's residential care** in the borough, including the purchase of a second house to provide more care closer to home.* Following an initial proposal and identified location (Exley Lodge), the survey showed that significant financial investment would be required to bring it into use and as such this option is now no longer viable. There are also known difficulties recruiting to residential staff that makes the operational running of the existing homes challenging. This continues to be the focus of work within the service to stabilise staffing models and open the residential care home at Cousin Lane which has recently been refurbished.
- 4.9.9 In 2022 we also committed that *We will progress plans for delivery of the **new leisure centre** in Halifax. Full Council approved a scheme totalling £31.3 million into the Capital Programme in February 2022 to provide a new leisure facility on the North Bridge site.* With unprecedented financial and inflationary shocks to global economies and world supply chains during this period a re-evaluation of this specific project was made, with an associated impact on its initially estimated

project costs and delivery timescales. As such revised proposals continue to be developed and a revised RIBA 2 (Concept Design stage) is due to be signed off in February 2024. A tender process will then be launched in Summer 2024 to identify a main contractor with start date on site expected at the end of 2024 and opening of the facility planned in early 2026. This re-evaluation however has also offered a favourable financial opportunity to the Council, with current cost estimating indicating savings of 6-10% over the previous scheme.

- 4.10 We are clear and committed to the challenges going forward in respect of the known areas for all local authorities of financial sustainability, workforce skills and capacity and ever-present increasing demand for services. We have work already in progress to take the necessary steps to tackle these head on and enable us to be on the “front foot”¹ with these issues. For example, our budget rebasing work to inform our financial planning going forward and progress our move towards more outcomes-based resourcing. This will allow the Council to maximise the impact of our total financial envelope on improving the outcomes and lives of our residents and business at the same time improving our own organisational effectiveness and ensuring that our financial grip and accountability is strengthened.
- 4.11 We have also articulated and commenced delivery of our long-term Workforce Strategy to ensure that we are an employer of choice in our local communities and that our colleagues have the necessary skills, leadership, and values to support our diverse and vibrant communities. This will ensure that as an organisation we are able to address all aspects of inequality wherever this presents. Recent evidence of this can be found in our specific Leadership development activity and improved participation in our staff networks to increase active employee engagement on a range of key issues and employment policies (Anti Racism/Equalities & Inclusion (Transitioning at Work)).

5. Options considered

- 5.1 None applicable

6. Financial implications

- 6.1 The Corporate Plan 2022-2024 outlines the context within which our budget setting process must be made and aims to articulate this as evidence of the internal discipline of the Council, in respect of it clearly stating our intention to provide a key strategic reference point for future prioritisation and resource allocation decisions. This and future plans seek to provide a clear and transparent reference point to inform and guide the Council’s budget strategy.
- 6.2 It has been used to monitor our ongoing performance against these priorities and highlight where needed, strategic intervention to redirect resources to improve the lives and outcomes for all our residents.

7. Legal Implications

- 7.1 None applicable.

8. HR and OD implications

- 8.1 None directly applicable.

9. Consultation

- 9.1 The current Corporate Plan 2022-2024 and any future revisions are designed to be demonstrable statements of intent to deliver change and projects for our residents,

¹ LGA Corporate Peer Challenge – Progress Review Report, 30th November 2023. Page 6

businesses, and communities. Consultation with elected members including via Cabinet/Scrutiny to inform and shape these plans is key so that we can engage with our communities on our priorities for future years.

10. Environment, Health and Economic Implications

- 10.1 Our Corporate Plan 2022-2024 is aligned to, and supportive of the principles and aims of other key strategic policies of the council, including (but not limited to) our Anti-Poverty Strategy, Health & Wellbeing Strategy and Climate Action Plan.

11. Equality and Diversity

- 11.1 The Corporate Plan 2022-2024 aimed to inform our decision making and prioritisation of resources for this period. The resources and ongoing delivery of their projects will further contribute to an Equitable, Inclusive and Diverse Calderdale.

12. Summary and Recommendations

- 12.1 The Corporate Plan 2022-2024 was developed and drafted to act as a key milestone and statement of our intent to deliver the necessary change and transformation which reflected the issues that mattered the most to our residents and businesses going forward.
- 12.2 As can be seen, overall, there have been significant achievements and progress made against the stated key deliverable aims of our Corporate Plan 2022-2024 during this period. We have also reshaped and revised where appropriate the focus or scope of specific priorities where the emergence of unforeseen external factors (geopolitical/economic) for example has made this necessary.
- 12.3 Validation of this progress during this past 2 years is evidenced both internally (our own corporate performance reporting framework), benchmarked against Chartered Institute of Public Finance and Accountancy, (CIPFA) local authority groups and more importantly reported as part of external independent public sector assessment/reviews, LGA Corporate Peer Challenge – Progress Review Report, 30th November 2023.
- 12.4 It is clear that many of the areas of focus and priority are not time limited to the duration of this current plan and delivery to progress change and improvement in these will of course continue to remain a focus and priority for the council and our residents going forward e.g. Cost of Living Crisis and action on Climate Change. Our work to revise and update the next iteration of the Council's Corporate Plan to act as a strategic blueprint of change and transformation in the next period to 2026 will of course be reflective of these and other agreed priorities in due course.

Robin Tuddenham
Chief Executive

For further information on this report, contact:

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The documents used in the preparation of this report are:

1. Appendix A: Calderdale Council Corporate Plan 2022-2024: 12 Key Deliverables – Progress
2. Calderdale Council Corporate Plan, September 2022 to April 2024
3. LGA Corporate Peer Challenge – Progress Review Report, 30th November 2023

The documents are available for inspection at:

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<div>Reducing Inequalities</div> 	<div>WHAT WAS OUR CORPORATE PLAN 2022-24</div> <div>KEY DELIVERABLE</div>	<div>WHAT PROGRESS HAS BEEN MADE?</div>
	<p>We will deliver our Anti-Poverty Strategy and tackle the challenges of the Cost-of-Living Crisis for all our residents, with an emphasis on supporting the most disadvantaged / financially vulnerable members of our community. We will do this in partnership with other organisations, including through the Anti-Poverty Partnership</p>	<ul style="list-style-type: none"> We have established the Anti-Poverty Steering Group and developed an associated action plan, and this has been regularly reviewed and its annual progress most recently reported to Cabinet in December 2023. The group is made up of a wide range of statutory and voluntary sector partners. The work is complex and complements other strategic priorities and plans and key outputs have been the development of resources including cost-of-living factsheets and opportunities for training around money and debt which been widely disseminated to staff across all partners to maximise early intervention and navigating support. The group has also hosted and facilitated themed events such as the Anti-Poverty Partnership event which took place on 16th November 2023 with a focus on energy costs and debt. The next event is being planned for May 2024 where the focus will be on the impact on our children and young people.
<div>Cost Of Living Crisis</div>	<p>We will deliver Adult Social Care Reforms, including a Fair Cost of Care exercise. This will support our ambition where 'We want you to be able to live your largest life possible and to feel connected to your communities, recognising your individual aspirations and building on your strengths and social networks'.</p>	<ul style="list-style-type: none"> Some elements of the Adult Social Care Reforms, including charging reforms, have been delayed by the Government with no date set for re-introduction. The reforms related to the Care Quality Commission (CQC) inspection framework for local authority adult social care commenced in April 2023. Governance and oversight arrangements have been strengthened and Adults and Wellbeing are currently finalising the self- assessment. The self-assessment will inform the improvement plan alongside our developing transformation plan. The self-assessment narrative is built along the four themes; <i>How We Work With People, How We Provide Support, How We Ensure Safety and Leadership</i>. And will be shared with partners for feedback. We are in line with other councils in the region both in terms of our preparation and our approach. Documents/Evidence Bank is being built and will be stored on the policy portal. Policies due for review are being updated. Staff Readiness Sessions have taken place and feedback has been received helping us to target our next steps.
<div>Adult Social Care Reform</div>		<ul style="list-style-type: none"> We will ensure that our professional practice, approach, and services are strength-based and person-centred, and the voice of people and communities is heard and evident through everything we do. Co-production and design with people with lived experience will become the norm to inform quality improvement and service design. A full time permanently funded co-production lead is in post and will work with colleagues in other Directorates and with partners to embed this approach. Development and delivery partners are needed to support improvement, transformation and inspection readiness. Funding has recently been approved from the BCF.
<div>Suicide Prevention</div>	<p>We are acutely aware of the impact that suicide has on the families and those close to those who suffer this tragedy. We will therefore take positive action to address this and deliver Calderdale's Suicide Prevention Plan.</p>	<ul style="list-style-type: none"> We have developed pilot schemes such as "Golden Thread" which aim to follow up with people identified as attending high risk public places in distress and provide support to address unmet needs and enable people to seek help earlier. We are also working with several partner agencies such as the NHS and other local authorities to ensure there are pathways for those in distress when presenting at services such as A&E Departments with specific services due to be live by April 2024 ("Stepping Stones"). Working with our engineering and infrastructure colleagues we are also continuing to develop detailed business cases for effective physical barriers at high-risk public places. Finally, we have commissioned a third sector organization to facilitate a Calderdale Suicide Prevention Network, whose aims include enabling people with lived experience to shape and inform our approach to suicide prevention. The network will be delivered by Healthy Minds from February 2024.
<div>Social Value Charter</div>	<p>We will deliver the Social Value Charter and enhance local spend through sustainable procurement. We will look to maximise the impact of spend in support of Calderdale's inclusive economy, embedding social value themes and measures in appropriate Council contracts and improving access to public sector contracts for the voluntary sector and SMEs.</p>	<ul style="list-style-type: none"> We have developed a plan for taking forward our work on social value. The plan brings together several separate strands of activity and will help identify our priorities for consolidating our corporate approach to social value as a Council and with key partners. One example of this work includes our work on maximising social value within Major Projects. This includes the introduction of comprehensive Social Value plans and monitoring to show how these contracts are delivering key Council priorities (using the Council's Themes, Outcomes and Measures and other measures) such as employment, skills, local supply chain engagement and climate improvement/carbon reduction. Finally, we are ensuring linkage of this work on Social Value with the Voluntary and Community Sector Engagement (VCSE) development to identify how we can embed principles of local and community wealth building into wider procurement.

Strong Thriving Towns and Places



Local Plan

Environmental
Blight

Town Deal

Major
Highways &
Infrastructure
Projects

WHAT WAS OUR CORPORATE PLAN 2022-24

KEY DELIVERABLE

We will continue to progress the **Local Plan** towards adoption in September 2022. It will reflect input from all Council directorates along with Planning to strengthen the policy framework for creating active, healthy environments.

Subject to business case approval, we will support our local partners in the Todmorden and Brighouse **Town Deal Boards** to deliver on the £36.6 million Town Deals funding that has been secured, including directly delivering projects like the improvements to Brighouse Market and Todmorden Town Hall. Furthermore, we will deliver schemes using the **Future High Streets Fund** (£17.6 Million) and High Streets Heritage Action Zone (£1.8 Million) funding in Halifax, Elland and Sowerby Bridge, respectively to support better quality public spaces, commercial and housing developments, improved shopfronts and restoration of the historic Halifax Borough Market.

We will deliver our **Major Highways and Infrastructure Projects** and work with our Transport service and other relevant partners to strengthen our approach to more sustainable travel and improve the network infrastructure on schemes such as work to progress the £11 million Corridor Improvement Programme.

We will tackle **Environmental Blight** and its negative impact on our place and people in innovative ways. We will introduce refreshed processes for dealing with environmental blight, including online reporting and better use of IT / CCTV.

WHAT PROGRESS HAS BEEN MADE?

- On 22nd March 2023 the Council resolved to adopt the Local Plan. Since then, good progress has also been made with regards to the Supplementary Planning Documents (SPD) with The Garden Communities Masterplan and Design Code SPDs anticipated to be adopted by Council in February 2024
- Pre-application discussions are also underway with appropriate development agencies with regards to several Local Plan housing allocation sites and one employment allocation site such that planning application are now being considered, with decisions expected during Spring 2024.
- We have delivered significant progress via the Town Deal Boards and other sources of strategic funding as noted above on heritage and infrastructure assets. Works at Elland are now on site and due to complete Q1 24/25. In other parts of the Borough, Halifax schemes continue to develop with on-site activity at the Victoria Theatre, Borough Market, both with completion due Q1 2024/25. Additionally, the Halifax schemes Play Trail and George Square are currently in development and due to start on site Spring 2024.
- Plans for Brighouse have now reached detailed design sign off and the tender processes will commence soon to appoint contractors with the construction on the new market expected to commence Q2 24/25. In Todmorden, all 8 projects are in detailed development, and funding has been provided to facilitate project planning, surveys, and a developed design (RIBA 3) stage. Furthermore, In Sowerby Bridge we have successfully delivered the two core capital projects, with the completion of works on the Town Hall building and Fire and Water with a grant scheme to support shop frontage improvements also underway.
- Finally, Calderdale's Investment Plan for the DLUHC (Department for Levelling Up, Housing and Communities) Funding Simplification Pathfinder has now been signed off, which will facilitate clarity over local reporting and greater control over allocated funds. A Pathfinder Board has now been established recently following this sign off to direct this programme.
- We have made significant progress in the last 2 years with regards to our major capital projects with partner organisations and most specifically the Corridor Improvement programme. The Corridor Improvement Programme is designed to deliver access improvements for pedestrians, cyclists, and bus provision from Rishworth through to Halifax and Todmorden. The programme is due to be completed in 2024.
- The A629 scheme has also continued to progress, despite a number of challenges caused by third party utility providers and Phase 1 completion is due Q2 23/24. Funding has also been secured through the Department for Levelling Up to deliver a further Corridor Programme on the A629 from Halifax to Ogden.
- We have fully implemented our new process to tackle Environmental Blight, including a new on-line fly-tipping and nuisance garden reporting feature which has been identified as good practice. The new system approach is based on the Council's 3 Es (Education, Enforcement, Engagement) principles and driven through scheduled review of performance by council and partner agencies. The new, end-to-end service to tackle fly-tipping, i.e., from recording, to clearing, to target hardening and finally to enforcement, aims to be operational by March 2024 (when responsibility will transfer from GSSS, Green Space & Street Scene to Community Protection).
- Work is now underway to bring another high-volume area of service request – overhanging vegetation/general highway nuisance – within scope of this similar methodology. In addition to these service improvements, our enforcement activity has also been more robust with several convictions, seizure of motor vehicles, increased use of Fixed Penalty Notices (FPN). This has also seen several enforcement cases being promoted successfully through local press and TV news "Look North". The use of re-deployable CCTV cameras has also assisted, and further units/devices have been ordered.
- Finally, as part of our engagement strand, we have delivered Winter Preparedness Days of Action which commenced in October in the Upper Valley for 3 days. Feedback has been positive, with residents, councillors and businesses valuing the focus on local priorities and visible improvements made.

A vision for Calderdale, a future for everyone

#VISIONGDALE2024



Climate
Action Plan

Waste &
Recycling

Flood
Resilience

Digital &
Customer
Service

WHAT WAS OUR CORPORATE PLAN 2022-24	WHAT PROGRESS HAS BEEN MADE?
KEY DELIVERABLE	
Deliver the Climate Action Plan to progress towards our net zero carbon emissions goal.	<ul style="list-style-type: none"> We have finalised and agreed at Cabinet our Calderdale Climate Action Plan (2023-2026) with specific themes established to support the delivery of this plan: community climate action, warm and resilient buildings, green economy, transport and getting around and land and nature. Further improving our regional and national profile on this important agenda, Cllr Scott Patient, the Chair of the Climate Partnership and the Council's Cabinet Member for Climate Action, Active Travel and Housing, is one of 20 councillors from across the UK to become a member of UK100's Climate Leadership Academy. The Academy brings together climate pioneers within local government to share expertise and experience and develop knowledge and skills. We have also been successful in our efforts to secure funding of £4million from the Home Upgrade Grant 2 (HUG2) scheme to retrofit 200 homes in the borough. We were one of only 21 Local authorities to successfully bid to Innovate-UK for the Fast Followers - Net Zero Places project. The project will help us determine the best approaches to accelerate decarbonisation and learn from other Local Authority areas, focusing on the retrofit of complex pre-1920s stone walled buildings. The development of a Local Area Energy Plan is now underway and will complete in early 2024. This will help us understand how we use energy in the borough and map how we can reduce carbon emissions, increase local energy independence. Finally, we are working as part of the Yorkshire and Humber Climate Commission Climate Adaptation programme, along with other local authorities in the region, to develop a Climate Adaptation Plan and will include amongst other elements, how to reflect climate change risks in our corporate risk management approach.
Improve overall Flood Resilience across the valley, including delivery of the Hebden Bridge Flood Alleviation Scheme.	<ul style="list-style-type: none"> We have made significant progress with other key partner agencies, such as Environment Agency (EA) to improve flood resilience across the borough with the development and delivery of complex infrastructure schemes. The Brighouse Flood Alleviation Scheme, with its aim to better protect over 500 homes and businesses, has contractors on site, with work now complete on some of the River Calder flood defences providing better protection to those areas. The Hebden Bridge Flood Alleviation Scheme continues to progress through the final stages of design and approval, with the EA continuing to manage the challenge of inflationary pressures and complex programme management delivery.
Review our Waste and Recycling contract with Suez and ensure current and future service reflects our priority to improve waste and recycling collection reliability for residents.	<ul style="list-style-type: none"> We have been working with our waste and recycling provider Suez throughout this time and during which Cabinet have agreed in principle to a two-year contract extension. Negotiations continue with Suez to agree the finer details of this, with the extension being delivered on a cost-plus basis. The emphasis will be on service resilience throughout the extension period, and this will include an agreed programme of vehicle procurement and refurbishment. Operationally we are also working with Suez to improve collection where problems persist. Some rural routes continue to present such problems and work is underway to reduce the number of properties reliant on 4x4 collections in order to improve reliability and service for residents. Work to identify alternative presentation points at some of the most inaccessible locations has already brought improvement with one road (circa 50 properties) being successfully migrated onto a core collection round. Finally, the option of delivery of our Waste and Recycling service through a joint venture arrangement in the longer term is being pursued, potentially leading to a fully insourced service at some stage in the future, as agreed by Cabinet in November 2023.
Develop and improve Digital automation and our Customer Service platforms.	<ul style="list-style-type: none"> We have further enhanced and innovated our use of Digital Assistant, 'Vira' which remains notably high, constituting nearly 5% of interactions with the council, surpassing the 2% engagement rate achieved through face-to-face interactions via our Customer First provision. This is a digital solution designed to assist customers in accomplishing tasks through natural language conversations, alleviating the need for them to actively seek information on our website. Over 85% of customer interactions result in successful outcomes, with users obtaining accurate information from the Digital Assistant. Our Customer Services team are now actively exploring options to integrate a virtual assistant into our telephony services. This initiative aims to handle straightforward transactional inquiries, with the overarching goal of reducing wait times and enhancing the overall customer experience. With 65% of overall contact now facilitated through online forms efforts are also underway to enhance the functionality and integration of these online forms with the Digital Assistant to further automate service requests via this channel. Noteworthy achievements include the recent revamping of the Community Living Support application form, enhancing accessibility and integration into the back-office system for improved efficiency. Additionally, provisions have been made for customers to conveniently pay for their Blue Badge online, offering a more user-friendly experience and reducing the reliance on phone calls.