

Public Document Pack



**Assistant Director, Governance and
Monitoring**

Julie Muscroft

Governance and Democratic Services

Civic Centre 3

High Street

Huddersfield

HD1 2TG

Tel: 01484 221000

Please ask for: Andrea Woodside

Email: andrea.woodside@kirklees.gov.uk

Monday 27 February 2017

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **4.00 pm** on **Tuesday 7 March 2017**.

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

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

A handwritten signature in black ink, appearing to read "Julie Muscroft", on a light background.

Julie Muscroft

Assistant Director of Legal, Governance and Monitoring

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

The Cabinet Members are:-

Member

Councillor David Sheard

Councillor Shabir Pandor

Councillor Peter McBride

Councillor Naheed Mather

Councillor Musarrat Khan

Councillor Erin Hill

Councillor Viv Kendrick

Councillor Masood Ahmed

Councillor Graham Turner

Responsible For:

Leader / Strategy and Strategic Resources, New Council & Regional Issues

Deputy Leader / Strategy and Strategic Resources, New Council & Regional Issues

Economy, Skills, Transportation & Planning

Housing & Enforcement Management

Highways & Neighbourhoods

Family Support & Child Protection

Adults, Health & Activity to Improve Health

Community Cohension & Schools

Asset Strategy, Resources & Creative Kirklees

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

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

2: Minutes of previous meeting

1 - 28

To approve the Minutes of the meeting of the Committee held on 17 January, 31 January and 7 February 2017.

3: Interests

29 - 30

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

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputations/Petitions

The Committee will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

6: Public Question Time

The Committee will hear any questions from the general public.

7: Member Question Time

To consider questions from Councillors.

8: Corporate Performance Report - 2016-17. Quarter 3

31 - 78

A report providing an overview of the Council's corporate performance at the end of quarter 3 2016/17. Also included are reports on progress against outcomes in the Joint Health and Wellbeing Strategy and Kirklees Economic Strategy.

Officers: Sue Grigg and Nick McMillan: 01484 221000

Wards

Affected: All Wards

9: Community Asset Transfer Policy

79 - 104

A report seeking approval for the updated Asset Transfer Policy.

Officer: Joe Tingle: 01484 221000

Wards

Affected: All Wards

10: Review of Local Welfare Provision Policy and Credit Union(s) Loan Scheme(s) for Kirklees Residents

105 -
112

A report seeking approval for amendments to the Local Welfare Provision scheme.

Officer: Steve Bird: 01484 221000

Wards

Affected: All Wards

11: Sufficient primary pupil places in the Huddersfield North area

113 -
126

A report seeking approval to begin the relevant statutory process to invite proposals to run a new primary Free School in Huddersfield north.

Officer: Jane Weatherill: 01484 221000

Wards

Affected: Ashbrow; Greenhead

12: Proposals for changes to specialist provision for Children with Speech, Language and Communication Needs and Autism 127 - 184

A report advising on the outcome of the statutory processes for the statutory proposals by Kirklees Council to discontinue 10 transitional places plus outreach for children with autism at Moldgreen Community Primary School and to seek approval for the statutory proposals.

Officer: Mandy Cameron: 01484 221000

Wards

Affected: All Wards

13: Children's Improvement Plan 185 - 238

A report seeking approval to submit the Children's Improvement Plan to Ofsted by 9th March 2017.

Officer: Kathryn Loftus: 01484 221000

Wards

Affected: All Wards

14: 2016/17 and 2017/18 Council Capital Plan – Proposed allocation of 2017/18 capital funding from the Directorate for Children and Young People (DCYP) baseline section of the Capital Plan along with details of proposed amendments to the 2016/17 approved programme of works 239 - 258

A report seeking approval for potential projects, to be funded from the 2017/18 DCYP Capital Maintenance section of the Capital Plan and present an update on the delivery of the 2016/17 DCYP Capital Maintenance programme approved by Cabinet on 8th March 2016.

Officer: Paul Kemp: 01484 221000

Wards

Affected: All Wards

15: Transport Services - 1 year Capital Investment Vehicle Replacement Programme 2017 - 2018

A report seeking approval for a one year Capital Investment Vehicle Replacement Programme.

Officer: Mick Farmer: 01484 221000

Wards

Affected: All Wards

16: Exclusion of the Public

To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business, on the grounds that they involve the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

17. 2016/17 and 2017/18 Council Capital Plan – Proposed allocation of 2017/18 capital funding from the Directorate for Children and Young People (DCYP) baseline section of the Capital Plan along with details of proposed amendments to the 2016/17 approved programme of works

259 -
262

A private appendix in relation to item 14 above.

Appendix B of this report is recommended to be considered in private as it contains information as classified under Par 1 of the Schedule 12A of the Local Government Act 1972. As amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that it would not be in the public interest to disclose the information contained in the report as disclosure could potentially adversely affect overall value for money and could compromise the commercial confidentiality of the bidding organisations and may disclose the contractual terms, which is considered to outweigh the public interest in disclosing information including, greater accountability, transparency in spending public money and openness in Council decision-making.

Officer: Paul Kemp: 01484 221000

Wards

Affected: All Wards

18. Transport Services - 1 year Capital Investment Vehicle Replacement Programme 2017 - 2018

263 -
264

A private appendix in relation to Item 15 above.

Appendix B of this report is recommended to be considered in private as it contains information as classified under Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that it would not be in the public interest to disclose the information contained in the report as disclosure could potentially adversely affect overall value for money and could compromise the commercial confidentiality of the bidding organisations and may disclose the contractual terms, which is considered to outweigh the public interest in disclosing information including, greater accountability, transparency in spending public money and openness in Council decision-making.

Officer: Mick Farmer 01484 221000

Wards

Affected: All Wards

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 17th January 2017

Present: Councillor David Sheard (Chair)
Councillor Shabir Pandor
Councillor Peter McBride
Councillor Naheed Mather
Councillor Musarrat Khan
Councillor Erin Hill
Councillor Viv Kendrick
Councillor Masood Ahmed
Councillor Graham Turner

Observers: Councillor Mahmood Akhtar
Councillor Martyn Bolt, Conservative - Deputy Leader
Councillor Fazila Fadia
Councillor Judith Hughes
Councillor Andrew Marchington, Liberal Democrat -
Group Business Manager
Councillor Hilary Richards
Councillor Elizabeth Smaje, Lead Member for the Health
and Social Care Scrutiny Panel
Councillor Mohan Sokhal, Labour - Group Business
Manager
Councillor Julie Stewart-Turner
Councillor John Taylor
Councillor Rob Walker

136 Membership of the Committee

All Cabinet Members were present.

137 Minutes of previous meetings

RESOLVED

That the Minutes of the Meetings held on 28 November and 13 December 2016 be approved as a correct record.

138 Interests

No interests were declared.

139 Admission of the Public

It was noted that Agenda Items 25 and 26 would be considered in private session (minute no's 160 and 161 refer).

140 Deputations/Petitions

No deputations or petitions were received.

141 Public Question Time

No questions were asked.

142 Member Question Time

Councillor Bolt asked a question regarding the recent Ofsted report on Castle Hall Academy, Mirfield.

The Cabinet Member replied thereto.

143 Transformation of Daycare Services phase 5 (Little Jacks)

Cabinet gave consideration to a report which provided a final update on proposals for delivering the requirements of the Medium Term Financial Plan within the Council's agreed Childcare Commissioning and Market Management Framework, and which sought approval to proceed with the transfer of Little Jacks Daycare, Chickenley, to Moor End Academy Trust following the decision of Cabinet in February 2016 to explore options for the delivery of this service.

The report advised that the proposals would generate required Medium Term Financial Plan savings and that short term transitional support which was likely to be required would be identified within existing resources. The proposed date of implementation was on or before 31 March 2017. Subject to approval of the report, the following stage of the process would be to finalise the agreement with Moor End Academy prior to the managed transfer of the Nursery to the Trust.

Cabinet noted that the proposal offered the best opportunity for the community of Chickenley to ensure that the needs of some of the most disadvantaged families have access to high quality learning and childcare opportunities.

RESOLVED -

That approval be given to the transfer of Little Jack's Nursery to Moor End Academy Trust.

144 Scrutiny Panel - Children's Services Findings Report

(Under the provision of Council Procedure Rule 36(1), Cabinet received representations from Councillors Stewart-Turner and Marchington).

Cabinet received a report which set out the findings of the Ad Hoc Scrutiny Panel – Children's Services. The report advised that the purpose of the Panel had been to (i) consider the work programme of the Children's Development Board (ii) challenge the prioritisation of the work of the Board and contribute ideas on the achievement of the programme (iii) comment upon the performance framework developed to provide oversight for the work of the Board (iv) assist the Cabinet Member for Children's Services in providing Councillor input to the development programme and (v) consider the fit of identified development work with the developing Early Intervention and Prevention approach.

It was noted that the Panel had met between May and October 2016, and the findings and recommendations of the Panel were appended to the considered report. Cabinet noted that the report would be submitted to the meeting of Council on 18 January 2016.

RESOLVED –

That the findings of the Ad Hoc Scrutiny Panel – Children's Services be noted.

145 Schools Forum - Schools funding Formula 2017-18

Cabinet gave consideration to a report which provided an update on (i) the continued implementation of the Kirklees Schools funding formula during 2016/2017 in line with DfE Guidance 2013 (ii) the implications of changes to the Education Services Grant for the Council and schools from 2017/2018 and (iii) the impact upon schools' funding formula from 2018/2019 following the introduction of the proposed National Funding Formula. The report also recommended the outline of the Kirklees school funding formula for 2017/2018 in terms of (a) specific funding factors to be used and the estimated relative weightings and values of the funding factors (b) exceptions applications to the Education Funding Agency (c) centrally retained Dedicated Schools Grant provision and (d) de-delegation arrangements. Cabinet were asked to approve the outline details of the Kirklees school funding formula for 2017/2018 for submission to the Education Funding Agency, as required by the deadline of 20 January 2017.

RESOLVED -

1) That the changes required by, and the impact of, DfE funding rules relating to Kirklees Schools funding formula and funding levels be noted.

2) That the consultation process undertaken in collaboration with Head Teachers to oversee the ongoing impact of the agreed Kirklees funding formula be noted.

3) That the detail of the exceptions applications as detailed in paragraph 9 of the considered report be noted.

4) That approval be given to the continued use of the current Kirklees School funding formula for 2017/2018 for submission to the Education Funding Agency.

146 Proposals for the future of the Young People's Activity Team (YPAT) in the context of the medium term financial plan

(Under the provision of Council Procedure Rule 36(1), Cabinet received a representation from Councillor Bolt).

Cabinet received a report which provided an update on the engagement exercise that had taken place with users of the Young People's Activity Team (YPAT) and proposed options for consideration. It was noted that, as part of the Medium Term Financial Plan, a total of £584,000 savings were expected to be made from the YPAT budget for 2017/2018, and that the meeting of Cabinet on 23 August 2016 had given approval for an engagement exercise to take place with the users (and families) of the YPAT service, and with those who access the wider short breaks and respite offers in Kirklees.

Paragraphs 2.18 to 2.21 of the considered report set out the key findings of the engagement exercise and the resulting proposals. The proposals included the development of a more robust policy framework incorporating the development of a charging policy and implementation of a Children's Resource Allocation System, the cessation of YPAT service to those aged over 18 years, a review of the short breaks and respite delivery arrangements within Council buildings and a review of the current YPAT staffing structure and rota arrangements in order to ensure the cost effective deployment of staff based upon the needs of the service.

Cabinet noted that an extensive engagement exercise had taken place and that significant concerns had been raised regarding the cessation of the service. The Council's Early Intervention and Prevention and Redesign Boards had also been consulted on the proposals and were in support of the recommendations.

RESOLVED -

1) That the proposal to continue to provide the short breaks service offered by the Young People's Activity Team for disabled children and young people up to the age of 18 years, with the greatest level of need, in the medium to long term, be approved.

2) That the service offer of the Young People's Activity Team to those over the age of 18 years be ceased and that it be ensured that each adult accessing this service receives an individual review to assess their eligibility and needs.

3) That it be ensured that Carers of persons in (1) and (2) above are offered an assessment of the person's needs.

4) That a review of the current Young People's Activity Team staffing structure and rota arrangements be undertaken.

5) That a review of job descriptions, roles and responsibilities for the delivery arrangements of short breaks and respite which are based in Council buildings be undertaken.

6) That a robust policy framework be developed, including the development of a charging policy, and the implementation of the Children's Resource Allocation System.

7) That the market be shaped further so that it can sufficiently meet future demand, including working with the Childcare Sufficiency Team, in order to ensure that there is sufficient childcare available for all disabled children and young people up to the age of 18 years.

8) That the direct payment process continue to be reviewed with a view to developing a clearer process for individuals and families.

147 Proposal for Early Help for Children, Young People & Families

(Under the provision of Council Procedure Rule 36(1), Cabinet received representations from Councillors Smaje, J Taylor and Marchington).

Cabinet gave consideration to a report which sought approval on the proposed future model for early help services, including the proposed closure of designated Children's Centres and Youth Centre Buildings. It advised that, subject to approval, the model would be implemented following a service redesign process. The report provided a contextual overview of the position in relation to the current and proposed future Early Help offer delivered by the Council. It advised that feedback from a consultation process was broadly supportive of the proposed model, particularly the need to focus the Council's resources on those with the greatest level of need.

RESOLVED -

1) That approval be given to the establishment of four central hub sites across the district, with one based in each Early Help area.

2) That four designated Children's Centres be established, with one based in each Early Help area.

3) That the delivery of the Council's new targeted Early Help offer be shifted towards a model that increases the use of space in community buildings to enable more flexible, needs led approach to service delivery, and one that is not focussed on buildings.

4) That it be recognised that a phased approach will be required and that a small portfolio of council buildings will continue to be used in the short term to support the transition to the new model.

5) That reports relating to assets and asset strategy be submitted to future meetings of Cabinet as appropriate.

148 Outcomes of the statutory consultation affecting Honley CE (VC) Infant and Nursery School and Honley CE (VC) Junior School.

Cabinet received a report which set out the outcomes of the statutory consultation on proposals to bring together Honley CE (VC) Infant and Nursery School and Honley CE (VC) Junior School to form a single Church of England voluntary controlled primary school for pupils aged 3 to 11 years from 1 May 2017. The report advise that the consultation had taken place between 31 October and 9 December 2016, and had sought the views of parents/carers, school staff, professionals, governors, pupils, the local community, and other stakeholders. A document detailing the responses of the consultation was appended at Appendix D of the considered report, and the key themes were summarised at Paragraph 4.

The report advised that, subject to approval, the publication of notices would take place during January and February 2017, and a report would be brought back to Cabinet during April 2017 to request a final decision.

RESOLVED -

1) That the responses to the statutory consultation regarding proposals to bring together Honley CE (VC) Infant and Nursery School and Honley CE (VC) Junior School by working in collaboration with the Diocesan Board of Education within the Church of England Diocese of Leeds to establish a new Church of England Voluntary Controlled Primary School be noted.

2) That, pursuant to (1) above, it be noted that the school would (i) cater for pupils aged 4 to 11, with a PAN of 66 for Key Stage 1 and a PAN of 68 for Key Stage 2 and (ii) retain 48 part time early learning places for nursery children aged 3 to 4 years, and that opportunities to further develop early learning and childcare services to meet future demand , including that presented by the introduction of 30 hours free childcare, and two year olds eligible to free early education, are not precluded by these proposals.

3) That officers be requested to take steps to carry out the next stage of the legal process to establish an all through primary school for pupils aged 4 to 11, with a PAN of 66 in KS1 and 68 in KS2, retaining the 48 part time early learning places for nursery children aged 3 to 4 to (i) establish a new Church of England Voluntary Controlled Primary School (ii) discontinue Honley CE (VC) Infant and Nursery School and (iii) discontinue Honley CE (VC) Junior School.

4) That it be noted that the Diocesan Board of Education within the Church of England Diocese of Leeds is working in partnership with the Local Authority and that the Church of England Diocese of Leeds would act as the proposer of the new school, and that officers of the Diocesan Board of Education would work closely with the officers of the Local Authority, governors and staff of the three schools to bring about the successful implementation of the proposal.

5) That officers be requested to report the outcomes of representations received during the statutory publication period to Cabinet for consideration.

149 Provisional Financial Settlement 2017-18; incorporating future year indicative amounts (multi-year settlement)

(Under the provision of Council Procedure Rule 36(1), Cabinet received a representation from Councillor J Taylor).

Cabinet received a report which set out information on the key parts of the National Government provisional settlement 2017-2018, including the national funding allocations to each Local Authority for the forthcoming financial year and indicative allocations for the following two years. The report provided a breakdown of information relating to the multi-year settlement grant, new homes bonus, adult social care grant, schools funding including education services grant, council tax business rates retention scheme and council spending power.

Cabinet noted that the funding allocations for the Council as set out in the provisional financial settlement would be incorporated into the forthcoming annual budget submitted to Cabinet and Budget Council. The report included options of 0%, 2% and 3% adult social care precepts and advised that the 3% precept option would enable the Council to raise an additional £4.6m over a three year period to help fund adult social care pressures.

RESOLVED -

1) That the report be noted, and options for adult social care precept flexibility be considered.

2) That it be noted that the funding changes highlighted in the provisional settlement 2017-2018 will be included in the budget papers scheduled for submission to Cabinet on 31 January 2017.

150 Calculation of the Council Tax Base 2017/18

Cabinet gave consideration to a report which sought approval of the various taxbases which would apply to the Kirklees area during the 2017/2018 financial year in connection with the council tax. It was noted that the Council was required to confirm the continuation of the current local Council Tax Reduction Scheme, as agreed at Council on 14 January 2015.

Cabinet noted that, as there were Parish and Town precepts, it was necessary to calculate a taxbase for both the whole Kirklees area, and each parish and town council area. The report set out details of the factors that were taken into account when calculating a taxbase.

RESOLVED -

That the following recommendations be submitted to the meeting of Council on 15 February 2017;

(a) That the 2017/2018 tax base for the whole of the Kirklees area, and the tax base for the five parish council areas be approved as below;

- Whole of Kirklees	£115,371.39
- Denby Dale	£5,630.20
- Holme Valley	£9,787.38
- Kirkburton	£8,761.33
- Meltham	£2,707.33
- Mirfield	£6,515.37

(b) That the full Government CTR Grant be passed to Town and Parish Councils at the same level as previous years.

(c) That delegated power be given to the Assistant Director (Financial Management, Risk, IT and Performance) to adjust the component parts of the tax base should there be any alterations to the assumptions made at the meeting of Council on 18 January 2017.

151 Trade Waste Policy Review

(Under the provision of Council Procedure Rule 36(1), Cabinet received a representation from Councillor J Taylor).

Cabinet received a report which sought to amend the Council's Trade Waste Policy following a recent review of organisations currently receiving free waste collection services. The report provided an overview of the current trade waste collection service operation and associated statutory requirements. It advised that a free waste collection and disposal service was currently being provided to various third sector organisations at a cost of approximately £285,000 per annum, and that the level of continued support to third sector organisations proposed in the review of trade waste policy would result in an overall approximate income of £170,000 per annum to offset these costs.

Cabinet noted that some of the organisations affected would be serving a key role in both economic resilience and early intervention and prevention priorities and may face significant financial challenges if they were asked to pay collection costs. The report identified such organisations as 'vulnerable' and set out that they be offered free waste collection and disposal, and must participate in educational workshops to minimise waste arising. It proposed that the free service provision would be capped per organisation and that the overall budget would be capped at £30,000.

RESOLVED -

1) That standard trade waste rates be charged to all Third Sector organisations, excluding disposal costs (as per statutory requirements).

2) That a budget of £30,000 be allocated to meet the costs for vulnerable organisations, and that authority be delegated to the Head of Environment and

Greenspace to amend the mechanism for identifying vulnerable organisations and delivering the budget to match any future strategy or policy for supporting the third sector as decided by the Cabinet.

3) That third sector organisations no longer be allowed to deliver waste to Waste Transfer Station sites under the Council's waste disposal contract and that any waste delivered to these sites be through a private arrangement between the organisation and the Council's contractor.

152 Private Sector Housing Assistance Policy

Cabinet gave consideration to a report which sought approval for an updated Private Sector Housing Policy, in accordance with the requirements of the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002. The updated policy reflected the current strategic priorities of the Council, enabling the continuation of offering and administering assistance, primarily in relation to grants and loans for the purposes of adaptations to the homes of disabled persons living in the private sector, and to vulnerable households where there is a demonstrable severe financial hardship.

Cabinet noted that the existing policy was approved by Cabinet in 2003, with further detail considered and approved by Cabinet in 2004, though it had not since been updated and was now out of date and no longer compliant. The considered report explained the main aspects of the revised policy, which included the removal of references to specific private sector grants. It reflected the Council's shift away from the provision of financial assistance for homeowners to renovate properties, to a focus on improving the living conditions of properties through a range of advice, assistance, signposting and support. The report also outlined the current operational arrangements within the Council's Housing Service for the provision of private sector housing advice, assistance and support for disabled persons seeking support with adaptations or a move to a more suitable home.

RESOLVED -

1) That approval be given to the adoption of the updated Private Sector Housing Assistance Policy to ensure that the Council has an accurate and up to date policy supporting strategic intentions for the provision of housing assistance in the private sector.

2) That authority be delegated to the Assistant Director (Place) in consultation with the appropriate Cabinet Member to make future minor amendments to the Private Sector Housing Assistance Policy.

3) That approval be given to revoke the existing 2004 policy and replace it with the 2016 policy, with effect from 18 January 2017.

153 Rent Setting for Housing Revenue Account properties for 2017-18

(Under the provision of Council Procedure Rule 36(1), Cabinet received a representation from Councillor Smaje).

Cabinet received a report which sought approval for a 1% reduction in dwelling rents in 2017/2018 and an uplift of 2% in garage rents and similar for service and other charges, except extra care services, which propose and uplift of 2.58%. Appendix 1 to the considered report set out the full schedule of proposed weekly dwelling rent, service and other charge increases to Council tenants for 2017/2018, and noted that these would be calculated on a basis that matches the billing periods to the number of weeks in the year. The report provided the financial context and basis for the annual setting of rents and service charges as well as for the HRA budget which would be considered by Council in February 2017.

Cabinet noted that the new average weekly HRA dwelling rent for 2017/2018 was £69.89, including the compulsory 1% rent reduction, would be effective from 3 April 2017. The impact of the 1% reduction on the 30 year business plan represented a significant business risk to the Council, with the amount of loss over the next four years equalling £23.4m.

RESOLVED -

- 1) That the proposed dwelling rent, garage rent and service and other charges as set out in the considered report be approved and effective from 3 April 2017.
- 2) That the national and local financial challenges as outlined within the report be noted in advance of the Housing Revenue Account budget discussions during February 2017.

154 Commissioned Enforcement Partnership

This agenda item was withdrawn.

155 Investment in Transformation

Cabinet gave consideration to a report which provided an overview of two transformation projects requiring investment on an 'invest to save' basis as part of the New Council programme. Specifically, the report sought approval for the investment and ongoing costs required to make the Council 'mobile and agile', which would be achieved through the creation of a technology enabled workforce, and by transforming the Council's organisational culture and ways of enabling Kirklees to be a mobile, agile and paperlite organisation. The report also provided an update to Cabinet on the appointment of Deloitte as the Council's Transformation Business Partner.

RESOLVED -

- 1) That approval be given to proposals to invest existing capital and revenue, plus additional revenue provision in essential updates to the Council's IT infrastructure and Mobile and Agile technologies.

2) That the selection of Deloitte as the Council's Transformation Business Partner be noted.

3) That it be noted that the future costs of working with Deloitte as the Transformation Business Partner will be funded from the New Council Development Reserve.

156 Proposals for the implementation of a revised Adult Social Care Charging Policy and Deferred Payment Arrangement Policy

Cabinet received a report which (i) provided an evaluation of the feedback from consultation on the proposed revised Adult Social Care Charging Policy and (ii) sought approval for the implementation of the proposed revised Adult Social Care Charging Policy including the charging schedule.

The report advised that the revised policy comprised of three separate policy documents (the Adult Charging policy document, the Deferred Payment Scheme policy document, and the Client Financial Affairs Debt Recovery policy document) and a charging schedule. Cabinet noted that there had been 550 responses to the consultation questionnaire, and the detailed feedback was set out within an analysis report at Appendix A of the considered report.

RESOLVED -

1) That the results of the consultation process, as set out in the considered report, be noted.

2) That approval be given to the implementation of the proposed revised Adult Social Care Charging Policy, the charging schedule and the policy documents that are comprised in the Adult Social Care Charging Policy including the Adult Charging Policy document, the Deferred Payment Scheme Policy, and the Client Financial Affairs Debt Recovery Policy.

3) That authority be delegated to the Assistant Director (Finance, Risk and IT), in consultation with the Strategic Director for Adults and Health, and the relevant Cabinet Portfolio Holder/s to amend the policies in light of any legislative or procedural changes and to make changes to the charges in the charges schedule to take into account increases in the costs of supplying the Adult Social Care services.

157 Pioneer House, and Land Bradford Road Dewsbury

Cabinet gave consideration to a report which sought (i) approval for the release of £2.9m from the Capital Plan to support the implementation of the landlord's programme of works for Pioneer House, (ii) approval for the grant of an occupational lease for Pioneer House to Kirklees College as detailed within the considered report, (iii) agreement to underwrite the Heritage Lottery Fund until the grant to part fund the landlord's programme of works is approved, and to advise upon the risks and seek authority to proceed at risk before the negotiations have been concluded with

regard to the grant and (iv) agreement for the Council to underwrite 50% of the risk of repayment of loan from West Yorkshire Combined Authority.

The report provided a breakdown of information relating to the landlord's programme of works, Kirklees College works programme, asset disposal and occupation, and the financial implications of the redevelopment of Pioneer House by Kirklees College.

Cabinet noted the significance of the redevelopment of Pioneer House to Dewsbury Town Centre as part of the North Kirklees Growth Zone, which was expected to begin a fifteen year economic regeneration programme that would generate new homes and business growth within the town.

(Cabinet gave consideration to exempt information at Agenda Item 25 (Minute No. 160 refers) prior to the determination of this item).

RESOLVED -

- 1) That approval be given to the redevelopment of Pioneer House to facilitate the delivery of a new Dewsbury campus for Kirklees College.
- 2) That approval be given to the terms of occupation of Pioneer House by Kirklees College, as detailed in the considered report, and Appendix 2 to the report, and that authority be delegated to the Assistant Director (Place) to finalise and agree terms with the Heritage Lottery Fund.
- 3) That authority be delegated to the Assistant Director (Legal, Governance and Monitoring), to enter into all appropriate contracts, deeds and documents in relation to facilitating the occupation of Pioneer House by Kirklees College.
- 4) That approval be given to the release of £2.9m from the Capital Plan to support the implementation of the landlord's programme, comprising £1.09m, plus £1.7m of Townscape Heritage Initiative Grant (£848k Council funding and the under-write of £848k grant from the Heritage Lottery Fund until the application is approved and the grant awarded) and £124k from economic delivery capital baseline budget.
- 5) That authority be delegated to the Assistant Director (Place) to submit the application to Heritage Lottery Fund and to authorise payment of the Townscape Heritage Initiative Grant upon receipt of a completed application form and all necessary supporting information.
- 6) That the position regarding possible clawback by the Heritage Lottery Fund upon the grant of the Lease to Kirklees College as detailed in Appendix 2 of the considered report be noted.
- 7) That authority be delegated to the Assistant Director (Place) and the Assistant Director (Legal, Governance and Monitoring) to agree any documentation in respect of the Agreement to Lease with the College.

8) That approval be given to the proposal to fund the loan re-payment from the capital receipts realised from the sale of land off Halifax Road and the property at Bradford Road, commonly known as the 'former Safeway site'.

158 Disposal of Land and Property Assets

Cabinet gave consideration to a report which sought approval for the disposal of a number of land and property assets, and to adopt a decision making process as illustrated in Appendix D of the considered report. The report also provided an update on the completed asset disposals in 2015/2016.

Cabinet noted that the recommended assets listed for disposal included buildings that were vacant, surplus commercial properties, land sites with potential for development and grazing land with no alternative use potential.

(Cabinet gave consideration to exempt information at Agenda Item 26 (Minute No. 161 refers) prior to the determination of this item).

RESOLVED -

1) That the disposal of assets as listed in Appendices A and B of the considered report be approved.

2) That approval be given to the adoption, formalisation and use of decision flow charts for (i) Officer Strategic Asset Review and (ii) Member Strategic Asset Process, as attached at Appendix D of the considered report.

3) That authority be delegated to the Assistant Director (Place) to negotiate and agree the terms and the most appropriate process in which to proceed with the disposal of each asset listed in Appendices A and B of the considered report, including sale price (except when an auction is the preference in compliance with Contract Procedure Rules).

4) That authority be delegated to the Assistant Director (Legal, Governance and Monitoring), to enter into and execute any agreements or instruments relating to the disposal of any assets listed in Appendices A and B of the considered report.

159 Exclusion of the Public

That acting under Section 100(A)(4) of the Local Government Act, 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act, as specifically stated in the undermentioned Minutes.

160 Pioneer House

(Exempt information within Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation)

Order 2006. It is considered that the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption, which would protect the interests of the Council and third party organisations concerned, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making.)

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 22 (Minute No. 157 refers).

RESOLVED -

The exempt information was noted prior to the determination of Agenda Item 22.

161 Disposal of Land and Property Assets

(Exempt information within Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006. It is considered that the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that it would not be in the public interest to disclose the information as disclosure could potentially adversely affect overall value for money and could compromise the commercial confidentiality of the bidding organisations and may disclose the contractual terms, which is considered to outweigh the public interest in disclosing the information.)

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 23 (Minute No. 158 refers).

RESOLVED –

The exempt information was noted prior to the determination of Agenda Item 23.

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 31st January 2017

Present: Councillor David Sheard (Chair)
Councillor Shabir Pandor
Councillor Peter McBride
Councillor Naheed Mather
Councillor Musarrat Khan
Councillor Erin Hill
Councillor Viv Kendrick
Councillor Masood Ahmed
Councillor Graham Turner

162 Membership of the Committee

No apologies for absence were received.

163 Interests

No interests were declared

164 Admission of the Public

It was noted that all Agenda Items would be considered in public session.

165 Deputations/Petitions

Cabinet received deputations from Ken Crowther and Charles Woodbridge in respect of the budget proposal for 'Grants to Communities Who Can' at Agenda Item 7. (Minute No. 168 refers).

166 Public Question Time

No questions were asked.

167 Member Question Time

No questions were asked.

168 Council Budget Report 2017-21 incorporating Capital, Treasury Management, General Fund Revenue & Housing Revenue Account

(Under the provision of Council Procedure Rule 36 (1) Cabinet received representations from Councillors D Hall, Greaves and Smaje)

Cabinet received a report which set out its recommendation to the meeting of Budget Council on 15 February 2017, and provided the basis upon which other political groups could consider their budget proposals for Capital, General Fund Revenue and Housing Revenue Account. The report also sought approval of the Council Treasury Management Strategy.

Cabinet noted that the report;

- (i) Reviewed the multi-year Plan for Capital Investment (Cabinet is required under Financial Procedure Rules to recommend to the Council a multi-year Plan for Capital Investment).
- (ii) Reviewed the Treasury Management Strategy 2017-18 (which the Council must consider before the start of the financial year to comply both with the Chartered Institute of Public Finance & Accountancy (CIPFA) Code of Practice on Treasury Management, and with Department for Communities and Local Government (DCLG) guidance on local authority investments issued in March 2010, requiring the Council to approve an Investment Strategy before the start of each financial year).
- (iii) Review the General Fund Revenue Budget Strategies over the Medium Term Financial Plan (MTFP), and budget proposals to achieve a balanced General Fund Revenue Budget in 2017-18, and Revenue Budget Plans for the following 3 years.
- (iv) Incorporated the Government's announcement on the Local Government Finance Settlement for 2017-18 and indicative government funding forecasts for the following 3 years, and considered the level of General Fund Revenue Budget needed for Treasury Management and Central Contingencies.
- (v) Made recommendations on the Council tax requirement for 2017-18.
- (vi) Reviewed the current levels of General Fund Revenue Reserves and Balances and made recommendations on the level of reserves.
- (vii) Review Housing Revenue Account (HRA) budget proposals to achieve a balanced HRA in 2017-18, and indicative Revenue Budget Plans for the following 3 years.

(viii) Reviewed the current levels of Housing revenue Account Reserves, and made recommendations on the level of reserves.

(ix) Incorporated the Council's Pay Policy Statement for 2017-18.

(x) Incorporated a statement of assurance from the Council's statutory s151 officer in relation to the adequacy of General fund and HRA reserves and the robustness of budget estimates.

RESOLVED - That the report be submitted to the meeting of Council on 15 February 2016 with the following recommendations;

(1) Capital

(i) That the Capital Investment Plan be recommended to Council with an intention that the Plan is reviewed as an integral element of the Council's Budget Strategy to support Council priorities (on both capital and revenue budget proposals) and is contained within foreseeable resources (Appendix A, Section 1 and Appendix E refer).

(ii) That Council be advised to determine the Prudential Indicators as referred to in Appendix A (Section 1, para 1.3.19) and Appendix F.

(2) Treasury Management

(i) That the borrowing strategy as outlined in Appendix A (Section 2, para 2.3) be approved.

(iii) That the investment strategy be outlined in Appendix A (Section 2, para 2.4) and Appendix G be approved.

(iv) That the policy for provision of repayment of debt (minimum revenue provision) as outlined in Appendix A (Section 2, para 2.5) and Appendix I be approved.

(3) General Revenue Fund

(i) That the draft Revenue Budget for 2017-2020 and indicative high level funding and cost estimates for 2020-21 be approved (Appendix B refers).

(ii) That the proposed re-direct of £3.3m from rollover reserves to general balances, the proposed 2016-2017 year end transfer of £7.7m to organisational risk reserves (in-year further treasury management saving from the proposed amendment to the Council's minimum revenue provision strategy) , and the proposed re-alignment of £1.4m currently uncommitted resources earmarked for transformation projects totalling £1.4m to the New Council Transformation reserve be approved (Appendix A, Section 3, para 3.16.5 refers).

(iii) That, subject to approval of (3)(ii) above, the forecast levels of general and earmarked reserves as set out at Appendix A (Section 3, para 3.16.6) be noted.

(iv) That the strategy for the use of balances and reserves, as set out in Appendix A (section 3, paras 3.16.7 and 3.16.8 refer) be approved.

- (v) That it be acknowledged that for 2017-2018 the minimum level of General Fund balances should be £5.0m (Appendix A, Section 3, para 3.16.6 refers).
- (vi) That a further reassessment of reserves requirements be undertaken at year end and reported as part of the 2016-2017 revenue rollover and outturn report.
- (vii) That it be noted that the Council's continued participation on the Leeds City Region business rates pool for 2017-2018 (Appendix A, Section 3, para 3.13.6 refers).
- (viii) That approval be given to the Council Tax requirement for 2017-2018 (Appendix A, Section 3, para 3.14, and Appendix C; budget motion refer)
- (ix) That approval be given to the Council's Pay Policy Statement for 2017-2018 as set out in Appendix D (i-v).
- (x) That the Council's Statutory s151 Officer's positive assurance statement, as referred to in para. 4 of the considered report, be noted.
- (xi) That the Council's Statutory s151 Officer be given delegated authority to amend how the finally approved precepts are recorded in the Council's revenue budget in line with the final notifications received following decisions by the Office of Police and Crime Commissioner, the Fire and Rescue Authority and Parish Councils should these be received after 15 February 2017.

(4) Housing Revenue Account (HRA)

- (i) That the draft HRA Budget for 2017-2020 (as detailed in Appendix B) be approved.
- (ii) That the strategy for the use of HRA reserves (as detailed in Appendix A, Section 4, para 4.3.1) be approved.

169 Integrated Community Safety- Economic Resilience / Quality of Life

Cabinet gave consideration to a report which set out proposals for creating an integrated approach between the Council and its partners to enhance the quality of life for residents across the Kirklees area. The report advised that the new model essentially aimed to mould together services and functions to ensure a seamless offer which would include low level enforcement work, and clean, green and safe neighbourhoods. Cabinet noted that there would be a renewed focus upon prevention and early intervention that would be underpinned by technology and the use of shared intelligence.

The report sought approval for the development of the new model using reduced but combined resources across the partnership, and would also deliver savings and efficiencies. The considered report set out detailed information on the new approach to integrated community safety and the integrated working approach.

RESOLVED -

- 1) That approval be given to proposals to develop a new approach to integrated community safety that contributes to the economic strategy.
- 2) That the budget saving in line with the Medium Term Financial Plan be endorsed and that approval be given to £559k of Economic Resilience add back.

This page is intentionally left blank

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 7th February 2017

Present: Councillor David Sheard (Chair)
Councillor Shabir Pandor
Councillor Peter McBride
Councillor Naheed Mather
Councillor Musarrat Khan
Councillor Erin Hill
Councillor Viv Kendrick
Councillor Masood Ahmed
Councillor Graham Turner

170 Membership of the Committee

No apologies for absence were received.

171 Interests

No interests were declared.

172 Admission of the Public

It was noted that all Agenda Items would be considered in public session.

173 Deputations/Petitions

No deputations were received.

174 Public Question Time

No questions were asked.

175 Member Question Time

No questions were asked.

176 Quarter 3, 2016-17 - Corporate Monitoring Report incorporating General Fund Revenue, Housing Revenue Account, Capital and Treasury Management

Cabinet gave consideration to a report which set out information on the Council's 2016-2017 forecast financial outturn position for General Revenue Fund Revenue, Housing Revenue Account and Capital Plan as at Quarter 3.

The report advised that the Council's General Fund (net) revenue budget for 2016-2017 was set at £310.8m and that the forecast net revenue spend was £317.3m in 2016-2017, resulting in an overspend of £6.5m, equivalent to 2.1% against budget. Overall, general fund corporate reserves were forecast to reduce from approximately £93m in April 2016 to approximately £50m in March 2017, equivalent to 46% over the year.

In regards to the Housing Revenue Account, forecast revenue outturn is a surplus of £1.9m against an annual budgeted turnover of £94.5m in 2016-2017, equivalent to 2%. The HRA reserves at 31 March 2016 were £42.8m.

The report advised that the capital budget for 2016-2017 was £82.9m, net of £20.3m assumed slippage. The forecast capital outturn position was £74.3m, resulting in an underspend of £8.6m which equated to a 10.3% variance from budget.

Cabinet noted that the 2016-2017 capital plan assumed that £5.5m of non-earmarked capital receipts would be generated through asset disposal, and the year-end capital receipts projection was maintained at £4.5m.

RESOLVED -

- 1) That in relation to the General Fund Revenue (i) the forecast revenue overspend position for 2016-2017, and the approved drawdown of reserves at £5.8m to an adjusted overall £712k overspend (paras 2.1/2.2 and Appendix 1, Section 1 refer) be noted (ii) officers be requested to submit a report to a future meeting of Cabinet pending clarification of liability for site clearance costs relating to the environmental incident at a commercial site in Lockwood (para 2.3 refers) (iii) the forecast outturn position on collection fund (paras 3.9 /3.10 refer) and forecast remaining reserves at year end (para 3.8 and Appendix B refer) be noted (iv) it be noted that the current forecast monitoring and reserves assumptions reflected as Quarter 3 monitoring do not reflect a number of budget proposals contained in the annual budget report 2017-2021 that would impact on the 2016-2017 position, but will be incorporated within the revenue outturn position (para. 2.7 refers) and (v) it be noted that a number of key issues highlighted within the report regarding service developments and pressures in Children's and Adults Services have been factored into the 2017-2021 budget proposals (paras 3.3 to 3.7 refer).
- 2) That in relation to the Housing Revenue Account , (i) the forecast £1.9m surplus outturn position 2016-2017 (para 2.8 and Appendix 1, Section 1 refers) and (ii) the forecast HRA reserves position at year end (Appendix B refers), be noted.
- 3) That, in relation to Capital, (i) the Council forecast capital outturn position 2016-2017 (para 2.9 and Appendix A, Section 2 refer) be noted and (ii) approval be given to a net increase in grant £91k (£40k grant in 2A Integrated Public

Transport; £51k Defra Air Quality grant in 2B Network Management) and a re-profile of £367k City Cycle Ambition Grant (CCAG2) from 2016-2017 Walking and Cycling programme into 2017-2018.

177 Economic Resilience - Community Learning Works Business Plan

Cabinet received a report which set out plans to implement a community learning approach to support vulnerable residents in participating in learning programmes. The approach aimed to enable individuals and groups to acquire skills, confidence and knowledge to make progression towards employment, improving individual and family circumstances and benefitting their communities. The programme would particularly seek to help those affected by low skills, social isolation, unemployment, mental health or long term illness/disability. The programme was also designed to build the capacity of organisations in the third sector to enable them to take on a greater strategic planning and quality assurance role in the future. A summary of the business plan was appended at Appendix A of the considered report.

Cabinet noted that the total funding request to support the Community Learning Works project over three years would be £500,000, commencing 1 April 2017. However, the funding would be allocated on an annual basis and would be subject to an annual review of delivery and outcomes and would be based on performance and ongoing affordability and value for money. The report advised that the amount requested in 2017/2018 was £190,000.

RESOLVED -

- 1) That, subject to Third Sector Leaders providing responses to the matters identified within para 6.2 to the satisfaction of the Assistant Director (Place) in consultation with the relevant Cabinet Member/s, the Assistant Director (Place) be given delegated power to approve the Community Learning Works Business Plan.
- 2) That approval be given to the total funding request for £500k over three years commencing from 1 April 2017.
- 3) That authority be delegated to the Assistant Director (Place), in consultation with the relevant Cabinet Member/s (i) to sign off the matters arising and funding documentation and (ii) to undertake an annual review process and the cessation of activity arising from affordability/value for money considerations.

178 Determination of school admission arrangements for 2018/19

Cabinet received a report which sought approval of the Kirklees schemes for the co-ordination of the admission of rising five year olds and admission to the first year of junior, middle and secondary schools in 2018/2019 (including in-year admissions). Cabinet noted that the Council was required by law to produce admission schemes to co-ordinate the admission of children to the first year of all schools in Kirklees. The schemes cover the admission of rising 5 year olds, and admissions to the first year of junior, middle and secondary schools. Appendix 2A to the considered report

set out the co-ordinated schemes for normal year of entry admissions for rising 5 year olds, junior schools, middle schools and secondary schools. Appendix 2B set out the Kirklees scheme for in year admissions.

Cabinet noted that the proposed arrangements and schemes were subject to the statutory six week consultation process, between 1 November and 12 December 2016.

RESOLVED -

That approval be given to (i) the Kirklees co-ordinated admission schemes for 2018/2019, including in-year admissions, as detailed in Appendix 2 of the considered report and (ii) the admission arrangements for Kirklees community and voluntary controlled schools as detailed in Appendix 1, including the recommended Published Admission Numbers proposed by the Local Authority.

179 Compactor Relocation at Huddersfield Open Market

Cabinet gave consideration to a report which sought approval for spend from the Economic Delivery Capital Budget for the current 2016/2017 financial year for a project to relocate and improve the compactor facilities at Huddersfield Open Market, which was estimated to cost approximately £97,000, excluding the purchase of a new compactor.

Cabinet noted that the current facility did not allow for the separation of waste at the market and there was therefore no recycling of waste at from this site. The provision of a larger purpose built compactor enclosure would allow for the addition of a further compactor for cardboard waste in order to support recycling, and reduce disposal costs by approximately £15k per year.

The report set out two options, (i) for a non-covered option, costing approximately £97k, and (ii) a non-covered option at approximately £141.5k. The preferred option was option (i), though there was structural provision for a roof to be added in the future.

RESOLVED -

That approval be given to capital expenditure of £97k from the Economic Delivery Capital budget to fund the compactor relocation.

180 Commissioned Enforcement Partnership

Cabinet received a report which sought permission for a 12 month trial to be commissioned of working with a private enforcement company for the issuing and management of Fixed Penalty Notices in relation to litter, dog and related environmental matters. It advised that the trial would commission a company who supply services to local authorities of patrolling and issuing fixed penalties for

littering and similar offences, and managing case files for the payment of fines or prosecution. The report advised that the significant change to protocol would be that the early repayment discount would be removed, as would the restorative justice option of attending a good citizen course.

The report sought permission to undertake a 12 month trial of a suitable service provider to determine whether it has a positive effect on the actual and perceptual issues around littering and dog fouling and related issues. It stated that, in terms of financial implications, there would be a saving of capacity to support other enforcement activity, and that the contract would be cost positive, with any surplus being used to support activities.

RESOLVED -

- 1) That approval be given to proceeding with a Commissioned Enforcement Service supporting the other in-house environmental work.
- 2) That, pursuant to (1) above, the Assistant Director (Place) and the Assistant Director (Legal and Governance) be authorised to make consequential changes to the Fixed Penalty Notices Protocol.

181 Ashbrow Housing site

Cabinet received a report which provided an update on the Ashbrow housing site and made recommendations regarding the appointment of a development partner. It advise that, during February 2016, tender documents had been issued seeking a development partner to construct a Council Extra Care scheme and open market housing site for sale on the site. The report sought approval for the appointment of the preferred bidder, following an evaluation against pre-determined award criteria.

The report provided information on the vision for the site, the procurement and evaluation process, timescales, and the expected impact, outcomes, benefits and risks.

(Cabinet gave consideration to exempt information at Agenda Item 15 (Minute No. 184 refers), prior to the determination of this item).

RESOLVED -

- 1) That approval be given for the Ashbrow Housing Scheme to be progresses.
- 2) That approval be given to the preferred bidder, as detailed within the exempt appendix at Agenda Item 15.
- 3) That, pursuant to (2) above, it be noted that a report will be submitted to a future Cabinet meeting setting out the finalised terms of the contract with the preferred bidder before signature.
- 4) That, pursuant to (2) and (3) above, authority be delegated to the Assistant Director (Legal and Governance) to finalise and enter in to all appropriate contracts, deeds, and documents in relation to the appointment of the preferred bidder in consultation with the Assistant Director (Place).

- 5) That it be noted that the Extra Care Scheme would be funded through the Housing Revenue Account Strategic Capital Plan and that the expenditure was previously approved by Cabinet (2 February 2016) and Council (17 February 2016).
- 6) That it be noted that the site would contribute to delivery of the Council's housing strategy and provide a range of products to support housing growth, a long term supply of affordable housing, and meet the housing needs of the most vulnerable groups.

182 Southgate Huddersfield

Cabinet received a report which sought approval for a Draft Development Brief, noted the assessment of potential Council usage, and sought agreement to market the site for disposal. The report advised that the Development Brief had been drawn up for the Council as landowner, in consultation with the Local Planning Authority, and was in three parts; land use planning policy and property market appraisal, an urban design study, and technical appendices. Cabinet noted the information contained within the report regarding the development brief, the assessment of potential council uses, and marketing the site for disposal. Subject to approval, it was noted that the next stage of the process would be for officers to prepare an information pack prior to the marketing of the land.

(Cabinet gave consideration to exempt information at Agenda Item 16 (Minute No. 185 refers), prior to the determination of this item).

RESOLVED -

- 1) That approval be given to the draft Development Brief, as detailed in Appendices 1,2 and 3 of the considered report.
- 2) That the Assistant Director (Place) be authorised to market the land for disposal for redevelopment.
- 3) That it be noted that two further reports will be submitted, (i) for a decision to be taken on the preferred purchaser of the site and (ii) to comment upon the preferred developer's draft masterplan for redevelopment.

183 Exclusion of the Public

That acting under Section 100(A)(4) of the Local Government Act, 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act, as specifically stated in the undermentioned Minute.

184 Ashbrow Housing Site

(Exempt information under Paragraph 3 of Part 1 to Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) Variation Order 2006 as the information relates to the financial or business affairs of any particular person (including the authority holding that information). It is not in the public interest to disclose the information as disclosure could adversely affect the overall value for money and compromise the confidentiality of the bidders and the Council. The public interest in maintaining the exemption outweighs the public interest in disclosure of the information in terms of accountability, transparency in spending public money and openness in Council decision making).

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 12 (Minute No. 181 refers).

185 Southgate Huddersfield

(Exempt information under Paragraph 3 of Part 1 to Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) Variation Order 2006 as the information relates to the financial or business affairs of any particular person (including the authority holding that information), or in respect of which a claim to legal professional privilege could be maintained in legal proceedings. It is considered that disclosure of the information would be contrary to the confidential terms on which it has been provided to the Council, and could also prejudice negotiations regarding the disposal of the land and the Council obtaining best consideration. The public interest in maintaining the exemption which protects the interests of the Council, outweighs the public interest in disclosure of the information and providing greater openness in Council decision making).

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 13 (Minute No. 182 refers).

This page is intentionally left blank

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Name of meeting: Cabinet
Date: 7 March 2017

Title of report: Quarter 3 Corporate Performance Report

Purpose of report

The purpose of the Corporate Performance Report is to provide Members with an overview of the Council's corporate performance at the end of quarter 3 2016/17. Also included are reports on progress against outcomes in the Joint Health and Wellbeing Strategy and Kirklees Economic Strategy.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Not applicable
The Decision - Is it eligible for "call in" by Scrutiny?	Not applicable
Date signed off by Director	Debbie Hogg, Assistant Director for Financial Management, IT, Risk and Performance, 24 February 2017
Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	Debbie Hogg, 24 February 2017
Is it also signed off by the Assistant Director – Legal, Governance and Monitoring?	Julie Muscroft, 23 February 2017
Cabinet member portfolio	Cllr Graham Turner, Portfolio Holder for Resources & Creative Kirklees

Electoral wards affected: not applicable
Ward councillors consulted: not applicable

Public or private: public

1. Summary

- 1.1 Our approach to performance management provides details of our Core Business Indicators, Corporate Health, Service Volumes and a stronger focus on outcomes in the Joint Health and Wellbeing Strategy (JHWS) and the Kirklees Economic Strategy (KES). The performance report provides updates on progress on the outcomes and an overview of performance, risk and the New Council programme. This is presented along with the Financial Monitoring Report. Executive Team have noted and responded to the quarter 3 updates.

2. Information required to take a decision

2.1 Key points to note are:

- Overview and monitoring of the Children and Families Act continues and extensive work has been undertaken on the preparation for the SEND inspection led by the Strategy Group; it includes a draft self-evaluation, highlighting areas of progress and areas of concern. There have been a number of briefings and updates with considerable engagement in the drafting of the Self Evaluation.
- There is a need for staff and senior leaders to maintain an effective understanding of the issues, and an up to date knowledge of the identified challenges to ensure we deliver the stated outcomes in our strategy.
- The recent Ofsted inspection raised a number of concerns regarding the Early Help offer across Kirklees that reflects on the Early Intervention and Targeted Support (EITS), Integrated Youth Services (IYSS) and external provision. These priorities are being addressed through the Children's improvement plan.
- The promotion of early intervention and support for those with long term conditions (LTCs) continues. The Public Health coordinated bowel cancer campaign is underway. The campaign has been funded through the Cancer Research UK ACE programme and developed in partnership with Greater Huddersfield CCG, it spans all of Kirklees, and is being delivered by Community Engagement.
- The GP referral programme, Practice Active Leisure Scheme (PALS), has had 868 first appointments, to encourage active lifestyles. 855 people attending review appointments were supported to remain active. Of the Young People participating on the weight management scheme, 55% have reduced and 5% are maintaining their BMI.
- 20 Health and Wellbeing projects were delivered in communities, engaging 542 people
- There were 576 preventions of homelessness in Q3. This quarter represents a 13% increase on the same quarter last year, compared to a 3% increase nationally.
- The Better in Kirklees Social Prescribing Service plays an increasingly important role in maximising interdependence; approx. 500 individuals will have been supported into community activity or provided with self-serve information. The following 3 months will see dramatic changes in the grants and support to the Third sector, with a change in emphasis from community grants to other support.
- A Tackling Poverty Cross Party Working Group has been established which is chaired by a senior Councillor comprising members of all main Kirklees political parties. White Rose Energy was successfully launched by Leeds City Council in October 2016. Colleagues are currently working through the legal process to enable Kirklees residents to participate in the scheme with a view to launching Kirklees Council participation in spring 2017. Work is also on going with KNH for White Rose to become the default provider of the most economic tariff for people moving into such properties.
- Development and testing work is ongoing on the 'Creative Kirklees' website (a guide to what's happening, where to go and who's working creatively in Kirklees).

A marketing plan is also in development to promote the site and grow audiences. The Creative Kirklees Newsletter has a circulation of 792 people, an increase of 143 this year

- SME Growth Managers supported 38 businesses this quarter to access almost £365K of grant support which leveraged £3.2M of private sector investment into Kirklees. The 3 EU business support projects – Adventure, Digital Business Support and Resource Efficiency - are reaching the final stages of preparation in advance of an official start next quarter.
- The Business Team has supported a total of 115 businesses this quarter and created a total of 85 jobs, bringing the total to 281 year-to-date.
- Interserve has been awarded the new contract for the Leeds City Region ESIF Apprenticeship activity, including activity carried out in Kirklees.
- Work is underway to establish the presence of the South Yorkshire Credit Union in the District. Unfortunately since the last reporting period, SYCU has been affected by a legal challenge from Bright House which has delayed progress.
- During Q3 the Local Plan and the Community Investment Levy charging schedule have moved to the publication stage of consultation. 18 major planning applications were processed during in Q3, making a total of 56 this year
- Kirklees College's application for the Dewsbury Learning Quarter (former Safeway site) has been approved. A College application for Pioneer House is now under consideration
- A revised Capital Plan of £16.721m was approved by Cabinet in August. Spend to the end of November is 67%. The projection to the end of 16/17 is 90%.
- Net housing completions for the financial year 2015/16 are 1,134 dwellings, set against a target of 1,730. Though the reported figure falls short of the target, it does represent the highest net completions in over 7 years. Delivery of affordable homes in Q3 is 29, just under half the 59 per Quarter required to deliver against the annual target. Delivery for the year so far is 94 units.

3. Implications for the Council

The attached reports show progress in relation to the Council's key strategies and the Corporate Plan for 2016/17.

3.1 Early Intervention and Prevention (EIP)

Not applicable - report for information purposes.

3.2 Economic Resilience (ER)

Not applicable - report for information purposes.

3.3 Improving Outcomes for Children

Not applicable - report for information purposes.

3.4 Reducing demand of services

Not applicable - report for information purposes.

4. Consultees and their opinions

- 4.1 The attached reports have been considered by Directorate Management Teams prior to presentation to Executive Team.

5. Next steps

- 5.1 The reports may be considered by Overview and Scrutiny Management Committee.

6. Officer recommendations and reasons

- 6.1 It is recommended that the report is noted.

7. Cabinet portfolio holder's recommendations

- 7.1 Not Applicable.

8. Contact officer and relevant papers

Directorate Performance Lead Officers:
Sue Grigg, (Adults, and Children's Services & Public Health)
Nick McMillan (Place, Communities Transformation & Change, Resources)

Appendix 1 – Q3 Corporate Performance Monitoring

9. Assistant director responsible

Debbie Hogg, Assistant Director for Financial Management, IT, Risk and Performance



October to December 2016

**Quarter (3)
Corporate Performance
Report**



2016/17



Contents

	Page
1. Core Performance Indicators	3
2. Corporate Health Scorecard	13
3. Key Service Volumes	16
4. JHWS Overview & Dashboards	17
5. KES Overview & Dashboards	25
6. Significant Service Issues	27
7. Key Corporate Risks	28
8. Financial Overview	30
9. New Council Priorities	31
10. Appendix – JHWS	32
11. Appendix – KES	41

RAG Key:

	On Track
	Off Track
	At Risk
ND	Data Not Due
	Not Provided

1.

Core Performance Indicators



Quarter 3 Performance status for the full suite of Core Performance Indicators (58 total)

- 37 On Track, 9 Off Track, 11 At Risk, 1 Missing

Adult Services: Commissioning & Health Partnerships and Social Care & Wellbeing

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 156	Achieving independence for older people through Rehabilitation / intermediate care (%)	Increase	90	85	Yellow
KI 158	Social Care clients receiving Self Directed Support (%)	Increase	95	97.2	Green
KI 158a	Social Care clients receiving Direct Payments (%)	Increase	35	36.7	Green
KI 159	Acceptable waiting times for social care assessment (All adults %)	Increase	85	84.1	Yellow
KI 206	Clients receiving a review (%)	Increase	65	57.2	Red
KI 442a	Permanent Admissions for Older people to residential and nursing care homes (per 100,000 population)	Decreasing	506	284.2	Green
KI 487	Effectiveness of short term support services (%)	Increasing	74	83.7	Green
KI 501	Permanent admissions of Adults to residential and nursing care homes (per 100,000 population)	Decreasing	12	11.8	Yellow

Progress against the targets

- KI 158 Social Care clients receiving Self Directed Support (%)**
 Quarter 3 performance remains consistent and above target (3,957 out of 4,072 service users receive Self Directed Support).
- KI 158a Social Care clients receiving Direct Payments (%)**
 At Quarter 2 it was noted that the growth rate for users of Direct Payments was lower than expected and required further analysis. At Quarter 3 the Figure remains largely consistent, and just above the set target (1,495 out of 4,072 service users receive Direct Payments).
- KI 159 Acceptable waiting times for social care assessment (all adults). (%)**
 Q1 performance of 89% was above the target of 85%, at Q3 performance has regressed to 84.1% and is below the target. As referenced last quarter, the nature of trends linked to this indicator, given demand pressures on Assessment Teams, is now affecting performance in this area. The increasingly complex nature of new service users approaching the Council for formal Social Care support impacts on the time it takes to ensure assessment captures all care needs and that appropriate support packages are brokered/put in place. Assessment Teams are experiencing pressures of dealing with backlog assessments. The Service is taking a risk based approach to ensure those people who need urgent assessments are seen within expected timescales. Please note the reported Q2 position of 82.3% was incorrect and should have been 86.2%. Actions agreed at Executive Management Team to address pressures.
- KI 442a Permanent admissions of Old people to residential and nursing care homes (per 100,000 population)**

The figure at Q3 is 284.2. This indicator shows a Year to date position. Projecting this figure for the remaining Quarter shows we are slightly below target for the full year.

- **KI 487 Effectiveness of short term support services (%)**

The quarterly figures are found to be higher than the target of 74%.

We see an increasing number of service users still in receipt of their Reablement service beyond the end of the Quarter; therefore the outcomes on which this indicator depends are not always available until sometime later beyond the quarter end. The effect of this is that although performance seems significantly above target, overall across the year we will see some re-evaluation of figures and we anticipate the full year figure will align more closely with the annual target of 74%.

Areas of risk or concern against the targets

- **KI 156 Achieving independence for older people through rehabilitation / intermediate care. (%)**

Due to a shortage in resources within the Data Team an estimated figure has been produced for Quarter 3 - 85%.

It is noted that over the last 18 months there has been an increase in the number of complex hospital referrals causing a regressive trend in performance. Despite reducing the targets and tolerances at the start of 2016/17 and a more targeted approach to providing reablement, we are experiencing difficulty in meeting the indicator target and peoples' complex needs. Due to issues with capacity in Home Care, Reablement is at full capacity and the service is unable to move people onto long term care packages.

- **KI 206 Clients receiving a review. (%)**












The DOLS assessment is a comprehensive process which, along with capturing the service user capacity and best interests, also reviews the current care arrangements in place for service users. Given the pressures on care management/reviewing brought about by the supreme court judgements and the subsequent inflow of DOLS volumes on the Council, the service management team endorsed a piece of work late last year to explore opportunities for aligning the DOLS process with a review of the service users care package – the outcome from this work provided assurances to JAM that where a service user undergoes a DOLS assessment, a review of existing care arrangements is also considered and recorded as part of the service users care records. For this reason our analysis and measurability of 'Service User Reviews' now also includes those service users who have also undergone a DOLS process. The impact on performance at Q1 is as follows: Q1 would be 67.7% instead of the reported figure of 66.5%. Q2 would be 63.1% instead of the reported figure of 58.6%. Q3 would be 61.4% instead of the reported figure of 57.2%. NB: when changing indicators in year performance staff need to advise the Corporate Performance Team so targets and tolerances can be reviewed and methodology statements can be revised.

- **KI 501 Permanent Admissions of Adults to residential and nursing care homes (per 100,000 population)**

The figure at Q3 is 11.8. This indicator shows a Year to date position. The Q1 figure was correctly reported as 3.8, but Q2 incorrectly showed the performance only for Q2 in isolation rather than the usual way this indicator is reported, that is to say the YTD position at Q2, it was therefore incorrectly reported as 4.2, actual Q2 position was in fact 8.0 (YTD) The 11.8 figure correctly reflects the year to date position at Q3. Projecting this figure for the remaining Quarter shows we will be slightly above target for the full year.

Children's Services: Family Support & Child Protection

*Denotes Cumulative Figures

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 069	Rate of proven re-offending by young offenders (No.)	Decrease	1.2	1.2	
KI 220	YP within the Youth Justice System receiving a conviction in court, sentenced to custody (No.)	Decrease	18	*12	
KI 223	First time entrants to the Youth Justice System aged 10-17 years (No.)	Decrease	175	151	
KI 391	Average time between a child entering care and moving in with its adoptive family (Days)	Decrease	426	682	
KI 392	Average time between LA receiving authority to place a child and LA deciding a match to adoptive family (day)	Decrease	121	194	
KI 397	Percentage of assessments completed within 45 working days (as per Working Together)	Increase	85	69.1	
KI 443	Successful outcomes for Kirklees LAC who successfully completed their interventions with YOT (%)	Decrease	50	25	
KI 458	Young People aged 16+ on an Order to the YOT who are EET at the end of their intervention (%)	Increase	70	62	
KI 476	Former relevant young people aged 19 - 21 who were in education, employment or training (%)	Increase	80	37.9	
KI 477	Number of Looked after Children (LAC) per 10,000 aged 0 - 17 years (per 10,000)	Decrease	60	70.1	
KI 479	Repeat Referrals - Percentage of referrals within 12 months of a previous referral (%)	Decrease	20	23.6	

Progress against the targets



- KI 069 Rate of proven re-offending by young offenders. (Number)**
 The figure of 1.20 (Jan 14 - Dec 14) is a marginal improvement on the same period for the previous year (Jan 13 to Dec 13) which was 1.23 Kirklees continues to do well in comparison to other YOTs in West Yorkshire and the performance is again better than the national average for all YOTs. It is worth noting that there has been a considerable reduction in the cohort size from 306 to 264.
- KI 220 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody. (Number)**
 In the period Oct to Dec we have had 2 custodial sentences, which is in line with previous years. Indications are that we are now likely to better our target and may even match last year's total of 12. This performance is in line with West Yorkshire and national averages.
- KI 223 First time entrants to the Youth Justice System aged 10-17 years. (Number)**
 The figure of 151 actual FTE (July 15 - June 16) is an increase of only 2 on the same period of the previous year (July 14 to June 15). We continue to perform in line with National average and are slightly better than the average for WY YOTs.
- KI 477 Number of Looked after Children (LAC) per 10000 aged 0 - 17 years (per 10000)**
 The number of LAC is on a consistent increasing trend currently. The 2016/17 predicted outcome of 72.9 (per 10,000 aged 0-17) equates to 720 LAC at 31st March 2017. National data shows that the England average of 60.0 at 31/3/2016 is unchanged from 12 months







previously while the Statistical Neighbour average has decreased slightly from 82.6 to 80.7. Therefore Kirklees remains below SN data.

Areas of risk or concern against the targets

- KI 391 The average time between a child entering care and moving in with its adoptive family, for children who have been adopted (Days)**
 As predicted at the last quarter, this is on a decreasing trend with a forecast for the outcome to drop below 600 days by the end of the financial year.
- KI 392 The average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (Days)**
 Performance continues to be on track for an outcome of around 190 days by the end of the financial year.
- KI 397 Percentage of assessments completed within 45 working days (as per Working Together)**
 There has been deterioration in performance since the last quarter. Work is taking place between the Assessment & Intervention teams and Performance / Data staff to ensure that recording accurately reflects the work of the team and ensure that once an assessment is complete it is approved in a timely manner by the Team Manager.
- KI 443 Successful outcomes for Kirklees Looked after Children who successfully completed their interventions with YOT (%)**
 While we have had a disappointing quarter with only 25% successful outcomes for LAC, compared with 56% for the general population we are currently just below our target of 50% for the full year. This is an improvement on the last year.
- KI 458 The percentage of Young People aged 16+ on an Order to the YOT who are in full-time education/training/employment at the end of their intervention (%)**
 These are provisional figures as we have not had the opportunity to validate the returns. While it is unlikely to match last year's excellent performance we are still hopeful that we will be that we will be close to achieving our target for this year of 70%.
- KI 476 The percentage of former relevant young people aged 19 - 21 who were in education, employment or training (%)**
 There has been a small improvement in this indicator with the end of year outcome remaining a predicted 45%. The EET panel continues to meet and performance meetings are taking place. Newly published national data shows that the England average performance for this indicator was 49% and Statistical Neighbours 50.2%.
- KI 479 Repeat Referrals - Percentage of referrals within 12 months of a previous referral. (%)**
 This indicator is currently on a decreasing trend and is predicted to hit 22% by the end of the year. The use of the contact form is assisting in the accuracy of the data used for this indicator. Newly published national data shows that the England average performance for this indicator was 22.3% and Statistical Neighbours 19.4%. The SN outcome has decreased from 22.7% last year.

Children's Services: Learning and Skills Service

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 012a	Number of schools judged as in an Ofsted category	Decrease	0	2	
KI 029	Percentage of 16-18 year olds not in employment, education or training (NEET).	Decrease	4.7	4.4	

KI 369	Take up of free early education and care by 2 year olds (%)	Increase	80	79	
KI 490	% of early learning providers rated good or outstanding	Increase	to agree	97	
KI 491	% of children under 5 learning with good or outstanding provision	Increase	to agree	95	
KI 492	% of LAC under 5 accessing good or outstanding provision	Increase	to agree	97	
KI 493	% of Kirklees pupils in good or outstanding schools	Increase	to agree	87.9	
KI 494	% of Kirklees schools that are good or outstanding	Increase	to agree	88.7	

Progress against the targets






- KI 012a Number of schools judged as in an Unsatisfactory Ofsted Category**
 Currently, we have two schools in an Ofsted category (1.8% Watchsted 15/12/16). The national figure is currently 2.03% (Watchsted 15/12/16). Kirklees tries to arrange local school solutions for any school placed in a category. Kirklees RAG rates all schools, additional support is put in place for schools that are below floor, schools that are due an inspection, and schools that have 2 consecutive 'requires improvement' judgements
- KI 029 Percentage of 16-18 year olds not in employment, education or training (NEET).**
 The performance level of 4.4% is better than our target performance of 4.7% and we are on course to meet the year- end target. For 17/18 new NEET Cohort targets will be set for 16/17 year olds.
- KI 369 Take up of free early education and care by 2 year olds (%)**
 A steady rise in Kirklees take-up levels since the introduction of the entitlement was followed by a decline early in 2016. The autumn 2016 take-up levels have reached a new high in Kirklees of 79%, close to the national target of 80% take-up. Good progress at a Kirklees level is masked by significant variations at a local level. This is particularly evident for Batley East, Cleckheaton and Colne Valley (but with lower numbers of children involved). Whilst a broad marketing campaign continues, a targeted marketing campaign was established in spring 2016 focusing on the Batley area and included an emphasis on South Asian communities. There have been significant improvements in take-up in all of these areas.
- KI 490 % of early learning providers rated good or outstanding**
 An improving position
- KI 491 % of children under 5 learning with good or outstanding provision**
 A stable position
- KI 492 % of LAC under 5 accessing good or outstanding provision**
 1 child attending a setting "not yet inspected" This is an exception which may have been caused simply by a change in ownership or a change in the organisational structure of a provider where a child is already settled.
- KI 493 % of Kirklees pupils in good or outstanding schools**
 At (87.9%) we are currently above the national (86.8%) and Yorkshire & Humber (85.5%) averages for % of pupils attending a good or outstanding school. As an authority, we would need approximately 3231 pupils to be in the top 25% (1% increase = 518 pupils). These are based on current LA standing (Watchsted).
- KI 494 % of Kirklees schools that are good or outstanding**
 Kirklees (88.7%) are currently slightly below the national (88.7%) and above the Yorkshire & Humber (81.6%) averages for percentage of schools that are good and outstanding. Each school represents 0.59%. These are based on current LA standing (Watchsted).

Areas of risk or concern against the targets

None Reported

Communities Transformation & Change

*Denotes Cumulative Figures

PI Ref	Title	Good Performance Shown by	Target Figure	Quarter	RAG
KI 190	Number of visits to museums	Increase	228,000	*161355	
KI 462	Number of apprentices within the Council workforce	Increase	120	92	
KI 480	Numbers of sports and physical activity coaches, leaders and volunteers trained	Increase	400	*445	
KI 519	Number of people engaged in work to build resilience through Community cohesion interventions	Increase	17000	*19685	
KI 520	Number of interventions delivered to build resilience through Community cohesion	Increase	700	*787	

Indicators RAG rated Blue to denote 'in year' change of Targets and Tolerances and where quarterly performance remains off-track

Progress against the targets

- KI 519 Number of people engaged in work to build resilience through Community cohesion interventions**
 The Community Engagement and Heritage & Education Teams have exceeded the targets for the quarter by working with a wide range of people from across a number of priority communities, increasing the number of people taking part in civic participation, growing social capital and encouraging more people to connect with more people.
- KI 520 Number of interventions delivered to build resilience through Community cohesion**
 A higher than expected number of interventions have been delivered in communities to improve community cohesion, connecting people on shared issues and building a strong sense of local identity. Health and wellbeing is the focus of delivering projects that empower and inspire people to make changes in their lives that have positive outcomes for their resilience.

Areas of risk or concern against the targets

Indicator is RAG rated Blue to denote 'in year' change of Targets and Tolerances and where quarterly performance remains off-track.

- KI 190 Number of visits to museums**
 Visitor figures have fallen overall due to the continuing uncertainty brought about by delayed decisions regarding museum closures. Negative publicity has led to visitor confusion about which sites are still open in Huddersfield. The permanent closure of Dewsbury Museum, Red House Museum in the third quarter of the year has negatively affected figures and has been compounded by the close of Oakwell Hall for a temporary period for capital works. The programme of work for the M&G team has been directed to decommissioning sites rather than growing audiences and activity.
- KI 462 Number of apprentices within the Council workforce**
 Planning is taking place ahead of the introduction of the Government's Apprenticeship Levy and the new public sector target of 2.3% of the workforce. This will fundamentally change the Council's approach to apprenticeships. The Levy will be utilised to bring new apprentices to the Council and also develop existing employees through apprenticeship qualifications. In

Q3, 3 apprentices successfully completed their training. Of these, 2 were successful in securing full time positions in the authority, with the 3rd undertaking short term work assignment via the Council's Temp Direct Agency.

Place

*Denotes Cumulative Figures

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 001	Customer Satisfaction with Responsive Repairs (%)	Increase	92.5	Missing	
KI 060a	Take up of paid school lunches - Primary schools (%)	Increase	71	72	
KI060b	Take up of paid school lunches - Secondary schools (%)	Increase	62	70	
KI 067	People killed or seriously injured in road traffic accidents	Decrease	144	*151	
KI 074	Number of Homeless Acceptances	Decrease	340	*296	
KI 130	Number of affordable homes delivered	Increase	235	*94	
KI 131a	Percentage of major planning applications determined within agreed timescales	Increase	70	89	
KI 325	External investment secured (measured in £m)	Increase	3	*7.2	
KI 432	Work with Businesses to create apprenticeship opportunities	Increase	30	*45	
KI 433	We will increase the number of jobs created as a result of Council interventions	Increase	250	*281	
KI 437	Secure £4 of investment from the private sector for every £1 of business investment by the Council	Increase	10	*11.3	
KI 439	Number of unemployed young people getting a job through Headstart	Increase	20	*37	
KI 457	Increase the number of cases where homelessness has been prevented or relieved	Increase	1,971	*1626	

Progress against the targets



- KI 131a Percentage of major planning applications determined within agreed timescales**
 For the 3rd quarter, majors applications processed in the agreed timescales reached 89%. Overall, taking account of all information since April, 91% of major applications have been processed within the agreed timescales.
- KI 325 External investment secured (measured in £m)**
 The flow of external investment into Kirklees has slowed in Q3. However, year to date the Council has received £7.2m of external investment, against a year-end target of £3m – a significant exceedance.
- KI 432 Work with Businesses to create apprenticeship opportunities**
 Interserve has been awarded the new contract for the LCR ESIF Apprenticeship activity, including activity carried out in Kirklees. We are still working with local businesses, promoting apprenticeships and will consider our offer for levy paying organisations in the New Year. 45 apprenticeship starts in Q3
- KI 433 We will increase the number of jobs created as a result of Council interventions**
 At present we are on track to exceed the year-end target of 250 jobs with an anticipated figure of 300 jobs created by the end of Q4.
- KI 437 Secure £4 of investment from the private sector for every £1 of business investment by the Council**
 On target to exceed the leverage secured from £10M to £12M by the end of this financial year.

- **KI 439 Number of unemployed young people getting a job through Headstart**
September is a busier time in terms of job creations; hence the jump in the reported figure; especially when focussed on the younger end of participants as this aligns with the academic year. Step by Step continues to provide job search support and outcomes to residents in the community and getting more management information will identify the impact the programme makes.
- **KI 457 Increase the number of cases where homelessness has been prevented or relieved**
We are continuing to increase our preventions this quarter. It is up 13% on the same quarter last year, this compares to a 3% increase nationally. Cumulative performance to date for 2016/17 is 1092.

Areas of risk or concern against the targets

- **KI 067 People killed or seriously injured in road traffic accidents**
The Jan - Sept cumulative KSI figures 3% lower than the 2015 figures for the same period. Year to date we are at 109 against a target of 144. There are two areas of concern - Children/young people and pedal cycle accidents. Work has started around these 2 user groups to see what education and training could be made available to address these concerns. Further work is now being undertaken to re-evaluate the figures to identify any further sites where clusters have become apparent.
- **KI 074 Number of Homeless Acceptances**
Acceptances are up by almost 5% on the same quarter, nationally the increase was 2%. The main cause of homelessness is relationship breakdown, which is often due to a number of stress factors on families including financial pressures. We are still seeing an increase in the number becoming homeless due to the loss of private rented tenancies. As previously reported, we expect to see pressure on family finances as the lower benefit cap starts to take effect.
- **KI 130 Number of affordable homes delivered**
Delivery in Q3 is 29, just under half the 59 per Quarter required to deliver against annual target. Delivery for the year so far is 94 units. The housing minister has indicated that supply may cover a range of tenures, signalling a relaxation of the earlier policy approach, potentially allowing more affordable delivery. The Housing White paper is due in early 2017, although new initiatives will take time to be delivered.

Public Health

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 057a	Prevalence of Breastfeeding at 6 – 8 weeks	Increase	43	43.6	
KI 284	Smoking during pregnancy in Kirklees	Decrease	11	14	
KI284a	Smoking in pregnancy excluding South Asian women (%)	Decrease	14	18	
KI 298a	Drug users that left treatment successfully, not re-presenting to treatment within 6 months...	Increase	9	6.7	
KI 309	NHS Health Checks (%)	Increase	20	12	
KI 488	Successful completions as a proportion of all in alcohol treatment	Increase	48	48.1	

Progress against the targets

- **KI 057a Prevalence of Breastfeeding at 6 – 8 weeks**

Reporting is a quarter lagging - GHCCG Q2 actual performance = 49.6% prevalence of breastfeeding at 6-8 weeks NKCCG Q2 actual performance = 37.4% prevalence of breastfeeding at 6-8 weeks. Kirklees Q2 overall actual performance = 43.6%. The localised version of the national infant feeding survey, which was developed to enable a better understanding of the issues related to the drop-off in breast feeding rates across Kirklees, Calderdale and Wakefield, has now closed and response will inform future plans. The Nurturing Parents Preparation for Parenthood courses, which continue to be delivered and are being very well received, have a focus on infant feeding including the importance of responsive feeding and sensitive parenting. Work is ongoing with colleagues locally, across both Hospital Trusts and neighbouring Local Authority areas around ways to address potential inequity in the provision of breastfeeding peer support in hospital and immediately after discharge/in the community. This is part of the wider work to address support for breastfeeding mums informed by the survey

- **KI 309 NHS Health Checks (%)**

The data is a quarter behind because of the deadlines for receiving claims from practices. In Q2 a total of 4448 were invited for health checks and 2315 took up the offer. This is a 52% uptake. We have exceeded our target of offering a health check to 20% of our eligible population this financial year. As Public Health develops a new Wellness Model, the challenge for Health Checks will be to extract additional data from GPs, particularly with the changes to the payment structure. Work is taking place to scope out how Health Checks can be encompassed into the Wellness Model whilst achieving data expectations and retaining its quality.

- **KI 488 Successful completions as a proportion of all in alcohol treatment**

Latest data available from Public Health England is for Q2 2016/17. This shows us to be at 48.1%, achieving being on target for year end. The new integrated service is now embedded and working well with all of its partners. Some excellent work has been done working in the Hospitals supporting those with an alcohol related illness. In North Kirklees there was a reduction of 59 presentations to A&E for 8 'High volume service users' (HVSU - people who attend hospital and /or use emergency service a high number of times, and very often when universal services may have been more appropriate.) Similarly in South Kirklees there was reduction of 42 fewer presentations for 6 HVSU at A&E between 2016 and 2015.

- **KI 298a Drug users that left treatment successfully, not re-presenting to treatment within 6 months**

Latest data available from Public Health England is for Q2 2016/17. We are still slightly under target. The provider has developed an action plan to have considered what they can do to further improve the chances of those that exit drug treatment; to stay in recovery.

Areas of risk or concern against the targets

- **KI 284 Smoking during pregnancy in Kirklees**

The data provided is for Q2 as the reporting runs one quarter behind. There is ongoing work with CHFT and MYHT as well as both CCGs to focus on smoking in pregnancy. Stop smoking service provision will be moving to a primary care delivered model. There are communications and marketing materials provided to midwifery teams and to primary care to increase referrals. The higher prevalent areas remain the same with peaks in Dewsbury, Batley and Spen and Huddersfield South. The Smoke free Service prioritises their focus on these areas but the patterns continue to be the same.








- **KI 284a Smoking in pregnancy excluding South Asian women (%)**

The data runs a quarter behind therefore this data presented is Q2 actual. CHFT are performing at a regional best in delivering the lowest percentage of smoking at time of

delivery this is mainly due to the approach taken at CHFT. There is ongoing work with Public health, Yorkshire Smoke free Kirklees, NKCCG and MYHT to try and influence them to also consider pregnant women smoking as a high risk pregnancy which CHFT have done. There are improved relationships with MYHT and DDH midwifery there are also plans to directly link Auntie Pam's volunteers within clinics and this will provide a good platform to deliver public health messages and increase referrals. The new primary care smoking cessation delivery model will include a new role that will support the implementation of the new model and also enable a whole system approach to supporting key priority groups including pregnant women.

Resources

***Denotes Cumulative Figures**

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 075	Time taken to process Housing Benefit / Council Tax Benefit Change of circumstance [days]	Decrease	10	8.98	
KI 076	Time taken to process new claims for Housing Benefit/Council Tax Benefit [days]	Decrease	25	25.7	
KI 083	Proportion/amount of council tax previous years arrears collected as at 31 March. [%]	Increase	38	*51	
KI 085	Proportion/amount of business rates previous years arrears as at 31st March collected [%]	Increase	35	*40	
KI 147a	Number of ICT standard requests completed within agreed timescales	Increase	90	83.86	
KI 363	% of FOI and Environmental Information Regulation (EIR) requests responded to within 20 working days	Increase	100	84	
KI 366	% of Data Protection information requests replied to within 40 calendar days	Increase	100	86	

Progress against the targets

- KI 083 Proportion/amount of council tax previous years arrears collected as at 31 March. [%]**
 Already achieved target and aiming to reduce arrears by more than target and have least amount of arrears being carried over at year end. Looking at aged debts and the collectable debts and the uncollectable debts will be written off.
- KI 085 Proportion/amount of business rates previous years arrears as at 31st March collected [%]**
 Already achieved target and aiming to reduce arrears by more than target and have least amount of arrears being carried over at year end. Looking at aged debts and the collectable debts and the uncollectable debts will be written off.

Areas of risk or concern against the targets

- KI 147a Number of ICT standard requests completed within agreed timescales**
 The 1st Contact Portal, as a proportion of the overall figure, now taking increasing number of requests and Support context and in itself is working to near 89%. Applications and Technical Infrastructure areas need to improve.
- KI 363 % of FOI and Environmental Information Regulation (EIR) requests responded to within 20 working days**

The Council is consistently receiving high numbers of FOI requests each month, which puts pressure on Services. The average compliance rate over the quarter is 84% which is just below the ICO's minimum compliance rate and a slight dip on the previous quarter. The end of year figure for 2016/17 is likely to be similar.

- **KI 366 % of Data Protection information requests replied to within 40 calendar days**

The overall compliance rate for Data Protection requests this quarter is 86% which is just below the ICO's minimum expected rate of 90%, and just higher than performance in the previous quarter but lower than the Council's compliance in the same quarter of the previous year. The end of year figure for 2016/17 is likely to be similar to 2015/16.

2. Corporate Health



Quarter 3 Performance status for the full suite of Corporate Health Performance Indicators (17 total)
12 On Track, 1 Off Track, 3 At Risk, 1 Missing

Progress against the targets

The position at the close of Q3 for managing income to the Council continues to be strong for collection of Council Tax and Business Rates. Both are heading to achieve, if not exceed, their year-end collection targets, through targeting of all un-summonsed cases and ensuring all payment arrangements are kept up to date.

Debtor days remain at target levels due to targeted work on outstanding invoices. Workloads have increased with the number of invoices going to recovery higher but collection is maintained due to more focused recovery strategies. 63 of 82 audits produced positive opinion; historical profile of remaining planned audits suggests yearend target will be reached. In relation to payroll accuracy, the Manager's Instruction e-Form for payroll payments is being re-launched in January 2017 - to improve the user experience and ensure HD-One received accurate notifications. This should translate in fewer instructions actioned incorrectly or queried.

The Customer PI's are still performing consistently. 64 Third Stage Complaints were received through the Quarter, suggesting a year end tally of 85 (last year this was 89). In relation to Kirklees Direct at Q3 performance is 85% calls answered, we are exceeding target by 5%. However, there continues to be a reduction in volume of calls offered; year to date, 644,262 calls compared to 713,557 at the same point last year. There have also been less calls answered than at the same point last year; 547,961 compared to 580,149 last year.

The percentage of employees feeling that the Council is a better place to work compared with 6 months ago is RAG rated 'Green'. However, it should be noted that results were derived from total responses of 22% (1,750 employees). Whilst there has been an increase of 2% from October, it remains the case that that participation is low with a question mark over representation. Of the 1,750 participating employees, 1,563 either didn't respond or responded negatively to the question, with over 6,000 not taking the survey at all.

Areas of risk or concern against the targets

There are some risks associated with Council income. Rent collection as a proportion of rent owed is projecting a slight fall back in Q4, mirroring the fall seen from Q3 to Q4 in 2015/16. As has been the case all year, the 2016/17 year-end target will be challenging. Welfare reform, where housing






benefit will become part of Universal Credit and be paid direct to tenants increases the challenge of collecting rent. And income from the sale of land and property continues to be significantly under target, the result of delays in appointing an Asset Committee. However, this has now been resolved and work is underway to make progress on releasing Council assets for sale.

There are two issues associated with council business processes. A major incident on Boxing Day meant the Council network was down for 60 hours whilst recovery was in place. Considerable time taken in rebuilding configuration on new switch cards and second box to be installed in January, so there will be impact on next quarter's figures. This had an adverse impact on to both the availability of the network and availability ICT servers and services, both indicators dipping below target for Q3. In addition, Quarter performance for the payment of invoices is down by 0.5%, equivalent to an additional 339 invoices not paid on time over the period. The team responsible are increasing their flexibility to work across different functions. This means a number of the team processing invoices are cross-training and this has inevitably led to a slight downturn in performance. It is expected that this will continue to an extent but should settle in the coming quarters.



Overall sickness figures for the Authority continue to increase. The Services with the highest figures are Adults and Public Health and Children's Services. Individual service absence levels per FTE. CTC - 7.81; Place - 9.45; Resources - 11.09; Adults and Public Health - 13.61; Children and Families - 14.45

Of the 22% (1750 employees) of the Council's workforce that participated in the October 2016 Pulse Survey, when asked if they agreed Senior Managers are doing a good job of leading change, only 36% (612 respondents) agreed. This has remained unchanged - 36% agreed when asked in October 2015. NB. It should be noted that 78% of employees did not take the Survey for whatever reason.

Financials	To succeed financially, what are the key monetary processes that we must manage?		
-------------------	--	--	--








Objective	Measure	Figure	Q3 RAG
Effective management of income to the Council	Rent collected by the Council as a proportion of rents owed	97.5	
	Proportion of Council Tax collected	*72.95	
	Proportion of Business Rates collected	*75.9	
	Income from sale of land and property	Not Provided	
Economic impact: Effective procurement: Welfare advice	Maximise the value of monetary gain to residents using 'Better off Kirklees' self-service system and welfare employment advice	4.37	

Customers	To achieve our vision, how do we demonstrate a quality customer experience?		
------------------	---	--	--




Objective	Measure	Figure	Q3 RAG
Responsiveness to complaints	Percentage of third stage complaints – partial and fully upheld	23.4	
Effective access to Council services	Percentage of contact centre calls answered	85	

Note: * Denotes 'Cumulative PI' – Total figure to date

Internal Business Processes	To satisfy our stakeholders and customers, what business processes must we excel at?		
------------------------------------	--	--	--

Objective	Measure	Figure	Q3RAG
Effective deployment of our technology	Availability of ICT network (24 hours) (%)	96.76	
	Availability of servers and service (24 hours) (%)	97.46	
	Number of ICT incidents resolved at first contact (%)	85.72	
	Percentage of undisputed invoices paid within 30 days	97.3	
	Payroll – percentage of payroll accuracy	99.62	
Effective Council stewardship	Debtor days	52	
	Percentage of audits demonstrating arrangements that provide at least adequate assurance	77	

Learning and Growth	To achieve our vision, how will we sustain our ability to change and improve?		
----------------------------	---	--	--

Objective	Measure	Figure	Q3 RAG
Effective leadership & Council management	Percentage of leaders and managers doing a good job of leading change	36	
	Percentage of employees feeling that the Council is a better place to work compared with 6 months ago	22	
Absence	Number of sick days lost per full time equivalent employee	11.67	

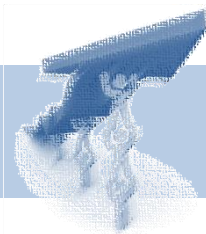


3. Key Service Volumes

Area of Activity	Q2 Data	Q3 Data
Total of authority waste collected (all data lagging)(tonnes)	56186.10 tonnes in period	52871.45 tonnes in period
Percentage of household waste collected	80.98% (45496.85 tonnes)	82.16% (43440.91 tonnes)
Percentage of local authority collected waste landfilled	15.52% (8718.48tonnes)	4.38% (2318.71)
Number of potholes reported	3534	2872
Number of potholes repaired	6773 (includes backlog)	4133
Number of kilometres of road substantially resurfaced	4 km 1 Jul to 30 Sept	9 km 01 Oct to 31 Dec
Number of kilometres of road surface dressed	37 km (year to date)	37 km (year to date)
Number of Kirklees Neighbourhood Housing (KNH) managed properties	22504	22504
% KNH managed properties occupied	99.15%	98.73%
Total Number of Children in Need (CiN)cases Of these:	2854	2966
No. of Looked After Children (LAC)	670	705
No. Child Protection Plans	551	501
No. of Early Help Cases	1994	1937
No. of Care Leavers	202	195
Proportion of new referrals proceeding to formal assessment in Adult Social Care	10 % ()	8%
Effectiveness of Short Term Support in Adult Social Care	83.4% ()	83.7%
Care Act - number of new service user assessments complete	1086 cumulative	1711 cumulative
Corporate Training delivered (online and class based learning) - (Numbers receiving)	3632	2369
Channel Shift - % of interactions that are self-serve	77.83%	78.71%

4.

Overview for JHWS



Outcome (1) Support prevention and early intervention – i.e. focus on stopping health and wellbeing issues from starting

Headline Action		Q1	Q2	Q3	Q4
CHP001	Legislative framework – Health & Social Care	●	●	●	○
CHP002	Stronger families – Trouble Families Programme	●	●	●	○
CTC001	EI&P – crime, anti-social behaviour and extremism	●	●	●	○
CTC002	Build resilience and identity through improving communities	●	●	●	○
CTC013	Engage communities in initiatives to build resilience to extreme ideologies	●	●	●	○
FSP001	EI&P – Child protection	●	●	●	○
LS001	Revise LA Strategy to ensure good outcomes across all learning settings in response to changing role	●	●	●	○
LS002	Review and implement Quality Assurance Programme	●	●	●	○
LS003	Further develop partnership with Kirklees Teaching School	●	●	●	○
LS004	Support Implementation of Community Hubs Programme	●	●	●	○
LS005	Access to Programmes supporting YP career choices	●	●	●	○
PL001	School catering - Best nutritional start in life	●	●	●	○
PH001	Infection of communicable/non-communicable diseases	ND	●	●	○
PH002	Every child has the best start in life	●	●	●	○
RES001	EI&P – Resources support to specific frontline programmes	●	●	●	○
SCW001	The Care Act - continue to monitor and review impact	●	●	●	○
SCW005	Safeguarding Service promoting wellbeing, safety, support	●	●	●	○

Progress - Outcome 1 - Supporting prevention and early intervention:

- **Legislative framework – Health & Social care (CHP001)** Overview and monitoring of the Children and Families Act continues and extensive work has been undertaken on the preparation for the SEND inspection led by the Strategy Group; it includes a draft self-evaluation, highlighting areas of progress and areas of concern. There have been a number of briefings and updates with considerable engagement in the drafting of the Self Evaluation. There is a need staff and senior leaders to maintain an effective understanding of the issues, and an up to date knowledge of the identified challenges to ensure we deliver the stated outcomes in our strategy.
- **The Stronger Families approach (CHP002)** In November the DCLG undertook a spot check (10% sample) of claimed families. The DCLG were impressed by the demonstration of enthusiasm and hard work, interventions and their outcomes for turning around the lives of families with the most complex needs.
- **Tackling Crime and Anti-Social behaviour (CTC001)** ‘Train the Trainer’ sessions on human trafficking/modern day slavery were undertaken, complimenting work undertaken with West Yorkshire and through the national referral mechanism. Child Sexual Exploitation training has been delivered to 132 people from a variety of organisations.

- **Early Intervention Performance Framework (LS001)** Continued progress in strategic planning and strong collaboration is evident with schools and post 16 provisions with a strong focus on improvement for all learners.
- **Access to Programmes supporting YP career choices (LS005)** Access to Regional funding for NEETS has provided further opportunities to develop more Apprenticeships regionally and locally and we continue to support the developments of Post 16 provision.
- **Every child has the best start in life (PH002)** the Healthy Child Programme Contract has been awarded. The programme is on track to start on the 1 April 2017.
- **The Care Act: (SCW001)** New ways of working are continuing to be explored by the Service. Good progress has been made in relation to the development of online assessments. Systems for Assessment and Carers Assessments have been tested by both customers and staff. Finalisation and testing of the Review Form is also nearing completion.

Risks against Outcome 1

- **Planning and Development for an Early Help approach: (FSP001)** the recent Ofsted inspection raised a number of concerns regarding the Early Help offer across Kirklees that reflects on the Early Intervention and Targeted Support (EITS), Integrated Youth Services (IYSS) and external provision. These priorities are being addressed through the Children's' improvement plan.
- **Providing support to Schools as Community Hubs (LS004)** we continue to collaborate with internal services to meet our sufficiency planning programme and with schools and other partners to develop school hubs.

Outcome (2) Enable people to have control, independence and resilience					
Headline Action		Q1	Q2	Q3	Q4
CHP003	Wider safeguarding agenda				
CTC003	Voluntary Community Sector schemes for active people				
CTC014	Determine the future for Almondbury Sports Centre				
FSP002	Resilience & independence for looked after children				
LS006	Support for pupils with Social Emotional & Mental Health Difficulties (SEMHD)				
LS007	Develop and extend Virtual School for LAC				
LS008	Pupil Admissions Functions to Digital by Default				
PH003	Self-care approach for people living with Long Term Conditions				
PH004	Integrated Wellness Model for Kirklees				
PH005	Personal resilience & emotional wellbeing for Young People				
PH006	Early intervention/support for long term conditions				
PH016	Readiness and response to major incidents				
RES002	Access to services – through appropriate channels				
SCW002	Avoidable adult admissions to hospital and long term care				
SCW003	Social care – users have more choice, control and flexibility				









Progress - Outcome 2 - Enabling people to have more control and build resilience

- **Control, Independence and Resilience (CTC003)** There were 161 volunteers, generating 3,516 hours of extra delivery in Q3. In addition, a total of 115 people were trained this quarter. Over 40 clubs have been supported. The 'Try it, like it' programme to promote volunteering was delivered by 61 volunteers with 407 people participants.
- **Promoting resilience and independence for looked after children and young people and care leavers (FSP002)** A Steering Group has been convened to deliver the Peer Mentoring Scheme. In the next few weeks there will be advertisements for opportunities for care experienced staff to mentor a looked after child aged 16-17 or a care leaver. There is an existing Care Leavers Forum. Joint work with Huddersfield University has allowed young people, who are not normally part of a forum, to have a voice and share views.
- **Self-care approach for people living with Long Term Conditions (PH003)** The Initial draft of My Health Tools (MHT) evaluation shows increasing resilience for users of the tool. It will be more effective when further conditions are included, with diabetes and depression to be added. The Falls Group are continuing to review the best means of preventing falls and hospital admissions, with consideration being given to a system-wide self-care strategy by the Integrated Commissioning Executive.
- **Health Prevention (PH006)** the promotion of early intervention and support for those with long term conditions (LTCs) continues. The Public Health coordinated bowel cancer campaign is underway. The campaign has been funded through the Cancer Research UK ACE programme and developed in partnership with Greater Huddersfield CCG, it spans all of Kirklees, and is being delivered by Community Engagement. Kirklees has submitted a bid to join wave 2 of the National Diabetes prevention programme in partnership with Greater Huddersfield, North Kirklees, Airedale, Wharfedale and Craven, Harrogate and Rural District and Wakefield CCGs and Calderdale, Wakefield, Bradford and North Yorkshire Local Authorities. The bid was successful; NHS England, with the partner areas, is leading on the procurement of the structured education provider.
- **Social Care Users – Control and Flexibility: (SCW003)** a range of activities has taken place to encourage and increase the numbers of clients in receipt of Direct Payments (DP) to opt for the Pre-payment Card option. Pre-payment Card information leaflets have been produced and sent to an initial target group of 150 Physical Disability customers.

Risks against Outcome 2

- **Changing Reablement (SCW002)** the Carephone Service is continuing to work with both Therapists and external Technological Partners to explore options for integrated personalised support. The Service is currently refining the 'Motion Sensing Tech Package' and it is anticipated that Therapist and service user trials will take place in Quarter 4. Assistive Technology is being promoted across the Council. Work is being undertaken within the Reablement Service testing different ways of working to increase efficiency and capacity.
- **School Admissions - Digital by default (LS008)** The lack of GP registration data has led to a decision to delay publication of 'Securing Sufficient Places Document', a new deadline of March has been agreed as this will allow information to reflect January 2017 school census.

Outcome (3) Promote and create opportunities for improving physical and emotional health and wellbeing

Headline Action		Q1	Q2	Q3	Q4
CTC004	Sustainable physical activities for target groups				
CTC005	Improve Community health by delivery of interventions				

CTC010	Culture and leisure opportunities to improve wellbeing				
CTC015	District Committee influence in maximising resources and capacity				
FSP003	Therapeutic assessment and support for LAC				
LS009	Joint focus on maximising learning provision				
LS010	Ensure Service provision match New Council expectations				
PH007	Public health support to Council commissioning				
PH008	Health safety wellbeing of council staff				

































Progress - Outcome 3 - Promote & create opportunities for improving physical & emotional health & wellbeing

- **More active, more often** (CTC004) the GP referral programme, Practice Active Leisure Scheme (PALS) have had 868 first appointments, to encourage active lifestyles. 855 people attending review appointments were supported to remain active. Of the Young People participating on the weight management scheme, 55% have reduced and 5% are maintaining their BMI.
- **Community Capacity Building** (CTC005) 20 Health and Wellbeing projects were delivered in communities, engaging 542 people across Kirklees. Positive examples include the establishment of the 'Happiness Café' in Paddock. The café is set up to reduce social isolation.
- **District Committee influence in maximising resources and capacity** (CTC015) District Committee's collectively funded 35 projects, allocating £130,100 from their devolved budgets. Four funded 'You and Your Community' events engaging over 500 local residents
- **Vulnerable Children & Young People – Health and Emotional Resilience** (FSP003) Three CAMHS practitioners are now in post and the full team will be in place by January. The Pillars of Parenting continues to be rolled out providing training to carers to strengthen the stability of placements. A Foster Carers working group is to be convened to evaluate the impact of the training so far, bringing forward recommendations to inform the training going forward.
- **Public Health support to Council Commissioning** (PH007) Work is ongoing with the CCGs and the Council is working closely with them in the development and production of the Sustainability and Transformation Plan (STP) for Kirklees (this will be the operational arm of the Health and Wellbeing Strategy). There is also a key role working closely with the regional Yorkshire and Harrogate (STP) the development of the Integrated Commissioning Executive (ICE) continues and an integration plan is in draft form, and this will drive integrated commissioning across the system.

Risks against Outcome 3: None escalated this quarter.

Outcome (4) Reduce avoidable differences in health and wellbeing and prioritise according to need and impact

Headline Action		Q1	Q2	Q3	Q4
CHP004	Access to adult social care services to gain independence				
CTC006	Healthwatch Kirklees & NHS Complaints Advocacy				
FSP004	Integration of Special Educational Needs & Disability services				

FSP005	Looked After Children close to home				
FSP006	Youth offender services				
LS011	Children & Families Act Part 3 service compliance				
LS012	Cliffe House – Cost effective resource				
PL002	Access to suitable settled homes				
PH009	Integrated intelligence function across the Council				
PH010	Value & equality in healthcare (Healthcare Public Health)				
SCW004	Personalised adult care support				

Progress - Outcome 4 – Reduce avoidable differences in health and wellbeing and prioritise according to need and impact

- **Children & Families Act Part 3 service compliance** (LS011) there is continued development of an effective and responsive service, compliant with the requirement of the Children and Families Act, Part 3. Transfer reviews are on track. The Local Offer is now being considered within the Council's wider duties around information advice and guidance. The Special Educational Needs and Disability (SEND) data pack will be ready early next year. Issues of workforce development across the Council (based on the principles of the Children and Families Act) and Continuing Professional Development (CPD) with schools and settings is ongoing.
- **Access to Housing and Homelessness prevention** (PL002) There were 576 preventions of homelessness in Q3. This quarter represents a 13% increase on the same quarter last year, compared to a 3% increase nationally.
- **Value & equality in healthcare (Healthcare Public Health)** (PH010) the Kirklees Joint Strategic Assessment (KJSA) is currently being updated (e.g. District Committee summaries, Carers sections) providing richer content about local strengths and assets. Quarterly meetings with Healthwatch and representatives from the Voluntary and Community Sector (VCS) will be undertaken from 2016 Q4.

Risks against Outcome 4

- **Community Partnerships** (CHP004) are continuing to support Third Sector Organisations to maximise local people's independence from traditional health and social care services. In September 2016, in anticipation of the launch of the new Early Help Service the Open Investment Programme was suspended. At quarter 3 we have invested less than anticipated (£163K), with a year to date total of £686K. This investment will support a further 26 projects (86 Projects year to date, reaching 4917 beneficiaries). Work has also been undertaken to identify smaller, volunteer led and more vulnerable community groups that are unable to access Council funding and new 'urgent support' arrangements are being put in place.
- The suspension of the Open Investment Programme will also have an effect on the level of support we can provide at quarter 4. There has been an increase in the development support on offer to voluntary and community organisations (Year to date 127).
- There is a strong indication that the need for development support will increase, (36% of groups requesting support are new groups, compared to 10-15% historically). Requests for internal support within the Council has also dramatically risen, quarter 3 requests are 69, from 6 previously.

- The Better in Kirklees Social Prescribing Service plays an increasingly important role in maximising interdependence; approx. 500 individuals will have been supported into community activity or provided with self-serve information. The following 3 months will see dramatic changes in the grants and support to the Third sector, with a change in emphasis from community grants to other support.
- **Integration of Special Educational Needs & Disability services (FSCP004)** we have established activities based on core principles and this has been reported to Health and Well Being Board (H&WBB), the Children's Trust and the Integrated Commissioning Group (ICG). The direction of travel has been set out clearly. Identified links to the Participation Strategy have been agreed by the Children's Trust. Further work is planned with school staff re their core offer. A Young person's guide is now complete.
- **Bringing Looked after Children closer to home (FSP005)** significant challenges remain in the recruitment of Foster Carers (4 new carers approved to the end of September 2016). The profile of carers has been reviewed as planned. A revised strategy is under development to improve the outcomes of recruitment campaign. An options paper for the model of future placement commissioning, including residential provision has been produced.
- **Collaboration in Personal Adult Care Support (SCW004)** The Mobile Response Service is currently working with a range of Community Health Partners to promote changes in behaviours of frequent Service users with complex needs. The aim is to reduce the number of inappropriate requests for urgent assistance or support.

Outcome (5) Ensure collaboration and integration across services and partnership organisations

Headline Action		Q1	Q2	Q3	Q4
CHP005	Integrated commissions to deliver care pathways				
CHP006	Demand on Social Care – Pathway & resource efficiencies				
CHP007	Meeting service user needs – staff commitment & skills				
CTC012	Strategic partnerships-Sports & Physical Activity Strategy				
CTC016	Transformation to New Council				
FSP007	Embed Single Assessment & Multi Agency Safeguarding Hub (MASH)				
LS013	Strategic use of Business Intelligence				
LS014	Infrastructure planning for schools				
PH011	Integrated approach to address Fuel Poverty				

Progress - Outcome 5 - Ensure collaboration & integration across services and partnership organisations

- **Social Care Resource Efficiencies (CHP006)** a number of workstreams is established to better understand 'demand management' across the pathway. Actions include: audit of individual cases; strategies to deal with variations in demand flow; use of the Care Trak system, bringing together NHS and Social Care Data for a complete view of the Care Pathway. Challenges still remain in the flow of patients from hospital. The system redesign will impact positively.
- **Strategic Use Data and Business Intelligence (LS013)** the introduction of NEXUS/Perspective Lite has had a significant impact on the systems and processes monitoring learning









outcomes allowing challenge to be focused and support brokered. The successful roll has involved all schools using the system and a training programme for other areas of the Council. A Special Educational Needs and Disability (SEND) group is now considering how data systems can support early identification of high needs and more effective planning and tracking for youngsters with special educational needs.

- **Integrated approach to address Fuel Poverty (PH011)** A Tackling Poverty Cross Party Working Group has been established which is chaired by a senior Councillor comprising members of all main Kirklees political parties. White Rose Energy was successfully launched by Leeds City Council in October 2016. Colleagues are currently working through the legal process to enable Kirklees residents to participate in the scheme with a view to launching Kirklees Council participation in spring 2017.
- Work is also on going with KNH for White Rose to become the default provider of the most economic tariff for people moving into such properties.

Risks against Outcome 5

- **Integrated Commissioning (CHP005)** The Commissioning Integration Plan for 2017 has now been agreed with the Clinical Commissioning Groups (CCG's) and implementation will begin in Quarter 4.
- The principles for Better Care Fund Plan 2017-8 and 2018-9 have been agreed and work has now commenced on the development of a detailed implementation plan. The data management system, Care Trak, is now live and has been launched with the Integrated Commissioning Executive, with the Health and Wellbeing Board launch to follow. Care Trak is now generating valuable, integrated information tracking anonymised data of people's health and social care episodes.
- **Embedding the Single Assessment process (FSP007)** Liquid Logic Implementation continues, with engagement in the designing of the forms for the Children's Service. On the 30.01.17 the system will be tested prior to final configuration. Work continues for 'Kirklees Direct' to be take all calls in one place and direct appropriately. Plans to launch an online version of the Multi Agency Referral Form (MARF) continue. Permanent Multi Agency Safeguarding Hub (MASH) Managers are now in place and four Permanent Senior Social Workers have also been recruited. Involuntary Drug and Alcohol Treatment (IDAT) and Early Intervention and Targeted Support (EITS) are located within the MASH Team, and a future team specification has been agreed in the remodel. Further accommodation for the MASH team has been identified to allow the expansion of team. This will include the CSE team, Disabled Children's Duty Worker, Education Worker, Housing Social Workers and appropriate partners as identified.

Outcome (6) Involve people and communities to create and deliver solutions					
Headline Action		Q1	Q2	Q3	Q4
ADJ001	Communicate Vision for Social Care				
ADJ002	Support Carers to balance Caring roles				
CHP008	Innovative Social Care improving outcomes for people				
CTC011	Community engagement – self managed arts activities				
FSP008	Early Help Offer – positive relations with partners				
LS015	Strong partnerships across education sector				

LS016	Implement Schools as Community Hubs Programme				
PH012	Community engagement in Joint Strategic Assessment				

Progress - Outcome 6 -Involve people and communities to create and deliver solutions

- **Support to Carers** (ADJ002) Gateway to Care aims to engage Carer's at the first point of contact with the Authority. A Carer's Assessment is offered, the Carer is then sent an information pack, 'Carer's Count' this outlines carer's issues, legislation and local resources, etc.
- **Community engagement – self managed arts activities** (CTC011) Development and testing work is ongoing on the 'Creative Kirklees' website (a guide to what's happening, where to go and who's working creatively in Kirklees). A marketing plan is also in development to promote the site and grow audiences. The Creative Kirklees Newsletter has a circulation of 792 people, an increase of 143 since the beginning of the year.
- **Strong Partnerships across the Education Sector** (LS015) Progression Board attendance in December had excellent representation from across pre-16, post 16, HE, specialist and support agency bodies and a key discussion was held on the data sets relating to outcomes and sufficiency for learners. The publication of the West Yorkshire Area Based review confirmed the strong post 16 provision in Kirklees. The Kirklees Collaborative Learning Trust has been established. Continuing Professional development (CPD) events for staff and governors with the Council and University are planned, a strategic workshop for senior leaders in post 16 provisions is planned in the 4th quarter of 2016/17.
- **The Post 16 Strategic Needs Assessment** (PH012) Engagement sessions with front line workers have been undertaken in North and South Kirklees to support place-based 'asset mapping' (to understand local community strengths that are supporting specific population groups or around specific issues). The resulting information will be built into the Kirklees Joint Strategic Assessment (KJSA) to help local commissioners and planners to understand local strengths and assets alongside local needs and inequalities.

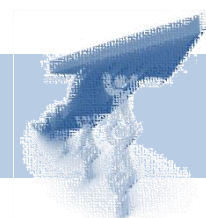
Risks against Outcome 6

- **Improving Outcomes for Social Care Clients** (CHP008) work continues with our Social Care providers to develop innovative ways to improve the outcomes for people, the Homecare Oversight Group is regularly reviews performance relating to Domiciliary Care. The Annual User and Carer Survey's also inform any changes. The Sector is facing continued and increasing pressures particularly a 'workforce shortages', creating significant capacity issues resulting in a knock on effect on the overall service quality and outcomes. Work is taking place with providers to find solutions, feedback from Quality visits is being analysed and the results will influence the drafting of the new Service Specification for the tendering of Domiciliary Care.
- **Early intervention Consultation** (FSP008)
- Cabinet approved the proposals on early help on 17 January and Trade Unions have been provided with relevant information.
 - Work streams have been set up for assets, children centres, HR, and targeted vulnerable groups
 - All Children and Youth buildings are being taken to Area review on 10 Feb to identify if they are needed to meet any council strategic priorities (including school place planning)
- Interventions (not part of the Early Help Core Offer but to be provided by Children's Social Care) need working up and HR implications considering.

- **Risks** - volumes of staff to take through the HR process in the time available and the effect this will have on achieving agreed savings.
- **Schools as Community Hubs Programme** (LS016) Stakeholder event in October identified key areas of focus (1) support for future workforce development; (2) peer challenge and support; (3) intelligence and information sharing across Kirklees about how the various Schools as Community Hubs are developing.

5.

Kirklees Economic Strategy



Outcome (1) Business... economic competitiveness and profitable business

Headline Action		Q1	Q2	Q3	Q4
CHP009	Market Oversight & Development – Social Care				
CTC007	Resilient and competitive creative sector				
LS017	Enterprise Culture for young peoples				
PH013	A sustainable food culture to promote health				
PL003	Kirklees as a manufacturing and engineering cluster				
PL004	Local economic growth and social value through procurement				

Business: economic competitiveness and profitable business

- SME Growth Managers supported 38 businesses this quarter to access almost £365K of grant support which leveraged £3.2M of private sector investment into Kirklees.
- The 3 EU business support projects – Adventure, Digital Business Support and Resource Efficiency - are reaching the final stages of preparation in advance of an official start next quarter.
- The 'All Good in the Hudd' shop has opened, trading and operating successfully.

Areas of risk or concern against the outcome:

- Pressures continue in the Social Care Market, with additional challenges relating to Care Quality Commission (CQC) placing pressures on the Sector, specifically in relation to Domiciliary Care.

Outcome (2) People... skilled, able and healthy people/communities, supporting good employment rates and outcomes

Headline Action		Q1	Q2	Q3	Q4
CHP010	Workforce Planning Strategies – Adult Social Care				
FSP009	Corporate parent - Maximise EET outcomes for LAC				
LS018	Strong relations between education and businesses				
PH014	Tackling Poverty Action Plan				
PL005	Stimulate business and jobs growth across the district				













































RES003	Support benefits claimants employability				
--------	--	---	---	---	---

People: skilled, able and healthy people and communities, with good employment rates and incomes

- The Business Team has supported a total of 115 businesses this quarter and created a total of 85 jobs, bringing the total to 281 year-to-date.
- Interserve has been awarded the new contract for the Leeds City Region ESIF Apprenticeship activity, including activity carried out in Kirklees.

Areas of risk or concern against the outcome:

- Work is underway to establish the presence of the South Yorkshire Credit Union in the District. Unfortunately since the last reporting period, SYCU has been affected by a legal challenge from Bright House which has delayed progress.

Outcome (3) Place... high quality places / environments and infrastructure that support business, health & life					
Headline Action		Q1	Q2	Q3	Q4
CTC008	District heritage and culture				
CTC009	Partnership working across galleries and museums				
FSP010	Affordable accommodation for Care Leavers				
LS019	Sufficient quality learning places				
PH015	Continue to embed the JHWS and KES shared outcomes				
PL006	Stimulate local economy growth				
PL007	Improve connectivity – jobs, housing, communities				
PL008	Housing Strategy – increase/improve quality of homes				
PL009	Vibrant town centres through regeneration initiatives				
PL010	Supply of good quality Social Housing				
RES004	Infrastructure for digital connectivity across Kirklees				

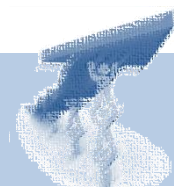
Place: high quality places, environments and infrastructure that support business health and quality of life

- During Q3 the Local Plan and the Community Investment Levy charging schedule have moved to the publication stage of consultation. We remain on track to submit for examination in the New Year.
- There were 18 major planning applications processed during the course of Q3 and 56 since the start of the year.
- Superfast Broadband is now available to 8,000 homes and businesses, with actual take-up recorded at 1,750 premises.
- The NKGZ Next Steps Report was approved at Cabinet meet, setting out 18 month work-plan priorities.
- Kirklees College's application for the Dewsbury Learning Quarter (former Safeway site) has been approved. A College application for Pioneer House is now under consideration.
- A revised Capital Plan of £16.721m was approved by Cabinet in August. Good progress has been made in delivering the 16/17 plan. Spend to the end of November is 67%. The projection to the end of 16/17 is 90%.

Areas of risk or concern against the outcome:

- Net completions for the financial year 2015/16 are 1,134 dwellings, set against a target of 1,730. Though the reported figure falls short of the target, it does represent the highest net completions in over 7 years.
- Delivery of affordable homes in Q3 is 29, just under half the 59 per Quarter required to deliver against the annual target. Delivery for the year so far is 94 units.

6. Significant Service Issues



This section highlights the significant issues and pressures in service delivery escalated at Directorate Management Teams.

Commissioning & Health Partnerships and Social Care & Wellbeing

- Home Care capacity
- Continuing Pressures of DoL's Assessments
- Ongoing impact on capacity due to the required savings and efficiencies
- Workforce issues (recruitment and retention), in particular, in the areas of Home Care, Social Work and Learning Disability Teams
- Delivering the Transformation Agenda whilst maintaining operational standards, with the right number of staff with the right skills

CTC

- In-year scaling down of visitor figures for museums and galleries (the result of facility closures), officer re-focusing on decommissioning rather than growing audiences
- A fundamental change in approach to Council apprenticeships in 17/18 as a result of the Government's Apprenticeship Levy

Family Support & Child Protection

- Delivering the Children's Improvement Plan to meet the recommendations of Ofsted and improve outcomes for Children in Kirklees.
- The recruitment and retention of social workers to improve stability and capacity.

Learning and Skills

- Approximately £1m growth in High Needs funding for 2017/18. However this will not fully cover the anticipated 17/18 gap between expenditure and funding received. Figures in the recent funding consultation documentation indicates continued growth in funding to 2020
- Cessation of the Education Services Grant (ESG) in 17/18, which was to support the LA statutory and regulatory duties for schools (£4.7m). Transfer of approximately £1m into the Dedicated School Grant (DSG), for those statutory and regulatory duties that apply to all local pupils no matter what type of school they are taught in; but funding totally withdrawn relating to additional LA duties for pupils taught in schools which the Council maintains. ESG did not relate directly to the provision of learning activities, but covered in broad terms, for example, the costs of strategic management activities including, schools organisation, planning and admissions, psychology etc. and also funded statutory and regulatory duties for schools such as HR, financial reporting and asset management. These duties will still have to be provided.
- National Funding Formula. Illustrative funding allocations issued and consultation launched, with closure date of 22nd March 2017.

Public Health

- Our smoke free service will not be re-commissioned, instead this will form part of our overall wellbeing strategy.

Resources

- Ongoing issues into the new year as a result of the Council network being down over Christmas

Place

- Overall an under-achievement against targets for housing supply and specifically for affordable homes
- Falling short of income targets on the sale of council land and property
- A rise in homelessness acceptances, above the national average for the first time this Quarter

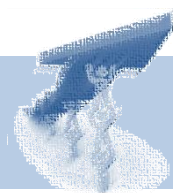
Summary

An analysis of the issues raised as 'Significant' by Services correlate with those identified as Corporate Risks, the exception being as follows:

- a) The funding impacts of the new "living wage" from direct employees on the living Wage from direct employees, and contractors. There is no reported impact at Quarter3.

Comparison of the Significant Service issues raised in Quarter 3 at Directorate Teams shows correlation with the Key Corporate Risks; evidence that the organisation is self-aware of its key risks at an Operational and Corporate Level.

7. Key Corporate Risks



An internal review has suggested that there are some deficiencies in the current arrangements for dealing with risk management. A new approach is currently being drafted and debated, and will be launched shortly. This will address culture and risk appetite, as well as process. The new risk approach will however look particularly at identifying a more proactive approach to mitigations. Current risks areas identified, along with mitigations and management actions are:

1. The risks associated with "New Council", and the need to deliver budget savings required by the Medium Term Financial Plan.

- A range of changes are required to be implemented caused by national and local need whilst balancing the requirement to achieve additional savings.
- There is a need to 'factor in' consultation outcomes to future plans and savings.

2. Growth in volumes of activity, particularly in relation to children in care and adult care.

- Adult demand increasing in DoL's Assessments, Home Care and Re-ablement(Adults)
- There is a rising overspend in high needs provision (Learning and Skills))
- Sufficiency – a lack of placements for Looked after Children, resulting in too many children and young people being placed out of area.

3. The funding impacts of the new "living wage" from direct employees, and contractors, and impacts from other legislative changes.

4. Funding impacts in partner agencies, such as the NHS.

5. Workforce issues (including recruitment difficulties, and those associated with reorganisation)

- Recruitment and retention, in particular, in the areas of Home Care, Social Work and Learning Disability Teams (Adults)
- Pressures in the social care market continue to be a concern - especially around workforce and the inability of providers to recruit and retain staff. The service has developed an action plan (specific to Home Care) that will start to address the capacity issues. (Adults)
- Workforce issues; recruitment and development, Industrial Relations issues; dependency on a very high level of agency workers (Children's services)

6. Impacts from environmental events (such as flooding).

7. Compliance with data protection and information management, health and safety and other legislation.

8. Risks associated with property ownership and management

- Capital receipts for the year to date are £1.3m, the target level £5.5m is very likely to be missed, as only one Auction has been held this current financial year. This has been due to a variety of reasons, including: lack of supply and release of assets; lack of auctions, etc. Cabinet decision made in January 2017 to proceed with next auction in April 2017. It is anticipated that the target level of £5.5m for 2017/18 will be exceeded due to an increased number of auctions being proposed.

9. Safeguarding risks and those linked with the impacts of Serious Case Reviews.

10. Risk associated with external inspections.

- The Ofsted Inspection judgement from the Inspection of Family Support and Child Protection found the councils arrangements inadequate. A government appointed commissioner is now working with the Council to determine a future plan. (Children's Service's) there are risk around continuing unsatisfactory provision, and (commercial) risks if certain forms of alternative solutions are ultimately implemented

11. The impact of welfare reforms

- Managing the number of homeless acceptances remains a challenge. The Service had 106 Acceptances in Q3, which is up by almost 5% on the same quarter last year. Nationally, the increase was just 2%. The main cause of homelessness is relationship breakdown, often due to a combination of stress factors on families, including financial pressures. A growing concern is that Kirklees is still seeing an increase in the numbers becoming homeless due to the loss of privately rented tenancies. As previously reported, additional pressures on family finances are expected as the lower benefit cap starts to take effect. (Place)

12. Concerns related to community tensions and violent extremism

Mitigating Actions:

- The Authority now has a Channel Co-ordinator in post and meetings with a broad range of partners are taking place. The Channel Board also has Health Service representation, also on the 'Gold and Silver Command Structures' used by the Emergency Services in the event of major incidents and disasters.
- 12 further Workshops to Raise Awareness of Prevent (WRAP) sessions have been delivered during this period to teaching staff in Schools and Colleges across Kirklees. Since March 2016, we have engaged with 59 Services. (CTC)

8.

Financial Overview



Please note: This is a high level extract from the more detailed Quarter 3 Revenue Monitoring Report provided to Cabinet on 07 February 2017.

Overview

The Council's net controllable revenue budget for 2016/17 was set at £310.8m. At Quarter 3 the forecast net revenue spend is £317.3m, overspend of £6.5m (2.1% against budget).

Within the overall forecast, Directorate pressures of £10.9m (net of £5.8m drawdown of risk reserves) are set against £264.9m Directorate budgets.

Headline pressures include:

- Directorate demand led pressures for Adults Service for vulnerable adults £6.5m. Demand led pressures for Children & Young People relating to looked after children £6.0m
- Waste Services volume pressures £0.7m. Schools Transport budget pressures £1.0m.

Directorate pressures are being mitigated by:

- £5.8 risk reserves applied to Safeguarding Agency staffing pressures. (An increase of £1m on reported reserves drawdown at Q2 of £4.8m). The increase is due to the extension of temporary staffing requirements to March 2017.
- Cost offsets amounting to £6.1m net underspend as a result of Cross-Directorate theme activity. Including: £3.0m on Early Intervention & Prevention – mainly reflecting early implementation of savings required 2017/18. £3.1m on Economic Resilience – reflecting timing issue on full implementation of redesigned service model.
- Central budget underspend £3.3m; £1.7m treasury management with reduced in-year borrowing requirement of £1.1m due to Capital Plan slippage.

Sensitivity Analysis

- The outturn underspend over the last 8 years has ranged from £5.0m to £15.2m and is consistently more favourable than Q2 forecasts. This trend is in parts attributable to early quarter forecasts being prudent regards future spend and risks.
- Monitoring projections are impacted by management actions in-year, ensuring managed activity is contained within budget resources.
- Known risks and unanticipated factors affect the financial position. Any material factors that come to light are reported at the earliest opportunity into monthly internal reporting.

General Fund Reserves and Balances

- General fund corporate reserves are forecast to reduce from about £93m April 2016 to about £50m as at 31 March 2017 (46% reduction over the year). This figure excludes statutory reserves held by the Council on behalf of local authority controlled schools. As at 31 March 2016 this totalled £20m.
- Estimated movements in general fund balances and earmarked reserves in-year are forecast to total about £43m. 86% of forecast movement in-year was planned and 14% unplanned.
- Accelerated pace at which earmarked reserves are reducing, leaves an estimated level of remaining reserves at the year end to about £50m. There is budget proposal for a further drawdown of £11.2m in 2018-18 to support the MTFP, adjusting remaining reserves downward to £38.8m.

Collection Fund

- There is a forecast in-year surplus of £2.0m on Council Tax; equivalent to 1.3% against budgeted income of £149m; mainly due to income collection performance exceeding target.

- There is a current £1.9m in-year forecast deficit against business rates income of £52m; equivalent to 3.6%; due to in-year reduced rates income as a result of successful appeals and a review of outstanding backdated appeals currently with the Valuation Office.

MTFP Implications

- The Council continues to face significant financial challenges and must ensure it can achieve a sustainable balanced budget over medium term and beyond.
- The 2016/17 budget includes a planned saving requirement of £10m. The budget proposal for 2017-21 clearly outlines the scale of the financial challenge facing the Council. A budget gap of £65m in 2017/18 before savings, increasing to £104m by 2020/21. To address this, the budget report includes planned savings of £54m (£16m existing savings and £38m new savings) just in 2017/18. This leaves a budget gap of £11m in 2017/18 to be funded from drawdown of available reserves to deliver a balanced 2017/18 budget.
- In-year monitoring highlights the current rate at which existing Council reserves are reducing. This rate is not sustainable going forward. The budget report 2017/21 includes proposals to increase the Council risk reserve by a further £7.7m at year end when compared to Q3 forecasts.

9. New Council Position



During quarter 3, 2016/17, corporate and service change activities to achieve New Council have been subject to a stocktake assessment within the work of the Redesign Board. The Redesign Board is the 'Delivery Engine' for New Council, Chaired by a Service Director.

All change and improvement activities relating to the delivery of New Council report into the Redesign Board. They are subject to regular prioritisation in terms of expected impact and need, and include programmes such as EIP and ER, the broader collection of change activities captured within the budget tracker, and specific Task and Finish Groups, e.g. Procurement, Children's Improvement, Business Support. Membership includes all Assistant Directors, a small number of Heads of Service representing enabling services, and relevant programme/project managers for significant priorities.

The assessment reflects the evolving priorities of the organisation and where change resources now need to be adjusted and applied, and is designed to complement budget preparations.

Since November 2017, the New Council Board (NCB) has become a part of Executive Team meetings on a fortnightly basis. This reflects both the need for a greater focus on strategic direction at NCB level, and the increased prominence of the Redesign Board as the place at which plans such as the Medium Term Financial Plan (MTFP) and the collection of change activities are held and driven. It is also reflective of changes in senior officer positions.

The senior management review has progressed to the point where appointments have been made to the posts of (Interim) Chief Executive (starting on 20 February 2017), all Strategic Commissioning Directors and the majority of Service Directors. The Director posts are due to be implemented from 1 April 2017. Heads of Service have now entered review. The changes will provide sustainable savings for subsequent years.

Finally, in quarter 3 a Business Transformation Partner was recruited and appointed to support the focused identification of target areas of greater efficiency, particularly in demand management and back office services. Deloitte commenced work in early January 2017. They will report their initial findings during quarter 4.



Outcome (1) Support prevention and early intervention – i.e. focus on stopping health and wellbeing issues from starting

Progress against the outcomes

The Stronger Families approach (CHP002)

In November the DCLG undertook a spot check (10% sample) of claimed families and awarded extremely positive feedback for the Stronger Families Team and Stronger Families Practitioners. The DCLG were impressed by the demonstration of enthusiasm and hard work, interventions and their outcomes for turning around the lives of families with the most complex needs.

Tackling Crime and Anti-Social behaviour (CTC001)

'Train the Trainer' sessions on human trafficking/modern day slavery were undertaken, complimenting work undertaken with West Yorkshire and through the national referral mechanism and Child Sexual Exploitation training delivered to 132 from a variety of organisation. Also, a total of £21K has been received from successful bids to Police Crime Commissioner Safer Communities Fund - supporting online safety, hate crime, youth diversionary activities and a safer night time economy and also funded a Victim Support Case Holder.

Building cohesive communities (CTC002)

67 activities took place during the Quarter, involving 1,903 people. Examples include a Friendship Walk with over 200 people joined in a peaceful walk, making new friends and a sense of pride in the place where they live and the Srebrenica Memorial Week 2016. Kirklees has won 2 awards for outstanding contributions toward the Memorial Week. The local Bosnian community organised a memorial event attended by the Mayor, Councillors and faith leaders raising awareness around the genocide and reasons behind it

Resilience to extremist ideologies (CTC013)

Initiatives this Quarter included a 'Women 4 Peace' engaging women to build peace within the community and combat extremism, the launch of the Choices Project plus debating and discussion workshops held, focussing on enabling young people to discuss extremism and radicalisation, explore values in a safe and positive environment

Early Intervention Performance Framework (LS001)

Continued progress in strategic planning and strong collaboration is evident with schools and post 16 provisions with a strong focus on improvement for all learners.

Quality Assurance (LS002)

First term trial using LA / school agreed approach to support and challenge, using revised criteria resulting in proportionate deployment of resource for monitoring outcomes for children from 0-16 years. New roles and systems introduced for officers and schools have received a very positive response. In Q4 we will review the quality of reports and impact on quality of provision in schools. We will review commissioning of Kirklees Learning Partners to hear school views, open procurement routes and further increase our skills base and capacity.

Further develop partnership with Kirklees Teaching School (LS003)

The improvements to both data collection and analysis is leading to more robust business intelligence, informing planning and decisions, enabling us to have clarity about key priorities; particularly for vulnerable learners and underachievers.

Access to Programmes supporting YP career choices (LS005)

Access to Regional funding for NEETS has provided further opportunities to develop more Apprenticeships regionally and locally and we continue to support the developments of Post 16 provision.

School catering - Best nutritional start in life (PL001)

The Service supported Ashbrow School in obtaining the 'Food for Life' Gold Award. Take up of school meals in both primary and secondary schools had been under target for the first half of the year. However, this has turned round during Quarter (3) with 72% take-up in primary schools and 70% in secondary schools – both now being above target. Christmas lunches in most schools helped to encourage uptake.

Protecting Health and Wellbeing (PH001)

Assurances gained on Infection and prevention control (IPC) and Health Care and Associated Infections (HCAI) for the major NHS providers.

- A total of 36 Infection and Prevention Control (IPC) audits undertaken in Kirklees Care Homes, with an average score of 86%. Scores ranged from 53%-99%. From these audit findings 8 Care Homes were escalated to contracting via Notification of concern.
- The pre-school booster vaccine given to infants from three years four months old has switched from Infanrix IPV to Repevax, in accordance with the Public Health England National Immunisation Programme. Current data indicates that Kirklees is achieving the national vaccination target of 97%.

Every child has the best start in life (PH002)

The Healthy Child Programme Contract has been awarded and is in mobilisation. The programme is on track to start on the 1 April 2017.

Health & Wellbeing (RES001):

Volunteering in the library service continues to increase, over 900 people registered. Currently 6 university placements gaining 180 hours each experience on specific reader development and social media marketing projects. In addition, Q3 library events were attended by 7,148 adults/children.

120 Y2, reception children and families from schools in Rawthorpe Dalton attending book themed activities promoting and enthuse reading for pleasure. Children helped to become independent readers, improving skills to choose books they would like. Also, we have worked with 8 adults with learning & physical disabilities, from Highfield Day Services, to enjoy the benefits of reading in a way more suited their individual needs. This has encouraged them to stay socially and mentally active having a positive impact on wellbeing.

The Care Act: (SCW001)

New ways of working are continuing to be explored by the Service. Single Point of Access is testing new approaches that will support the 'Systems Thinking' approach to redesign the Adult Pathway. Good progress has been made in relation to the development of online assessments. Systems for Assessment and Carers Assessments have been tested by both customers and staff. Finalisation and testing of the Review Form is also nearing completion.

Safeguarding Auditing: (SCW005)

The Quality Assurance Framework "Achieving Excellence in Social Care Practice for Adults" is well embedded. This framework promotes audit practice around Safeguarding and other significant areas of practice. Making Safeguarding Personal continues to be a key driver in intervention with 'Adults at Risk'

Areas of risk or concern against the outcome

Legislative framework – Health & Social Care (CHP001)

Extensive work has been undertaken on the preparation for the Special Educational Needs and Disability (SEND) inspection; this includes a draft self-evaluation, areas of progress and areas of concern. Although there have been briefings and updates and considerable engagement in the drafting of the Self Evaluation the current assessment for the RAG rating has been escalated to red. This is because there needs to be further work and engagement with all senior leaders to ensure effective preparation and understanding of the issues as well as some identified challenges to outcome delivery in the strategy.

Planning and Development for an Early Help approach: (FSP001)

In July 2016 public and staff engagement was conducted on the high level principles of the Early Help Offer including proposals for the new Early Help Areas. Following this an 8 week consultation was undertaken which included proposals for buildings, this ended on the 22 November 2016. The feedback has been analysed and following this a final proposal report is being taken to Cabinet on 17 January for approval.

The recent Ofsted inspection raised a number of concerns regarding the Early Help offer across Kirklees that reflects on the EITS/IYSS service as well as external provision. These priorities are being addressed through the improvement plan.

EITS/IYSS continue to work closely with colleagues in Learning to support the development of Schools as Community Hubs with regular attendance at the Hub Leaders Network to share developments and thinking for the Early Help proposals.

Providing support to schools as Community Hubs (LS004)

We are collaborating with internal services to meet our sufficiency planning programme and with schools and other partners to develop school hubs.

Outcome (2) Enable people to have control, independence and resilience

Progress against the outcome

The Kirklees Safeguarding Board (KSAB) (CHP003)

The Kirklees Safeguarding Adults Board (KSAB) Annual Report has been published and distributed to Kirklees Chief Executive, Chief of the Local Police Authority and other System Leaders. The Annual Report was presented to the Health and Wellbeing Board in November 2016. A series of events organised in partnership with the Kirklees Safeguarding Children's Board and Community Safety Partnership formed the basis of 'Safeguarding Week' in October 2016. These events were well received and provide further evidence of the joint commitment to Safeguarding in Kirklees.

Control, Independence and Resilience (CTC003)

There were 161 volunteers, generating 3,516 hours of extra delivery in Q3. In addition, a total of 115 people were trained this quarter. Over 40 clubs have been supported, with 4 clubs receiving funding to support their delivery and the training of 4 coaches. The 'Try it, like it' programme to promote volunteering was delivered by 61 volunteers with 407 people participating.

Promoting resilience and independence for looked after children and young people and care leavers (FSP002)

A Steering Group has been convened to deliver the Peer Mentoring Scheme comprising a range of services. In the next few weeks we will advertise opportunities for care experienced staff who may want to mentor a looked after child 16-17 or a care leaver. There is an existing Care Leavers Forum co-ordinated by the Children's Rights Service and facilitated by the Leaving Care Service. Joint work with Huddersfield University has allowed young people, who are not normally part of a forum, to have a voice and share views.

Support for pupils with Social Emotional & Mental Health Difficulties (SEMHD) (LS006)

Seconded posts are now in place and the action plan written. Half-termly meetings held to oversee progress across 7 themes of work. Free School vision developed, we are working with a group of schools to develop a bid for March 17.

Virtual School (LS007)

Temporary posts continue to work well within the Virtual School. A business case will be submitted to take account of the other posts, and an implementation plan has been written and agreed with the Virtual School and Social Care.

Self-care approach for people living with Long Term Conditions (PH003)

The Initial draft of My Health Tools (MHT) evaluation shows increasing resilience for users of the tool. It will be more effective when further conditions are included, with diabetes and depression still being added. The Falls Group are continuing to review the best means of preventing falls and hospital admissions, with consideration being given to a system-wide self-care strategy by the Integrated Commissioning Executive.

Integrated Wellness Model for Kirklees (PH004)

The Scope and designing of an integrated wellness model for Kirklees is on track. A Governance structure has been determined and partners involved. A stakeholder's event is booked and learning from other areas has already been built into the model. The specification is currently in draft form. Discussions with procurement are in process about possible provider approaches and commissioning strategies.

Personal resilience & emotional wellbeing for Young People (PH005)

HCP (Healthy Child Programme) Contract Awarded. Contract in mobilisation, on track and due to start 1 April 2017.

Health Prevention (PH006)

The promotion of early intervention and support for those with long term conditions (LTCs) continues. The Public Health coordinated bowel cancer campaign is underway. The campaign has been funded through the Cancer Research UK ACE programme and developed in partnership with Greater Huddersfield CCG, though it spans all of Kirklees, and is being delivered by Community Engagement. Kirklees has submitted a bid to join wave 2 of the National Diabetes prevention programme in partnership with Greater Huddersfield, North Kirklees, Airedale, Wharfedale and Craven, Harrogate and Rural District and Wakefield CCGs and Calderdale, Wakefield, Bradford and North Yorkshire Local Authorities. The bid was successful; NHS England, with the partner areas, is leading on the procurement of the structured education provider.

Readiness and response to major incidents (PH016)

We continue to work across the council and with key partners to monitor and review our local risk assessments. This quarter we have undertaken the following key tasks:

- Held a pre-winter planning meeting with local partners and services to get assurance about winter preparedness and held a multi-agency exercise in November to test the West Yorkshire Severe Weather Plan. We have also facilitated a local exercise to test the synergy of emergency response arrangements across the Kirklees Health Economy and our continued work with Locala and Calderdale in the delivery of their emergency planning responsibilities.
- We have provided training to our strategic on-call Officers in emergency planning and ran an exercise to test the Council's National Threat Level Policy and advised officers so they understand their role if the threat level changes.
- We have worked with Adult Social Care to revise the list of Emergency Volunteers (we now have approximately 200 Emergency Volunteers on our database).

Self-serve and online advice (RES002):

Library customers can book a PC online, access self-serve printing/photocopying at a number of libraries. New digital scanners have been installed at 3 more libraries to widen local history offer. The design blueprint for the Front Door has been endorsed. A work programme tied-in to the Digital by Design project will be developed. The business analysis for adult social care assessment is complete. In the meantime a pilot initiative has been scoped - capturing financial details at the initial point of contact. Kirklees Direct have begun to work with Children's MASH to analyse call data and look at how KD can take/support the calls received.

Social Care Users – Control and Flexibility: (SCW003)

A range of activities has taken place to encourage and increase the numbers of clients in receipt of Direct Payments (DP) to opt for the Pre-payment Card option. Pre-payment Card information leaflets have been produced and sent to an initial target group of 150 Physical Disability customers.

Areas of risk or concern against the outcome

Changing Reablement (SCW002)

Carephone Service is continuing to work with both Therapists and external Technological Partners to explore options for integrated personalised support. The Service is currently refining the 'Motion Sensing Tech Package' and it is anticipated that Therapist and service user trials are to take place in Quarter 4. Assistive Technology is being promoted across the Council. Work is being undertaken within the Reablement Service they are testing different ways of working to increase efficiency and capacity.

Determine the future for Almondbury Sports Centre (CTC014)

A series of options for ways of working and staffing levels, regarding the future of Almondbury Sports Centre continue to be worked up. Despite Q3 visitor figures being up when compared to quarter 2 (Q3 – 2,089, Q2 – 1,570), there are still issues relating to the operational costs, ICT and onsite data collections.

School Admissions - Digital by default (LS008)

The lack of GP registration data has led to a decision to delay publication of 'Securing Sufficient Places Document', a new deadline of March has been agreed as this will allow information to reflect January 2017 school census.

Outcome (3) Promote and create opportunities for improving physical and emotional health and wellbeing

Progress against the outcome

More active, more often (CTC004)

For the GP referral programme, Practice Active Leisure Scheme (PALS) there have been 868 first appointments, providing information, motivation and support to encourage active lifestyles. 855 people were supported to remain active, attending review appointments. The Young Persons weight management scheme, START, of the young people on the programme, 55% have reduced and 5% are maintaining their BMI and not getting worse. A new weekly physical activity session has been developed in partnership Yorkshire Sport. The session is delivered by the VCS Community Coach in Dewsbury and attracts 20 new participants.

Community Capacity Building (CTC005)

During Quarter 3, 20 Health and Wellbeing projects were delivered in communities, engaging 542 people across Kirklees. Positive examples include the establishment of the 'Happiness Café' in Paddock. The café is set up to reduce social isolation, creating opportunities for people to come together, sharing experiences and helping each other, building stronger community links, all taking place in a relaxed environment. The Bowel

Cancer Campaign has launched a pilot project, working with Public Health, Bowel Cancer UK, Healthwatch and NHS England. The pilot engages communities, raising awareness, identifying and supplying testing kits to those who may not have received them, providing opportunities for screening which may have otherwise been missed. 5 sessions have taken place with 71 people attending and 6 kits issued.

District Committee influence in maximising resources and capacity (CTC015)

District Committee's collectively funded 35 projects, allocating £130,100 from their devolved budgets. Four funded 'You and Your Community' events have been delivered, engaging over 500 local residents. This, in turn, led to £9,270 allocated fund for 27 community projects, planned and developed by the community and supporting communities to do more for themselves and each other.

Vulnerable Children & Young People – Health and Emotional Resilience (FSP003)

Three CAMHS practitioners are now in post and the full team will be in place by January.

The Pillars of Parenting continues to be rolled out. A Foster Carers working group is to be convened to evaluate the impact of the training so far, bringing forward recommendations to inform the training going forward.

Youth offender services (FSP006)

- The number of LAC young people who have offended in the 3rd quarter of this year is again 1.75%, this compares with 0.93% at the same period last year. For the 9 months April to Dec 16, the figure is 5.25%, which compares with 4.9% for the same period last year. Unfortunately this would seem to indicate that there will be a small increase in the proportion of LAC who offends after several successive quarters of reduction.
- For the first 3 quarters of 2016-17, 45% of LAC completed their YOT Orders successfully, compared with 35.7% for the same period last year. In the same period (April – Dec 16) the general YOT population (65.7%) completed YOT Orders successfully. This evidences a clear indication that the performance of LAC is moving more in line with the general population.
- In the 3rd quarter of this year (62.1%) of young people aged 16+ were in full time Employment, Training or Education (ETE) at the end of their orders, compared with 77.5% at the same period last year. These are still provisional figures so we may see a small improvement. However, the reduction in performance compared with last year's range concerns that the changes to key stage 4 alternative provisions may be having a detrimental effect on the number of young people in full time ETE.

Setting Learning priorities (LS009)

Roll out of academic programme. Q4 will see the publication of the programme for September 2017.

Service redesign and cross service partnerships (LS010)

There is an ongoing review of services. Challenge to services required to adapt to new Council / LA roles through national change programme. Service flexibility in response to change is high and includes increased offer for academies to support them in meeting new requirements and responsibilities. Potential of future Learning Partnership will further inform the appropriate response to proposed service changes e.g. for KSS (Kirklees Supply Service, in Q4).

Public Health support to Council Commissioning (PH007)

Work is ongoing with the CCGs and the Council is working closely with them in the development and production of the Sustainability and Transformation Plan (STP) for Kirklees (this will be the operational arm of the Health and Wellbeing Strategy). There is also a key role working closely with the regional Yorkshire and Harrogate (STP) the development of the Integrated Commissioning Executive (ICE) continues and an integration plan is in draft form, and this will drive integrated commissioning across the system.

Health safety wellbeing of council staff (PH008)

A range of activities to ensure the health, safety and wellbeing of employees and others affected by its activities have been delivered (Protecting Health) examples are as follows:

- 2 bespoke health and safety training courses delivered.
- 5 serious injury accidents investigated, and followed up on numerous incidents.
- 140 risk based screenings carried to discharge statutory duties for high risk occupations.
- Responded 298 requests from management to provide occupational health advice on individual employees (including attendance advice).
- 213 face to face counselling sessions on a self-referral or management referral basis.
- 360 pre-placement assessments carried out in person prior to offer of employment to ensure a fit and healthy future workforce and discharge responsibilities under the Equalities Act.
- 205 interventions with individuals to improve physical wellbeing and enable them to remain in work or return to work after ill-health, injury or accident.

Areas of risk or concern against the outcome - None reported this Quarter

Outcome (4) Reduce avoidable differences in health and wellbeing and prioritise according to need and impact

Progress against the outcome

Healthwatch Kirklees & NHS Complaints Advocacy (CTC006)

A scheme to obtain patients views on the 'Hear, See and Treat' proposals has taken place. Healthwatch Kirklees has engaged with the 5 West Yorkshire Healthwatch providers, 1 from North Yorkshire. Yorkshire Ambulance Service has been engaged in improving service integration with primary care. There has been targeted work with Public Health in smoking cessation messages across North Kirklees and support to the Bowel Cancer Awareness Campaign

Children & Families Act Part 3 service compliance (LS011)

An effective and responsive service, compliant with the requirement of the Children and Families Act, Part 3 continues to develop. Transfer reviews continue to be on track. The Local Offer continues in development and this is now being considered within the Council's wider duties around information advice and guidance. The toolkit is ready for dissemination. The Special Educational Needs and Disability (SEND) data pack will be ready early next year - there is an agreed template for the inputting of data and all relevant officers understand their responsibilities in respect of this. Issues of workforce development have been fed into the wider piece of work across the Council (basic principles of the Children and Families Act) and Continuing Professional Development (CPD) with schools and settings is ongoing.

Cost Effective Resource (LS012)

A New activities programme within Cliffe House has proved extremely popular with a proportionate decrease in demand for the previous, more traditional offer. Incorporating broader skills base through input from Adventurous Activities staff has brought both financial savings and injected a whole new offer to the centre. Uncertainty continues over the intention to include Cliffe House programmes as part of the respite for disabled children offer. Q4 will indicate the impact of staffing changes over the year.

Access to Housing and Homelessness prevention (PL002)

There were 576 preventions of homelessness in Q3, continuing to increase numbers. This quarter represents a 13% increase on the same quarter last year, compared to a 3% increase nationally. The 30 year Housing Revenue Account business plan has been reviewed in conjunction with KNH leading to the identification of both capital and revenue savings starting from 2017/18. A draft updated housing asset management strategy has been prepared taking into account the reduced capital and revenue funding available.

Intelligence, value & equality across the Council and Healthcare (PH009)

Work is still underway to develop a functioning 'hub and spoke' model that is aligned with the intelligence priorities of new council. Intelligence priorities will be driven by the new Kirklees outcomes agreed by Kirklees partners and the Kirklees Council sub-outcomes which will be owned by the council's Strategic directors. A series of 'Masterclasses' is planned for Jan/ Feb 2017 to support council managers to understand and implement 'intelligence led commissioning for outcomes'.

Value & equality in healthcare (Healthcare Public Health) (PH010)

The KJSA sections are currently being updated (e.g. District Committee summaries, Carers sections) contain richer content about local strengths/ assets to complement the information on local needs. Quarterly meetings with Healthwatch and representatives from the Voluntary and Community Sector (VCS) will be undertaken from 2016 Q4 to ensure that additional community assets/ strengths and local 'voice' are captured effectively.

Areas of risk or concern against the outcome

Community Partnerships Wellbeing (CHP004)

Community Partnerships are continuing to support the Third Sector Organisations to maximise local people's independence from traditional health and social care services. In September 2016, in anticipation of the launch of the new Early Help Service and other associated Service changes, the Open Investment Programme was suspended. At quarter 3 we have invested less than anticipated (£163K), with a year to date total of £686K. This investment will support a further 26 projects (86 Projects year to date, reaching 4917 beneficiaries). Work has been undertaken to identify smaller, volunteer led and more vulnerable community

groups that are unable to access Council funding and new 'urgent support' arrangements are being put in place.

It is anticipated that the suspension of the Open Investment Programme will also have an effect on the level of support we can provide at quarter 4. Alongside the fall in Community Partnership investment there has been an increase in the development support on offer to voluntary and community organisations (Year to date 127). There is strong indication that the need for development support will increase, as 36% of groups requesting support are new groups, compared to 10-15% historically. Requests for internal support within the Council has also dramatically risen, quarter 3 requests are 69, up from 6 previously.

The Better in Kirklees Social Prescribing Service plays an increasingly important role in maximising interdependence; approx. 500 individuals will have been supported into community activity or provided with self-serve information. The following 3 months will see dramatic changes in the grants and support to the Third sector, with a change in emphasis from community grants to other support.

Integration of Special Educational Needs & Disability services (FSCP004)

We have established activities based on the core principles and this has been reported to (Health and Well Being Board) H&WBB, the Children's Trust and the Integrated Commissioning Group (ICG). The direction of travel has been set out clearly. Identified links to the Participation Strategy has been agreed by the Children's Trust. Further work is planned with school staff re their core offer. A Young person's guide is now complete.

Bringing Looked after Children closer to home (FSP005)

There are significant challenges in the recruitment of Foster Carers with 4 new carers approved to the end of September 2016. The profile of carers has been reviewed as planned. A revised strategy is under development with a target of significantly improving the success of the recruitment campaigns. An options paper for the model of placement commissioning in the future has been produced, this includes Residential provision.

Collaboration in Personal Adult Care Support (SCW004)

The Mobile Response Service is currently working with a range of Community Health Partners to promote changes in behaviours of those frequent Service users who have complex needs. The aim is to reduce the number of inappropriate requests for urgent assistance or support.

Access to Housing and Homelessness prevention (PL002)

The Service had 106 Acceptances in Q3, up by almost 5% on the same quarter last year. Nationally, the increase was just 2%. The main cause of homelessness is relationship breakdown, often due to a combination of stress factors on families, including financial pressures. A concern is that Kirklees is still seeing an increase in the numbers becoming homeless due to the loss of privately rented tenancies. As previously reported, additional pressures on family finances are expected as the lower benefit cap starts to take effect.

Outcome (5) Ensure collaboration and integration across services and partnership organisations

Progress against the outcome

Social Care Resource Efficiencies (CHP006)

A number of workstreams are established to better understand 'demand management' across the pathway. Pathway Flow Models have been created and are supporting further work. Actions introduced via the workstreams include: audit of individual cases; strategies to deal with variations in demand flow; use of the Care Trak system, bringing together NHS and Social Care Data for a complete view of the Care Pathway. Challenges remain in the flow of patients from hospital. The system redesign will impact positively.

Upskilling of staff (CHP007)

Rollout of the 'Maximising Strengths' Programme continues for teams in Adult Services. The company who provide the current programme will begin the rollout of the wider programme in Q4, which will include Early Intervention and Prevention (EIP) staff across All Age Disability and Children's Services. Planning is under way for joint training delivery across both Safeguarding Boards and Safer Stronger Board.

Strategic partnerships-Sports & Physical Activity Strategy

The Football Association (FA) has announced its intention to improve and promote grassroots football in England. As such, the FA is investing £200m in the 'Parklife' project, building new all-purpose facilities in 30 towns and cities by 2020. Preparatory work for an 'Expression of Interest' has been undertaken and approvals to proceed have been received. If the bid is successful, the new build projects will form part of the Capital Plan.

Strategic Use Data and Business Intelligence (LS013)

The introduction of NEXUS/Perspective Lite has had significant impact on the systems and processes employed in monitoring outcomes and the rigour with which challenge can be focused and support brokered. The successful roll out during Q3 has involved all schools using the system and a training programme for other areas of the Council. A Special Educational Needs and Disability (SEND) group has been established to look at how data systems can support early identification of high needs and more effective planning and tracking for youngsters with special educational needs.

Integrated approach to address Fuel Poverty (PH011)

A Tackling Poverty Cross Party Working Group has been established which is chaired by a senior Councillor comprising members of all main Kirklees political parties. White Rose Energy was successfully launched by Leeds City Council in October 2016. Colleagues are currently working through the legal process to enable Kirklees residents to participate in the scheme with a view to launching Kirklees Council participation in spring 2017.

Work is also on going with KNH around the management of void properties, for White Rose to become the default provider of the most economic tariff for people moving into such properties. This targets a group of people who are less likely to switch between energy providers to obtain the most economically beneficial deal.

Areas of risk or concern against the outcome

Integrated Commissioning (CHP005)

The Commissioning Integration Plan for 2017 has now been agreed with the Clinical Commissioning Groups (CCG's) and implementation will begin in Quarter 4.

The principles for Better Care Fund Plan 2017-8 and 2018-9 have been agreed and work has now commenced on the development of a detailed implementation plan.

The data management system, Care Trak, is now live and has been launched with the Integrated Commissioning Executive, with the Health and Wellbeing Board launch to follow. Care Trak is now generating valuable, integrated information tracking anonymised data of people's health and social care episodes.

Embedding the Single Assessment process (FSP007)

Liquid Logic Implementation continues, with engagement in the designing of the forms from Early Help to Looked after Children's Service. Training the tester for liquid Logic begins on 30.01.17 to test the system prior to final configuration. Work is ongoing with Kirklees Direct for all calls to be taken in one place and directed appropriately. Work is ongoing to launch the online version of the Multi Agency Referral Form (MARF) Permanent Multi Agency Safeguarding Hub (MASH) Managers are in place, Four Permanent Senior Social Workers have been recruited. Involuntary Drug and Alcohol Treatment (IDAT) and Early Intervention and Targeted Support (EITS) are located within the MASH Team, and a future team specification has been agreed in the remodel. Daily Online Strategy Meetings and Domestic Abuse Meetings are taking place with MASH with partners. Further accommodation identified for the MASH team has been identified to allow expansion of team. This will include the CSE team, Disabled Children's Duty Worker, Education Worker, Housing Social Workers and appropriate partners as identified.

Transformation to New Council (CTC016)

Update not provided by Service

Sufficiency of school places (LS014)

The Childcare Sufficiency Document is published (Early Years) (although without updated GP registration information).

Outcome (6) Involve people and communities to create and deliver solutions

Progress against the outcome

Social Care Vision (ADJ001)

Governance and assurance arrangements are aligned to the Vision for Social Care, encouraging the support of 'bottom up' execution of various strategies. The Service now has a clear set of outcomes supporting Social Care, to which all quality assurance and governance arrangements are aligned. A series of Quality, Performance and Use of Resource Clinics are taking place with Heads of Service accountable for the outcomes, with key messages cascaded to staff.

Support to Carers (ADJ002)

A range of activities has been introduced to provide Carer's with a range of support. Gateway to Care tries to engage Carer's at the first point of contact with the Authority. A Carer's Assessment is offered, the Carer is sent an information pack, 'Carer's Count' outlining carer's issues, legislation and local resources, etc.

Community engagement – self managed arts activities (CTC011)

Development and testing work is ongoing on the 'Creative Kirklees' website. The site is the guide to what's happening, where to go and who's working creatively in Kirklees. A marketing plan is also in development to promote the site and grow audiences. The Creative Kirklees Newsletter has a circulation of 792 people, an increase of 143 since the beginning of the year.

Strong Partnerships across the Education Sector (LS015)

Progression Board attendance in December had excellent representation from across pre-16, post 16, HE, specialist and support agency bodies and a key discussion was held on the data sets relating to outcomes and sufficiency for learners. The publication of the West Yorkshire Area Based review confirmed the strong post 16 provision in Kirklees. The Kirklees Collaborative Learning Trust has been established. CPD events for staff and governors and with the Council and University are planned, a strategic post 16 workshop for senior leaders in post 16 provision is planned in the 4th quarter 2016/17.

The Post 16 Strategic Needs Assessment (PH012)

Engagement sessions with front line workers have been undertaken in North and South Kirklees to support place-based 'asset mapping' (to understand local community strengths that are supporting specific population groups or around specific issues). The resulting information will be built into the Kirklees Joint Strategic Assessment (KJSA) District Committee summaries and other sections of the KJSA. This will help local commissioners and planners to understand local strengths and assets alongside local needs and inequalities to ensure we build on what is already working well in communities.

Areas of risk or concern against the outcome

Improving Outcomes for Social Care Clients (CHP008)

As part of the work with our Social Care providers to develop innovative ways to improve the outcomes for people, the Homecare Oversight Group are regularly using performance information and are reviewing the indicators relating to Domiciliary Care. Feedback from the Annual User and Carer Survey's also informs any changes.

The Sector is facing continued increasing pressures in the 'shortage of workforce'. This is creating significant capacity issues and has a knock on effect on the overall service quality and outcomes being achieved. Work is taking place with providers to find solutions, feedback from Quality visits is being analysed and the results will influence the drafting of the new Service Specification for the tendering of Domiciliary Care.

Early intervention Consultation (FSP008)

Milestone activities:

- Cabinet approved the proposals on early help on 17 January
- Trade Unions have been send Reporting structure, Job Profiles – Targeted & Communities Plus and Grading Rationales
- Work streams set up for assets, children centres, HR, targeted vulnerable groups
- All Children and Youth buildings are being taken to Area review on 10 Feb to identify if they are needed to meet any council strategic priorities (including school place planning)
- Priority is going to be given to buildings on school sites where an expression of interest has been received; this will be on a building by building basis

Interventions (not part of the Early Help Core Offer but to be provided by Children's Social Care) need working up and HR implications considering

- Family Group Conferencing
- Juvenile Referral Scheme • Independent Return Interviews
- Traded School/Pupil Referral Service Offer - capacity in Asset Management to deal with volume of buildings

Risks - volumes of staff to take through the HR process in the time available and the effect this will have on achieving savings.

Schools as Community Hubs Programme (LS016)

Stakeholder event in October identified key areas of focus (1) support for future workforce development; (2) peer challenge and support; (3) intelligence and information sharing across Kirklees about how the various Schools as Community Hubs are developing.



Outcome (1) Business... economic competitiveness and profitable business

Progress against the outcome

Manufacturing and engineering (PL003)

SME Growth Managers supported 38 businesses this quarter to access almost £365K of grant support which leveraged £3.2M of private sector investment into Kirklees. It is predicted that the year-end target of £10m will be exceeded by the end of this financial year.

Enterprising young people (LS017)

There has been continued support to develop opportunities for young people in entrepreneurial activities, Apprenticeships and further training for primary and secondary schools engaging in the Primary Engineering programme. The 'All Good in the Hudd' shop has opened, trading and operating successfully. Alternative markets were held together with a successful programme of enterprise events as part of the Kirklees Learning Week and Global Entrepreneurship Week, culminating in an award ceremony at Kirklees College.

Local sustainable food culture (PH013)

Our Food for Life approach continues in schools and evidence about impact is clear from both local and national studies. As a result, the programme delivered a pilot based on improving food in care and domiciliary settings; this has proven very successful with a number of care homes improving their food offer and an event held to celebrate this. The National Lottery, as a result of this, has recently awarded Kirklees funding to continue this and expand the scheme.

Areas of risk or concern against the outcome

Market Oversight & Development – Social Care (CHP009)

Pressures continue in the Social Care Market, with additional challenges relating to quality and capacity placing significant pressures on the Sector, specifically in relation to Domiciliary Care. Work is taking place with Providers to address some of the root causes, relating to lack of availability of workforce. Price reviews and additional payments have taken place to alleviate some of the problems. The Council is working with the CQC on a shared strategic approach to ensure a sustainable workforce for the future. There remains significant concern about capacity in Domiciliary Care, often resulting in people waiting for packages of care.

Resilient and competitive creative sector (CTC007)

The Creative Industries Report was completed in October 2016 - reviewing local and regional strategies, providing a foundation on which to build local intelligence, together with an audit of networks, groups and organisations which provide Digital, Design and Textile sectors. In December 2016, a workshop 'What does a Successful Creative Economy look like, and how are we going to measure it', was held with Council colleagues, University of Huddersfield, Textile Centre of Excellence and Tech North. Feedback will be used to engage with partners in building wider partnerships and stakeholders.

Local economic growth and social value through procurement (PL004)

Policy Committee have established a task and finish group to consider social value in Kirklees in terms of policy and practise. However, current activity in relation to social value is a little behind planned milestones, hence the Amber rating.

Outcome (2) People... skilled, able and healthy people/communities, supporting good employment rates and outcomes

Progress against the outcome

Stimulate business and jobs growth across the district (PL005)

The Business Team has supported a total of 115 businesses this quarter and created a total of 85 jobs, bringing the total to 281 year-to-date. The team has already exceeded the year-end target of 250 jobs, with an

anticipated figure of 300 jobs created by the end of Q4. The 3 EU business support projects – Adventure, Digital Business Support and Resource Efficiency - are reaching the final stages of preparation in advance of an official start next quarter. They will provide a welcome boost to the support offered to businesses.

Employability for Young People (PL005)

The original Apprenticeship Hub came to an end at the beginning of 16/17. An extension was funded to bridge the gap between the close of the original programme and the start of a further programme following a successful bid for ESIF funding. The target was to create 35 apprenticeship starts in that bridging period, which we have exceeded with a total of 45 starts reported. Interserve has been awarded the new contract for the LCR ESIF Apprenticeship activity, including activity carried out in Kirklees.

Strong relations between education and businesses (LS018)

Further training for Primary and Secondary Schools engaging in the Primary Engineering programme will take place in January and February 2017. The Apprenticeship research has been published and a dissemination workshop for training providers has been held. The Council has successfully bid to develop the Works Better programme across the district enabling people to find work and employers to recruit staff.

Corporate parent - Maximise EET outcomes for LAC (FSP009)

We are working closely with colleagues in the Virtual School, Kirklees College and the University of Huddersfield. The Virtual School has extended its remit to work with young people 16 and 17. Colleagues from (C&K Careers) and the ETE Personal Advisor have been tracking progress of all young people who are NEET involved with service, and working with these young people and PA's to offer appointments or identify opportunities. Our tracking tool is similar to that used by the Virtual School.

Areas of risk or concern against the outcome

Workforce Planning Strategies – Adult Social Care (CHP010)

The Service has undertaken a range of workforce planning and preparation activities for delivery during Q4.

- A Recruitment Event held in October 2016 had low public turnout so ongoing workforce planning emphasis is to work specifically with Domiciliary Care providers.
- The first phase of the Leadership and Management Programme is now complete, additional programme to run March/April 2017 targeted to Older People's Residential.
- 'Training Offer' review of future options has been commissioned. Recommendations to Senior Management Team in March 2017.
- Nursing Associate bid was successful as a second phase 'Fast Followers' Site, commencing March/April 2017.

Tackling Poverty Action Plan (PH014)

Work is ongoing to facilitate the establishment of South Yorkshire Credit Union in the District. Unfortunately since the last reporting period, SYCU has been affected by a legal challenge from Bright House which has delayed progress. SYCU have now had their financial licence reinstated so negotiations with them have resumed. Progress on the Community Shop has been slow due to an operational review by the Community Shop organisation. The Tackling Poverty Cross Party Working Group has resolved to ask the Leader and Chief Executive of the Council to write to the Community Shop Chief Executive to request details around their intentions and for a set timescale in which these actions are to be carried out. If a response is not forthcoming the Working Group agreed to look at alternative providers of similar services.

Support benefit claimants employability (RES003)

The business analysis on the single claim form and integration links to CFA and the care assessment (PLA) has been completed . • The removal of the existing BECS forms for CTR/HB/FSB on the councils website is underway and a new Council Tax Reduction and Housing Benefit /FSM form integrated into BetterOff Kirklees will remove duplication for customers; this new form will complement the existing BetterOff Kirklees means testing on (DWP) forms and is an integral part of the single claim form process Go live date for new CTR/HB/FSM form is 8th Feb 2017. • The partnership agreement between Looking Local and Govtech has been completed. Advice Kirklees Service(s) incl. BetterOff Kirklees are working really well, the new services have been live for just over a year and the results are better that we could have expected, o Overall customer satisfaction with the service is at 96%. o There are no waiting times for appointments within the Advice Kirklees, o We have seen double the number of customer in the last 12 months at just under 46,000 on all channels. o We have saved approx.. £500k by introducing the new service redesign BetterOff - Usage so far o Unique users over 9,000 on the "BetterOff" platform o New unique web page views 60,000 o Monetary gains are over £6 mil for customers. o Unique page views on job searches are over – 20,000 o Unique users on job

search journal are over 1,600 Most popular browsers are IE and Chrome with 84.76% of usage occurring on a desktop PC/laptop followed by 11.39% on mobile and 3.85% on tablet.

Outcome (3) Place... high quality places / environments and infrastructure that support business, health & life

Progress against the outcome

District heritage and culture (CTC008)

A range of activities, relating to access of collections, have taken place this quarter:

- Royal College of Music – documenting musical instrument collections. Uploading to a dedicated website and online database
- Social media volunteer- uploading of collections onto our accounts
- Creation of a 'Great Images' resource – Museum visitors are photographed with their favourite objects.
- Tolson Museum – Testing of a Pop-up Café ahead of the spring 2017 season.

Partnership working across galleries and museums (CTC009)

Quarter 3 saw the launch of a new newspaper, 'The City Talking – Huddersfield' with the first edition published in November 2016. It is an opportunity to create and share stories that reveal UK cities and brands to audiences around the world.

Affordable accommodation for Care Leavers (FSP010)

There is wider work being completed in regards to a sufficiency map that will incorporate the accommodation needs of young people aged 15+. Additionally, work is being completed with Personal Advisors in regards to housing and preparedness for independence also how this is recorded within pathway plans. Pathway plans are being closely monitored by team managers to ensure they include young people's housing needs. Pathway planning training has been delivered to the Leaving Care Team and training will be rolled out to LAC 15+ social workers from the January 2017. Additionally, the Local Authority has purchased a program from Asdan 'Living Independently' which is specifically aimed at looked after young people and those who have left care.

Sufficient quality learning places (LS019)

The School Capacity Collection return to DfE has now had final sign off from DCS following Quality Assurance checking by EFA. However, we are unable to obtain refreshed GP registration data means assumptions were required meaning projected numbers were less secure than last year. The Government announced modest financial allocation to enable LAs to plan effectively for sufficient specialist places. An internal Business Case to be developed to support this focussed piece of work. Need is already identified for SEMH and ASD places. Lack of GP registration data has led to a decision to delay publication of 'Securing Sufficient Places Document', with a new deadline of March agreed as this will allow information to reflect January 2017 school census. Targeted work continues to increase the take-up of free early education. A Capital bid to DfE was successful (informed late December 2016) and therefore planning will now begin to deliver the project.

Stimulate local economy growth 9PL006)

The Local Plan and the Community Investment Levy charging schedule have moved to the publication stage of consultation. We remain on track to submit for examination in the New Year. There were 18 major planning applications processed during the course of Q3 and 56 since the start of the year. The picture is positive. Completion within agreed timescales currently stands at 89% for this quarter, which is good performance in relation to both the target and the continuing trend of high performance in the processing of major planning applications.

Vibrant town centres through regeneration initiatives (PL009)

Kirklees College's application for the Dewsbury Learning Quarter (former Safeway site) has been approved. The College has commenced an enabling programme of activity. A College application for Pioneer House is now under consideration. Also, the NKGZ Next Steps Report was approved at Cabinet meet, setting out 18 month work-plan priorities - funding bids have been submitted to the HCA for garden villages and housing capacity funding. The HCAs ATLAS team are providing master-planning support. 2 outline planning submissions for Dewsbury Riverside have been made by our developer partner. The Council will also develop a business case to build on the first phase option appraisal for Ravensthorpe Railway Station. And Superfast Broadband is now available to 8,000 homes and businesses, with actual take-up recorded at 1,750 premises.

Areas of risk or concern against the outcome

Improve connectivity – jobs, housing, communities (PL007)

Highlights from the West Yorkshire Transport Fund (WYTS) programmes include the following:

- A consultant's brief for a WYTF Programme Manager for M2D2L has been prepared. The business case requests approval to progress the commission of external Technical Support from the WYCA for an initial period of 3 months.
- The Appraisal Specification and the Model Validation Report has been submitted to WYCA for Phase (5) of the A629 project. The outcome is awaited.
- A Transport Strategy report indicates that the Bradley Link Road can be built based on the land/site information currently available. A geotechnical survey is now required to confirm the site specific connotations for each of the proposed options.

A revised Capital Plan of £16.721m was approved by Cabinet. Good progress has been made in delivering the 16/17 plan. Spend to the end of November is 67%. The projection to the end of 16/17 is 90%. Additional Highway Maintenance pothole funding of £452,000 has been secured via the Autumn Statement.

Housing Strategy – increase/improve quality of homes (PL008)

Net completions for the financial year 2015/16 are 1,134 dwellings, set against a target of 1,730. Though the reported figure falls short of the target, it does represent the highest net completions in over 7 years. Delivery of affordable homes in Q3 is 29, just under half the 59 per Quarter required to deliver against the annual target. Delivery for the year so far is 94 units. The housing minister has indicated that supply may cover a range of tenures, signalling a relaxation of the earlier policy approach, potentially allowing more affordable delivery. The Housing White paper is due in early 2017, although new initiatives will take time to be delivered. In relation to the Ashbrow housing development, though evaluation of tenders is continuing, a number of technical clarifications have arisen which have had an impact on the intended timescales. Evaluation of tenders is to conclude during January, with recommendations being taken to Cabinet in February.

Supply of good quality Social Housing (PL010)

The draft housing strategy is being finalised. Work has now started on developing the commissioning plans which will set out how the strategic intentions are to be achieved. Arrangements for consultation on both the strategy and commissioning plans will be prepared over the next Quarter. Successful procurement of a housing asset assessment tool has provided the council and KNH with valuable financial and non - financial data about the housing stock which will be used to inform future investment decisions. The procurement exercise is completed and responsibility for the ongoing maintenance of the tool is with KNH. The 30 year HRA business plan has been reviewed in conjunction with KNH leading to the identification of both capital and revenue savings starting from 2017/18. A draft updated housing asset management strategy has been prepared taking into account the reduced capital and revenue funding available.

Name of meeting: Cabinet
Date: 7th March 2017
Title of report: Community Asset Transfer Policy

Purpose of report: The Asset Advancement Policy was approved at Cabinet in October 2013. The policy catered for a review of the Asset Advancement Policy at a later date. A revised Policy is attached to this report (Appendix A). This revised policy builds on the 2013 policy through experience and lessons learnt from Asset Transfers completed to date and rebrands the policy to the Asset Transfer Policy, a name more commonly used with regards to the process.

This report requests Cabinet:

- consider the draft revised Asset Transfer Policy and approve it.
- consider the implementation of the incentivisation as discussed in the report and whether to apply retrospectively or not.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes This Policy will affect all Wards in Kirklees Council
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Key Decision – Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance? Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?	Jacqui Gedman, Director of Economy, Skills and the Environment, 24 February 2017 Debbie Hogg, 24 February 2017 Julie Muscroft ,
Cabinet member portfolio	Asset Strategy, Resources and Creative Kirklees (Arts) - Cllr Graham Turner

Electoral wards affected: All
Ward councillors consulted: All Ward Councillors
Public or private: Public

1. Summary

- 1.1. Kirklees Council has a long history of empowering communities by giving communities the opportunity to own and/or manage community assets. At the time of writing this report 10 asset transfers have legally completed, 6 transfers have been approved by Cabinet and are being progressed to legal completion and 9 are in the process of being brought forward to be considered by Cabinet.
- 1.2. The new Asset Transfer Policy builds on the 2013 Policy. This revised policy builds on the 2013 policy through experience and lessons learnt from Asset Transfers completed to date and rebrands the policy to the Asset Transfer Policy, a name more commonly used with regards to the process. The main differences between the two being:
 - The definition of “Asset Transfer”/“Asset Advancement” is being refined from being *“the transference of responsibility for a council owned building or area of land to community management by means of an agreed long term arrangement that suits the needs of the community the managing association and the council”* [as per 2013 policy] to refining the definition to a freehold transfer or the grant of a lease [but no other long term arrangement] to a Community Organisation [as defined] at less than best consideration.
 - The pool of potential applicants has been changed. In the 2013 policy it was defined as being “Third Sector” organisations comprising of Voluntary and Community Organisations who are representative of the community etc. and social enterprises. In the 2017 policy the pool of applicants remains Voluntary and Community Organisations but is extended to include Town and Parish Councils and Schools. In addition Social Enterprises are restricted to cases where they are in essence Voluntary and Community Organisations.
 - It is no longer current practice for a successful applicant to enter into a statement of understanding with the Council.

The 2017 Policy introduces a grant application process for financial support for those groups that require it. The 2013 Policy had no mechanism for financial support.

2. Information required to take a decision

Background

- 2.1. The Asset Advancement Policy was approved at Cabinet in October 2013. The policy catered for a review of the Asset Advancement Policy at a later date. This report builds on the 2013 policy through experience and lessons learnt from asset transfers to date.
- 2.2. Kirklees Council has a long history of empowering communities by giving communities the opportunity to own and/or manage community assets. Community Asset Transfer involves transferring the ownership, either freehold or long leasehold, of land or buildings from a statutory body to a community organisation at ‘less than best consideration’ – that is at less than its full market value – in order to further local social, economic and/or environmental objectives.
- 2.3. Transferring an asset to a local community organisation on long leasehold or a freehold transfer can unlock community enterprise, encourage volunteer commitment, help utilise local intelligence, and allow these organisations to attract the necessary capital investment to create a thriving community hub. Asset Transfer is an important policy in allowing the Council to empower communities whilst reducing the number of buildings the Council is

directly responsible for as part of the overall budget strategy. Individual Community Asset Transfers on this basis are subject to a Cabinet approval.

- 2.4. For the purpose of this policy, an asset is defined as either buildings or land owned by Kirklees Council.
- 2.5. The Policy will not explicitly exclude any asset from potential advancement to a community organisation and leaves this open for negotiation and discussion on a case by case basis.

The assets made available for Community Asset Transfer will be at the discretion of the Council but may include the following:

- Community Buildings
- Public Halls
- Park Land
- Woodland
- Public Service Buildings – e.g. Libraries, Children's Centres, Museums

The types of assets the Council may not consider for Community Asset Transfer include, but are not limited to:

- Sites identified in the Local Plan for uses such as Employment and Housing
- Strategic Assets such as Office Accommodation Hubs and Town Halls

- 2.6. A high level of co-ordination and internal consultation is required and a large amount of officer time is required on each Asset Transfer. If a group is ready for a transfer, i.e. robust and constituted and an asset is uncomplicated i.e. stand alone, no shared services, no boundary issues etc. a Community Asset Transfer can take anything from 6 months upwards to reach a Cabinet Decision, however, if one or more of these factors requires development, e.g. robust body to transfer to, assets with complexities e.g. funding conditions etc. then it can be upwards of 12 months before the Asset Transfer can be brought to Cabinet for decision.
- 2.7. As part of the assessment process for all potential transfers one of the main areas to be assessed is the constitution and governance arrangements and whether the group is representative of the wider community. Clearly bids from Parish and Town Councils would automatically pass the assessment as they are democratically elected by their local community, furthermore they have the capacity to raise additional funding through the precept and therefore Town and Parish Councils will be treated as preferred partners in the Asset Transfer process.
- 2.8. Whilst the Council will normally prioritise expressions of interest from organisations such as Town and Parish Councils because of the advantages of their governance arrangements and community representation i.e. democratically elected; support from the Council e.g. loan facility and grants will not normally be offered because of the alternative options open to Town and Parish Councils e.g. ability to raise precept and levels of school funding which aren't available to other Community Organisations. Similarly, expressions of interest from schools may also be prioritised, but, support from the Council e.g. loan facility and grants will not normally be offered because of existing levels of school budgets.
- 2.9. It is recognised that building and other related information provided by the Council to Applicants is often incomplete and inconsistent both in terms of age of information and detail and groups are encouraged to undertake their own building surveys etc.

2.10. Currently Communities and Engagement offer a Development Grant as a one off Grant up to a maximum of £4000. Funding is not guaranteed year on year. A decision was made by the Service to not support Parish Councils.

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

There can be many benefits derived through community ownership of a public asset transferred to them, an increase in opportunities for the community and better, more responsive services that engage with and empower local people.

In line with the ambitions of the Council to focus direct delivery on those activities for which they have statutory duties, whilst supporting and enabling individuals and communities to more for themselves, the new proposed EIP delivery model following consultation emphasises the Councils role in building capacity in communities and working with partners. Early help will be delivered through area based working and the Councils efforts focussed on a targeted offer whilst the wider community will deliver the Community Plus Offer for example D of E, Adventurous Activity, Engagement in Sporting Activities, U3A, Luncheon Clubs and other universal activities that will fulfil the Early Intervention Agenda. Community Asset Transfer can support the delivery of Universal Services.

3.2 Economic Resilience (ER)

Community Asset transfer links to the Councils journey towards New Council and supports the Councils vision of supporting communities to do more for themselves and each other. It promotes economic resilience on a localised basis and aligns to the Councils objective of focusing only on things that the Council can do and enables the Council to achieve its Asset Reduction Ambitions.

Groups applying for asset transfer may have access to external grants (for building refurbishment or to support staff training and development) that are not available to the Council. Ownership of a physical asset can also provide sustainable income generation opportunities and help organisations achieve greater financial stability and escape short term grant dependency.

3.3 Improving Outcomes for Children

The activities delivered from Community Asset Transferred assets vary according to the needs of the local community but typically the community facilities are involved in delivering activities which directly involve children and young people, e.g. playgroups, nurseries, stay and play, youth provision and other related activities.

3.4 Reducing Demand of Services

Asset Transfer can release benefits regarding reduced service demand and the wider community can deliver the Community Plus Offer for example D of E, Adventurous Activity, Engagement in Sporting Activities, U3A, Luncheon Clubs and other universal activities that will fulfil the Early Intervention Agenda and prevent demand for council services such as the targeted offer.

The benefit of transferring a community asset to the local community engages local activity in the creation of Friends of Groups, e.g. Libraries and Parks which allows the Council to focus on the delivery of core services and local groups supporting in the provision of ancillary or associated activities.

3.5 Legal Implications and other practical proposals/implications

It is recommended that for the purposes of this amended Policy; typically an asset transfer has two forms:

1. Freehold Transfer – a freehold transfer of an asset would mean the entire ownership of an asset would transfer from the Council to the Community Organisation. Covenants (restrictions) will prevent the public asset from being used for any other purpose other than community use and any ancillary business use.
2. Long Term Lease - a leasehold transfer will give the Community Organisation the right to use the property for the duration of the lease, typically, a 99/125 year lease will be issued.

3.6 The terms for each transfer will be negotiated on its own merits. The Council would normally transfer the asset for nil consideration and thereby forgo any Capital receipt, or rental income however, the Community Organisation will be wholly responsible for the asset.

3.7 Under the 2013 policy we have successfully completed 10 Asset transfers through to legal completion. There are also 6 which have been approved at Cabinet for an Asset Transfer but have not yet legally completed, these include:

- Kirkburton Library – Decision Made October 2015
- Mirfield Community Centre – Decision Made December 2015
- Wooldale Community Centre – Decision Made December 2015
- Chickenley Community Centre – Decision Made February 2016
- Marsden Mechanics – Decision Made July 2016
- Holmfirth Civic Hall – Decision Made September 2016

3.8 Besides the above transfers approved at Cabinet but not yet legally completed, there are also 3 asset transfers progressing to Cabinet Committee Assets on 28 March 2017. Whilst this new Policy, if approved, will take effect from 1 April 2017, Cabinet Committee Assets will be asked on a case by case basis to consider whether to apply this Policy in these cases.

3.9 Feedback from groups locally that have completed an Asset Transfer and from Locality nationally, is that additional support around legal costs, surveyors costs, feasibilities etc. would have both supported the group financially and assisted in moving the process forward in a more timely manner. Though not part of the 2013 Policy, grants of up to £4,000 have been available from Communities Transformation and Change to support Groups considering Asset Transfer, however it is expected that these will cease in 2017-18.

Within the revised Policy it is proposed that the Council offer groups revenue support, through the Corporate Landlord budget, towards the cost of asset transfer and to facilitate the process.

- Upon an Expression of Interest being successfully assessed and the Group being invited to submit a full asset transfer application a grant of up to £5,000 be made to assist with feasibility, legal, surveyor costs etc.
- In addition to the grant referred to above, at application and final business case stage a grant of up to 15% of the average of the previous two years Council revenue

premises running costs (typically building costs, but not staffing, service delivery or capital investment costs) can be applied for via the Final Business Case and if approved will be processed upon completion of legal transfer.

- At the same stage if the Community Organisation expect to apply for capital grant funding from an external organisation which requires matched funding e.g. lottery funding, the Community Organisation can apply to the Council for a loan facility to cover part or all of the match funding up to a maximum of £100,000. It would be an expectation that the grant or loan would be built into the Final Business Case and therefore will be assessed in preparation for a report being taken to Cabinet and if approved will be processed upon completion of legal transfer.

Grants will be subject to budget availability and it will be for officers to manage the allocation and number of grants awarded within the overall budget envelope.

3.10 Options for Cabinet to consider:

3.10.1 Apply the financial support retrospectively to those asset transfers already approved by Cabinet but not yet legally completed.

Officers are of the opinion that this is not the preferred option as negotiations and approvals were undertaken under the 2013 policy.

3.10.2 Do not apply the financial support retrospectively to those asset transfers already approved by Cabinet but not yet legally completed.

Officers are of the opinion that this is the preferred option as negotiations and approvals were undertaken under the 2013 policy.

NB The estimated revenue cost of applying 3.10.2 would be approximately £40,000.

4. Consultees and their opinions

All Ward Councillors were consulted and the following comments were received:

Cllr Eric Firth

How does KCA fit in with this? as you know we work in partnership with the council, reading through the policy, we don't fit, unless I have read this wrongly.

Say there was a semi derelict property that would cost many thousands to bring back to habitable use and the council couldn't do it, could this asset be transferred to us so we could bring it back into use and get a family of the housing list?

Cllr Charles Greaves

I can't find any reference to involving ward councillors in the process, though I may have missed it.

As a minimum, I would expect that the process includes informing affected ward councillors of the detail of the bid, seeks their approval to proceed along with any specific comments, and that where approval is not given that a meeting or mediation of some form occurs.

Cllr James Homewood

The "Basis of transfer section" states ".....the council will not pay a hosting fee i.e. Rent or service charge for the continued use of the asset". I can understand not expecting to pay a rent when they have transferred the building for free, but expecting completely free

continued use I believe is unrealistic. A contribution through a service charge towards utilities etc. would seem fair otherwise community groups will end up subsidising council services. If the policy goes ahead with this included the asset transfer of many buildings would be unsustainable (e.g. buildings which host children's centres).

I think there could be greater clarity regarding what constitutes commercial use (e.g. would a nursery be deemed commercial) and what the reasonable balance between the commercial and community use is. Often commercial use will cross subsidise community services and we don't want this to be lost.

There is no mention of multiple transfers – does this mean there would be no limit?

The policy says Town and Parish councils will be considered as "preferred partners". Is there potential to extend this so other key organisations could also become preferred partners?

Agree that funding for feasibility/legal costs is important, but is the funding for this guaranteed especially as we can't quantify the use of it?

Match funding loan facility – there is no detail of what the terms of this facility would be.

Cllr Robert Light

As ward members we have worked with the policy as it is – it's not the same policy at a detail level that we would be working with if the Conservative Group were running the Council but as ward members we have and will continue to work with this policy to get the best solutions for the communities we represent.

Cllr Darren O'Donovan

Happy with what is in the attachment (Policy).

Although I think it useful to notify ward members of asset transfer requests too.

Cllr Nigel Patrick

The process is still convoluted and will take too long. Ten to 12 months to completion (without legal complications) is too long.

Two or more organisations interested in an asset with opposing visions for the future use of an asset cannot work together and should not be expected so to do.

Where restrictions apply to the contract between the Council and the transferee and where those restrictions are breached by the transferee there needs to be some form of action in place – that is effective to deter any breach, for example the asset is returned to Kirklees Council.

It says European State Aid Rules apply. I don't know what these do, but can we check if they will apply in two years hence?

There is no such thing as 'New Council' – it is not a legal entity in the Councils Constitution and as such it should not be recorded as such in any policy.

Cllr John Taylor

I am fine with this but do have one comment/question. This relates to the types of assets suitable for transfer & you include Public Halls as an example but exclude Town Halls & I do not understand why Town Halls would always be excluded. Our Town Halls are expensive to maintain and if there were a group which took them over I am sure they could access grants which are not available to the Council. This is a bit of a sore point with me as our local Town Hall is now a very nice expensive house in its own gardens on

Penistone Rd, Kirkburton. It was sold off by Kirklees back in the '70s after the creation of Kirklees.

I also note that Holmfirth Civic Hall is being transferred, so I do not understand why you could not consider transferring the other Town Halls as well. I am not saying that this is ever likely to happen but do question the rationale for specifically excluding them when all other Council heritage buildings including Museums, Libraries and Public Halls are considered suitable. Maybe one to consult other Officers on but I would like to understand the logic & rationale why for example Cleckheaton Town Hall could not be offered to the community but Holmfirth Civic Hall could be.

Cllr Nigel Patrick also sent an additional comment :

Cllr Taylor makes a fair point. All assets should be included in the policy otherwise the Council will have to revisit the policy to include them at a later date. The asset transfer process has been slow and the point of improving the policy is to make the process more efficient. It makes sense to get the policy right now and not have to revisit it.

Locality were consulted and the following comments were received:

We think this is one of the most forward looking policies in the UK.

The definition of community organisation is definitely a tricky one for us. Parish and Town councils are statutory bodies, and some schools/academies could be private.

Another question regarding prioritising some types of organisations: is this in contradiction with your paragraph on "multiple organisations applying"?

In the benefits to organisations, perhaps you can add that having an asset on an organisation's balance sheet helps attract finance and give the organisation a strong base for sustainability.

In our experience, restricting an organisation's commercial use is likely to cause issues, but as you explained, a case by case analysis should help with that.

Organisations with share capital are being refused access but have you considered "community share capital" such as HEART In Headingley where the community raised £100,000 of investment. This would have to be done through a Community Benefit Society, with charitable status. Would that be a possibility you would consider?

It is understandable that the Council may not be able to pay for space within buildings, but presumably applicants will have discretion as to whether a council service can feasibly seek to be a tenant under these circumstances, given potential requirements from the business plan?

Kirklees Council Voluntary Community Sector (VCS) team were consulted and the following comments were received:

We welcome the commitment to work with and strengthen the third sector in Kirklees through the Community asset transfer process. The commitment to freehold transfers where appropriate, and support to organisations to assist them with the process will contribute to sustainability. This will support community organisations role in early help by providing a local base for community activities. The policy is based on lessons from current transfers which have been predominantly to groups already occupying a building. More proactive and collaborative approaches may be needed for larger scale transfers if a number of council buildings become available for asset transfer e.g. due to service changes.

Kirklees Council Engagement and Cohesion Team were consulted and the following comments were received:

I think it's a really positive document, and is easy to understand and has the intention of the council clear for people to see, and sets out processes and expectations on both sides.

5. Next steps

If the updated policy is approved at Cabinet, it is proposed that the Policy will become effective from 1 April 2017 and will supersede the 2013 Asset Advancement Policy. Officers will publish the Policy and relevant documentation on the Councils Website and all future requests for Community Asset Transfer will follow the approved policy.

6. Officer recommendations and reasons

- 6.1 Members are requested to consider the updated Asset Transfer Policy, including comments received in Section 4 and approve it.
- 6.2 Members are asked to agree that this Policy will replace the 2013 Asset Advancement Policy and that it will become effective from 1 April 2017.
- 6.3 Members are asked to note that the new Policy will be applied to the 3 Asset Transfers as outlined in Section 3.8 when they are presented at Cabinet Committee Assets on 28 March 2017.
- 6.4 Members are requested to consider and approve 3.10.2:
Do not apply the financial support retrospectively to those asset transfers already approved by Cabinet but not yet legally completed as the negotiations and approvals were undertaken under the 2013 policy for the reasons stated in Section 3.10.2.

7. Cabinet portfolio holder's recommendations

The Portfolio Holder, Cllr Graham Turner recommends the approval of the 2017 Asset Transfer Policy and that Cabinet agree not to apply the financial support retrospectively to asset transfers approved by Cabinet but not yet legally completed as they were negotiated under the 2013 Asset Advancement Policy.

The Portfolio Holder notes that the new Policy will be applied to the 3 Asset Transfers referred to in Section 3.8.

8. Contact officer

Joe Tingle
joe.tingle@kirklees.gov.uk
01484 221000

Jonathan Quarmby
Jonathan.quarmby@kirklees.gov.uk
01484 221000

9. Background Papers and History of Decisions

Appendix A - Community Asset Transfer Policy 2017

Appendix B - Asset Advancement Policy 2013

10. Assistant Director responsible

Paul Kemp, Assistant Director – Place



Community Asset Transfer Policy

March 2017

Contents

	Page
Introduction	2
Background	2
Benefits	2
Definitions	3
Who Can Apply	3
What Assets will the Council Consider for a Community Asset Transfer	4
The Basis of Transfer	4
Application Process and Support	5
Assessment of Application Form and Final Business Case	5
Decision Making Process	6
Additional Support and Information	6

Contact Details

Corporate Landlord
01484 226024
corporate.landlord@kirklees.gov.uk

Introduction

Kirklees Council adopted an Asset Advancement Policy in 2013, the policy enabled Community Organisations to Asset Transfer Council Assets to allow for the continuity of the asset and have a positive impact on the local and wider community.

This 2017 policy builds upon and supersedes the original policy and is now named Community Asset Transfer Policy.

The policy supports Kirklees Council's vision for New Council by:

- Connecting ideas, people and resources across boundaries of all kinds, supporting communities to harness and build their strengths
- Creating trust and synergy between institutions, businesses and citizens in Kirklees

The policy sets out how Community Asset Transfers will work within Kirklees Council, it outlines which assets the Council would consider for transfer and the type of transfer that will be offered. Community Asset Transfer is not an automatic right like some of the recent legislation i.e. Community Right to Bid (Assets of Community Value) but is a policy outlined by Central Government to guide Local Authorities on the use of their assets.

Whilst the Council is committed to the principle of releasing public assets to Community Organisations, the assets made available for Community Asset Transfer will be at the discretion of the Council and not all Council assets will be available. Moreover, the Council reserves the right to withdraw from the Community Asset Transfer process at any stage should suitable progress not be maintained.

Background

Kirklees Council has a long history of empowering communities in managing community assets. The Quirk Review (Community Management and Ownership of Public Assets) of 2007 brought about a fundamental change in the way that Local Authorities viewed ownership of Assets within their areas.

Community Asset Transfer involves transferring the ownership and/or management of land or buildings from a statutory body to a Community Organisation at less than best/nil consideration – that is, at less than its full market value – in order to further local social, economic and/or environmental objectives. The transfer can be either leasehold or freehold.

Transferring an asset to a Community Organisation on long leasehold or freehold transfer can unlock community enterprise, encourage volunteer commitment, help utilise local intelligence, and allow these organisations to attract the necessary capital investment to create a thriving community.

Benefits to the People of Kirklees

There can be many benefits derived through community ownership of a public asset transferred to them, usually an increase in opportunities for the community and better, more responsive services that engage with and empower local people. Additional benefits include increased local pride and ownership. This can attract new investment, reinvigorate the local economy, deliver significant positive outcomes for communities empowering them to become more self-sufficient, promote independence and help to create and maintain sustainable thriving centres. Social Value is about using the resources e.g. assets we have more strategically, to produce a wider benefit than would otherwise have been achieved from a typical disposal.

Benefits to the Community Organisation

Transferring the ownership of a public asset to a Community Organisation can strengthen the organisations' confidence and community ties. Having an asset on an organisation's balance sheet helps attract finance and

gives the organisation a strong base for sustainability. It can also raise the profile of the organisation and improve credibility with local people and stakeholders. The organisation may have access to external grants (for building refurbishment or to support staff training and development) that are not available to the Council. Ownership of a physical asset can also provide sustainable income generation opportunities and help organisations achieve greater financial stability and escape short term grant dependency.

Benefits to the Council

Community Asset transfer links to the Councils journey towards New Council and supports the Councils vision of supporting communities to do more for themselves and each other. It promotes economic resilience on a localised basis and aligns to the Councils objective of focusing only on things that the Council can do and enables the Council to achieve its Asset Reduction Ambitions.

Definitions

A Community Asset Transfer for the purpose of this policy is defined as:

- The transference of ownership or management of a council owned building or area of land to a Community Organisation by means of either a long term lease or freehold transfer to the interested Community Organisation at less than best consideration, to further local social, economic and/or environmental objectives.
- Short term leases (25 years or below), at less than best consideration, to further local social, economic and/or environmental objectives are not considered within this policy.

A Community Organisation for the purpose of this report can be one of the following:

- Voluntary and Community Organisations who are representative of the community, are asset locked (so the asset cannot be disposed of except to another community/charity organisation), have aims and objectives of the voluntary and community sector, have the capacity to manage a community space and provide social value and contribute to Council priorities.
- Town and Parish Councils
- Schools

The suitability of a Community Organisation and its governance arrangements will be assessed as part of the Assessment of Application Form and Business Case stage.

Who Can Apply

Community Organisation as outlined above can apply for a Community Asset Transfer.

The Council may prioritise expressions of interest from organisations such as Town and Parish Councils because of the advantages of their current governance arrangements and community representation i.e. democratically elected.

Expressions of interest from single interest groups e.g. where a groups membership is not open to all in the community to join and/or all members of the community are not able to access the community asset, will not be accepted but the Council will work with the group to develop a more inclusive organisation.

Please Note: Expressions of interest from Social Enterprises with share capital, commercial or privately owned organisations will not be accepted.

What Assets will the Council Consider for Community Asset Transfer?

The assets made available for Community Asset Transfer will be at the discretion of the Council but may include the following:

- Community Buildings
- Public Halls
- Park Land
- Woodland
- Public Service Buildings – e.g. Libraries, Children's Centres, Museums

The types of assets the Council may not consider for Community Asset Transfer include, but are not limited to:

- Sites identified in the Local Plan for uses such as Employment and Housing
- Strategic Assets such as Office Accommodation Hubs and Town Halls

The Basis of Transfer

For the purpose of this policy, a Community Asset Transfer has two forms:

- Freehold Transfer – a freehold transfer of an asset would mean the entire ownership of an asset would transfer from the Council to the Community Organisation. Normally, covenants (restrictions) will ensure that it cannot be used for any other purpose than community use (and the ancillary business use that is permitted as described below)
- Long Term Lease - a leasehold transfer will give the Community Organisation the right to use the asset property for the duration of the lease. A lease can run for any period, but for the purposes of this policy typically, a 99 or 125 year lease will be issued. This option may be considered if, for example, the asset and/or site is shared, Council or otherwise, and if the Council feels that restrictive covenants may not provide sufficient protection for the future use of an Asset.

The terms for each transfer will be negotiated on its own merits. The Council would normally transfer the asset for nil consideration; however, the Community Organisation will be wholly responsible for the asset unless it's situated on a shared site, in which case a lease with a service charge arrangement may be more appropriate.

When an asset is transferred with a Council Service operating from it e.g. library or children's centre service, the Council will not pay a hosting fee i.e. rent or service charge for the continued use of the asset. The allocation of space for such services within an asset can be negotiated to ensure the viability of the organisations future plans and to align with the Councils objectives.

The Council recognises that in some cases there is a potential need for an element of commercial use within a community asset in order for a successful business model. Each business case will be assessed individually and a report brought forward to Cabinet for consideration.

All disposals of land and buildings need to comply with European Commission's State Aid Rules whilst applicable, however, in most cases the State Aid Rules will not be applicable.

Application Process and Support

There are 2 possible triggers that can start the Community Asset Transfer process:

1. Community Initiated Transfer – where the Council receives a direct approach for an asset from a Community Organisation.
2. Council Initiated Transfer – where through a review of a service or identification of surplus assets, the Council decides that its preferred delivery model includes the transfer of assets to a Community Organisation and will therefore invite expressions of interest from third parties.

Both triggers will require an initial expression of interest and an outline business case to be completed.

Following a successful assessment of the expression of interest and if the asset is available for transfer the organisation will be notified and asked to bring forward an application and final business case. Support will be offered and tailored to suit the Community Organisations needs where development of the organisation and/or final business case is required e.g. Officer support to develop the business case and governance as required, and a grant of up to £5,000 to assist groups with pre-feasibility and/or legal costs.

At application and final business case stage a grant of up to 15% of the average of the previous two years Council revenue running costs (typically building costs, but not staffing, service delivery or capital investment costs) can be applied for via the Final Business Case.

At the same stage if the Community Organisation expect to apply for capital grant funding from an external organisation which requires matched funding e.g. lottery funding, the Community Organisation can apply to the Council for a loan facility to cover part or all of the match funding up to a maximum of £100,000

It would be an expectation that the grant or loan would be built into the Final Business Case and therefore will be assessed in preparation for a report being taken to Cabinet and if approved will be processed following the Cabinet decision and upon legal completion of the Asset Transfer.

Expression of Interest and Outline Business Case, Application Form and Process Flow Chart are available on the Council Website.

Whilst the Council will normally prioritise expressions of interest from organisations such as Town and Parish Councils because of the advantages of their governance arrangements and community representation i.e. democratically elected, support from the Council e.g. loan facility and grants will not normally be offered because of the alternative options open to Town and Parish Councils e.g. ability to raise precept, which aren't available to other Community Organisations.

Similarly, applications from schools may be prioritised, however due to school funding arrangements financial support from the Council e.g. loan facility and grants will not normally be offered.

Assessment of Application Form and Final Business Case

An assessment of the application form and final business case will be undertaken by the Council and Partner/s. The assessment looks at 3 main areas:

- The Organisation and Impact on the Community
- The Asset
- Business Planning, Risk and Financial Assessment

The Asset Transfer Self-Assessment tool will be published on the Council website.

Decision Making Process

Following a successful assessment of the organisations application form and final business case, the request for Community Asset Transfer under the criteria within **The Basis of the Transfer** will be taken to Cabinet for consideration.

Kirklees have developed a Community Asset Transfer Process Flow Chart, (Appendix A) to enable Community Organisations to understand the overall process as well as the Decision Making Process.

Please Note: The Council is committed to the successful transfer of assets to a Community Organisation. In the event of two or more organisations expressing an interest in the same asset, the organisations will be encouraged to work together and submit a joint application, however, if one or more organisation will not agree to a joint application and none of the applicants are preferred partners, a report will be presented at Cabinet where a decision will be made.

Additional Support and Information

Additional information relating to Community Asset Transfer is available from the following sites:

Locality

<http://locality.org.uk/our-work/assets/>

Locality enables members to use assets to bring long term social, economic and environmental improvement to their local neighbourhoods.

They have the ability to offer assistance and guidance in Community Asset Transfer and have experience across the UK. The web information includes case studies, 2 of which are Kirklees Assets.

Funding

One benefit of Community Asset Transfer for a Community Organisation is the ability to draw down funding that is not available to the Council. The Open 4 Funding Kirklees webpage <http://www.open4funding.info/kirklees/> provides access to a comprehensive database of funding opportunities including government, lottery and other funding streams within Kirklees.

Community Asset Transfer Process Flow Chart



The above flow chart shows a basic process for an asset transfer.

Support is offered by the Council at all stages of the process to enable to work through each stage in more depth.

The process is complex and timescales are difficult to estimate as each transfer has its own issues to overcome and terms to agree. Realistic timescales for a transfer from start to completion could be 10-12 months, though, if there are complex legal issues it can take longer.

Corporate Landlord

Asset Advancement Policy

Asset Advancement Policy

What is Asset Advancement?

Benefits of a robust Community Asset Advancement Policy

Assets Covered by the Policy

How Buildings are Advertised

Basis of the Transfer

Rent / Market Value

Existing Process for the Transfer of Assets

Community Asset Transfer Process

Consultation regarding the application

Timescales

Where More Than One Application is Received

Decision Making Process

Identifying and Assessing Potential Risks

Monitoring and Reviewing the Transfer

Monitoring and Reviewing the Policy

Appendix 1 – Application for Asset Transfer of Council Owned Building or Land.

Appendix 2 – Statement of Understanding

What is Asset Advancement?

Kirklees Council has a long history of empowering communities in managing community assets. The Quirk Review (Community Management and Ownership of Public Assets) of 2007 brought about a fundamental change in the way that Local Authorities viewed ownership of property within their areas.

Community Asset Advancement involves transferring the ownership of land or buildings from a statutory body to a community organisation at 'less than best consideration' – that is at less than its full market value – in order to further local social, economic and/or environmental objectives. Transferring an asset to a local community organisation on long leasehold through to a freehold transfer can unlock community enterprise, encourage volunteer commitment, help utilise local intelligence, and allow these organisations to attract the necessary capital investment to create a thriving community.

This policy aims to provide community groups with the information they need to take them through the procedure of asset transfer.

Definitions

An 'Asset Advancement' for the purpose of this report is defined as;

The transference of responsibility for a council owned building or area of land to community management by means of an agreed long term arrangement that suits the needs of the community, the managing association and the council.

For the purpose of this policy 'Community' Management is defined as 'Third Sector' Management and will encompass:

- Voluntary and Community organisations who are representative of the community and have aims and objectives of the voluntary and community sector and have the capacity to manage a community space.
- Social Enterprises.

Benefits of a robust Community Asset Advancement Policy

The benefits associated with any application for asset transfer will be assessed in terms of the economic, social or environmental wellbeing of the community.

Benefits to the people of Kirklees:-

There can be many benefits derived by the community when a community group or voluntary sector organisation has an asset transferred to them; usually an increase in opportunities for the community and better, more responsive services that engage with and empower local people. Additional benefits include increased local pride and ownership. This can attract new investment, reinvigorate the local economy, deliver significant positive outcomes for communities empowering them to become more self-sufficient, promote independence and help to create and maintain

sustainable thriving centres. Many of the assets that are transferred may have the opportunity to reinvest surplus income within the towns.

Benefits to the Third Sector:-

Transferring the ownership (via a range of transfer arrangements) can strengthen the organisations' confidence and community ties. It can also raise the profile of the organisation and improve credibility with local people and stakeholders. The organisation may have access to external grants (for building refurbishment or to support staff training and development) that are not available to the Council. Ownership of a physical asset can also provide sustainable income generation opportunities and help organisations achieve greater financial stability and escape short term grant dependency

Benefits to the Council and other strategic agencies:-

The benefits of asset transfer are both property and service focused. With regard to the provision of services asset transfer will provide opportunities for long term working between sectors (statutory and voluntary). Independence would enable organisations to identify and respond to ever-changing local need and help to strengthen community anchors. Transfer would enable the delivery of more accessible and responsive local services. The Council is likely to experience lower outgoing costs on building management, maintenance and other property related costs such as business rates.

How the buildings are advertised

When Council property becomes surplus, in accordance with Community Advancement policy, it may be appropriate for the council to invite interests from parties who may wish to take on the management and running of the property as a community asset.

The basis of transfer

'Transfer' may take a number of legal forms. At one extreme, a transfer of the 'freehold' of a property would mean the entire ownership of the building would pass from the Council to the community based group. However, restrictions (called 'covenants') would normally ensure the property remained available to local people to use and prevent it being sold for development. At the other end of the spectrum, a 'licence' would allow a community based group to use a building, but sharing its use with other groups or individuals. In between these extremes, a 'lease' will give a community based group the exclusive right to use the property for the duration of the lease. A lease can run for any period - commonly from a few months, up to 999 years. At the end of the lease or licence the building will either return to Council control or a further lease or licence could be negotiated. Should the management of a building fail then the council would accept the building back into its portfolio regardless of the transfer basis.

It is recognised that the needs of the community will be vast and varied and that there will be no simple solution to suit all circumstances.

The Council will determine rent payments or purchase costs based on the buildings market value. However, the Council will normally expect community based groups to be responsible for all running costs of the building, including repairs, maintenance and all insurance.

The Council is committed to the successful transfer of assets to community based groups. However, it is also recognised that running a building is an onerous commitment. The Council does not want local people to be deterred from engaging in community asset transfer because they are apprehensive about the possible risks of transfer. Therefore the binding agreement leading to Community Asset Transfer, will include (a) transfer return of building should the venture cease, (b) the Council retains the right to cease the agreement should conditions of transfer be breached and (c) appropriate covenants regarding future use of property. In the case of (a) dilapidations liability may well apply.

Rent / Market Value

All rents / market valuations will be set based on a starting point of full market rent / value, with a transparent discounting framework based on key areas that include (but not limited to):

- Evidence of the benefits that the applicant will bring to the local community; this will be in the way of a 'statement of Understanding' which will be an agreement between the Building occupier and the Council. Appendix 2
- The expectation of the group to be responsible for all running costs of the building, including repairs, maintenance and all insurance.
- The commitment from a group to invest in the building during the transfer period.

If the Council has carried out any surveys on the building (condition survey or disability access audit) applicants will be provided with copies on the basis that there is no responsibility to any third party and no warranty or liability on the part of the Council.

It will be made clear that where a survey exists, the Council will share their survey with the applicant on the condition that if the applicant chooses to rely on this alone, and not commission an independent survey, then the Council cannot be held liable for anything detrimental to the applicant that may transpire at a later date.

Existing Process for the Transfer of Assets

Leasing buildings to the Third Sector is not a new concept for Kirklees Council. However currently there is no formal policy or procedure in place or a need to ensure community benefit and there are many differing lease arrangements that have been agreed, perhaps inconsistently, over the years.

Once the Community Asset Transfer policy is adopted the Council will continue to offer a range of options for consideration and negotiation in a transparent and consistent way.

Current leases within community assets will be expected to adopt the policy when current leases expire or when negotiating a lease on an asset they are currently occupying.

Community Asset Transfer Application Process

The process will require an application form (Appendix 1) to be completed to gather more details about the applicant. A Council officer will support the applicant to gain further evidence (where applicable) of key documents. Support will be offered where development of the organisation is needed. The approach taken will be a supportive partnership one and will be the beginning of an ongoing relationship between the Council and the potential transferee. The process will include a joint risk management assessment considering risks to the Council and the applicant.

Exact documents required will vary depending on type of organisation and whether the organisation is already operating or not.

Examples include: (note – this is not an exhaustive list)

- Evidence (an action plan, proposal or business plan) detailing how transfer of the asset would benefit the local community
- Checking that the applicant has a robust business case
- Evidence of a financial forecast
- Ensuring that the applicant has a sound governance structure
- Checking that the applicant is aware of (and has availability of) skills required to manage and maintain a building
- Confirming that the applicant has considered all elements within the Premises Pack
- Risk Management Assessment
- A Cost Benefit Assessment, completed in partnership, to ascertain the rent level that would be levied if the asset was to be transferred
- Detailed discussion around type of transfer required (and lease length if applicable)
- Access to accounts (either via Charity Commission website or direct from the organisation if accounts not available on line)
- Evidence of relevant policies and procedures (e.g. Child Protection if applicable)
- Applicants will be expected to demonstrate how they will maintain the asset and how they will adhere to legal requirements around Health & Safety and insurance.

A framework of support, based on the applicant's individual need, will be put in place to support any applicants who are considered unsuitable to proceed. They will receive details of which areas they need to strengthen in order to be considered for Asset Transfer, and offered names of agencies that may be able to offer support.

Applicants who successfully meet the requirements will be able to proceed towards an Asset Transfer and following negotiations and agreement on specific details the applicant will be encouraged to instruct a solicitor to action their behalf.

Any applicant that is unable to satisfy any part of the process will be informed what is required to remedy the situation and will be offered advice and support from either Council officers or partner agencies.

All applicants will be advised of current capacity building support available within the Council and through voluntary agencies.

Consultation

Upon receipt of a business plan, the Community Engagement Team will provide intelligence and information on the viability of the group, this information will be included in the decision making process. Ward Members will also be consulted but will have no power over decision making.

Timescales

In order to ensure an efficient transfer, it is necessary to apply a 12 month timeframe for the Asset transfer. The timescales will commence on the receipt of expression of interest and it is expected that the transfer will take place within the 12 month timeframe.

Where more than one application is received

If the Council has received more than one viable application for a single asset, the applicants will be approached and requested to consider a joint application if they are able to co-locate.

If a joint application is not feasible then both applications will be presented at Cabinet where a decision will be made.

Decision Making Process

If successful in their application, specific transfer details will be negotiated and the applicant will be advised to obtain independent professional advice.

The evaluation of the application will take place between Communities, Transformation and Change and Place Directorates.

Cabinet approval will be required prior to Community Asset Transfer completion.

Identifying and Assessing Potential Risks

Based upon the information and intelligence provided during the application process, the Council will identify and assess potential risks of transferring the asset including (but not restricted to) the following:

- Potential to disadvantage particular individuals or groups or have a negative impact on the local community
- Potential to have a negative impact on community cohesion
- Conflict with the Council's Corporate policies
- Conflict with legal or regulatory constraints
- Potential conflict with other funders
- Potential loss of, or conflict with, existing community services
- Uncertainty around the capability of the applicant to manage the asset
- Potential for the asset to become a financial liability for the applicant

- Uncertainty around the capability of the applicant to deliver the promised services/outcomes
- Lack of Value for Money
- Potential breach of restrictive covenants
- Loss of existing revenue /income stream

If any one of the above, or any other risk(s) identified, cannot be eliminated or sufficiently mitigated the Council will have the right to decline an application.

Monitoring and Reviewing

All transferred assets will have an appropriate level of monitoring and reviewing agreed within the terms of transfer, this is to ensure:-

- That the asset continues to be used for the benefit the community.
- That the asset is maintained (or improved) and that Health & Safety and all other lease terms are complied with.

Monitoring and Reviewing of the Policy

The policy will be continually monitored. The policy will be reviewed after 6 months after implementation to incorporate learning from Asset Advancement projects.



Name of meeting: Cabinet

Date: 7th March 2017

Title of report: Review of Local Welfare Provision Policy and Credit Union(s) Loan Scheme(s) for Kirklees Residents

Purpose of report: To set out the proposals for implementing the changes to the Local Welfare Provision scheme following the decision by Council on 15th February to reduce the budget for the 17/18 and subsequent years.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Expenditure > £250,000 and affects more than 1 ward
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?	Yes 20 January 2017
The Decision - Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Director & name	Debbie Hogg, Assistant Director for Financial Management, IT, Risk and Performance, 27 February 2017
Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	Debbie Hogg, 27 February 2017
Is it also signed off by the Assistant Director - Legal Governance and Monitoring?	Julie Muscroft,
Cabinet member portfolio	Cllr Graham Turner

Electoral wards affected: All

Ward councillors consulted: N/A

Public or private: Public

1. Summary

- 1.1 On 30th January 2013, Cabinet established a Local Welfare Provision Scheme (LWP Scheme) following the abolition of the Social Fund (Community Care Grants and Crisis loans).
- 1.2 The scheme was set up to provide advice, food/emergency packs, white goods and furniture, and other services that were complimentary. Delegated responsibility was granted to the then Executive Director of Resources to amend the policy, working practices and programme budget profiling, in year without the need for cabinet approval.
- 1.3 This report sets out the proposals for implementing the changes to the Local Welfare Provision scheme following the decision by Council on 15th February to reduce the budget for the 17/18 and subsequent years.
- 1.4 The budget for 2016/17 was allocated as follows:

Furniture	£410,000
Food	£113,000
Fuel	£33,000
Advice	£231,000
Winter Coats and Uniform	£16,000
Contingency	£36,000
Total	£839,000

- 1.5 The reductions in the budget of £410,000 in 2017/18 with a further £80,000 in 2018/19 do not affect Food, Fuel or Support with Winter Coats and Uniforms. The authority recognises that emergency support and advice is essential and is continuing to fund that support across the borough.
- 1.6 In order to mitigate the removal of the furniture scheme officers are working with three Credit Unions to implement a low costs loan scheme and in addition the Credit Unions will be accessible to all the people of Kirklees.

2. Information required to take a decision

- 2.1 This proposal would reduce the grant allocation as follows:
- The white goods proposal is to remove the grant provision £410k from 2017/18 and utilise Credit Unions to set up loan schemes to replace the white goods scheme, this would replace the annual grant and therefore the expenditure.
 - Kirklees Citizens Advice and Law Centre (KCA&LC) grant of £100k would be reduced by £30k in 2018/19 and new burdens Universal Credit funding for personal budgeting support will be used instead.

- Funding for Support and Advice to Fusion and the Mission to be reduced by approx £50k in 2018/19 – alternative support to be provided through “Advice Kirklees” and we will investigate the possibility of using Universal Credit (UC) funding for assisted claiming to replace the lost grant funding. The exact UC funding will be known later in 2017/18.
- Reserve fund from existing underspend (approx £36k to be increased to £50k) held as a reserve/hardship fund.

2.2 White Goods and Furniture

The current scheme provides free furniture and white goods to those in need. Many of those that benefit from the scheme are becoming council tenants for the first time and may be moving from temporary accommodation. Providing support to those individuals reduces the cost of temporary accommodation to the council and enables the individuals to take up residency and therefore apply for Housing Benefit or Universal Credit to help them with their rent. If the individuals cannot move into a property they will still be liable for rent and may accrue rent arrears without Housing Benefit or Universal Credit in payment for that period. It is possible that some individuals may require greater intervention/support if they cannot access the White goods and Furniture scheme.

In order to mitigate the potential effects officers are working with Fusion Housing, Calderdale Credit Union, South Yorkshire Credit Union, and Borough and Parish Credit Union to establish alternative affordable white goods loan scheme(s) for those people that don't have alternatives. In a small number of cases a reserve/hardship fund would meet the costs.

2.3 Advice

Grant funding for advice and support through this scheme will be reduced by approximately £80k in 2018/19, with users being directed to the Kirklees Citizens Advice and Law Centre for advice and support procured through the “Advice Kirklees” contract. The intention is to utilise UC funding to better joining up advice services to ensure vulnerable adults do not fall through the benefits system. The UC funding covers budgeting support and support for assisted claiming.

Current provision at the Methodist Mission supports around 2,900 advice sessions to around 800 people; many of these people are currently homeless or present with complex needs. Current demand is increasing with 339 support sessions to 200 people in Jan 2017, around a 25% increase upon the same period in 2016.

We are not proposing that those sessions cease but will seek to bring them within the overall advice contract under a revised UC funding regime. *The exact UC funding however for 2018/19 is unknown at this stage.*

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

The redesigned approach requires early multi agency coordinated advice and support in order to help people plan for their move from temporary accommodation / into rented accommodation and therefore prevent the lack of white goods and furniture from being an obstacle to that. The scheme redesign achieves the same outcomes without the direct costs.

3.2 Economic Resilience (ER)

This review is in part a catalyst for the successful establishment of two new Credit Unions to operate in the Kirklees area. Those credit unions will benefit the population as a whole, widening the saving and borrowing options currently available.

It is also intended that the Council will look to support the existing Credit Union within Kirklees

3.3 Improving Outcomes for Children

Local Welfare Provision services do have an impact on families and children. Our services are designed to both support them with and advice and outcomes they can afford and to support them with emergency food and fuel support should they get into difficulties. The approaches outlined are designed support and make families resilient.

3.4 Reducing demand of services

The immediate need for white goods/furniture and advice will continue however, the cost to the authority will reduce because we will no longer be providing the goods directly in the majority of cases and the advice will be provided by the Credit Union(s) or through the UC new burdens funding system.

3.5 Equality Impact Assessment

An equality Impact assessment has been undertaken, the proposal does not impact on any particular group, the services are non statutory and an alternative model is being proposed.

4. Consultees and their opinions

4.1 Credit Unions

Officers have had discussions with 3 credit unions:-

Calderdale Credit Union (CCU) has already moved into premises at 22 Queen Street, Huddersfield. CCU already holds a bond for the whole of Kirklees. They do not require any specific funding to set-up as this is already done; however, there may be some assistance that the Council could provide in the form of publicity for the CCU.

South Yorkshire Credit Union (SYCU) have indicated that they wish to have offices in both Dewsbury and Huddersfield town centre and also hold a bond for the whole of Kirklees, following a meeting on 16th Feb between Fusion Housing and South Yorkshire Credit Union, it appears likely that they could be co-located in Empire House at Dewsbury. Fusion Housing are keen to co-locate and are to consider this at their next Board Meeting on the 27th February.

The SYCU may require some assistance with start-up costs for refurbishment of premises, but the exact costs for this is unknown at this stage, although sharing of premises and co-location of advice and CU services would be an advantage in both Dewsbury and Huddersfield.

We believe that both CCU and SYCU operate loan schemes and both have a Debit Card that can be used to pay for goods and receive cash back or operate in ATM's there is however, a charge of £0.75 for each ATM use but not for Cash Back.

The card also allows users to earn rewards in the form of a 3% payback on transactions which ultimately outweighs the costs of the ATM charge. The advantage for the CU's is that they don't need to provide bank like facilities and carry cash – they can then operate in most locations.

Borough & Parish Credit Union hold a bond for Dewsbury, Mirfield and Thornhill, (B&PCU) have also expressed a desire to work with the Council. The proposal here is to assist (B&PCU) to expand its loan scheme(s) and ultimately its bond. They currently offer loan schemes and have a very good payment return rate.

B&PCU may require some assistance in the form of a small start-up grant and publicity (approx £20k); members are asked to consider if they are prepared to support this. If approved Officers will agree the scheme criteria with the B&PCU and will also monitor progress and its impact.

Discussions between all parties are at an early stage but progressing because of the urgent need to establish alternative provision.

The Audit and Risk Manager is in the process of undertaking financial probity checks on the Credit Unions.

At the stage of writing we are seeking the opinion of Kirklees Neighbourhood Housing and Kirklees Housing Service. Early publicity of the Credit Union(s) offer prior to any accommodation moves would help with clients setting up back accounts, basic savings and provide access to the Credit Union loan schemes.

4.2 Advice

Officers have spoken with the directors of Fusion Housing and the Kirklees Citizens Advice & Law Centre and Management at the Mission about the need to reconsider how support is provided and by whom and the need to reduce expenditure whilst still providing positive outcomes.

They are committed to working together and working with the authority to establish a mechanism to better link and improve support for clients.

5. Next steps

- 5.1 Calderdale Credit Union has already opened premises in Queen Street Huddersfield and is in a position to take referrals for the whole of Kirklees.
- 5.2 SYCU and Fusion Housing are considering a colocation arrangement in Dewsbury; Officers will look to help with the timetable for this to start provision during March 17 if possible.
- 5.3 Consider what start-up funding may be required to help publicise the CU's and to see what assistance may be required.
- 5.4 To look at the possibility of future co-location arrangements for the Credit Union's and Advice Kirklees in Huddersfield town centre.
- 5.5 Officers will facilitate the new scheme and re-write the operational policy as required to move away from the grant scheme to the Credit Union referral scheme.
- 5.6 Officers look to progress the change from grant funding to Universal Credit new burdens funding for 2018/19.

6. Officer recommendations and reasons

- 6.1 For cabinet to note the changes in relation to the Local Welfare Provision scheme.
- 6.2 For cabinet to note the progress being made in relation to the developments in relation to the Credit Unions & approve start up financial assistance to Borough and Parish Credit Union, subject to further discussions, be delegated to Assistant Director Financial Management, IT, Risk and Performance

7. Cabinet portfolio holder recommendation

The Portfolio Holder for Resources supports the officer recommendations and welcomes the benefits these partnerships will bring for those residents in Kirklees who are in need of support.

The Portfolio Holder supports the request for one-off funding of £20k to support publicity and start-up.

8. Contact officer

Steve Bird - Head of Welfare and Exchequer Services
Julian Hobson – Policy Officer

9. Background Papers and History of Decisions

Last considered 23rd January 2013 where delegated authority was vested in the role of Executive Director for Resources.

10. Assistant Director responsible

Debbie Hogg, Financial Management, Risk, IT and Performance

This page is intentionally left blank



Name of meeting: Cabinet
Date: 7 March 2017

Title of report: Sufficient primary pupil places in the Huddersfield North area

Purpose of report

- The report will provide information in relation to the Council's duty to secure sufficient primary school places to meet basic need across the wider area of Huddersfield south-west, Huddersfield west, Huddersfield north-west and Huddersfield north, and focus on the strategy for a specific proposal for the Huddersfield north area.
- To present a proposal to establish a new primary Free School in a new building to serve Huddersfield north for 420 pupils aged 4-11 years. This will put children first by ensuring they are able to secure a place in the area that they live.
- To seek Cabinet approval to begin the relevant statutory process to invite proposals to run a new primary Free School in Huddersfield north.
- To seek Cabinet approval for the proposed next steps and outline timescales.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes - proposal to build a new 420 place primary school
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Yes 02/04/2015
The Decision - Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Director & name Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance? Is it also signed off by the Assistant Director - Legal Governance and Monitoring?	Gill Ellis, Director for Children's Services, 23 February 2017 Debbie Hogg, 22 February 2017 Julie Muscroft, 22 February 2017
Cabinet member portfolio	Cllr Masood Ahmed - Community Cohesion and Schools

Electoral wards affected: Ashbrow and Greenhead

Ward councillors consulted: Yes

Public or private: Public

1. Summary

- Kirklees Local Authority has a statutory duty to ensure that there are sufficient high quality school places to meet the needs of Kirklees families and communities. This is described as “basic need”.
- Over the last several years, the school age population in Kirklees has increased by approximately 20%, from the smallest pupil age group (which is now in the secondary schools) to the current Reception and pre-school age groups. This is not uniform across the district. The overall population figure masks a varied pattern of rapid growth in some areas of Kirklees and reduction in other areas.
- It is proposed to develop additional primary school places to meet the basic need in the area, by establishing a new 420 place primary school in a new building at Clare Hill Playing Fields, Huddersfield (the location is subject to planning approval and the council acquiring the site)
 - to cater for pupils aged 4 to 11
 - with a PAN of 60 for 4 to 11 year olds, providing 420 primary school places.
- Subject to land purchase and resolution of planning matters it is likely that the school would need to initially open in modular accommodation in September 2018, with the new school building to follow in September 2019 at the latest.
- This report is to seek approval to begin a process to secure these places.

2. Information required to take a decision

2.1 The provision of school places to meet “basic need”

- Kirklees Local Authority has a statutory duty to ensure that there are sufficient high quality school places to meet the needs of Kirklees families and communities. This is described as “basic need”.
- Over the last several years, the school age population in Kirklees has increased by approximately 20% from the smallest pupil age group (which is now in the secondary schools) to the current Reception and pre-school age groups. A similar pattern is repeated in most urban LAs nationwide.
- The pattern of change in the school age population varies across Kirklees. In more rural areas the pupil population is generally decreasing, in some more urban areas it is fairly steady, but in other urban areas there is a significant increase in pupil numbers.
- Over the last 4-5 years additional places have been established in line with growth across some geographical areas, for example in west Dewsbury, north Huddersfield and west Huddersfield.
- The pattern of projected pupil numbers in Kirklees has been published in the document “Securing sufficient high quality learning and childcare places.” This has been shared widely with stakeholders, including school leaders and is available on the Kirklees Council website at;
<http://www.kirklees.gov.uk/beta/schools/pdf/securing-sufficient-school-places15.pdf>

In areas of increased need for school places, the growing pupil population has so far been accommodated by working collaboratively with schools by either:

- using existing unfilled capacity in schools and/or,
- establishing one off “bulge” classes and/or,
- making a permanent expansion to schools– starting with additional pupils in Reception places and then increasing the size of each year group in turn as the pupils progress through the school.
- establishing primary places as part of an all-through school arrangement including KS3 and 4 provision.

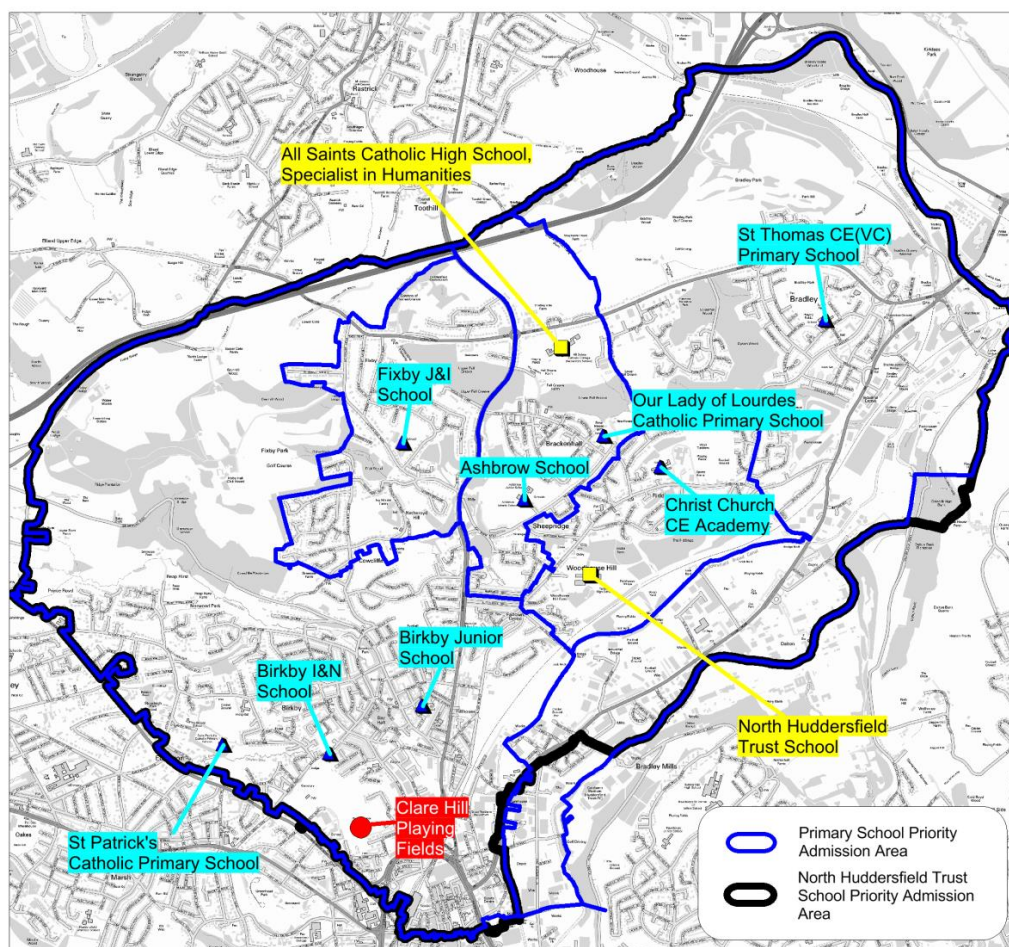
The pupil population data shows that there is a requirement for up to 2,100 (10 classes of entry) additional places across the north, north- west, west and south-west areas of Huddersfield. Part of this requirement has been fulfilled by the places that have already been established across several schools. These include: the primary phase of Royds Hall Community School; Beaumont Primary Academy; as well as additional places at Ashbrow School, Birkby Infant & Nursery and Birkby Junior Schools. In the Huddersfield north area where there is a growth in the pupil population demographic, there is no unfilled capacity in existing schools and so the need for places for September 2018 and into the future requires additional places to be established.

Discussions with groups of schools have been ongoing but the publication of the ‘Securing Sufficient Places’ document in 2013 (and again in 2014 and 2015) helped to clarify the ‘planning areas’ across the LA where additional places need to be established.

LA officers have discussed the pupil place projection data with groups of school leaders to understand their local knowledge of how best to meet the needs of the communities they serve, with a view to exploring opportunities for exploring and developing collaborative and creative solutions to meet the basic need for additional school places where they are needed. This has helped to inform an overall affordable strategy for investment in infrastructure and to shape emerging proposals for additional places.

Following a series of collaborative discussions between the LA and a strategic group representative of providers in the north Huddersfield area, and following exploration in outline of what is technically possible and affordable, the proposals below to support the best educational outcomes for children have been shaped. These are to meet the basic need for additional primary school places in the context of the wider area solutions that are required around the north, north-west, west and south-west areas of Huddersfield.

2.2 The current pattern of schools in Huddersfield north.



There are very strong collaborative partnerships between the schools and settings in the north Huddersfield area, where all are working together to provide the highest standard of learning experience to meet the needs of the pupils and their families of the local communities they serve.

2.3 Current primary and secondary schools

Primary

- **Ashbrow School** provides education for 3 to 11 year olds (including nursery provision) with a Published Admission Number (PAN) of 60 pupils per year group.
- **Birkby I & N School** provides education for 3 to 7 year olds (including nursery provision) with a PAN of 150 pupils per year group.
- **Birkby Junior School** provides education for 7 to 11 year olds with a PAN of 150 pupils per year group.
- **Christ Church CE Academy** provides education for 3 to 11 year olds (including nursery provision) with a PAN of 30 pupils per year group.

- **Fixby J & I School** provides education for 4 to 11 year olds with a PAN of 45 pupils per year group.
- **Our Lady of Lourdes Catholic Primary School** provides education for 3 to 11 year olds (including nursery provision) with a PAN of 30 pupils per year group.
- **St Patrick's Catholic Primary School** provides education for 4 to 11 year olds with a PAN of 60 pupils per year group.
- **St Thomas CE(VC) Primary School** provides education for 3 to 11 year olds (including nursery provision) with a PAN of 60 pupils per year group.

As demonstrated above some primary schools provide early learning and childcare places alongside statutory school places. Schools represent just one sector of the diverse early learning and childcare market in this area

Secondary

- **All Saints Catholic High School, Specialist in Humanities** provides education for 11 to 16 year olds with a PAN of 180 pupils per year group.
- **North Huddersfield Trust School** provides education for 11 to 16 year olds with a PAN of 180 pupils per year group.

2.4 The Proposals

A new primary free school proposed to be located on Clare Hill Playing Fields

It is proposed to develop additional primary school places to meet the basic need in the area, by establishing a new 420 place primary school in a new building

- to cater for pupils aged 4 to 11
- with a PAN of 60 for 4 to 11 year olds, providing 420 primary school places.

Subject to land purchase and resolution of planning matters it is likely that the school would need to initially open in modular accommodation in September 2018, with the new school building to follow in September 2019 at the latest.

This requires a statutory process to establish a new school, where there is a presumption to seek free school proposals. An outline timeline indicating the steps that would be followed for this process is shown in section 6 below.

The primary places would be built up in stages, starting with a 60 place Reception class in September 2018, and increasing year by year over 6 further years as the primary pupils progress through the school which would result in a two class entry, 420 place primary provision. The table below shows how this would be implemented.

	infant / key stage 1			junior / key stage 2				Total primary pupils
	Reception	Y1	Y2	Y3	Y4	Y5	Y6	
2018-19	60							60
2019-20	60	60						120
2020-21	60	60	60					180
2021-22	60	60	60	60				240
2022-23	60	60	60	60	60			300
2021-22	60	60	60	60	60	60		360
2022-23	60	60	60	60	60	60	60	420
2023-24	60	60	60	60	60	60	60	420

Diagram illustrating how the proposed pupil numbers would build up over successive school years as each new Reception class joins the school, to give 7 year groups of 60 pupils, i.e. 420 pupils in total

Clare Hill Playing Fields are not currently in the ownership of the Council. The owners of the land, Greenhead College, have confirmed their willingness to work with the Council, with a view to the Council acquiring some of the site for the purposes of a new school.

On 18 October 2016 Members authorised officers to submit an application for outline planning permission for the new school building on the identified site and to undertake further work to progress negotiations for purchase of the land subject to a successful planning application outcome.

The application for outline planning permission was submitted on 20 December 2016 and the anticipated date for the outcome being received is April/May 2017. An actual purchase would be subject to a further report to Cabinet around Spring 2017 and the successful securing of an outline planning permission, with a view to purchasing the land in June/July 2017.

The Council's Strategic Investment Plan has identified capital provision of £10.9m for this project though at this early stage this is an indicative amount that will be subject to a detailed cost appraisal in the coming months.

2.5 The free school presumption

There is a legal framework in place that Local Authorities must follow when considering the establishment of a new school. The Guidance issued by the DfE explains that;

Where a local authority thinks a new school needs to be established, section 6A of EIA 2006 places the local authority under a duty to seek proposals to establish an academy (free school) and to specify a date by which proposals must be submitted to the local authority. In considering the need for a new school, local authorities should factor in any other free school projects that the department has approved and are due to open.

(DfE Guidance – 2016)

The presumption arrangements require LAs to seek proposals to establish an academy/free school where they have identified the need for a new school in their area. The LA is responsible for providing the site for the new school and meeting all associated capital and pre-/post-opening costs.

- The decision on all new academy/free school proposals lies with the Secretary of State. Her approval is required as it is the Secretary of State who will enter into a funding agreement with the proposer.*
- LAs must notify the Secretary of State of their plans to seek proposals for a new school as soon as the need for a new school has been agreed.*
- Once the LA has received all formal proposals, they must provide the Secretary of State with details of all proposers. The Secretary of State will then notify the LA if she has any concerns about a proposer's capability or capacity to deliver the proposal and particularly where she is minded not to enter into a funding agreement with a particular proposer.*
- The LA may assess all proposals received and can, if they wish, recommend their preferred proposal. As this is a two stage assessment process, the LA should await the Secretary of State's decision before formally making public the outcome of their assessment. The LA should send the outcome of any assessment to the Secretary of State with all the proposals. Before making her decision on with whom she wishes to enter into a funding agreement, the Secretary of State will take the LA's assessment into account, along with any additional factors of which she is aware. The Secretary of State reserves the right to agree a sponsor of her own choice (from the department's list of approved sponsors) on the basis that she may have further evidence about a proposer, or proposers, which mean that none of those put forward is suitable. The intention is to ensure that the school is always established by the best proposer possible.*
- Local authorities are expected to work with selected proposers to agree a reasonable and mutually acceptable funding allocation for the LA to cover pre- and post-opening costs. The department will provide a one-off payment of £25,000 to the successful proposer for the legal costs associated with establishing a new academy/free school. Upon opening, the school will be funded by the Education Funding Agency on the same basis as other academies and free schools in the same LA area.*

(DfE Guidance 2016)

The LA would work with the DfE to follow a process in order to seek a local sponsor to run the new free school.

2.6 Cost breakdown

- The Dedicated Schools Grant Schools Block funding formula allocation will provide funding to address the revenue costs of the new free (academy) school. The school will initially receive an annual, largely per pupil revenue funding allocation in line with the local funding formula for schools and academies. [This will then continue to happen under the proposed National Funding Formula arrangements for schools and academies]. The annual revenue funding allocation will take into account the anticipated growth in pupil numbers each September as the school adds an additional year group each year until it has grown to its intended number of year groups. The DSG will also allocate pre-opening development funding to the new free school taking into

account the method recently used to derive pre-opening support funding for Beaumont Primary Academy. There will also be a need to use DSG funding to support the new school post-opening with the natural diseconomies of scale costs which will be present until the school has reached the intended number of year groups. The Council is expected to work with the selected proposer to agree a reasonable and mutually acceptable funding plan to address the pre and post opening costs. In addition, the successful proposer will receive a one-off grant payment from the Education Funding Agency of £25,000 towards the legal costs associated with establishing the new free (academy) school (DfE 'The Free School Presumption, Departmental Advice for Local Authorities and New School Proposers' – February 2016).

- The Council's Strategic Investment Plan has identified capital provision of £10.9m for this project, though at this early stage this is an indicative amount that will be subject to a detailed cost appraisal in the coming months.

2.7 The statutory process

School organisation decisions have to follow a process set out by law. The Council has to have due regard to legislation and follow the statutory processes in respect of these proposals.

Relevant DfE Guidance about these processes are;

- *The free school presumption: Departmental advice for local authorities and new school proposers - February 2016*

The key stages are summarised below.

Establishing a new all-through primary academy
Activity
Complete impact assessment
Publish Cabinet Report to obtain permission to seek proposals to establish an academy/free school
Seek proposals from academy sponsors to run the new academy school
Engagement with Department for Education and locally preferred proposer
Department for Education Sponsor approval
Successful proposer consultation on whether they should enter into a funding agreement for the new school with the Secretary of State
Pre-opening processes
Implementation (new build would follow)

2.8 Equalities Impact Assessment

An initial Equalities and Community Cohesion Impact Assessment has been carried out on the proposals and is published. <http://www.kirklees.gov.uk/you-kmc/deliveringServices/impactAssessments/impactassessments.asp>

The following is a short initial analysis of the likely changes arising from the revised proposals.

- The proposal to establish new primary places in a new primary free school is intended, and is very likely, to have a positive impact for pupils and their families living in the local areas because the aim is to provide places where they are needed, in line with growth in the pupil demographic, which would complement existing local provision.

- The proposal is intended to have a positive impact on families and the local community as a developing centre of community, educational and recreational facilities.
- No adverse impacts are highlighted as part of this proposal.

The full EIA is required and will continue to be revised in the light of any decision taken by Cabinet and following consultation and engagement.

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

EIP is about working across the Council, partners and communities to support people to have the lives they want, with support from the council only when needed. We will help people in the most appropriate way with the money we have available. One of the ways we are doing this is by establishing schools as community hubs, where schools become more involved in delivering a wider range of services within their local community. The new school proposed in this report is intended to have a positive impact on families and the local community as a developing centre of community, educational and recreational facilities.

3.2 Economic Resilience (ER)

We want Kirklees to be a place where local people have the chance to develop skills, and where communities have good employment opportunities and wages. In line with this, we are committed to making sure that there are enough high quality school places in the areas where communities and families need them.

Opportunities to create extra school places are restricted by the space and capital available and working collaboratively to maximise the impact of services within the constraints of the limited resources available to us is key. LA officers have worked collectively with schools and other partners with a view to exploring opportunities for developing collaborative and creative solutions to meet the basic need for additional school places. This has helped to inform an overall affordable strategy for investment in infrastructure and to shape emerging proposals for additional places to support the best educational outcomes for children, like the one presented in this report.

3.3 Improving Outcomes for Children

Our aim is that all children in Kirklees have equal access to, and equal opportunities in education, regardless of where they were born or their start in life. We are committed to improve the quality of education in our schools to give every child the best possible start. The proposal to develop plans to seek applications from bidders to run a new primary academy school for Huddersfield north supports a community-wide approach to making sure there are enough high quality learning places to meet the needs of families and communities in the area.

3.4 Reducing demand for services

Supporting families early decreases the need for costly interventions later. One of the ways we are doing this is by establishing schools as community hubs. The new school proposed in this report is intended to have a positive impact on families and the local community as a developing centre of community, educational and recreational facilities. This reduces the need for travel if children are able to be educated locally.

3.5 Legal, financial, human resources (HR) and other resource implications

There would be no HR implications because it is a new school and would be an academy. The Local Authority would liaise with the approved proposer as part of the pre-opening process.

The Secretary of State is the decision maker for selecting the successful proposer.

4. Consultees and their opinions

There has been wide engagement about the need for places with key stakeholders including school leaders, governing bodies and ward members and information has been shared as part of the document “Securing sufficient high quality learning and childcare places” which is available on the Kirklees Council website.

The successful proposers will need to carry out consultation with key stakeholders before the Funding Agreement is signed.

It is intended to carry out engagement about the proposals involving all key stakeholders including: pupils and their families, Governing Bodies, school staff, schools in the local area, ward members, wider community stakeholders and other interested parties. The responses received as part of this consultation would be reported to members to inform a decision on the next steps in the process.

5. Next steps

Subject to decisions made by Cabinet, the indicative timeline for the next stages of the statutory processes are set out below:

Establishing a new all-through primary academy	
Timeline	Activity
February 2017	Complete impact assessment
March 2017	Publish Cabinet Report to obtain permission to seek proposals to establish an academy/free school
March - April 2017	Seek proposals from academy sponsors to run the new academy school
April – May 2017	Engagement with Regional Schools Commissioner and prospective proposers. Local assessment of proposers
June 2017	Cabinet report to feedback on assessment of proposers
June-July 2017	Department for Education Sponsor approval

Establishing a new all-through primary academy	
July 2017	Successful proposer consultation on whether they should enter into a funding agreement for the new school with the Secretary of State
August 2017- August 2018	Pre-opening processes
September 2018	Implementation (new build would follow)

** These dates are subject to Cabinet approval and may change.*

6. Officer recommendations and reasons

It is recommended that Members:

- 6.1 Acknowledge the strong collaborative approach demonstrated between school leaders, providers and the LA that have enabled the development of proposals for consultation that seek to ensure the provision of learning places that are intended to be complementary and cohesive to meet the needs of families and the community.
- 6.2 Authorise officers to develop plans for seeking proposals to run a new primary free school for Huddersfield north that supports a community wide approach for enough high quality learning places to serve the families in the area, by establishing a new 420 place primary free school in a new building on Clare Hill Playing Fields.
 - to cater for pupils aged 4 to 11
 - with a PAN of 60 for 4-11 year olds, providing 420 primary school places.
- 6.3 Delegate authority to the Director of Children's Services in consultation with the Cabinet Portfolio lead to:-
 - engage and liaise with all stakeholders in conjunction with the Department for Education and the Education Funding Agency.
 - develop 'invitation to submit proposals to run a new primary academy school' materials on the basis of the proposals.
- 6.4 Require officers to report the outcomes of the 'invitation to submit proposals' to Cabinet for further consideration of the next steps.
- 6.5 Authorise officers from Physical Resources and Procurement to continue to develop options appraisals, undertake further feasibility studies as necessary and design development to firm up costings and proposals for the new school building at the Clare Hill Playing Fields site.

7. Cabinet portfolio holder recommendation

We are committed to improve the quality of education in our schools to give every child the best possible start, putting them at the heart of what we do.

We are committed to making sure that there are enough excellent school places in the areas where communities and families need them.

The growing number of school age children gives Kirklees some real challenges in some parts of the borough where there are not enough places and the opportunities to create extra school places are very limited by the space and capital available.

We welcome collaborative solutions where schools and our partners want to work both with each other and with the Local Authority in order to meet the needs of the communities they serve. Discussions with local head teachers, governors and ward councillors mean we can work together to support our families. We are looking at the way other local authorities are operating to see how they are meeting similar challenges.

We also want to consider creative and collaborative approaches that can bring new expertise and energy to the school system and we welcome the way that school leaders and providers have worked together.

For these reasons we support the officer recommendations.

The Cabinet Members for Children's Services endorse the recommendations set out by officers in the previous section of this report. Any further material matters that are brought to our attention in advance of, and during, the Cabinet meeting on 07/03/2017 will be considered and final, oral, recommendations will be made at the end of the discussion of this item at the meeting.

8. Contact officer

Jane Weatherill
Principal Development and Team Manager
Kirkgate Buildings
01484 221000
jane.weatherill@kirklees.gov.uk

9. Background Papers and History of Decisions

"Securing sufficient high quality learning and childcare places." Kirklees October 2015

"Securing sufficient school places to enable access for children and young people to an excellent local education system." Kirklees May 2013 and June 2014

<http://www.kirklees.gov.uk/beta/schools/pdf/securing-sufficient-school-places15.pdf>

Cabinet Reports 22 October 2013: 2013/14 and 2014/15 Directorate for Children and Young People (DCYP) baseline capital allocation – update on proposals for the allocation of capital funding from the 2013/14 and 2014/15 basic need (New Pupil Places) Programme.

Report in relation to a proposal affecting Royds Hall High School.

Cabinet Reports 8 April 2014: Report on the proposals to change the age range of Royds Hall Community School to create an 'all-through' school for pupils aged 4-16 years in order to establish primary places to meet basic need in the western Huddersfield area.

2013/14 to 2017/18 Strategic Investment Plan. Proposals to allocate funding from the Strategic Priorities section of the Capital Plan for new pupil places.

Cabinet Report 24 March 2015: Report outlining the current position across Kirklees in relation to securing sufficient learning places for primary, secondary and specialist school age children.

Cabinet Report 30 June 2015: Report on the outcomes from the statutory consultation for Members' consideration on the proposal about primary school places in the Huddersfield South West Area

Cabinet Reports 22 September 2015: Decision on the proposals to establish a new all-through Church of England voluntary controlled primary school for pupils aged 2-11 years, with early learning and childcare provision by bringing together Dryclough CE (VC) Infant School, Crosland Moor Junior School and Thornton Lodge Nursery School.

Update on the current position following the publication of the invitation to seek proposals to run a new 630 place primary free (academy) school in Huddersfield South West.

Cabinet Report 17 February 2016: Council Budget report 2016-19; incorporating Capital, Treasury Management, General Fund Revenue & Housing Revenue Account.

Cabinet Reports 18 October 2016: Strategic Investment Plan: Proposals to allocate funding from the Strategic Priorities Section of the Capital Plan for New Pupil Places in the Huddersfield South West Area.

Proposals to allocate funding from the Strategic Priorities section of the Capital Plan for new pupil places in North Huddersfield.

10. Assistant Director responsible

Jo-Anne Sanders
Acting Assistant Director for Learning and Skills
Civic Centre 1
01484 221000
jo-anne.sanders@kirklees.gov.uk

This page is intentionally left blank



Name of meeting: Cabinet
Date: 7th March 2017

Title of report: Report on the proposals for changes to specialist provision for children with Speech, Language and Communication Needs (SLCN) and autism

1. Purpose of report

- To advise members on the outcome of the statutory processes for the statutory proposals by Kirklees Council to discontinue the 10 transitional places plus outreach for children with autism at Moldgreen Community Primary School.
- To update Cabinet on progress in determining a host school for a new communication and interaction provision.
- To advise Cabinet of the conclusions and recommendations of the School Organisation Advisory Group (SOAG) regarding the statutory process followed for the proposals to discontinue 10 transitional at places plus outreach for children with autism at Moldgreen Community Primary School.
- To advise that Cabinet approve the statutory proposals.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes – this impacts on all wards across Kirklees.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes – February 2017
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance? Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?	Gill Ellis, Director for Children's Services, 23 February 2017 Debbie Hogg, 22 February 2017 Julie Muscroft, 22 February 2017
Cabinet member portfolio	Cllr Masood Ahmed Community Cohesion and Schools

Electoral [wards](#) affected: All wards
Ward councillors consulted: Yes
Public or private: Public

2. Background

2.1 The benefits of changes to specialist resource provisions.

By continually reviewing the specialist provision offer:-

- The overall pattern of specialist school provision in Kirklees gives a flexible range of provision and support that can respond to the needs of individual pupils and parental preferences, in a safe environment where young people can thrive in buildings and provision tailored to meet their special educational need or disability and which takes full account of educational considerations, in particular the need to ensure a broad and balanced curriculum, within a learning environment where children can be healthy and stay safe.
- Provide access to appropriately trained staff and access to specialist support and advice, so that individual pupils can have the fullest possible opportunities to make progress in their learning and participate in their local school and community.
- Supports the LA's strategy for making schools and settings more accessible to disabled children and young people and their scheme for promoting equality of opportunity for disabled people.
- Takes account of the original consultations with a wide range of stakeholders regarding the range of specialist provision in Kirklees.

2.2 The current pattern of provision at Moldgreen Community Primary School, Thornhill J&I School and at Ashbrow School

Moldgreen Community Primary School

Moldgreen Community Primary School provides 10 transitional places with outreach for children with autism between the ages of 4 and 11 years old.

Thornhill J&I School

Thornhill J&I School provides 12 transitional places for children Speech, language and Communication needs (SLCN) between the ages of 4 and 11 years old.

Ashbrow School

Ashbrow School provides 12 transitional places for children Speech, language and Communication needs (SLCN) between the ages of 4 and 11 years old.

3. The statutory process regarding the statutory proposals

School organisation decisions for Local Authority maintained schools have to follow a process set out by law. Kirklees Council has had due regard to legislation and followed the statutory process in respect of these proposals. New School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 came into force on 28th January 2014. The new regulations removed the statutory requirement to carry out a 'pre-publication' consultation for significant changes to schools.

However, the Council did carry out a four week term time non-statutory consultation to ensure the maximum opportunity was available to all key stakeholders to understand and comment upon the proposals, prior to publication.

The statutory process for making prescribed alterations to specialist resource provisions in community schools consists of four stages:

- Publication
- Representation
- Decision
- Implementation

This report reviews the performance of the first two stages of the statutory process to confirm that they have been carried out in full compliance with the law and relevant Department for Education (DfE) guidance.

The proposals are presented for the consideration of decision makers so that they can then determine the related proposals.

Kirklees Council Cabinet, as decision maker considering the proposals has to have regard to certain guidance issued by the DfE, **School Organisation. Maintained Schools. Annex B: Guidance for Decision-makers January 2014**

3.1 Consultation

The Cabinet decision on 5th April 2016, authorised officers to develop plans for a four week (term time) non-statutory consultation about proposals to:

- (1) Moldgreen Community Primary School: To discontinue the 10 transitional places with outreach for autism for children aged between 4-11 years
- (2) Thornhill J&I School: To discontinue the 12 transitional places with outreach for children with speech, language and communication needs (SLCN) aged between 4-11 years (This proposal enables the legal closure of this specialist provision where there have been no children in transitional places since July 2014)
- (3) Ashbrow School: To discontinue the 12 transitional places with outreach for children with speech, language and communication needs (SLCN) aged between 4-11 years
- (4) Primary outreach provision for Speech, Language and Communication Needs (SLCN) and autism across Kirklees: Proposal to increase resources for a centralised primary outreach provision 'hub' to serve the whole of Kirklees for children with Speech, Language and Communication Needs (SLCN) and autism.

A non-statutory consultation took place between 16th May 2016 and 17th June 2016 to seek the views of parents/carers, school staff, professionals, governors, pupils, the local community and other stakeholders. (See Appendix 1 for Consultation Document)

There were many concerns as a result of the consultation about the effectiveness of the outreach 'hub' proposal.

During the consultation phase, new matters came to light that challenged the educational rationale for the proposals. Therefore the proposal for Ashbrow School was not taken forward to the next stage of the statutory process.

Therefore, permission was sought to proceed to a 4 week period for an opportunity to seek expressions of interest for a primary school to host a combined 'Communication and Interaction' specialist provision with 12 transitional places plus outreach.

Officers will bring forward alternative proposals for consideration by Cabinet for further approval to proceed with 'recommissioning' once this work is complete.

On 15th November 2016, Cabinet received the report of the outcomes of the non-statutory consultation and it was agreed to:-

- proceed to commence the statutory process, which was for the publication of the statutory proposals to:
 - Discontinue the 10 transitional places for autism for children aged between 4-11 years at Moldgreen Community Primary School.
 - Invite expressions of interest for a period of 4 weeks from Kirklees Primary schools to host a new communication and interaction provision with 12 transitional places with outreach

***Thornhill J&I School** - It should be noted that the school converted to become an Academy on 1st September 2016. As part of the conversion process the matter of discontinuance of the specialist provision was considered. By mutual agreement, the funding agreement signed between Focus Trust (the Multi Academy Trust that Thornhill J & I School has joined) and the Secretary of State, does not include any specialist provision places and therefore no further statutory process is required for this school. If the process of academisation had not taken place, member's approval would have been sought to move to the next stage of the statutory process also.*

3.2 Publication and representations

On the 12th December 2016 the combined statutory notice (appendix 2) was published in the Huddersfield Examiner. The statutory notice and statutory proposals (appendix 3) were also sent to staff and governors from the school. The statutory notice was posted at the main entrances to the school on 12th December 2016. Copies of the statutory proposals were also given to the following venue;

- Dalton Library and Information Centre

The combined statutory notice is attached at Appendix 2. From the publication date of 12th December 2016, copies of the complete statutory proposals were available upon request from Directorate for Children & Young People, c/o School Organisation and Planning Team, Kirkgate Buildings, Byram Street, Huddersfield, HD1 1BY. The statutory proposals are attached at Appendix 3. On 9th January 2017 the representation period ended.

3.3 Decision : The role of the Kirklees School Organisation Advisory Group (SOAG)

The Local Authority is the primary decision maker for school re-organisation proposals and under Kirklees arrangements, the Cabinet of Kirklees Council is the decision making body. Under School Organisation Regulations, if the Cabinet of Kirklees Council is unable to make a decision within 2 months of the end of the statutory representation period, then the decision passes to the Schools Adjudicator.

The Kirklees School Organisation Advisory Group (SOAG) was established by Cabinet on 12th September 2007 to advise the Cabinet on school organisation decision-making matters. The constitution and purpose of SOAG is attached at Appendix 4. SOAG exists to provide advice to Cabinet, but Cabinet is the Decision Maker.

3.4 Review of the statutory process for statutory proposals to discontinue 10 transitional places for children with autism at Moldgreen Community Primary School.

Kirklees SOAG met on 16th January 2017 to consider the statutory process and any representations for the proposals and to formulate advice for the Cabinet as decision makers. The report of the meeting is attached at Appendix 5.

3.4.1 Representations received regarding the statutory process

No representations have been received regarding the statutory process.

3.4.2 Statutory process check by SOAG

The details relating to the statutory processes for the statutory proposals are set out in the check sheets (attached at appendix 6). The processes that were followed in relation to the proposals were checked with appropriate evidence that each point had been completed.

3.4.3 SOAG conclusions about the process: The statutory notice, statutory proposals and statutory processes are valid and within time limits;

- Non statutory consultation has been carried out.
- The published statutory notice complies with statutory requirements.
- The proposals are not related to any proposals published by the EFA. The proposals are valid and can be decided by Kirklees Council Cabinet.
- The statutory four week period has been allowed for representation.
- The decisions have been brought to the cabinet on 7th March 2017, which is within two months after the end of the statutory four week representation period which ended on the 9th January 2017.

3.4.4 SOAG advice: Kirklees Council Cabinet are able to take a decision about the statutory proposals to discontinue 10 transitional places for children with autism at Moldgreen Community Primary School.

4. SOAG review of the related proposals and representations using the DfE statutory guidance for decision makers.

4.1 Factors to be considered in making the decisions about the related statutory proposals.

In order to support decision making by Cabinet, a range of factors have been considered. These factors are derived from the guidance issued by the Department for Education. **School Organisation Maintained Schools. Annex B: Guidance for Decision Makers January 2014.** Factors can vary depending upon the nature and type of proposals. The full list of factors is presented in Appendix 7, accompanied by responses to the relevant factors for these proposals. The relevant factors for these proposals are:

- A: CONSIDERATION OF CONSULTATION AND REPRESENTATION PERIOD**
- B: EDUCATION STANDARDS AND DIVERSITY OF PROVISION**
- C: DEMAND**
- D: SCHOOL SIZE**
- E: PROPOSED ADMISSION ARRANGEMENTS (including post 16 provision)**
- F: NATIONAL CURRICULUM**
- G: EQUAL OPPORTUNITY ISSUES**
- H: COMMUNITY COHESION**
- I: TRAVEL AND ACCESSIBILITY**
- J: CAPITAL**
- K: SCHOOL PREMISES AND PLAYING FIELDS**
- L: CHANGES TO SPECIAL EDUCATION NEED PROVISION – THE SEN IMPROVEMENT TEST**

On 16th January 2017, SOAG examined the rationale for the proposals against each of the above factors. SOAG reviewed a statement of the rationale for the proposals for each section of the guidance. The guidance and rationale are set out in Appendix 7.

4.2 SOAG conclusions for decision makers

SOAG agreed that

The statutory process had enabled a detailed presentation of the statutory proposals for Moldgreen Community Primary School.

- To discontinue 10 transitional places for children with autism aged between 4 and 11 years.

The rationale for the proposals had been clearly articulated against the factors in the decision maker's guidance. Issues raised in the non-statutory consultation had been presented for consideration against the decision maker's guidance.

4.3 Officers' recommendations for decision makers regarding the proposal.

Guidance note: Type of decision

The decision maker can make one of four types of decision for the statutory proposals:

- reject the proposals;
- approve the proposals without modification;
- approve the proposals with a modification, having consulted the LA and/or governing body of both schools (as appropriate); or
- approve the proposals with or without modification subject to certain prescribed events (such as the granting of planning permission) being met.

Following the SOAG review, officers recommend, subject to consideration of any further matters raised at the decision-making meeting, that the statutory proposals for Moldgreen Community Primary School can be considered for approval for the following reasons (see Appendix 5 - Notes of SOAG meeting held on the 16th January 2017)

4.4 Rationale for the proposals

4.4.1 A: CONSIDERATION OF CONSULTATION AND REPRESENTATION PERIOD

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved because Kirklees Local Authority has had due regard to legislation and followed the statutory process in respect of these proposals. New School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2016 came into force on 28 January 2014. The new regulations removed the statutory requirement to carry out a 'pre-publication' consultation for significant changes to schools. However, the LA did carry out a four week term time non-statutory consultation 16.05.16 to 17.06.16 to ensure the maximum opportunity was available to all key stakeholders to understand and comment upon the proposals, prior to publication. On the 07.11.16 the non-statutory consultation outcomes report was published on the Council's external website and key stakeholders were notified and sent a link to the report. On the 15.11.16 Kirklees Council's Cabinet (decision making authority) received the consultation outcomes report of the non-statutory consultation and it was agreed to proceed with the next stage of the statutory process and the publication of the related statutory notice and proposals.

The publication of the statutory notice, proposals and representation period commenced on 12.12.16 and ended on 09.01.17, thereby lasting for a period of four weeks and meeting the requirements of School Organisation Regulations.

4.4.2 B: EDUCATION STANDARDS AND DIVERSITY OF PROVISION

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved as they would ensure that the overall pattern of specialist provision in Kirklees gives a flexible range of provision and support that can respond to the needs of individual pupils and parental preferences.

This is delivered in a safe environment, where young people can thrive in buildings and provision tailored to meet their special educational need or disability. The proposals take full account of educational considerations, in particular the need to ensure a broad and balanced curriculum within a learning environment where children can be healthy and stay safe. The proposals will also provide access to appropriately trained staff and to specialist support and advice, so that individual pupils can have the fullest possible opportunities to make progress in their learning, while participating at their local mainstream school and in their community. The proposals support the LA's strategy for making schools and settings more accessible to disabled children and young people, and their scheme for promoting equality of opportunity for disabled people.

The proposals are for the discontinuance of a specialist provision for autism in a primary school. The school to which these proposals relate is not proposed to close, nor are any new schools being established as part of these proposals.

4.4.3 C: DEMAND

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved as the proposals have been designed to re-organise specialist provision places for children with autism and speech, language and communication needs. This is due to changes in demand patterns. At Moldgreen Community Primary School there has been a lack of take up of transitional places for children with autism and there have been no places allocated since July 2014 in agreement with the school. The reduced demand for these places is due to the success of existing outreach support and also because of the increased levels of physical accessibility of schools in the borough.

4.4.4 D: SCHOOL SIZE

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved as the proposals relate specifically to the specialist provision in this school and does not impact on the size of the existing mainstream provision in the school.

4.4.5 E: PROPOSED ADMISSION ARRANGEMENTS (including post 16 provision)

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved as the proposals are for the discontinuance of a specialist provision (to which normal admissions criteria do not apply) in a mainstream school and, therefore, do not affect admission arrangements at Moldgreen Community Primary School.

4.4.6 F: NATIONAL CURRICULUM

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved as Moldgreen Community Primary School would continue to implement the National Curriculum from Key Stage One through to Key Stage Two.

4.4.7 G: EQUAL OPPORTUNITY ISSUES

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved. It is considered that there are no adverse impacts arising from the proposals under this duty.

Following re-organisation in 2011-2013, some further changes are necessary to continue to improve service delivery and outcomes for children and young people. The proposals reduce the number of overall transitional places, which would still meet demand and so the overall impact following change is considered to be minimal.

The absence of take up of transitional places for children with autism at Moldgreen Community Primary School has meant that no places have been allocated since July 2014, in agreement with the school. The Council's SEN team provides a broad range of support, including outreach for children with autism across settings in Kirklees and, therefore, it is considered that there is no negative impact from an equalities perspective.

The proposals do not give rise to any sex, race or disability discrimination issues. The proposal which aims to reduce the number of transitional places for children with autism demonstrates the increased accessibility in schools that is enabling children to receive the required level of support in their local mainstream school and not a specialist provision.

4.4.8 H: COMMUNITY COHESION

No representations were received

Advice: The proposals for Moldgreen Community Primary should be approved as it is considered that there is no adverse impact upon community cohesion as a result of these proposals for Moldgreen Community Primary School. The school would continue to provide primary education to the community that it presently serves.

4.4.9 I: TRAVEL AND ACCESSIBILITY

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved. Moldgreen Community Primary School would remain open. The proposed discontinuance of the transitional places for children with autism will reduce travel and improve accessibility, as increasing numbers of children are able to receive outreach and other forms of support that meet their needs, yet enable them to stay in their local school.

4.4.10 J: CAPITAL

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved as there are no capital implications arising as a result of these proposals. The proposals are not therefore reliant on any capital funding being made available from the Education Funding Agency.

4.4.11 K: SCHOOL PREMISES AND PLAYING FIELDS

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved as there are no implications for school premises or playing fields as a result of these proposals. This is because the proposals are to reduce numbers of transitional places; no expansions are being proposed that would impact on playing fields or any other aspect of school premise regulations

4.4.12 L: CHANGES TO SPECIAL EDUCATION NEED PROVISION – THE SEN IMPROVEMENT TEST

No representations were received

Advice: The proposals for Moldgreen Community Primary School should be approved:-

These proposals take account of parental preferences and the existing local offer for children. Following the re-organisation of specialist provision in mainstream schools, a broad range of provision was established. This included transitional places that enabled specialist provision staff to identify and assess needs in order to establish teaching and learning strategies, and to prepare children, staff and parents for the transition of the child into their named mainstream school.

Prior to the publication of these proposals, the Local Authority held a non-statutory consultation. This provided the opportunity for a wide range of stakeholders, including parents and carers from Moldgreen Community Primary School, to give the Local Authority their views before any decisions have been taken. To support the non-statutory consultation, the Local Authority published a consultation document that outlined the proposals. Consultation drop-in sessions were held, which were designed to enable stakeholders to discuss the proposals with officers from the Local Authority. The feedback from the consultation was published on the Council's website on the 7th November 2016. The report on the outcomes of the consultation was heard by Kirklees Council Cabinet on the 15th November 2016.

Should these proposals be approved, there would be no adverse impact on the broad range of provision for children with SEN in Kirklees. The proposed discontinuance of the 10 transitional places for children with autism at Moldgreen Community Primary School reflects the lack of demand for these places and, with agreement from the school, no places have been allocated since July 2014.

The proposals aim to ensure that the overall pattern of specialist provision in Kirklees maintains flexibility, with a broad range of provision and support that can respond to the needs of individual pupils and parental preferences. This is delivered in a safe environment, where young people can thrive in buildings and provisions tailored to meet their special educational needs or disability. The proposal takes full account of educational considerations, in particular the need to ensure a broad and balanced curriculum, within a learning environment where children can be healthy and stay safe.

This proposal relates to children with autism. Schools across the Local Authority have significantly improved physical accessibility and staff expertise; this has contributed towards a reduced level in demand for specialist provision. This reduced demand is a consequence of a reduction in the number of referrals from schools, as the needs of these children are being met in their own school. A contributory factor is the improved physical accessibility of many school buildings in Kirklees.

The present structure of the provision enables children with SEN to receive the required level of support either in their local school or in a school with a designated specialist provision.

This proposal does not affect provision for 14-19 year olds.
No children are displaced as a result of these proposals.

No children are being displaced as a result of this proposal. The absence of take up of transitional places for children with autism at Moldgreen Community Primary School has meant that, with the agreement of the school, no places have been allocated to the provision since July 2014. The Council's SEN Team provides a broad range of support, including outreach for children with autism needs, across settings throughout Kirklees and, therefore, it is considered that there is no negative impact. No representations have been received on any aspects of these proposals.

Please see Appendix 7 (factors for decision making) for further information.

4.5 Officer conclusion and recommendation to the decision makers

The statutory proposals by Kirklees Local Authority to discontinue the 10 transitional places plus outreach for children with autism at Moldgreen Community Primary School should be approved for implementation from the 1st April 2017 without modification.

5. Update on new proposals for a communication and interaction provision following feedback from the non-statutory consultation

Taking into consideration the consultation responses along with feedback from schools and in order to enhance the positively evaluated current outreach provision, on 15th November 2016, Cabinet received the report of the outcomes of the non-statutory consultation and agreed to the officers recommendation for a new 'commission' of a primary specialist provision.

The new provision would offer 12 transitional places and outreach to cater for children with complex Communication and Interaction needs that are impacting significantly upon their social development and emotional wellbeing.

A process to identify a host school for the proposed provision began in November 2016 following permission from cabinet to proceed with invitations for expressions of interest from primary schools across Kirklees. The four week expressions of interest period ran from 23rd November to 20th December 2016.

During this period, an expression of interest was submitted by 10 Kirklees primary schools. We are now in the next stage of the process where we have provided these schools with further information in the form of a briefing session on 6th January 2017. All the schools who had shown an interest, whether they were able to attend the briefing session or not, were then issued with a copy of the presentation from the session and an application form should they wish to move to the next step of the process. The schools have been given a timeframe from 6th January to 10th February 2017 in order to submit the application along with governing body approval.

A further report will be submitted to cabinet following the outcome of a decision making panel, the panel will meet following the closing date to consider which of the applications received satisfies the criteria and should be considered to host the new communication and interaction provision.

Following permission from cabinet to proceed, it is intended to carry out a non-statutory consultation involving all key stakeholders including: parents and carers, governing bodies, school staff, ward members, wider community stakeholders and other interested parties, to allow an opportunity for all involved with the prospective host school to voice their opinions on the proposals for the new provision. The responses received as part of this consultation would be reported to members for a decision on the next stage.

It has been acknowledged that this proposal requires interim arrangements and as part of this transitional phase, support arrangements for children currently accessing a place at the provision at Ashbrow School have been discussed and agreed with school senior leaders, as has the proposal for the new commission outlined above.

6. Equalities Impact Assessment

The Equality Act 2010 places the Council under a duty - the Public Sector Equality Duty to have due regard to the need to achieve equality objectives when carrying out its functions. An initial Equalities Impact Assessment has been carried out on the proposals. The following is a short initial analysis of the likely changes arising from the revised proposals.

The assessment showed that implementation of the proposals is likely to have little impact. Following the updates made to the EIA after the non-statutory consultation, impact was reduced, although this would continue to be revised as appropriate in light of any further matters being raised, should the completion of the subsequent stages of the statutory process be approved by Cabinet.

No adverse impacts are highlighted as part of this proposal. The EIA can be found here:- <http://www.kirklees.gov.uk/you-kmc/deliveringServices/impactAssessments/impactassessments.asp>

7. Implications for the Council

7.1 Early Intervention and Prevention (EIP)

One of the core principles of Kirklees' specialist provision work is the deliver early intervention to children and their families in as timely a manner as possible, within their locality, in order to address needs and identify strategies early.

7.2 Economic Resilience (ER)

By addressing concerns early, our aim is to ensure that wherever possible a child remains at their local school and is able to follow its curriculum (with some degree of personalisation) in order to achieve their potential into adulthood.

7.3 Improving outcomes for Children

Specialist provision offers high quality advice, guidance and support to our schools in meeting a range of special educational needs, which in turn will improve outcomes for the children in that school.

7.4 Reducing demand of services

This early intervention model works to ensure that wherever possible a child's needs can be met at their local school, with their peers, and reduces the need for more specialist provisions that may not be available locally.

7.5 Human Resources implications

There are human resources implications resulting from these proposals. Should the proposals be agreed, officers would work with the governing bodies and head teachers regarding any necessary revision to structures to provide professional and technical support. However, in terms of the existing provisions there are anticipated to be no outstanding issues, with all staffing expected to be resolved through deployment or alternative posts.

7.6 Financial Implications

Revenue

The education budget that the Council receives from government known as the Dedicated Schools Grant (DSG) can only be spent on education – so the proposals have no revenue impact for the Council. Specialist school places are funded from the “high needs block” of the DSG and the number of places now has to be formally agreed with the Education Funding Agency (EFA) each year. Schools also receive ‘top-up’ funding on a per pupil basis which relates to standard support needs and the school setting.

Capital

It is not envisaged that there would be any capital implications arising from all the proposals if agreed and implemented.

8. Consultees and their opinions

A non-statutory consultation was carried out by the LA from 16th May 2016 and 17th June 2016. On 15th November 2016 Cabinet received the report of the outcomes of the consultation and the views expressed by stakeholders during this consultation are described in detail in that Cabinet report. The Cabinet agreed to proceed with the statutory process for the proposals for Moldgreen Community Primary School. During the 4 week representation period, no representations were received.

This report brings stakeholders views and comments regarding the statutory proposals to decision makers attention for full consideration giving due regard to the factors for decision making derived from the guidance issued by the Department for Education. School Organisation Maintained Schools. Annex B: Guidance for Decision Makers January 2014

9. Next steps

The table below shows what has happened to date and the next steps and indicative timescales involved in the reorganisation of specialist provision should cabinet approve the officer recommendations.

Steps of the statutory process and indicative timescales	
Activity	Date
Cabinet approval for statutory consultation	April 2016
Non Statutory consultation	May-June 2016
Cabinet consider report on consultation outcomes and decide next steps	15 th November 2016
Publication of notices and representation period (for Moldgreen Community School Only) AND Seeking expressions of interest for a primary school to host a combined 'Communication and Interaction' specialist provision.	November-December 2016
Decision by Cabinet (within 2 Months) (Moldgreen Community School Only)	March 2017
Implementation (Moldgreen Community School only) starts from	1 st April 2017*
Bring back to Cabinet the outcome of the expression of interest period with a view to recommission a Communication and Interaction specialist provision and request Cabinet approval for non-statutory consultation	April 2017*
Non-statutory consultation for new provision	April-May 2017*
Cabinet consider report on consultation outcomes and decide next steps and permission to publish notice and proposals for Ashbrow School and the new host school	June 2017*
Decision by Cabinet (within 2 Months) (Ashbrow and the proposed host school)	August 2017
Implementation (Ashbrow School and new host school) starts from	1 st September 2017*

*Timescales are indicative and are subject to change

If Cabinet approves the proposals then officers would support and work with the Governing Body of Moldgreen Community Primary School to finalise arrangements to implement the proposals from the 1st April 2017. The absence of take up of transitional places for children with autism at Moldgreen Community Primary School has meant that no places have been allocated since July 2014, in agreement with the school.

10. Officer recommendations and reasons

10.1 It is recommended that Members:-

- a. note the advice of Kirklees SOAG that the proposals for Moldgreen Community Primary School to discontinue the provision of 10 transitional places for children with autism are valid and that the required statutory processes have been carried out.
- b. agree that in their role as decision makers, they will take the decision regarding the proposals within the statutory time period.
- c. acknowledge the outcomes and recommendations of the Kirklees SOAG meeting from the 16th January 2017 and the associated officer recommendations for the proposals.
- d. note the HR and financial implications of approving the proposals
- e. confirm that in meeting the obligations of the Equality Act 2010 and the Public Sector Equality Duty 2011 full regard has been given to the Equalities Impact Assessment throughout the statutory process for the proposal including the decision regarding approval.

10.2 It is recommended that Members approve without modification or condition the proposals:-

- To discontinue the provision of 10 transitional places for children with autism at Moldgreen Community Primary School

The proposals should be approved for the following reasons:-

- To ensure that the overall pattern of specialist resource provision in Kirklees gives a flexible range of provision and support that can respond to the needs of individual pupils and parental preferences, in a safe environment where young people can thrive in buildings and provisions tailored to meet their special educational need or disability and which takes full account of educational considerations, in particular the need to ensure a broad and balanced curriculum, within a learning environment where children can be healthy and stay safe.
- Provide access to appropriately trained staff and access to specialist support and advice, so that individual pupils can have the fullest possible opportunities to make progress in their learning and participate in their school and community.
- Supports the LA's strategy for making schools and settings more accessible to disabled children and young people and their scheme for promoting equality of opportunity for disabled people.
- The absence of take up of transitional places for children with autism at Moldgreen Community Primary School has meant that no places have been allocated since July 2014, in agreement with the school.

10.3 It is recommended that Members request officers to support and work closely

with the Governing Body of Moldgreen Community Primary School to finalise arrangements in order to implement the proposals from 1st April 2017.

11. Cabinet portfolio holder's recommendations

As the Cabinet Member for Schools I endorse the recommendations set out by officers in the previous section of this report.

I welcome the feedback following the re-organisation of specialist provision for children with special educational needs and would like to take this opportunity to thank schools for their crucial role in making the provisions a success. The proposals were brought forward because it was recognised that further changes are needed to continue to ensure our resources work as hard as possible to deliver even better outcomes for our children and young people and to ensure that it is matched to need and demand. It is for these reasons that I support the officer recommendations to implement the proposed changes.

In light of the feedback that has been received, it has been important for us to take the time to consider carefully the views that have been expressed and are grateful to those who have engaged and contributed their comments and suggestions. The feedback has influenced changes to be made to the original proposals.

We are keen that the highest quality provision is available fairly to all children with special educational needs/Education, health and care plans (EHCP) across Kirklees to ensure that they have the very best educational experience. It is for these reasons that we support the officer recommendations to finalise the statutory process for Moldgreen Community School, and, to continue with the process to determine a primary school to host a Communication and Interaction provision with outreach that can support young people, wherever possible to stay in their local school. We will be keen to receive further updates following this process.

Cabinet members will consider any further material matters that are brought to our attention in advance of, and during, the Cabinet meeting on the 7th March 2017 and will make our final, oral, recommendations at the end of the discussion of this item at the meeting.

12. Contact officers

Mandy Cameron

Deputy Assistant Director - Learning and Skills: Vulnerable Children and Groups

Tel: 01484 221000

Email: mandy.cameron@kirklees.gov.uk

Martin Wilby

Deputy Assistant Director - Learning and Skills: LA Statutory Duties

Tel: 01484 221000

Email: martin.wilby@kirklees.gov.uk

Jo-Anne Sanders

Acting Assistant Director for Learning and Skills

13. Background papers

- Report Prepared by Cambridge Education April 2008 : Kirklees Council - Review of the Arrangements for Special Educational Needs in the Children & Young People Service
- Cabinet Report: 28th September 2010 - Specialist Provision for Disabled Children and those with Special Educational Needs
- Cabinet Report: 21st June 2011 - Report on the outcomes of the non-statutory consultation on the proposals for the future organisation of specialist provision for disabled children and those with special educational needs across Kirklees
- Cabinet Report: 13th March 2012 - Report on the representations received from the published Statutory Notices on the proposals for the future organisation of specialist provision for disabled children and those with special educational needs across Kirklees.
- Cabinet Report: 2nd December 2014 - Report requesting approval to carry out a non-statutory consultation on proposed changes to existing specialist provisions at Moldgreen Community Primary School, Flatts Nursery School, Thornhill Junior & Infant School, Rawthorpe St. James (CE) VC I&N School and Rawthorpe Junior School.
- Cabinet Report 10th March 2015: Report on the outcomes of the consultation on the proposals affecting Flatts Nursery School, Rawthorpe St James CE (VC) I&N School and Rawthorpe Junior School.
- Cabinet Report 2nd June 2015: Report on the statutory proposals for Flatts Nursery School, Rawthorpe St. James CE (VC) I&N School and Rawthorpe Junior School.
- Cabinet Report 5th April 2016: Report requesting approval to carry out a non-statutory consultation on proposed changes to specialist provision at Ashbrow School, Thornhill Junior & Infant School & Moldgreen Community Primary School for children with Speech, Language and Communication Needs (SLCN) and autism.
- Cabinet Report 15th November 2016: Report on the outcomes from the non-statutory consultation for Members consideration on proposals for changes to specialist provision for children with Speech, Language and Communication Needs (SLCN) and autism.

APPENDICES

Appendix 1	Consultation document
Appendix 2	Statutory notice for proposals for Moldgreen Community Primary School.
Appendix 3	Statutory proposals – Moldgreen Community Primary School
Appendix 4	Kirklees SOAG constitution and purpose
Appendix 5	Notes of SOAG meeting 16 th January 2017
Appendix 6	Statutory process check sheets
Appendix 7	Factors to be considered – DfE statutory guidance for decision makers
Appendix 8	Application form for schools to host a communication & interaction provision



Non-statutory consultation on:

Proposals for changes to specialist provision for children with Speech, Language and Communication Needs (SLCN) and autism

Please tell us your views on our proposals

This document tells you the reasons why Kirklees Council is making these proposals. It also explains how the decision making process works.

Please take time to read it and let us know your views. Comments can be made on the response form at the back of this booklet.

The closing date for responses is
17 June 2016

Why are we making these proposals?

We have taken a fresh look at our arrangements for children and young people with special educational needs. Our review covered the areas of:

- Autism
- Speech, Language and Communication Needs (SLCN)
- Sensory Impairment (hearing and visual)
- Physical Impairment

Our aim is always to ensure that the right support is in place for children, young people and their families. For this reason, we have put forward proposals to strengthen our arrangements so that children are better supported, whichever school they attend. The proposals relate to SLCN and autism.

Speech, Language and Communication Needs

We currently have specialist places at Ashbrow School and Thornhill J&I School for children with SLCN, but demand is very low. The reason for the lack of demand is that children with SLCN are being very well supported in their local schools by 'outreach' staff, who work wherever they are needed most. This means most children with SLCN do not need to access the specialist places at Ashbrow and Thornhill. We therefore have more resources than we need in these locations.

Outreach support is where specialist provision staff identify what will help children progress in their own school.

Outreach is also about working with staff in schools to allow them to work effectively and confidently with children.

Outreach allows a flexible approach to be taken so that the needs of children are responded to quickly and effectively.

Autism

We currently have specialist places at Moldgreen Community Primary School for children with autism. However, due to a lack of demand, none of the places have been allocated since 2014 and the provision has effectively been closed. We are now proposing to complete the legal process and formally discontinue these places. There are enough specialist autism places at Headlands CE (VC) JI&N School to meet the current and predicted demand.

Our proposals

Overall, our review shows that the SLCN places at Ashbrow and Thornhill, and the autism places at Moldgreen are not needed. Discontinuing these places would allow us to improve our support for primary-aged children throughout the whole of Kirklees by increasing our outreach provision for children with autism and SLCN.

The objective of these proposals is not to reduce or cut the local authority's wider support for children with special educational needs. The aim is to re-allocate resources so that we are able to react to changes in demand and offer high quality support to children and families.

Places will continue to be kept under close review.

Summary of proposals

Proposal 1 Ashbrow School – discontinue the 12 specialist places for children with SLCN	Proposal 2 Thornhill J&I School – discontinue the 12 specialist places for children with SLCN	Proposal 3 Moldgreen Community Primary School – discontinue the 10 specialist places for children with autism
Proposal 4 Increase resources to a centralised 'hub' for primary outreach provision, working along side the specialist provision at Headlands CE (VC) JI&N School, to serve the whole of Kirklees for children with SLCN and autism		

What happens next?

This consultation is open between 16 May and 17 June 2016. You have until 17 June to express your views in writing, online or in person at the consultation event.

Once the consultation has finished, all feedback will be reported to Kirklees Council's Cabinet (the council's main decision making body). They will then decide whether to move to the next stage. This would mean the publication of legal notices and another chance to view the proposals and comment on them before a final decision is made.

The following table shows the next steps involved in the process. Dates are subject to change and would be dependent on Cabinet approval to move to each stage.

Activity	Date
Report to Cabinet to approve non-statutory consultation	April 2016
Consultation and engagement	May - June 2016
Outcome report to Cabinet and approval to next stage*	July 2016
Publication of notices and representation period*	September 2016
Decision by Cabinet (within 2 months)*	November 2016
Implementation starts*	1 December 2016

*Subject to scheduling of Cabinet meetings which means dates might change

Consultation event

The following informal 'drop-in' event is open to everybody: families of pupils attending the schools, staff, governors and other members of the community and anyone who would like to hear more and discuss the proposals. Officers from the council will be present to answer questions and hear your views.

Anyone is welcome to attend. Anyone who would like some help in taking part in the consultation will receive it. Please come along and see us any time between the times below.

Kirklees Council wants to know what you think. Your views will be reported back to Kirklees Council Cabinet as part of the decision making process.

Date	Venue	Time
23 May 2016	Ashbrow School	4.30 – 6.00pm

Alternatively, you can complete the response form at the back of this document.

Response form

Please send this form or a letter:

By post: FREEPOST, Kirklees Council, RTBS-CYHU-LSEC, School Organisation and Planning Team (Postage is free, you do not need a stamp).

In person: At the consultation drop-in session or hand it in at one of the schools.

Online: You can also take part in the consultation on our website:
www.kirklees.gov.uk/schoolorganisation

Email: Please note that you can contact us via email should you have any queries regarding these proposals. Please send your emails to
school.organisation@kirklees.gov.uk

Please make sure you respond by **17 June 2016** to ensure that your views are heard.

Consultation response form

Proposal 1 - Do you support or oppose the proposals relating to Ashbrow School – discontinuing the 12 specialist places for children with SLCN?

Please ✓ tick one box.

Strongly support	Support	Neither support nor oppose	Oppose	Strongly oppose	Don't know

Why have you decided that is your view? Please tell us about it along with anything else you would like us to consider relating to this proposal.

Proposal 2 - Do you support or oppose the proposals relating to Thornhill J&I School – discontinuing the 12 specialist places for children with SLCN?

Please ✓ tick one box.

Strongly support	Support	Neither support nor oppose	Oppose	Strongly oppose	Don't know

Why have you decided that is your view? Please tell us about it along with anything else you would like us to consider relating to this proposal.



Proposal 3 - Do you support or oppose the proposals relating to Moldgreen Community Primary School – discontinuing the 10 specialist places for children with autism?

Please ✓ tick one box.

Strongly support	Support	Neither support nor oppose	Oppose	Strongly oppose	Don't know

Why have you decided that is your view? Please tell us about it along with anything else you would like us to consider?

Proposal 4 - Do you support or oppose the proposals relating to the development and creation of a central 'hub' for primary outreach services for children with SLCN and autism?

Please ✓ tick one box.

Strongly support	Support	Neither support nor oppose	Oppose	Strongly oppose	Don't know

Why have you decided that is your view? Please tell us about it along with anything else you would like us to consider relating to this proposal.

About you

This section asks you for some information that will help us to analyse the results of the survey and to see who has taken part. You will not be identified by any of the information you provide.

I am a: (Please tick ✓ and complete all those that apply to you)

<input type="checkbox"/> Parent/carer	Your child's/children's school/s:
<input type="checkbox"/> Pupil	Your school:
<input type="checkbox"/> Governor	Your school:
<input type="checkbox"/> Member of staff	Your school:
<input type="checkbox"/> Local resident	Please tell us:
<input type="checkbox"/> Other	Please tell us:

How would you describe your ethnic origin? (Please tick ✓ one box)

White	Asian or Asian British	Other ethnic group
English/Welsh/Scottish/ Northern Irish/British <input type="checkbox"/>	Indian <input type="checkbox"/>	Arab <input type="checkbox"/>
Irish <input type="checkbox"/>	Pakistani <input type="checkbox"/>	Other <input type="checkbox"/>
Gypsy or Irish Traveller <input type="checkbox"/>	Bangladeshi <input type="checkbox"/>	(Please write in)
Any other White background <input type="checkbox"/>	Chinese <input type="checkbox"/>	
(Please write in).....	Any other Asian background <input type="checkbox"/>	
	(Please write in).....	
Mixed	Black or Black British	
White and Black Caribbean <input type="checkbox"/>	Caribbean <input type="checkbox"/>	
White and Black African <input type="checkbox"/>	African <input type="checkbox"/>	
White and Asian <input type="checkbox"/>	Any other Black background <input type="checkbox"/>	
Any other Mixed background <input type="checkbox"/>	(Please write in).....	
(Please write in).....		

Please write in your postcode: (We will not use this information to contact you)

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------	----------------------	----------------------



Proposal To Make a Prescribed Alterations To The Specialist Provision for pupils with Special Education Needs.

Notice is given in accordance with section 19 (1) of the Education and Inspections Act 2006 that Kirklees Council intends to make a prescribed alteration to the provision for children with special educational needs at the following school:

Moldgreen Community Primary School, The Avenue, Moldgreen, Huddersfield, HD5 8AE - A Community School.

Prescribed alteration to discontinue the 10 transitional places for children with autism at Moldgreen Community Primary School (This proposal enables the legal closure of this specialist provision where there have been no children in transitional places since July 2014)

It is proposed that the changes would begin from 1st April 2017.

This notice is an extract from the complete proposals. Copies of the complete proposals can be obtained from: Kirklees Council, School Organisation and Planning Team, Kirkgate Buildings, Byram Street, Huddersfield, HD1 1BY. Tel: 01484 221000. Copies of the full proposals are available on the Kirklees Council website www.kirklees.gov.uk/schoolorganisation

Within four weeks from the date of publication of this proposal, (9th January 2017) any person may object to or make comments on the proposal by sending them to Sarah Callaghan, Director for Children & Young People, c/o School Organisation & Planning Team, Kirkgate Buildings, Byram Street, Huddersfield, HD1 1BY, or via Council email at school.organisation@kirklees.gov.uk

Sarah Callaghan – Director for Children & Young People, Kirklees Council
Publication Date: 12th December 2016

Note : Due to the lack of demand for transitional places in the specialist provision for primary aged children with Speech Language and Communication Needs (SLCN), 12 transitional places at Thornhill J&I School for children with SLCN will be discontinued. The process for academies differs from maintained schools and therefore a statutory notice is not required for the proposals, if the process of academisation had not taken place, member's approval would have been sought to move to the next stage of the statutory process also.

Alterations other than alterations proposed in foundation proposals which may be published by a Governing Body or Local Authority as specified in regulations 4 and 5

Published in accordance with Schedule 2 to The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2016

1. Contact details

The name and contact address of the local authority or governing body publishing the proposals and the name, address and category of the school

Kirklees Council, Kirkgate Buildings, Byram Street, Huddersfield, HD1 1BY intends to make a prescribed alteration to Moldgreen Community Primary School, The Avenue, Moldgreen, Huddersfield, HD5 8AE - A Community School.

2. Description of alteration and evidence of demand

It is proposed:

- **To discontinue the 10 transitional places for children with autism at Moldgreen Community Primary School**

Since July 2014 no children have taken up a transitional place in the specialist provision at Moldgreen Community Primary School. There remains a legal requirement to de-commission the specialist provision and this would effectively complete the closure of the specialist provision at this school.

3. Objectives - the objectives of the proposals (including how the proposals would increase Educational Standards and parental choice)

The objectives of these proposals are to:

ensure that the overall pattern of specialist resource provision in Kirklees gives a flexible range of provision and support that can respond to the needs of individual pupils and parental preferences.

- provide access to appropriately trained staff and access to specialist support and advice, so that individual pupils can have the fullest possible opportunities to make progress in their learning and participate in their school and community.
- support the LA's strategy for making schools and settings more accessible to disabled children and young people and their scheme for promoting equality of opportunity for people with SEN.
- takes account of the original consultations with a wide range of stakeholders regarding the range of specialist provision in Kirklees.

4. The effect on other schools

The effect on other schools, academies and educational institutions in the area

The proposal does not affect other schools in the area.

5. Project costs

Project cost and indication of how these will be met, including how long term value for money will be achieved.

- Should these proposals be implemented, there is no capital cost.
- The education budget that the Council receives from government, known as the Dedicated Schools Grant (DSG), can only be spent on education – so the proposals have no revenue impact for the Council. Specialist school places are funded from the “high needs block” of the DSG and the number of places has to be formally agreed with the Education Funding Agency (EFA) each year. Schools also receive ‘top-up’ funding on a per pupil basis which relates to standard support needs and the school setting, due to there not being any children at the school with Autism since September 2014 - this would not affect the schools budget.

6. Implementation and any proposed stages for implementation

The date on which the proposals are planned to be implemented, and if they are to be implemented in stages. A description of what is planned for each stage, the number of stages intended and the dates of each stage.

The proposed implementation date is 1st April 2017.

There are no children currently being supported in the provision and therefore there would be no need for transitional arrangements for any pupils.

7. Change to special educational need provision - the SEN improvement test.

In planning and commissioning SEN provision or considering a proposal for change, LAs should aim for a flexible range of provision and support that can respond to the needs of individual pupils and parental preferences. This is favourable to establishing broad categories of provision according to special educational need or disability. Decision-makers should ensure that proposals:

- (a) take account of parental preferences for particular styles of provision or education settings
- (b) take account of any relevant local offer for children and young people with SEN and disabilities and the views expressed on it.
- (c) offer a range of provision to respond to the needs of individual children and young people, taking account of collaborative arrangements (including between special and mainstream schools), extended school and Children’s Centre provision; regional centres (of expertise), regional and sub-regional provision; out of LA day and residential special provision
- (d) take full account of educational considerations, in particular the need to ensure a broad and balanced curriculum, within a learning environment, where children can be healthy and be safe
- (e) support the LA’s strategy for making schools and settings more accessible to disabled children and young people and their scheme for promoting equality of opportunity for disabled people
- (f) provide access to appropriately trained staff and access to specialist support and advice, so that individual pupils can have the fullest possible opportunities to make progress in their learning and participate in their school and community
- (g) ensure appropriate provision for 14-19 year-olds; and

- (h) ensure that appropriate full-time education will be available to all displaced pupils. Their statements of special educational needs must be amended and all parental rights must be ensured. Other interested partners, such as the Health Authority, should be involved. Pupils should not be placed long-term or permanently in a Pupil Referral Unit (PRU) if a special school place is what they need.

When considering any reorganisation of provision that the LA considers to be reserved for pupils with special educational needs, including that which might lead to children being displaced, proposers will need to demonstrate how the proposed alternative arrangements are likely to lead to improvements in standards, quality and/or range of educational provision for those children. Decision-makers should make clear how they are satisfied that the SEN improvement test has been met, including how they have taken account of parental or independent representations which question the proposer's assessment.

- (a) On 1st September 2012 Kirklees Council implemented proposals to secure 10 transitional places for children with autism at Moldgreen Community Primary School, plus outreach. Since July 2014 there have been no children taking up a transitional place in the specialist provision in agreement with the school.
- (b) Following the ongoing reduction in transitional place requests, as a result of the high quality outreach support being delivered, the 6 transitional places available at Headlands CE (VC) JI&N School is currently deemed to be sufficient for demand across the borough and are under constant review. Staffing capacity allocated to South Kirklees Primary Autism (formally allocated to Moldgreen Community Primary School) is now located at the Westtown Centre in Dewsbury alongside the Educational Psychology and Early Years SEN teams. These members of staff work alongside specialist provision staff based at Headlands CE (VC) JI&N School to ensure outreach support across the borough, as well as sufficient teacher support to children in transitional places at the school.
Autism strand support continues to cater for a growing number of children and young people in Kirklees, who are referred for outreach support as they have difficulties with social communication and interaction, as well as those with a diagnosis of autism. As expertise in mainstream settings grows, and with the support of a responsive approach through outreach, more children are able to access their local school.
- (c) There have been no children taking up a transitional place in the specialist provision at Moldgreen Community Primary School since September 2014 in agreement with the school. There remains a legal requirement to decommission this specialist provision which would effectively complete the closure of the specialist provision at this school.
- (d) The proposals aim to ensure that the overall pattern of specialist resource provision in Kirklees maintains flexibility and has a broad range of provision and support that can respond to the needs of individual pupils and parental preferences.
- (e) This proposal relates to children with autism. Schools across the Local Authority have significantly improved physical accessibility and staff expertise, which has contributed towards parents and carers making a preference for their local mainstream school.
- (f) The present structure of the provision enables children with SEN to receive the required level of support, either in their school or in a school with a designated specialist resource provision.
- (g) This proposal does not affect provision for 14-19 year olds.
- (h) No children are displaced as a result of these proposals.

8. Travel and accessibility

Decision-makers should satisfy themselves that accessibility planning has been properly taken into account and the proposed changes should not adversely impact on disadvantaged groups.

The decision-maker should bear in mind that a proposal should not unreasonably extend journey times, increase transport costs or result in too many children being prevented from travelling sustainably due to unsuitable walking or cycling routes.

A proposal should also be considered on the basis of how it will support and contribute to the LA's duty to promote the use of sustainable travel and transport to school.

There has been no take up of transitional places at Moldgreen Community Primary School since July 2014, and more children are being able to be supported in their local school. It is therefore considered that there is no adverse travel and accessibility issues for disadvantaged groups, there are no extension of journey times or increase in transport costs.

9. Objections and comments

Any person may send objections or comments in relation to any proposals to the local authority within four weeks from the date of publication. Objections and comments must be received by the 9th January 2017. Copies of the proposals can be obtained from: Directorate for Children & Young People, c/o School Organisation & Planning Team, Kirkgate Buildings, Byram Street, Huddersfield, HD1 1BY

The address of the authority to which objections or comments should be sent:-

Within four weeks from the date of publication of this proposal, 12th December 2016, any person may object to or make comments on the proposal by sending them to Sarah Callaghan, Director for Children & Young People, c/o School Organisation & Planning Team, Kirkgate Buildings, Byram Street, Huddersfield, HD1 1BY or via Council email at school.organisation@kirklees.gov.uk

Kirklees School Organisation Advisory Group Constitution & Purpose

The Education and Inspections Act 2006 confirms Local Authority responsibility for school organisation decision-making.

To assist the Local Authority in reaching decisions on school organisation statutory notices, a School Organisation Advisory Group will be established to consider and advise Cabinet, as the decision-making body, on statutory proposals related to school organisation.

The Advisory group will not have decision-making powers.

Constitution of the School Organisation Advisory Group.

Membership of the Advisory Group will be as follows:

1. Member representation in line with the current political ratio of the Council (6)
2. Schools representative (1)
3. Governing Body representative (1)
4. Diocesan representatives. (Catholic and Anglican) (2)
5. Learning Skills Council (1)
6. Minority Community representative (1)

The Chair of the School Organisation Advisory Group will be the lead member for Children and Young People Service.

The group may decide to invite other individuals to attend the group to receive information related to the school organisation proposal as appropriate.

As an Advisory group, the Council's quorum guidelines do not apply.

Purpose of the School Organisation Advisory Group.

The proposed draft terms of reference for the School Organisation Advisory Group are detailed below.

At the end of the 6 week statutory notice period where the notice outlines a school organisation proposal, the School Organisation Advisory Group will meet as soon as possible to:

- Check and confirm that all required information is available regarding the school organisation proposal;
- Check and confirm that the published notice complies with statutory requirements;
- Check and confirm that the statutory consultation has been carried out prior to the publication of the Notice;
- Consider the prescribed information related to the proposal to change the pattern of school provision;
- Consider the proposal for change with regard to the DCSF statutory guidance on implementing change to the pattern of school organisation; (Statutory Guidance-Factors to be considered by Decision-Makers);
- Consider any objections received during the statutory notice period and the Local Authority response to these objections;
- Receive a presentation on the proposal for change from the Proposer;
- Having considered the statutory proposal with regard to the above, prepare a list of reasons for the decision they would recommend to Cabinet in respect of the school organisation proposal. This should be prepared using the factors to be considered in the statutory guidance as the framework for their collective view

Notes of School Organisation Advisory Group – 16th January 2017

1. Introductions and membership apologies

Present: Councillor Masood Ahmed (chair)

Officers in support:

Jo-Anne Sanders – Interim Assistant Director for Learning and Skills
Mandy Cameron (Deputy Assistant Director Children and Vulnerable Groups – Learning and Skills)
Jane Weatherill (Principal Development & Team Manager – Learning and Skills)
Shahzia Ashraf (School Place Planning Officer - Learning and Skills)

Apologies:

Councillor Pinnock
Councillor Lisa Holmes
Councillor Erin Hill
Councillor Marielle O'Neill
Councillor Michelle Grainger-Mead
Diocese of Leeds - Church of England
Diocese of Leeds
Jane Acklam Executive Principle of Moor End Academy

2. Overview of the meeting - purpose of SOAG:

- Review of the statutory process to discontinue 10 transitional places for children with autism at Moldgreen Community Primary School.

3. Review of the statutory process using Check List 1

Proposal to discontinue 10 transitional places for children with autism at Moldgreen Community Primary School.

4. SOAG conclusions and recommendations to decision makers:

- Consultation has been carried out.
- The published statutory notice complies with statutory requirements.
- The proposal is not related to any other proposal for any other school and is not related to any proposals published by the EFA.
- The proposal is valid and can be decided by Kirklees Council Cabinet.
- The statutory four week period has been allowed for representation.
- The decisions have been brought to the cabinet on 7th March 2017. This is within two months of the end of the statutory four week representation period which ended on the 9th January 2017 .

SOAG Advice: Kirklees Council Cabinet can decide the proposals under its current decision making powers.

5. Review of factors from DfE guidance to be considered in making the decisions.

These factors are derived from the guidance issued by the Department for Education. School Organisation Maintained Schools. Annex B: Guidance for Decision Makers January 2014. Factors can vary depending upon the nature and type of proposals. The full list of factors is presented in Appendix 7, accompanied by responses to the relevant factors for these proposals. The relevant factors for these proposals are:

- Consideration of consultation and representation period

- Education standards and diversity of provision.
 - Demand
 - School size
 - Proposed admission arrangements (including post 16 provision)
 - National curriculum
 - Equal opportunities issues
 - Community cohesion
 - Travel and accessibility
 - Capital
 - School Premises and Playing Fields
 - Changes to special Educational needs Provision the SEN improvement test
- The rationale for the proposals was examined against each of the above factors and associated guidance.
 - The factors, guidance and rationale for the proposals are set out in Appendix 7.

SOAG Comments: This proposal enables the legal closure of this specialist provision where there have been no children in transitional places since July 2014

6. Final conclusions and recommendations for decision makers

SOAG agreed that:

- The statutory process had enabled a full and detailed presentation of the proposals to interested parties.
- The rationale for the proposal had been clearly articulated against the factors in the decision maker's guidance (see Appendix 7).
- Issues raised in consultation had been presented for full consideration against the factors in decision maker's guidance.
- Cabinet are able to reach a decision regarding the proposal.

1 Statutory process check sheet: Moldgreen Community Primary School

School	Statutory Proposals
Moldgreen Community Primary School	<ul style="list-style-type: none"> To discontinue 10 transitional places for children with autism

1. CONSULTATION		Y,N,N/A	NOTES/EVIDENCE
1.1 Has a formal consultation taken place?		Y	Consultation outcome report: 15.11.16
1.2 Consultation process	a. Has adequate time been allowed for the consultation process?	Y	Consultation outcome report: 15.11.16 (Consultation period 16.05.16 to 17.06.16) 4 weeks term time non-statutory consultation has been completed
	b. Does the consultation document provide sufficient information to those who are being consulted?	Y	Consultation outcome report : 15.11.16 Appendix B (consultation document)
	c. Does the consultation material make it clear how interested parties can make their views known?	Y	Consultation outcome report : 15.11.16 Appendix B (consultation document)
	d. Does the report that summarises the outcome of the consultation demonstrate how the views expressed during the consultation have been taken into account in reaching any subsequent decision as to the publication of proposals?	Y	Consultation outcome report: 15.11.16
1.3 Evidence that interested parties have been consulted. To Include	a. the governing body of any school which is the subject of proposals (if the LA are publishing proposals);	Y	Consultation outcome report: 15.11.16 Appendix A – distribution list
	b. the LA that maintains the schools (if the governing body is publishing the proposals);	N/A	
	c. families of pupils, teachers and other staff at the schools	Y	Ward members for Dalton
	d. any LA likely to be affected by the proposals, in particular neighbouring authorities where there may be significant cross-border movement of pupils;	Y	
	e. the governing bodies, teachers and other staff of any other schools that may be affected;	Y	MPs.
	f. families of any pupils at any other school who may be affected by the proposals including where appropriate families of pupils at feeder primary schools;	Y	Special Schools
	g. any trade unions who represent staff at the schools; and representatives of any trade union of any other staff at schools who may be affected by the proposals;	Y	Schools with specialist provisions
	h. (if proposals involve, or are likely to affect a school which has a particular religious character) the appropriate diocesan authorities or the relevant faith group in relation to the school;	N/A	
	i. the trustees of the schools (if any)	N/A	
	j. (if the proposals affect the provision of full-time 14-19 education) the Learning and Skills Council (LSC)/EFA/DfE	N/A	
	k. MPs whose constituencies include the schools that are the subject of the proposals or whose constituents are likely to be affected by the proposals;	Y	
	l. any other interested party, for example, the Early Years Development and Child Care Partnership (or any local partnership that exists in place of an EYDCP) where proposals affect early years provision, or those who benefit from a contractual arrangement giving them the use of the premises; and	Y	
	m. such other persons as appear to the proposers to be appropriate.	Y	
1.4 Pupils	Have pupils been formally consulted?	N	

2. PUBLICATION		Y,N,N/A	NOTES/EVIDENCE
2.1	a. Have formal proposals been published by the appropriate body (ie LA/GB etc)?	Y	The LA are able to publish proposals for specialist resource provisions in maintained schools. Proposals published 12.12.16
	b. Have proposals been published within 12 months of the consultation end	Y	Consultation period ended 17.06.16 and proposals published 12.12.16
2.2	a. Do the complete proposals contain all the specified information?	Y	See complete proposal
2.3 Statutory notice	a. Have statutory notices been prepared?	Y	See statutory notice
	b. Have the statutory notices been published in a local newspaper?	Y	Copy was published in Huddersfield Examiner on 12.12.16
	c. Have the statutory notices been posted at the main entrance of the schools (or all entrances if there are more than one)?	Y	Posted at the main and rear entrances of Moldgreen Community Primary School on 12.12.16
	d. Has the statutory notice and full proposal been given to all children affected at the school.	N/A	Under current regulations for prescribed alterations for SEN provision in mainstream schools this is not required.
	e. Have the statutory notices been posted in other conspicuous areas in the area served by the school (eg local library, community centre, post office etc.)?	Y	Posted in a public area at Dalton & Rawthorpe Library and Information Centre on 12.12.16
2.4 Related proposals	a. Are these proposals interdependent on any other proposals?	N	
	b. If so, are the related proposals included on the same Statutory Notice?	N/A	
	c. If so, is this clearly identified in the Statutory Notice?	N/A	
	d. If so, is it clear who is proposing what on the Statutory Notice?	N/A	
2.5 Implementation date	a. Are the implementation dates for the proposals specified on the Statutory Notices?	Y	Statutory notice
	b. Is the time scale for implementation reasonable (proposals should be implemented within 3 years of their publication with the possible exception of Authority wide re-organisations.)?	Y	Proposals published 12.12.16 for implementation from 01.04.17
2.6 Explanatory note	a. Is the full effect of the proposals clear to the general public?	Y	Statutory notice
	b. If not, has an explanatory note been included alongside the Statutory Notice?	Y	Statutory notice
2.7	Has the council's legal team advised on the validity of the Statutory Notices? * If a published notice has not been properly formulated in accordance with regulations, the notice may be judged invalid and therefore ineligible to be determined by the LA or the schools adjudicator. Should this be the case a revised notice must be published clearly stating that it is a replacement notice.*	Y	LA legal team have reviewed the statutory notices prior to publication.
2.8 Have the proposers distributed the complete proposal and notice to all relevant parties?	Within a week of publication		
	a. to the Governing Bodies (LA proposal)	Y	To governing bodies
	b. any person who requests a copy.	Y	Any persons requesting a copy would receive one. No requests have been received.

3. REPRESENTATION		Y,N,N/A	NOTES/EVIDENCE
3.1	Has a period been allowed for statutory representation?	Y	
3.2	Has the representation period been of appropriate length – 4 weeks	Y	In accordance with school organisation regulations a four week representation period has been held between 12.12.16 and 09.01.17
3.3	Have any representations been received during this period?	N	No representations have been received.

4. DECISION – Decisions must be made within 2 months (by the LA, or this must be referred to the schools adjudicator).		Y,N, N/A	NOTES/EVIDENCE
4.1	Are these decisions to be made by the LA or the schools adjudicator?	LA	
4.2	Decisions must be made within 2 months (by the LA, or this must be referred to the schools adjudicator).	Y	Representation period ended 09.01.17 and decision-making cabinet is scheduled for 07.03.17 Recommendation made by SOAG and reported to cabinet for approval within a 2 month time frame.
4.3	Is there any information missing	N	
4.4	Do the published notices comply with statutory requirements? <i>Where a published notice does not comply with statutory requirements it may be judged invalid and the Decision Maker should consider whether they can decide the proposals.</i>	Y	
4.5	Has the statutory consultation been carried out (ie have all the criteria in the 'consultation' section been met? <i>If the requirements have not been met, the Decision Maker may judge the proposals to be invalid and should consider whether they can decide the proposals.</i>	N	In accordance with School Organisation Regulations for prescribed alterations to specialist resource provisions in mainstream schools a four week non statutory consultation has been completed.
4.6	Are the proposals 'related' to other proposals (if so, the related proposals must be considered at the same time)? <i>Proposals should be regarded as "related" if the notice makes a reference to a link to other proposals.</i>	N	
4.7	If there are related proposals are they compatible with each other?	N	
4.8	Are the proposals related to proposals published by the EFA (if so, the Decision Maker should defer taking a decision until the Secretary of State has taken a decision on the EFA proposals)?	N	

Factors to be considered in decision making

The factors which are being considered are derived from guidance issued by the Department for Education. School Organisation Maintained Schools. Annex B: Guidance for Decision Makers January 2014, as these proposals have been published after this date.

Paragraph numbers highlighted in **dark grey** relate to factors that are relevant to all types of proposals and these are factors **10-29**. The relevant headings are highlighted in yellow for ease of identification.

Paragraph numbers **highlighted in light grey** relate to additional factors relevant to proposals which impact Post 16 provision (factors **33-37**) and changes to SEN (factors **39-40**). The relevant headings are highlighted in yellow for ease of identification.

Factors that are not highlighted are considered not to be relevant to these proposals. These have been identified as; “Not applicable to these proposals” and are highlighted in red, however for clarity these are fully listed.

CONSIDERATION OF CONSULTATION AND REPRESENTATION PERIOD 10

(10) The decision-maker will need to be satisfied that the appropriate consultation and/or representation period has been carried out and that the proposer has had regard to the responses received.

If the proposer has failed to meet the statutory requirements; a proposal may be deemed invalid and therefore should be rejected.

The decision-maker must consider all the views submitted, including all support for, objections to and comments on the proposal.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS.

(10) School organisation decisions for Local Authority maintained schools have to follow a process set out by law. Kirklees Local Authority has had due regard to legislation and followed the statutory process in respect of these proposals. New School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2016 came into force on 28 January 2014. The new regulations removed the statutory requirement to carry out a ‘pre-publication’ consultation for significant changes to schools. However, the LA did carry out a four week term time non-statutory consultation 16.05.16 to 17.06.16 to ensure the maximum opportunity was available to all key stakeholders to understand and comment upon the proposals, prior to publication. On the 07.11.16 the non-statutory consultation outcomes report was published on the Council’s external website and key stakeholders were notified and sent a link to the report. On the 15.11.16 Kirklees Council’s Cabinet (decision making authority) received the consultation outcomes report of the non-statutory consultation and it was agreed to proceed with the next stage of the statutory process and the publication of the related statutory notice and proposals.

The publication of the statutory notice, proposals and representation period commenced on 12.12.16 and ended on 09.01.17, thereby lasting for a period of four weeks and meeting the requirements of School Organisation Regulations.

EDUCATION STANDARDS AND DIVERSITY OF PROVISION11/12

(11) Decision-makers should consider the quality and diversity of schools in the relevant area and whether the proposal will meet or affect the aspirations of parents; raise local standards and narrow attainment gaps.

(12) The decision-maker should also take into account the extent to which the proposal is consistent with the government's policy on academies as set out on the department's website.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS

(11) The proposals would ensure that the overall pattern of specialist provision in Kirklees gives a flexible range of provision and support that can respond to the needs of individual pupils and parental preferences. This is delivered in a safe environment, where young people can thrive in buildings and provision tailored to meet their special educational need or disability. The proposals take full account of educational considerations, in particular the need to ensure a broad and balanced curriculum within a learning environment where children can be healthy and stay safe. The proposals will also provide access to appropriately trained staff and to specialist support and advice, so that individual pupils can have the fullest possible opportunities to make progress in their learning, while participating at their local mainstream school and in their community. The proposals support the LA's strategy for making schools and settings more accessible to disabled children and young people, and their scheme for promoting equality of opportunity for disabled people.

(12) The proposals are for the discontinuance of a specialist provision for autism in a primary school. The school to which these proposals relate is not proposed to close, nor are any new schools being established as part of these proposals.

DEMAND 13/14/15

(13) In assessing the demand for new school places the decision-maker should consider the evidence presented for any projected increase in pupil population (such as planned housing developments) and any new provision opening in the area (including free schools).

(14) The decision-maker should take into account the quality and popularity of the schools in which spare capacity exists and evidence of parents' aspirations for a new school or for places in a school proposed for expansion. The existence of surplus capacity in neighbouring less popular schools should not in itself prevent the addition of new places.

(15) Reducing surplus places is not a priority (unless running at very high levels). For parental choice to work effectively there may be some surplus capacity in the system as a whole. Competition from additional schools and places in the system will lead to pressure on existing schools to improve standards.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS

(13/14/15) The proposals have been designed to re-organise specialist provision places for children with autism and speech, language and communication needs. This is due to changes in demand patterns. At Moldgreen Community Primary School there has been a lack of take up of transitional places for children with autism and there have been no places allocated since July 2014 in agreement with the school. The reduced demand for these places is due to the success of existing outreach support and also because of the increased levels of physical accessibility of schools in the borough.

SCHOOL SIZE 16

(16) Decision makers should not make blanket assumptions that schools should be of a certain size to be good schools, although the viability and cost-effectiveness of a proposal is an important factor for consideration. The decision-maker should also consider the impact on the LA's budget of the need to provide additional funding to a small school to compensate for its size.

RATIONALE FOR THE PROPOSALS

(16) The proposal relates specifically to the specialist provision in this school and does not impact on the size of the existing mainstream provision in the school.

PROPOSED ADMISSION ARRANGEMENTS (including post 16 provision) 17/18

(17) In assessing demand the decision-maker should consider all expected admission applications, not only those from the area of the LA in which the school is situated.

(18) Before approving a proposal that is likely to affect admissions to the school the decision-maker should confirm that the admission arrangements of the school are compliant with the School Admissions Code. Although the decision-maker cannot modify proposed admission arrangements, the decision-maker should inform the proposer where arrangements seem unsatisfactory and the admission authority should be given the opportunity to revise them.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS

(17-18) The proposals are for the discontinuance of a specialist provision (to which normal admissions criteria do not apply) in a mainstream school and, therefore, do not affect admission arrangements at Moldgreen Community Primary School.

NATIONAL CURRICULUM 19

(19) All maintained schools must follow the National Curriculum unless they have secured an exemption for groups of pupils or the school community. In addition, Kirklees gives a flexible range of provision and support that can respond to the needs of individual pupils and parental preferences. This is delivered in a safe environment, where young people can thrive in buildings and provision tailored to meet their special educational need or disability. Full account is taken of educational considerations, in particular the need to ensure a broad and balanced curriculum within a learning environment where children can be healthy and stay safe.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS

(19) Moldgreen Community Primary School would continue to implement the National Curriculum from Key Stage One through to Key Stage Two.

EQUAL OPPORTUNITY ISSUES 20/21

(20) The decision-maker must have regard to the Public Sector Equality Duty (PSED) of LAs/governing

bodies, which requires them to have 'due regard' to the need to:

- eliminate discrimination;
- advance equality of opportunity;
- and foster good relations.

(21) The decision-maker should consider whether there are any sex, race or disability discrimination issues that arise from the changes being proposed, for example that where there is a proposed change to single sex provision in an area, there is equal access to single sex provision for the other sex to meet parental demand. Similarly there should be a commitment to provide access to a range of opportunities which reflect the ethnic and cultural mix of the area, while ensuring that such opportunities are open to all.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS

(20/21). It is considered that there are no adverse impacts arising from the proposals under this duty. Following re-organisation in 2011-2013, some further changes are necessary to continue to improve service delivery and outcomes for children and young people. The proposals reduce the number of overall transitional places, which would still meet demand and so the overall impact following change is considered to be minimal.

The absence of take up of transitional places for children with autism at Moldgreen Community Primary School has meant that no places have been allocated since July 2014, in agreement with the school. The Council's SEN team provides a broad range of support, including outreach for children with autism across settings in Kirklees and, therefore, it is considered that there is no negative impact from an equalities perspective.

The proposals do not give rise to any sex, race or disability discrimination issues. The proposal which aims to reduce the number of transitional places for children with autism demonstrates the increased accessibility in schools that is enabling children to receive the required level of support in their local mainstream school and not a specialist provision.

COMMUNITY COHESION 22

(22) Schools have a key part to play in providing opportunities for young people from different backgrounds to learn with, from and about each other; by encouraging, through their teaching, an understanding of, and respect for, other cultures, faiths and communities. When considering a proposal, the decision-maker must consider its impact on community cohesion. This will need to be considered on a case-by-case basis, taking account of the community served by the school and the views of different sections within the community.

REPRESENTATIONS: None

OFFICER COMMENT: None

RATIONALE FOR THE PROPOSALS

(22) It is considered that there is no adverse impact upon community cohesion as a result of these proposals for Moldgreen Community Primary School. The school would continue to provide primary education to the community that it presently serves.

TRAVEL AND ACCESSIBILITY 23/24/25

(23) Decision-makers should satisfy themselves that accessibility planning has been properly taken into account and the proposed changes should not adversely impact on disadvantaged groups.

(24) The decision-maker should bear in mind that a proposal should not unreasonably extend journey times or increase transport costs, or result in too many children being prevented from travelling sustainably due to unsuitable walking or cycling routes.

(25) A proposal should also be considered on the basis of how it will support and contribute to the LA's duty to promote the use of sustainable travel and transport to school.

REPRESENTATIONS: None

OFFICER COMMENT: None

RATIONALE FOR THE PROPOSALS

(23/24/25) Moldgreen Community Primary School would remain open. The proposed discontinuance of the transitional places for children with autism will reduce travel and improve accessibility, as increasing numbers of children are able to receive outreach and other forms of support that meet their needs, yet enable them to stay in their local school.

CAPITAL 26/27

(26) The decision-maker should be satisfied that any land, premises or capital required to implement the proposal will be available and that all relevant local parties (e.g. trustees or religious authority) have given their agreement. A proposal cannot be approved conditionally upon funding being made available.

(27) Where proposers are relying on the department as the source of capital funding, there can be no assumption that the approval of a proposal will trigger the release of capital funds from the department, unless the department has previously confirmed in writing that such resources will be available; nor can any allocation 'in principle' be increased. In such circumstances the proposal should be rejected, or consideration deferred until it is clear that the capital necessary to implement the proposal will be provided.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS

(26/27) There are no capital implications arising as a result of these proposals. The proposals are not therefore reliant on any capital funding being made available from the Education Funding Agency.

SCHOOL PREMISES AND PLAYING FIELDS 28/29

(28) Under the School Premises Regulations all schools are required to provide suitable outdoor space in order to enable physical education to be provided to pupils in accordance with the school curriculum; and for pupils to play outside safely.

(29) Setting out suggested areas for pitches and games courts are in place although the department has been clear that these are non-statutory.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS

(28/29) There are no implications for school premises or playing fields as a result of these proposals. This is because the proposals are to reduce numbers of transitional places; no expansions are being proposed that would impact on playing fields or any other aspect of school premise regulations.

FACTORS RELEVANT TO CERTAIN TYPES OF PROPOSALS

EXPANSION 30. Not applicable to these proposals

(30) When deciding on a proposal for an expansion on an additional site (a 'satellite school'), decision-makers will need to consider whether the new provision is genuinely a change to an existing school or is in effect a new school (which would trigger the academy presumption in circumstances where there is a need for a new school in the area⁶). Decisions will need to be taken on a case-by-case basis, but decision-makers will need to consider the following non-exhaustive list of factors which are intended to expose the extent to which the new site is integrated with the existing site, and to ensure that it will serve the same community as the existing site:

- The reasons for the expansion
- What is the rationale for this approach and this particular site?
- Admission and curriculum arrangements
- How will the new site be used (e.g. which age groups/pupils will it serve)?
- What will the admission arrangements be?
- Will there be movement of pupils between sites?
- Governance and administration
- How will whole school activities be managed?
- Will staff be employed on contracts to work on both sites? How frequently will they do so?
- What governance, leadership and management arrangements will be put in place to oversee the new site (e.g. will the new site be governed by the same governing body and the same school leadership team)?
- Physical characteristics of the school
- How will facilities across the two sites be used (e.g. sharing of the facilities and resources available at the two sites, such as playing fields)?
- Is the new site in an area that is easily accessible to the community that the current school serves?

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

EXPANSION OF EXISTING GRAMMAR SCHOOLS 31 Not applicable to these proposals

(31) Legislation prohibits the establishment of new grammar schools⁷. Expansion of any existing grammar school onto a satellite site can only happen if it is a genuine continuance of the same school. Decision-makers must consider the factors listed in paragraph 30 on 'expansions' when deciding if an expansion is a legitimate enlargement of an existing school.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

CHANGES TO BOARDING PROVISION 32 Not applicable to these proposals

(32) In making a decision on a proposal to close a school that has boarding provision, or to remove boarding provision from a school that is not closing, the decision-maker should consider whether there is a state maintained boarding school within reasonable distance from the school. The decision-maker should consider whether there are satisfactory alternative boarding arrangements for those currently in the school and those who may need boarding places in the foreseeable future, including the children of service families.

REPRESENTATIONS

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

ADDITION OF POST 16 PROVISION 33/34/35/36/37 Not applicable to these proposals

(33) In assessing a proposal to add post-16 provision, decision-makers should look for evidence that the proposal will improve, extend the range, and increase participation in high quality educational or training opportunities for post-16 pupils within the LA or local area.

(34) The decision-maker should also look for evidence on how new places will fit within the 16-19 organisation in an area and that schools have collaborated with other local providers in drawing up a proposal.

(35) The decision-maker may turn down a proposal to add post-16 provision if there is compelling and objective evidence that the expansion would undermine the viability, given the lagged funding arrangements, of an existing high quality post-16 provider.

(36) Decision-makers should consider the viability of a proposal bearing in mind the formulaic approach to funding; that the school will have to bear any potential diseconomies of scale; and the impact of future demographic trends.

(37) A proposal should take account of the timeline for agreeing 16-19 funding which will be available in the most recent guidance on the department's website. Decision-makers should note that post-16 funding runs on an August – July academic year cycle

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

CHANGES OF CATEGORY TO VOLUNTARY AIDED 38 Not applicable to these proposals

(38) For a proposal to change the category of a school to voluntary-aided, the decision-maker must

be satisfied that the governing body and/or the Foundation are able and willing to meet their financial responsibilities for building work. The decision-maker may wish to consider whether the governing body has access to sufficient funds to enable it to meet 10% of its capital expenditure for at least five years from the date of implementation, taking into account anticipated building projects.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

CHANGES TO SPECIAL EDUCATIONAL NEEDS PROVISION THE SEN IMPROVEMENT TEST 39/40

(39) In planning and commissioning SEN provision or considering a proposal for change, LAs should aim for a flexible range of provision and support that can respond to the needs of individual pupils and parental preferences. This is favourable to establishing broad categories of provision according to special educational need or disability. Decision-makers should ensure that proposals:

- take account of parental preferences for particular styles of provision or education settings;
- take account of any relevant local offer for children and young people with SEN and disabilities and the views expressed on it;
- offer a range of provision to respond to the needs of individual children and young people, taking account of collaborative arrangements (including between special and mainstream), extended school and Children's Centre provision; regional centres (of expertise) and regional and sub-regional provision; out of LA day and residential special provision;
- take full account of educational considerations, in particular the need to ensure a broad and balanced curriculum, within a learning environment where children can be healthy and stay safe;
- support the LA's strategy for making schools and settings more accessible to disabled children and young people and their scheme for promoting equality of opportunity for disabled people;
- provide access to appropriately trained staff and access to specialist support and advice, so that individual pupils can have the fullest possible opportunities to make progress in their learning and participate in their school and community;
- ensure appropriate provision for 14-19 year-olds; and
- ensure that appropriate full-time education will be available to all displaced pupils. Their statements of special educational needs must be amended and all parental rights must be ensured. Other interested partners, such as the Health Authority should be involved. Pupils should not be placed long-term or permanently in a Pupil Referral Unit (PRU) if a special school place is what they need.

(40). When considering any reorganisation of provision that the LA considers to be reserved for pupils with special educational needs, including that which might lead to children being displaced, proposers will need to demonstrate how the proposed alternative arrangements are likely to lead to improvements in the standard, quality and/or range of educational provision for those children. Decision-makers should make clear how they are satisfied that this SEN improvement test has been met, including how they have taken account of parental or independent representations which question the proposer's assessment.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS

(a-b) These proposals take account of parental preferences and the existing local offer for children. Following the re-organisation of specialist provision in mainstream schools, a broad range of provision was established. This included transitional places that enabled specialist provision staff to identify and assess needs in order to establish teaching and learning strategies, and to prepare children, staff and parents for the transition of the child into their named mainstream school.

Prior to the publication of these proposals, the Local Authority held a non-statutory consultation. This provided the opportunity for a wide range of stakeholders, including parents and carers from Moldgreen Community Primary School, to give the Local Authority their views before any decisions have been taken. To support the non-statutory consultation, the Local Authority published a consultation document that outlined the proposals. Consultation drop-in sessions were held, which were designed to enable stakeholders to discuss the proposals with officers from the Local Authority. The feedback from the consultation was published on the Council's website on the 7th November 2016. The report on the outcomes of the consultation was heard by Kirklees Council Cabinet on the 15th November 2016.

(c) Should these proposals be approved, there would be no adverse impact on the broad range of provision for children with SEN in Kirklees. The proposed discontinuance of the 10 transitional places for children with autism at Moldgreen Community Primary School reflects the lack of demand for these places and, with agreement from the school, no places have been allocated since July 2014.

(d) The proposals aim to ensure that the overall pattern of specialist provision in Kirklees maintains flexibility, with a broad range of provision and support that can respond to the needs of individual pupils and parental preferences. This is delivered in a safe environment, where young people can thrive in buildings and provisions tailored to meet their special educational needs or disability. The proposal takes full account of educational considerations, in particular the need to ensure a broad and balanced curriculum, within a learning environment where children can be healthy and stay safe.

(e) This proposal relates to children with autism. Schools across the Local Authority have significantly improved physical accessibility and staff expertise; this has contributed towards a reduced level in demand for specialist provision. This reduced demand is a consequence of a reduction in the number of referrals from schools, as the needs of these children are being met in their own school. A contributory factor is the improved physical accessibility of many school buildings in Kirklees.

(f) The present structure of the provision enables children with SEN to receive the required level of support either in their local school or in a school with a designated specialist provision.

(g) This proposal does not affect provision for 14-19 year olds.

(h) No children are displaced as a result of these proposals.

(40) No children are being displaced as a result of this proposal. The absence of take up of transitional places for children with autism at Moldgreen Community Primary School has meant that, with the agreement of the school, no places have been allocated to the provision since July 2014. The Council's SEN Team provides a broad range of support, including outreach for children with autism needs, across settings throughout Kirklees and, therefore, it is considered that there is no negative impact. **No representations have been received on any aspects of these proposals.**

ADDITIONAL FACTORS RELEVANT TO PROPOSALS FOR NEW MAINTAINED SCHOOLS

SUITABILITY⁴¹ **Not applicable to these proposals**

(41) When considering a proposal for a new maintained school, the decision-maker should consider each proposal on its merits, and take into account all matters relevant to the proposal. Any proposals put forward by organisations which advocate violence or other illegal activity must be rejected. In order to be approved, a proposal should demonstrate that they would support UK democratic values including respect for the basis on which UK laws are made and applied; respect for democracy; support for

individual liberties within the law; and mutual tolerance and respect.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

COMPETITION (under section 7 EIA 2006) 42/43/44/45 Not applicable to these proposals

(42). Where a LA considers that there is a need for a new school in its area it must first seek proposals to establish an academy/free school under section 6A of EIA 2006 (though proposals may also be made under section 10 and 11 of the EIA 2006). In such cases the Secretary of State is the decision-maker. However, in exceptional circumstances where no academy/free school proposals are received (or are received but are deemed unsuitable) a statutory competition under section 7 of the EIA 2006 may be held. Where there is demand for faith places the LA may seek to establish a new faith VA school (see paragraphs 47-51).

(43). Where two or more proposals are complementary, and together meet the requirements for the new school, the decision-maker may approve all the proposals.

(44). The specification for the new school is only the minimum requirement; a proposal may go beyond this. Where a proposal is not in line with the specification, the decision-maker must consider the potential impact of the difference to the specification.

(45). Where additional provision is proposed (e.g. early years or a sixth-form) the decision-maker should first judge the merits of the main proposal against the others. If the proposal is judged to be superior, the decision-maker should consider the additional elements and whether they should be approved. If the decision-maker considers they cannot be approved, they may consider a modification to the proposal, but will need to first consult the proposers and - if the proposal includes provision for 14-19 year olds - the Education Funding Agency (EFA).

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

CAPITAL IN COMPETITIONS (46) Not applicable to these proposals

(46) For competitions the LA will be expected to provide premises and meet the capital costs of implementing the winning proposal, and must include a statement to this effect in the notice inviting proposals. Where the estimated premises requirements and/or capital costs of a proposal submitted in response to a competition exceed the initial cost estimate made by the LA, the decision-maker should consider the reasons for the additional requirements and/or costs, as set out in the proposal and whether there is agreement to their provision.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

NEW VOLUNTARY-AIDED SCHOOLS (under section 11 of EIA 2006) 47/48/49/50/51 **Not applicable to these proposals**

(47). Section 11 of the EIA 2006 permits a new VA school to be proposed without the requirement for the Secretary of State's approval. Such a school must be proposed following the required statutory process and may be for a school with or without a designated religious character.

(48). Many VA schools are schools with a religious character. The department recognises the important contribution that faith schools make to the education system and that 'faith need' (demand for faith places on choice grounds) may be viewed as separate from 'basic need' (demand for new school places).

(49). When assessing basic need, LAs need to look at the general demand for places and if a new school is needed to address basic need, must go down the academy presumption route. Where there is a demand for faith places, the law allows for LAs to seek to establish a new academy with religious designation, or for other proposers to establish new VA schools outside the presumption process.

(50). The approval of a new school to meet local demand for faith places may also meet the demand (or some of the demand) for basic need.

(51). Legislation allows maintained schools to seek to convert to academy status.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS **Not applicable to these proposals**

INDEPENDENT FAITH SCHOOLS JOINING THE MAINTAINED SECTOR 52 **Not applicable to these proposals**

(52) Legislation allows an independent faith school to move into the maintained sector. However, decision-makers must ensure that the decision to proceed with such a proposal is clearly based on value for money and that the school is able to meet the high standards expected of state-funded educational provision. The department would expect the decision-maker to consider the following points:

- that there is genuine demand/need for this type of school place in the local community;
- that the current and projected financial health of the proposer is strong;
- that the proposal represents long term value for money for the taxpayer;
- that the school will be able to deliver the whole of the national curriculum to the expected high standard
- that all aspects of due diligence have been considered and undertaken; and that the school building is appropriate for the delivery of a high standard of education and in good condition throughout, or can easily be improved to meet such standards.

REPRESENTATIONS Not applicable

OFFICER COMMENT Not applicable

RATIONALE FOR THE PROPOSALS **Not applicable to these proposals**

REPLACEMENT GRAMMAR SCHOOLS 53 **Not applicable to these proposals**

(53) A new school can only be designated as a grammar school by the Secretary of State where it is being established in place of one or more closing grammar schools⁸. Decision-makers should therefore satisfy themselves that if a new school is proposed as a grammar school it is eligible for designation. Where an existing grammar school is expanding the proposer and decision maker must consider the points listed in paragraph 30.

REPRESENTATIONS Not applicable

OFFICER COMMENT Not applicable

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

ADDITIONAL FACTORS RELEVANT TO CLOSURE PROPOSALS

CLOSURE PROPOSALS (under s15 EIA 2006) 54 Not applicable to these proposals

(54) The decision-maker should be satisfied that there is sufficient capacity to accommodate displaced pupils in the area, taking into account the overall quality of provision, the likely supply and future demand for places. The decision-maker should consider the popularity with parents of the schools in which spare capacity exists and evidence of parents' aspirations for those schools.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

SCHOOLS TO BE REPLACED BY PROVISION IN A MORE SUCCESSFUL/POPULAR SCHOOL 55 Not applicable to these proposals

(55) Such proposals should normally be approved, subject to evidence provided.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

SCHOOLS CAUSING CONCERN 56 Not applicable to these proposals

(56) For all closure proposals involving schools causing concern, copies of the Ofsted monitoring letters for the relevant schools should be made available. Decision-makers should have regard to the length of time the school has been in special measures, requiring improvement or otherwise causing concern. The decision-maker should also have regard to the progress the school has made, the prognosis for improvement, and the availability of places at other existing or proposed schools within a reasonable travelling distance. There is a presumption that these proposals should be approved, subject to checking that there are sufficient accessible places of an acceptable standard available to accommodate displaced pupils and to meet foreseeable future demand for places in the area.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS. Not applicable to these proposals**RURAL SCHOOLS 57/58/59 Not applicable to these proposals**

(57). There is a presumption against the closure of rural schools. This does not mean that a rural school will never close, but the case for closure should be strong and the proposal clearly in the best interests of educational provision in the area. Those proposing closure should provide evidence to show that they have carefully considered the following:

- alternatives to closure including the potential for federation with another local school or conversion to academy status and joining a multi-academy trust or umbrella trust to increase the school's viability;
- Not applicable where a rural infant and junior school on the same site are closing to establish a new primary school on the same site(s).
- the scope for an extended school to provide local community services; and facilities e.g. child care facilities, family and adult learning, healthcare, community internet access etc.;
- the transport implications; and
- the overall and long term impact on local people and the community of closure of the village school and of the loss of the building as a community facility.

(58). When deciding a proposal for the closure of a rural primary school the decision-maker must refer to the Designation of Rural Primary Schools Order to confirm that the school is a rural school.

(59). For secondary schools, the decision-maker must decide whether a school is to be regarded as rural for the purpose of considering a proposal. In doing so the decision-maker should have regard to the department's register of schools – EduBase which includes a rural/urban indicator for each school in England. Where a school is not recorded as rural on Edubase, the decision-maker can consider evidence provided by interested parties, that a particular school should be regarded as rural.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals**EARLY YEARS PROVISION 60/61 Not applicable to these proposals**

(60). In considering a proposal to close a school which currently includes early years provision, the decision-maker should consider whether the alternative provision will integrate pre-school education with childcare services and/or with other services for young children and their families; and should have particular regard to the views of the Early Years Development and Childcare Partnership.

(61). The decision-maker should also consider whether the new, alternative/extended early years provision will maintain or enhance the standard of educational provision for early years and flexibility of access for parents. Alternative provision could be with providers in the private, voluntary or independent sector.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals**NURSERY SCHOOL CLOSURES 62** Not applicable to these proposals

(62). There is a presumption against the closure of nursery schools. This does not mean that a nursery school will never close, but the case for closure should be strong and the proposal should demonstrate that:

- plans to develop alternative provision clearly demonstrate that it will be at least as equal in terms of the quantity as the provision provided by the nursery school with no loss of expertise and specialism; and
- replacement provision is more accessible and more convenient for local parents.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals**BALANCE OF DENOMINATIONAL PROVISION 63/64** Not applicable to these proposals

(63). In deciding a proposal to close a school with religious character, decision-makers should consider the effect that this will have on the balance of denominational provision in the area.

(64). The decision-maker should not normally approve the closure of a school with a religious character where the proposal would result in a reduction in the proportion of relevant denominational places in the area. However, this guidance does not apply in cases where the school concerned is severely under-subscribed, standards have been consistently low or where an infant and junior school (at least one of which has a religious character) are to be replaced by a new all-through primary school with the same religious character on the site of one or both of the predecessor schools.

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS Not applicable to these proposals**COMMUNITY SERVICES 65** Not applicable to these proposals

(65) Some schools may be a focal point for family and community activity, providing extended services for a range of users, and its closure may have wider social consequences. In considering proposals for the closure of such schools, the effect on families and the community should be considered. Where the school is providing access to extended services, provision should be made for the pupils and their families to access similar services through their new schools or other means.

REPRESENTATIONS

OFFICER COMMENT

RATIONALE FOR THE PROPOSALS Not applicable to these proposals**ADDITIONAL FACTORS RELEVANT TO PROPOSALS TO CHANGE CATEGORY TO**

FOUNDATION, ACQUIRE/REMOVE A TRUST AND ACQUIRE/REMOVE A FOUNDATION MAJORITY GOVERNING BODY

STANDARDS 66/67/68 **Not applicable to these proposals**

(66) Decision Makers should consider the impact of changing category to foundation and acquiring or removing a Trust on educational standards at the school. Factors to consider include:

- the impact of the proposals on the quality, range and diversity of educational provision in the school;
- the impact of the proposals on the curriculum offered by the school, including, if appropriate, the development of the school's specialism;
- the experience and track record of the Trust members, including any educational experience and expertise of the proposed trustees;
- how the Trust might raise/has raised pupils' aspirations and contributes to the ethos and culture of the school;
- whether and how the proposals advance/have advanced national and local transformation strategies;
- the particular expertise and background of Trust members. For example, a school seeking to better prepare its pupils for higher education might have a higher education institution as a partner.

(67) In assessing standards at the school, the decision-maker should take account of recent reports from Ofsted or other inspectorates and a range of performance data. Recent trends in applications for places at the school (as a measure of popularity) and the local reputation of the school may also be relevant context for a decision.

(68) The government wants to see more schools benefit from the freedom to control their own assets, employ their own staff and set their own admissions criteria. However, if a proposal is not considered strong enough to significantly improve standards at a school that requires it, the decision maker should consider rejecting the proposal

REPRESENTATIONS None

OFFICER COMMENT None

RATIONALE FOR THE PROPOSALS **Not applicable to these proposals**

COMMUNITY COHESION 69 **Not applicable to these proposals**

(69) Trusts have a duty to promote community cohesion. In addition to the factors outlined in paragraph 22, the decision-maker should also carefully consider the Trust's plans for partnership working with other schools, agencies or voluntary bodies.

REPRESENTATIONS

OFFICER COMMENT

RATIONALE FOR THE PROPOSALS **Not applicable to these proposals**

GENERAL POINTS ON ACQUIRING A TRUST 70 **Not applicable to these proposals**

(70). For new Trust schools (foundation schools with a charitable foundation) the decision-maker must be satisfied that the following criteria are met for the proposal to be approved:

- the proposal is not seeking to alter the religious character of a school or for a school to acquire or lose a religious character. These alterations cannot be made simply by acquiring a Trust;
- the necessary work is underway to establish the Trust as a charity and as a corporate body; and
- that none of the trustees are disqualified from exercising the function of trustee, either by virtue of:
 - disqualifications under company or charity law;
 - disqualifications from working with children or young people;
 - not having obtained a criminal record check certificate¹⁴; or
 - the Requirements Regulations which disqualify certain persons from acting as charity trustees.

REPRESENTATIONS

OFFICER COMMENT

RATIONALE FOR THE PROPOSALS **Not applicable to these proposals**

OTHER POINTS ON TRUST PROPOSALS 71 **Not applicable to these proposals**

(71). Additionally, there are a number of other factors which should be considered when adding or removing a Trust:

- whether the Trust acts as the Trust for any other schools and/or any of the members are already part of an existing Trust;
- if the proposed Trust partners already have a relationship with the school or other schools, how those schools perform (although the absence of a track record should not in itself be grounds for regarding proposals less favourably);

how the partners propose to identify and appoint governors. What, if any, support would the Trust/foundation give to governors?

- to what extent the proposed Trust partners have knowledge of the local community and the specific needs of the school/area and to what extent the proposal addresses these; and
- the particular expertise and background of Trust members.

REPRESENTATIONS

OFFICER COMMENT

RATIONALE FOR THE PROPOSALS **Not applicable to these proposals**

GENERAL POINT ON REMOVING A TRUST 72 **Not applicable to these proposals**

(72) If a proposal is for the removal of a Trust, the governing body should consider the proposal in the

context of the original proposal to acquire the Trust, and consider whether the Trust has fulfilled its expectations. Where new information has come to light regarding the suitability of Trust partners, this should be considered.
REPRESENTATIONS
OFFICER COMMENT
RATIONALE FOR THE PROPOSALS Not applicable to these proposals

SUITABILITY OF PARTNERS 73/74 Not applicable to these proposals
<p>(73) Decision-makers will need to be satisfied of the suitability of Trust partners and members. They should use their own discretion and judgement in determining on a case-by-case basis what circumstances might prevent the reputation of a Trust partner being in keeping with the charitable objectives of a Trust, or could bring the school into disrepute. However, the decision-maker should seek to come to a balanced judgement, considering the suitability and reputation of the current/potential Trust. Decision-makers should seek to assure themselves that:</p> <ul style="list-style-type: none"> the Trust members and proposed trustees (where the trustees are specified in the proposals) are not involved in illegal activities and/or activities which could bring the school into disrepute; the Trust partners are not involved in activities that may be considered inappropriate for children and young people (e.g. tobacco, gambling, adult entertainment, alcohol). <p>(74)The following sources may provide information on the history of potential Trust partners (N/A)</p>
REPRESENTATIONS
OFFICER COMMENT
RATIONALE FOR THE PROPOSALS Not applicable to these proposals

LAND AND ASSETS, WHEN REMOVING A TRUST/FOUNDATION MAJORITY 75/76 Not applicable to these proposals
<p>75. When removing a Trust, the governing body is required to resolve all issues relating to land and assets before the publication of proposals, including any consideration or compensation that may be due to any of the parties. Where the parties cannot agree, the issues may be referred to the Schools Adjudicator to determine.</p> <p>76. The Schools Adjudicator will take account of a governing body's ability to pay when determining any compensation. Therefore, all of these issues must be resolved by the point at which the decision is made and the amount of compensation due to either party may be a factor in deciding proposals to remove a Trust.</p>
REPRESENTATIONS
OFFICER COMMENT
RATIONALE FOR THE PROPOSALS Not applicable to these proposals

FINANCE - WHEN REMOVING A TRUST/FOUNDATION MAJORITY 77 Not applicable to these proposals
77. Trusts are under no obligation to provide financial assistance to a school, but there may be instances

where the Trust does provide investment. The well-being and educational opportunities of pupils at the school should be paramount, and no governing body should feel financial obligations prevent the removal of a Trust where this is in the best interests of pupils and parents.

REPRESENTATIONS

OFFICER COMMENT

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

OTHER SERVICES PROVIDED BY THE TRUST WHEN REMOVING A TRUST/FOUNDATION MAJORITY 78 Not applicable to these proposals

78. Trusts may offer a variety of services to the school, such as careers advice, work experience placements, strategic partnerships with other schools, and access to higher education resources and so on. The damage to relationships and/or loss of any of these advantages should be weighed up against the improvements envisaged by a change in governance or the removal of the Trust

REPRESENTATIONS

OFFICER COMMENT

RATIONALE FOR THE PROPOSALS Not applicable to these proposals

APPLICATION FORM:

To deliver a Communication and Interaction Provision at primary level

Applicant details	
(personal information will be treated in accordance with the Data Protection Act)	
Main contact for this application	
	Name:
	School address:
	Email address:
	Telephone number:
About your school / organisation	
1	What is it about hosting specialist provision that particularly interests you?
2	What strengths and successes does your school already have in terms of inclusive practice and support for children with SEN which will act as a strong foundation upon which to build and develop specialist provision in this area?

APPENDIX 8

3	What do you see as the benefits to hosting specialist provision within your school?
4	What do you see as the key challenges for school in taking on this new venture and what would you consider as potential solutions to these challenges taking into account the need for in school provision and outreach support across the LA.

We confirm that:

(a)	We will adhere to the Admissions Code.
(b)	The governing body of the school/multi-academy trust have discussed and agreed with the application (Written evidence of this should be sent with your application)

Signature

(Print Name)

Date

Note: Application forms must be returned electronically no later than 10th February 2017 to: school.organisation@kirklees.gov.uk

This page is intentionally left blank



Name of meeting: Cabinet

Date: 7th March 2017

Title of report: Children's Improvement Plan

1. Purpose of report

The purpose of this report is to;

- a) Explain in outline how it is proposed that the Council improve outcomes for children and young people by putting them at the heart of what we do and working collaboratively with our partners to achieve improvement against the 27 Ofsted recommendations as laid out in the Improvement Plan
- b) Seek Cabinet's endorsement to submit the Children's Improvement Plan to Ofsted by 9th March 2017 (see Appendix 1) and delegate authority to the Councils Director for Children's Services in consultation with the Portfolio Holder, Family Support and Child Protection to finalise the Plan.
- c) Inform Cabinet how we are complying with our Department of Education Statutory Direction and what we are doing to actively explore possible alternative delivery arrangements

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes – affects all Wards
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Yes 6th February 2017
The Decision - Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Director & name Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance? Is it also signed off by the Assistant Director - Legal Governance and Monitoring?	Gill Ellis Debbie Hogg Julie Muscroft
Cabinet member portfolio	Cllr Erin Hill, Family Support & Child Protection

Electoral wards affected: All

Ward councillors consulted: None

2. Summary

Improving Children's services is an absolute priority for Kirklees Council, but we know that the outcomes our children and young people deserve cannot be delivered by the Council alone. We are proud that our partner agencies share our commitment to the well-being of children and young people in Kirklees and we recognise the need to improve both our strategic governance and operational arrangements.

Agreeing a set of shared outcomes for our children and young people will be key to this. Partners in Kirklees are currently being consulted on an outcomes framework for the district. These are the outcomes that all partners will collectively sign up to and work together to achieve.

Our Children's Improvement Plan

Our Vision is for all children and young people in our area, "to have the best possible start in life through every child and young person being safe, loved, healthy and happy, supported to be free from harm and having the chance to make the most of their talents, skills and qualities to fulfil their potential and become productive members of society."

We have structured our Improvement plan (see Appendix 1) around the four themes in the Single Inspection Framework, each of which clearly addresses a number of Ofsted recommendations:

Theme	Alignment to Ofsted inspection recommendations
Theme 1: Children who need help and protection	1, 2, 6, 9, 10, 11, 12, 13, 14 and 15.
Theme 2: Children looked after and achieving permanence	3, 4, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25 and 26
Theme 3: Leadership, Management and Governance	5, 7, 8, 12 and 27
Theme 4: Effectiveness of the Kirklees Safeguarding Children Board	KSCB recommendations 1-10.

N.B The Local Authority are responsible for delivering improvement against the 27 Ofsted recommendations contained in the improvement plan and the Independent Chair of the Safeguarding Children's Board is responsible for delivering improvement against the 10 KSCB recommendations. All 37 recommendations are combined within the improvement plan.

Alternative Delivery Arrangements for Children's Social Care

As part of the Statutory Direction, the Commissioner has been asked to take the following steps –

- Make recommendations for the immediate improvement for Children's Social Care, including additional support required
- Review the Council's Leadership and Management capability and capacity to drive the necessary changes
- Make a recommendation to the Secretary of State as to whether alternative delivery arrangements are the most effective way of securing and sustaining improvement

The Commissioner will provide her report to the Secretary of State by 31st March 2017, it is therefore critical that we fully explore alternative delivery models. A further report will follow to cabinet with more detail of this when detail of the Commissioners report is known.

3. Information Required to Make a Decision

Outcomes for children and young people

The seven draft outcomes are as follows, with 1, 3 and 4 being related to our Children's Improvement journey. Each of these outcomes has a number of supporting outcomes and progress will be measured using an Outcomes Based Accountability Model:

1. Children have the best start in life
2. People in Kirklees are as well as possible for as long as possible
3. People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning
4. People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm
5. Kirklees has sustainable economic growth and provides good employment for and with communities and businesses
6. People in Kirklees experience a high quality, clean, and green environment
7. People in Kirklees live independently and have control over their lives

Our formal partnership arrangements reflect our commitment to joint and collaborative working and will be used to co-ordinate the delivery of these outcomes for our children and young people.

Our key partnership bodies are:

- **The Children and Young People Partnership Board** provides overall strategic direction for the work of all our partner agencies working to deliver services for the children and young. An important part of the work of this Board is focused on the engagement, voice and influence of children and young people.
- **The Health and Well Being Board** is responsible for producing the Joint Strategic Assessment (JSA) which identifies and sets commissioning priorities to improve outcomes and safeguard children.

- **The Kirklees Safeguarding Children Board** provides the strategic and operational direction for safeguarding and continuous monitoring of performance in Kirklees.
- **Improvement Board**
The Improvement Board (IB) is the key partnership body with ownership of the improvement plan and responsibility for its delivery across the district. It is made up of strategic representation from partner agencies, working to agreed terms of reference. The IB is where all agencies will be constructively challenged and held to account for progress. The independent chair and the Commissioner, who is also a member of the board, both independently assure themselves of progress and the Commissioner will report directly to the Secretary of State. The chair of the KSCB is also a member of the Children's Improvement Board and reports on the progress made on the KSCB action plan.

Additionally, the Getting to Good Programme Board has membership made up of key Council officers, crucial to driving the improvement journey. Chaired by the Council's Improvement Director, the programme board will monitor, challenge, support and oversee the progress of the Children's Improvement Plan. It will also act as a point of resolution for escalated risks and issues and is accountable to, and reports directly into, the Improvement Board

Children's Improvement Plan

The Improvement plan needs to be signed up to and owned by the Council, strategic partners, staff and partner agencies through oversight of the Improvement Board. This plan is due to be endorsed by the Children's Improvement Board on 6th March 2017 (See Appendix 1). As there is a short period of time to do this, the recommendation is to delegate authority to the Director of Children's Services in consultation with the Portfolio Holder, Family Support and Child Protection to finalise the plan following the discussions with the Commissioner and Ofsted referred to below at paragraph 4.3

4. Implications for the Council

4.1 Early Intervention and Prevention (EIP)

The Improvement plan has identified key activity to be undertaken against each of the 27 Ofsted Recommendations and 10 KSCB Ofsted Recommendations. This includes Ofsted recommendation number 27 ensuring that there is a robust needs analysis to underpin strategic planning and commissioning of services for children reflects the principles of early intervention and prevention in seeking to direct contacts to the appropriate level of support.

The detail of activity to improve the above sits within the detailed project plans within the Improvement programme. All actions have accountable leads with the responsibility of providing progress updates via the Improvement Board.

4.2 Economic Resilience (ER)

By enabling our most vulnerable children and young people to become economically resilient so they can contribute to the future prosperity of the local area and the region.

4.3 Improving Outcomes for Children

The Children's Improvement plan relates to improving outcomes for children and young people in Kirklees.

The local authority must produce a written statement of proposed action (the Improvement Plan) and submit this to the Secretary of State and HMCI within 70 working days of the receipt of the inspection report. This means that the Council has to submit the Improvement Plan (Appendix 1) to Ofsted by 9th March 2017.

The lead inspector will review the action plan (Children's Improvement Plan) as soon as possible after receipt to check that it reflects the recommendations contained in the inspection report. Ofsted is not responsible for 'signing off' or endorsing the action plan – this is the responsibility of the DCS. Ofsted's role is to advise the DCS about whether the action plan reflects the recommendations in the inspection report.

Ofsted's regional director will write to the DCS confirming whether the action plan reflects the inspection findings. If Ofsted considers that the action plan does not properly reflect or address the recommendations set out in the inspection report, the lead inspector and/or SHMI should discuss this with the DCS to ensure that the recommendations have been fully understood. Where this is not resolved, the regional director will write to the DCS setting out the area(s) of difference and the reasons. The lead inspector will keep the national director, social care informed.

The lead inspector will inform the interventions team at the DfE of the outcome of this process. If the differences are not resolved, the Secretary of State will be asked to consider what action (if any) the DfE wishes to take in response.

4.4 Reducing demand of services (& supporting children early)

The Improvement plan directly aims to address improvement against the 27 Ofsted recommendations which ultimately aims to reduce the number of children and families in need of high level intervention and therefore the demand on Children's Social Care Services.

All of the key activity contained within the plan aims to address reduce demand for Children's social care services however at the end of the 3 month review undertaken by the Independent Commissioner, there will a report produced making a judgement about whether Children's Services will remain within the Council.

5. Consultees and their opinions

The Improvement Plan has been shared with members of the Improvement board for further input and consultation with key partners and young people.

6. Next steps

Work has been undertaken by officers from Children's Services and key partners to draft our action plan (known as the Children's Improvement plan). An Action Planning workshop took place on 24th January with Ofsted. Key themes that were discussed included;

- Keeping children safe
- Ensuring proactive response, robust management action, oversight and challenge to ensuring children are safe
- Ensuring good quality social work practice including assessments, plans/planning and subsequent intervention
- Workforce-planning, sustainability and development
- Robust performance management and monitoring
- Multi-agency coordination and partnership working
- Commissioning and sufficiency for looked after children

The content of the above discussion has helped shape how recommendations are to be addressed in the Improvement Plan.

The Ofsted First Monitoring visit dates have been agreed within 4 weeks of receipt of action plan. It has been agreed that this takes place on 13th and 14th March. The scope of first visit was discussed and agreed-The front door (Multi Agency Safeguarding Hub).

A further report will be provided to Cabinet in relation to next steps including alternative delivery models in order to consider the most appropriate way forward once the Commissioner reports her findings.

7. Officer Recommendations and Reasons

For Cabinet to endorse the submission of the Children's Improvement Plan (see Appendix 1) to the Secretary of State and Her Majesty's Chief Inspector (as stated in The Education and Inspections Act 2006 (Inspection of Local Authorities) Regulations 2007) by the 9th March 2017.

For Cabinet to delegate powers to the Director of Children's Services in consultation with the Portfolio Holder, Family Support and Child Protection to finalise the Children's Improvement Plan prior to its submission to Ofsted.

8. Cabinet Portfolio Holder Recommendation

The Cabinet Portfolio Holder fully endorses the Improvement Plan and is happy for it to be submitted to the Secretary of State. The Cabinet

Portfolio Holder also recommends that Cabinet delegate powers to the Director for Children & Young People to finalise the Improvement Plan prior to its submission.

9. Contact officer

Kathryn Loftus
Head of Change (Children's Improvement Programme)

10. Background Papers and History of Decisions

Ofsted Report
Statutory Direction Notice

11. Director responsible

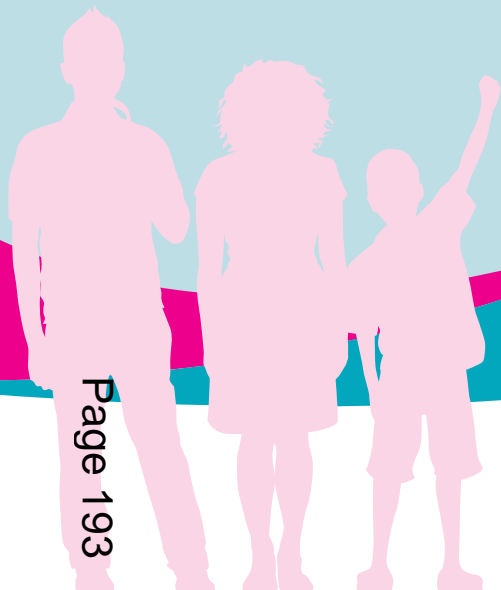
Gill Ellis, Director for Children and Young People

This page is intentionally left blank

DRAFT

Putting children at the heart of what we do

Kirklees Council's Improvement Plan
for Children's Services



Page 193



Kirklees Futures
Children in Care Council



Content and structure

Part 1: Overview

1. Foreword by Cllr Erin Hill and Cllr David Sheard
2. Our approach – how we are managing our improvement journey
3. Our improvement journey to date

Part 2: Ensuring delivery

1. Governance
2. Doing the work
3. Monitoring and performance
4. Glossary

Part 3: Key themes and summary project plans

Action Plan summary

Theme 1: Children who need help and protection

Theme 2: Children looked after and achieving permanence

Theme 3: Leadership, Management and Governance

Theme 4: Effectiveness of the Kirklees Safeguarding
Children Board

Kathryn Loftus
Head of Change (Programme Manager Children's Improvement)
Kirklees Council, Social Care & Wellbeing for Adults
Civic 3 First Floor South
Market Street
HD1 2EY
T: **01484 221000**
M: **07966998040** (short code - **06907**)
E: **Kathryn.loftus@kirklees.gov.uk**

Foreword

Cllr Erin Hill and Cllr David Sheard

Improving Children's Services is an absolute priority for Kirklees Council. Our Vision is for all children and young people in our area, "to have the best possible start in life through every child and young person being safe, loved, healthy and happy, supported to be free from harm and having the chance to make the most of their talents, skills and qualities to fulfil their potential and become productive members of society."

Our workforce, our politicians and our partners are fully committed to making this a reality for the children and young people of Kirklees. We do not underestimate the task in front of us. Recent Ofsted inspections have confirmed areas of concern that we had previously identified and had started to rectify. We acted swiftly to improve our understanding of why we had failed to get things right for vulnerable children and young people. Our job now is to build on this foundation and to continue our journey so that we can be absolutely confident we have done everything we can to make sure that vulnerable children in Kirklees are as safe as possible and that all our children and young people fulfil their potential.

We have demonstrated our commitment to improvement by focusing extra resources on Children's Services consistently over the last year, to help us turn our vision into a reality and continue improving at pace. We have a passionate workforce, dedicated to putting children first and making a positive difference to the lives of children and young people. This extra investment will mean they are equipped with the tools, skills and knowledge to do their best for the people we serve.

We cannot achieve our ambitions, or the necessary improvements, by working in isolation. For this reason, our work going forward will be further informed by the relationships we have developed with our partners. We will actively nurture these partnerships to deliver better services, engage with children and young people more effectively, and to learn from each other. These are difficult times for local authorities, but if we work together, we can provide our children with the services they deserve.

This plan reflects a frank and honest assessment of the problems we must overcome, the progress we have made to date and the work we know we must do. It recognises that improvement must never stop and that, above all, we must keep children safe. We recognise the scale of our challenge, especially in the context of increasing demand and financial pressure, but the ongoing improvement highlighted in this plan will make a real, positive difference to the lives of children and young people in Kirklees.

Cllr Erin Hill

Cabinet Portfolio Holder –
Family Support and Child Protection

Cllr David Sheard

Leader - Kirklees Council



1: Our approach – how we are managing our improvement journey

The Council and its partners fully recognise that the work which now needs to be done is extensive and complex, with a clear requirement to deliver in close collaboration with statutory and non-statutory partners, manage numerous dependencies and deliver the required improvements within a financial envelope that is affordable.

In order to manage this large and complex scope of work, we have developed our improvement programme around four key themes. To ensure that the plan directly addresses the findings of our Ofsted inspection, we have structured our improvement plan around the four themes in the Single Inspection Framework, each of which clearly addresses a number of Ofsted recommendations:

Theme	Alignment to Ofsted inspection recommendations
Theme 1: Children who need help and protection	1, 2, 6, 9, 10, 11, 12, 13, 14 and 15
Theme 2: Children looked after and achieving permanence	3, 4, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25 and 26
Theme 3: Leadership, Management and Governance	5, 7, 8, 12 and 27
Theme 4: Effectiveness of the Kirklees Safeguarding Children Board	KSCB recommendations 1-10

Keeping Children Safe

Embedding high quality social work practice to keep children safe is at the centre of our approach to improvement. We will continue embedding work that commenced in early 2016 to develop 'Risk Sensible' as our consistent model of social work practice, and to support this with clear Practice Standards and a consistently applied Quality Assurance Framework.

Continued implementation will be supported by a rolling programme of external audit activity, case familiarisation and improved performance management systems. This will help us to ensure that there is a clear line of sight from front line practice to the Senior Leadership Team and Improvement Board, which we know is essential to our improvement journey and to keeping children safe.

Our Workforce Strategy, Practice Standards and Quality Assurance Framework are referred to in the action plans for all four themes:

Workforce Strategy

Our aim is to secure a stable workforce, equipped with the skills, knowledge and experience to carry out the social work role and who are supported through regular and reflective supervision and access to training and development opportunities. With this in mind, we are securing and rolling out a programme of continuous professional development opportunities, intended to upskill Social Workers and provide them with the skills and knowledge they require to assess, analyse and manage risk, combined with the roll out of Liquid Logic.

Our Practice Standards

The aim of our Practice Standards is to:

- (a) provide a confident and professional service that is respected by families and other professionals who can champion the needs of children and young people through their work and challenge others where necessary to promote the welfare of the child;
- (b) provide clarity in relation to what is expected of social work practitioners and managers against which they measure themselves and the work they do, and,
- (c) ensure a consistent and systemic approach to social work practice.

Our Quality Assurance Framework

Our QA Framework (Achieving Excellence in Social Care Practice for Children and Young People) was launched in September 2016 to promote and improve our practice, not just for children and young people but for their families and carers. It reflects legislation, national guidance and professional standards. The aim of the framework is to inform a learning culture; identify improvement in social care practice leading to better outcomes for children, young people and their families. The framework helps us to ensure that there are strong arrangements for measuring the quality of work; providing confidence in practice across social care services whilst identifying learning and improvement.

Risks and Issues

The programme clearly has a number of inherent and significant risks, due to the level and complexity of the work, and the consequences should the programme fail to deliver. For these reasons, the programme will follow robust risk management practices with:

- A risk management strategy in line with the Council's corporate approach to risk management.
- Risk and issue registers that are maintained weekly by the Programme Manager
- Agreed risk tolerances, with clear reporting lines and escalations to the Getting to Good Programme Board and Improvement Board.

Communications and Engagement

The Council recognises the importance of effective communications in any improvement programme. It has therefore developed a communication and engagement strategy and plan for the programme, to ensure that staff, partners, service users, and children and young people are engaged in improvement planning and delivery, and understand what needs to be done. It is also important that stakeholders understand where improvement is being made and that we take the time to recognise and celebrate this. To support this, the strapline 'Putting Children at the Heart of What we Do' is being used consistently across all of our communications and engagement material.



Our improvement journey to date

The well-being of children and young people is an absolute priority for Kirklees Council, the Kirklees Safeguarding Children Board (KSCB) and partner agencies. Since identifying problems in the service in late 2015, we have made a number of changes and improvements.

Steps we have taken so far:

Theme 1: Children who need help and protection:

- Revised and re-launched a suite of Practice Standards
- Commenced the roll out of the Risk Sensible model of practice
- Launched the Achieving Excellence Quality Assurance Framework across Children's Services and with partners.
- Introduced a team of Advanced Practitioners to offer coaching, mentoring and support to front line practitioners
- Introduced Performance Clinics, chaired by the Assistant Director, which are driving forward the proactive use of data to understand need and deliver more effective services.
- Begun to add additional capacity to reduce caseload sizes for Social Workers and IROs
- Extended the membership of Multi-Agency Safeguarding Hub

- Piloted daily strategy meetings with all partners, which are conducted via teleconference.
- Introduced daily Risk Management Meeting to discuss high risk domestic abuse cases
- Completed the re-model of Assessment and Intervention

Theme 2: Children looked after and achieving permanence

- Legal Gateway Panel is in place to consider all requests for the initiation of care proceedings.
- Case Manager in place to track all cases in Public Law Outline and proceedings to minimise drift and delay
- Permanence Panel is now meeting weekly to consider all permanence plans for children prior to their four month review

Theme 3: Leadership and Management

- Commissioned our new case management system for children's social care, Liquidlogic, to replace Care First
- Recruited to a number of permanent management posts
- Strengthened communication and staff engagement

Theme 4: Effectiveness of the Kirklees Safeguarding Children Board

- Developed and agreed an action plan to address findings from the Ofsted report and begin the process of implementing and monitoring this.
- Commenced the recruitment process for the appointment of a new Chair person for the Kirklees Safeguarding Children Board

Part 2: Ensuring delivery

1. Governance

Governance of the Children's Improvement Programme has strong leadership with elected members, the Chief Executive and senior leaders, having clear links into Cabinet via Councillor Erin Hill, Portfolio Holder for Family Support and Child Protection. The programme also has strong cross-party support, with clear commitment from all group leaders to support the improvement process. The diagram overleaf shows the relationship between the governance structures with decision-making powers relating to our improvement journey.

Improvement Board

The Improvement Board (IB) is the key partnership body with ownership of the improvement plan and responsibility for its delivery across the district. It is made up of strategic representation from partner agencies, working to agreed terms of reference. The IB is where all agencies will be constructively challenged and held to account for progress. The independent chair and the Commissioner, who is also a member of the board, both independently assure themselves of progress and the Commissioner will report directly to the Secretary of State. The chair of the KSCB is also a member of the Children's Improvement Board and reports on the progress made on the KSCB action plan.

Getting to Good Programme Board

The Getting to Good Programme Board has membership made up of key Council officers, crucial

to driving the improvement journey. Chaired by the Council's Improvement Director, the programme board will monitor, challenge, support and oversee the progress of the Children's Improvement Plan. It will also act as a point of resolution for escalated risks and issues and is accountable to, and reports directly into, the Improvement Board.

Scrutiny

Progress against the plan will be reported to the Council's Ad Hoc Scrutiny Panel and Scrutiny within Children's Services. In addition, there will be ongoing external support and challenge from Ofsted and the Department for Education.

Sponsorship Role

Each of the four improvement plan themes will be 'sponsored' by a senior leader from the Council, VCS partnership, Clinical Commissioning Group and Police. The sponsor is not accountable for the delivery of their sponsored area. The role is to provide challenge and oversight over the areas of work associated with the sponsored area. The purpose of this arrangement is to ensure that partners fully participate in the plan and provide their unique insight and expertise across the broad range of development activity. This approach will ensure that senior leaders take an active interest and the board fully draws on and applies their collective experience.

Monitoring Performance and Quality

Using data and intelligence to monitor and improve performance and quality of practice will be key to the success of our improvement journey, and is a vital part of new ways of working across the Council in the future.

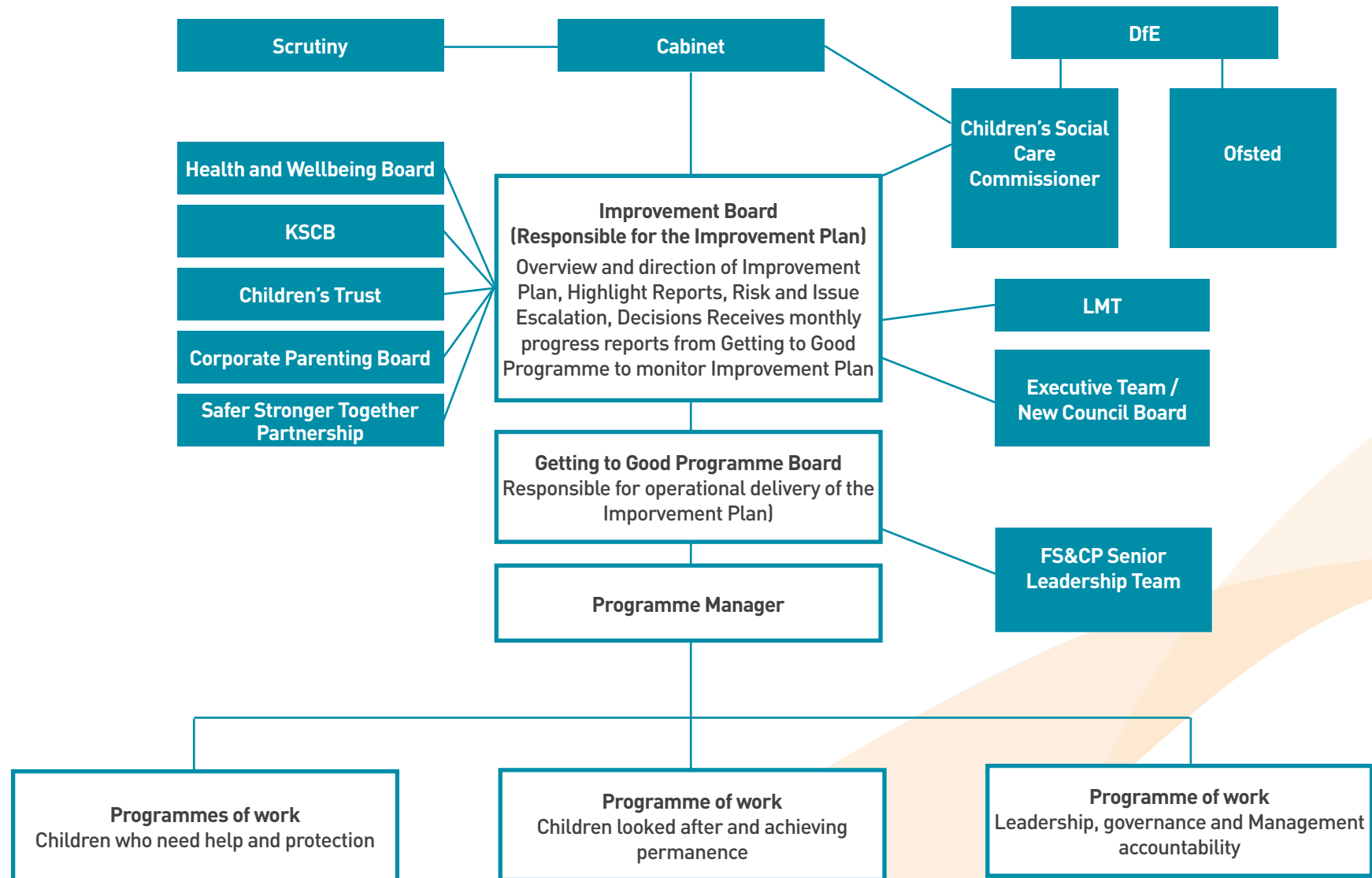
Progress against the improvement plan will be reported to the Children's Improvement Board (IB) which meets on a monthly basis. Reporting includes the following;

- a dashboard that will provide a monthly summary of key risks and issues within work streams
- a performance report including progress against the key performance indicators linked to the four Improvement Plan themes
- Audit Activity to include 'deep dive' quality audits to test quality assurance process and quality of practice
- Audit areas of practice where performance measures have dipped to understand and respond as appropriate

If standards and targets are not met, this will be picked up at an early stage through effective use of performance data throughout the service.

Routes for escalation are in place in case issues are not picked up or resolved at lower levels.

Governance of Kirklees Children's Services Improvement Programme



Glossary

Below is a list which provides short explanations of all the acronyms and professional terms in this plan.

C&YPS – Children and Young People Service

Case Familiarisation Process

Internal Audit Process within Children's Social Care to ensure that practitioners are fully aware of the child's circumstances, plans and required actions and for Managers to ensure compliance with statutory guidance.

CCGs – Clinical Commissioning Groups

Child and Adolescent Mental Health Services (CAMHS)

Kirklees CAMHS promotes emotional well-being and delivers preventative services and treatment to children and young people with mental health problems.

Corporate Parenting Board

The Corporate Parenting Board co-ordinates and oversees the work undertaken with looked after children in Kirklees to make sure that they are in appropriate placements and receive the same opportunities as their peers.

DRP – Dispute Resolution Process

F&CP – Family Support and Child Protection

IRO – Independent Reviewing Officer

Kirklees Safeguarding Children's Board (KSCB)

Safeguarding and promoting the welfare of children requires effective co-ordination in every local area. It is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality and for ensuring the effectiveness of what they do.

LMT – Leadership Management Team

Liquidlogic

Liquidlogic Children's Social Care System has been specifically developed by and for practitioners to allow case management and record keeping for children in need, looked after children, adoption and child protection cases, as quickly and simply as possible.

MAACSE

Multi-Agency Action CSE Meetings – these are scheduled to take place every 6 weeks chaired by the Police Inspector for Safeguarding where children and young people at risk of CSE are discussed. 'hot spots' for CSE are discussed and emerging themes with regard to managing risks associated with Child Sexual Exploitation

Multi-Agency Safeguarding Hub (MASH)

The MASH is a team of professionals including Children's Services Social Workers, Police, Early Help, Health and Education which responds to initial enquiries regarding children and young people in Kirklees

Public Law Outline

This is a legal process that requires Children's Social Care in situations where children are deemed to be at risk, to arrange a meeting with parents and their legal advisors to see if it is possible to reach an agreement about what needs to happen to protect the children so that court proceedings and/or the removal of the children from their parents' care can be avoided. This process enables parents' to access legal advice.

Risk Sensible

This is a model of practice that provides practitioners and partners with the tools and understanding to ensure that decision making around thresholds is explicit, justifiable and "risk sensible". This is the agreed model of practice in Kirklees which has been rolled out to practitioners and partners and is being embedded.

SLT – Senior Leadership Team

STP – Sustainability and Transformation Plan

Health and care service providers and commissioners have worked together across West Yorkshire to develop a Sustainability and Transformation Plan (STP). The plan sets out how services across Kirklees will work together over the next five years to improve our collective population's health and wellbeing, to improve service quality and to deliver financial stability.

Theme 1: Children who need help and protection

Strategic Sponsor: Steve Cotter – Chief Superintendent, West Yorkshire Police

Relates to Ofsted recommendations 1, 2, 6, 9, 10, 11, 12, 13, 14 and 15

Our Ofsted inspection found serious and widespread failures across the services that provide help and protection in Kirklees. Inspectors identified concerns in over a third of children's cases looked at, including unrecognised neglect and abuse. Ofsted concluded that much of our social work support is poor, including inadequate assessments, decision making, planning and management oversight. Ofsted also concluded that early help services are too focused on the needs of parents, rather than children. As a result, we fully recognise that some children have not had their needs met and have remained in high-risk environments for too long, or there have been serious delays in actions being taken to protect them.

To address this, we are embedding a relentless focus on quality of practice. The roll-out of a menu of training and development opportunities and embedding our practice standards and quality assurance framework will be key to keeping children safe and ensuring compliance with statutory guidance. We are also taking steps to improve the quality of management and supervision, recognising how central this is to the improvement journey.

Under this theme, we are also taking steps to improve practice with the Multi-Agency Safeguarding Hub (MASH). We need to ensure that thresholds are applied consistently, so that children are assessed and receive a service when they should. To do this, we have taken steps to ensure that all partner agencies are part of the MASH, are involved in strategy meetings and that multi-agency planning improves.

What we are aiming for:

- Children in Kirklees are safe
- Improved management grip and decision making
- Supervision is regular and reflective
- A stable and competent workforce that feels valued and supported
- Timeliness of assessment and care planning
- Social Workers have manageable caseloads

Thresholds are understood across the partnership and consistently applied.

How we will do this:

- By ensuring that each child has an allocated Social Worker and an up to date assessment and SMART Plan
- By embedding the supervision policy
- By recruiting to permanent posts, retaining staff by bringing caseloads in line with agreed local targets and rolling out a suite of continuous professional development including the Risk Sensible Model
- By embedding the performance and quality assurance framework
- Consistent application of the Continuum of Need and Response Framework

How we will know we are succeeding:

- Our children and young people tell us they are listened to, they feel safe and plans and intervention reflect their wishes
- Improved outcomes for children and young people
- We are looking after the right children and they have a permanence plan
- Performance measures demonstrate we are improving
- We have a learning culture and practice is strengthened
- We are providing services to those who need it

1	Take urgent action to ensure that all children currently being provided with a service are safeguarded and their welfare is promoted					
9	Ensure that all assessments and plans focus on reducing risk and improving children's outcomes, with clearly defined timescales for actions, responsibilities and regular review					
10	Ensure that assessments consider the needs of all children in a household and that records of this work are unique to each child					
11	Ensure that the children and young people are visited within the timescales identified in the plans and that, when appropriate, children are seen alone					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.01	Complete the Case Familiarisation process for all cases in the Assessment and Intervention Service	Assistant Director FS & CP Head of Service for Assessment & Intervention	Improvement Board Getting to Good Programme Board SLT	February 2017		
1.02	Roll-out the Case Familiarisation process within the Looked after Children and Care Leavers Service using a thematic approach to include: <ul style="list-style-type: none"> • Children placed at home on Care Orders • Care Plans • Pathway Plans • Children placed long term with Foster Carers to consider if securing a SGO is appropriate 	Assistant Director FS & CP Head of Service for Corporate Parenting	Improvement Board Getting to Good Programme Board SLT	30 April 2017		
1.03	Review and disseminate learning from case familiarisation, implementing further improvements and incorporating any learning into the Workforce Strategy, informing the offer of ongoing professional development opportunities	Assistant Director FS & CP /PSW	Improvement Board Getting to Good Programme Board SLT KSCB	End of April 2017		
1.04	Fully embed the Risk Sensible Model of Practice across all Services and with partners	Assistant Director FS & CP /KSCB	Improvement Board Getting to Good Programme Board SLT KSCB	February 2017 – ongoing		
1.05	Fully embed the Practice Standards and Quality Assurance Framework to ensure the quality of practice improves and compliance with statutory requirements and timescales is met	Head of Safeguarding & Quality Assurance/PSW	Getting to Good Programme Board SLT	February 2017 – ongoing		



	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.06	Complete the Case Familiarisation process for all cases in the Assessment and Intervention Service	Assistant Director FS & CP Head of Service for Assessment & Intervention	Improvement Board Getting to Good Programme Board SLT	February 2017		
1.07	To review quarterly adherence to and impact of: <ul style="list-style-type: none"> Practice Standards Risk Sensible Model 	Assistant Director of FS & CP/ Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	30 April 2017		
1.08	To review quarterly timely responses to: <ul style="list-style-type: none"> Dispute Resolution Process Management of Complaints 	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board	Ongoing		
1.09	Undertake an Independent Peer Review of Child Protection Services	Director of Children's Services	Ad Hoc Scrutiny Committee	February 2017 – ongoing		
1.10	Agree and implement an internal audit plan for Children's Services to provide ongoing governance and scrutiny of compliance and business operating processes	Director of Children's Services	Getting to Good Programme Board SLT	31 March 2017		
1.11	Devise and implement a 12 month programme of Thematic Audits to include: <ul style="list-style-type: none"> Plans for Children and Young People Re-referrals Section 47s that do not conclude with the convening of a Child Protection Case Conference Case Records being unique to each child Children placed at home on Care Orders Quality of Assessments and Care Planning Management Decision Making and Application of Thresholds Referrals closed in the previous 3 months 	Director of Children's Services Assistant Director FS & CP	Getting to Good Programme Board	To commence March 2017 – ongoing		
1.12	All children (CIN, CP or LAC) have a SMART and up to date plan which reflects their needs and views	Assistant Director FS & CP	Getting to Good Programme Board SLT	30 September 2017		



	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.13	Ensure that children and young people are visited regularly and when, appropriate seen alone	Assistant Director FS & CP	Getting to Good Programme Board SLT	31 May 2017		
Success measures:						
<ul style="list-style-type: none"> • No unallocated cases for children subject to Child Protection Plans or Looked After Children • By September 2017, the % of decisions made within 24 hours will be 55% by September 2017; 70% by December 2017 and it will be 85% by March 2018. • By September 2017, audits completed will evidence that 85% of visits to children on a Child Protection Plan were completed on time (every 2 weeks), by December 2017, this will be at 95% and by March 2018, this will be at 98% • By September 2017, audits completed will evidence that 85% of visits to looked after children were completed on time (every 6 weeks), increasing to 85% by December 2017 and by March 2018, this will be 98% • By September 2017, audits completed will evidence that 75% of assessments will be completed within timescales, increasing to 85% by December 2017 and to 98% by March 2018 • Audits indicate that in all cases audited, plans are "SMART" and outcome-focused, with evidence of the voice of the child by September 2017 • Assessment audits and electronic records evidence child specific information in assessment, plans and case recording by June 2017 						
Children will say:						
<p>Social Workers are honest with me and I get the right help when I need it</p> <p>The focus will be on what's best for me and I will get support at the right time to keep me safe</p>						



2	Ensure that all staff, including agency staff, are supported to have more consistent relationships with children and to deliver high-quality services through manageable caseloads, induction, supervision and training					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.14	Review the effectiveness of the Workforce Strategy	Assistant Director of FS & CP	Improvement Board Getting to Good Programme Board SLT Ad Hoc Scrutiny	June 2017		
1.15	Implemented a set of Practice Standards for Managers	Assistant Director of FS & CP	Getting to Good Programme Board SLT	May 2017		
1.16	Delivery of the Cultural Change Programme for managers and team leaders	Assistant Director for FS & CP/ Principal Social Worker	Getting to Good Programme Board SLT	March to December 2017		
1.17	Review the current supervision policy, relaunch and embed in practice	Principal Social Worker	Getting to Good Programme Board SLT	30 June 2017		
1.18	Develop and roll-out an induction package for all new staff (including agency staff)	Principal Social Worker	Getting to Good Programme Board SLT	31 March 2017		
1.19	Continue to reduce caseloads for Social Workers in Assessment & Intervention (including agency workers)	Head of Service (A&I)	Getting to Good Programme Board SLT	September 2017		

Success measures:

- Proportion of agency staff is in line with national comparators (10%) by December 2017 (Linked to recruitment and retention strategy)
- 90% Social Work Practitioners have consistently received supervision on a monthly basis by September 2017
- Caseloads are in line with locally agreed targets by September 2017
- 100% of new staff (including agency workers) receive an induction tailored to their job role
- 50% of managers have participated in the Cultural Change Programme by September 2017, 100% participation by December 2017
- 100% compliance of mandatory training – to be monitored ongoing through attendance lists

Children will say:

I would feel emotionally stable, supported and respected. I would be able to trust my Social Worker and he/she would help me to resolve my problems
I will be able to go to a worker that I trust and who understands



6	Fully embed the quality assurance framework across children's services					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.20	Implement Director of Children's Services Quality Assurance Clinic as part of the Achieving Excellence Framework to improve line of sight	Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	June 2017		
1.21	Quarterly Audit Summary Reports to be presented to the 'Getting to Good Programme Board 'and Improvement Board	Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	June 2017		
1.22	Implement a programme of thematic audits and disseminate learning and impact	Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	June 2017		
Success measures:						
<ul style="list-style-type: none"> • 65% of cases audited by December 2017 are rated 'requires improvement' or 'good' and by March 2018, at least 75% of case file audits completed are rated as "requires improvement" or 'good' • By September 2017, 60% of Managers report that they are involved in the audit process; this will increase to 80% by December 2017 and to 100% by March 2018 						
Children will say:						
The information recorded about me and my family would be right and I will be supported I won't be asked the same questions over and over again						
12	Ensure that all partner agencies are sufficiently involved in the multi-agency safeguarding hub information sharing and decision making, and that thresholds are consistently applied					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.23	Information Sharing Agreement is in place and 'signed up to' by all statutory partners	Information Governance	Improvement Board	Feb 2017		
1.24	To embed the Information Sharing Agreement in practice	Head of Integrated Response KSCB	Improvement Board KSCB	May 2017		



	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.25	Partner leads are provided with additional information and training on the Continuum of Needs and Response Framework, and thresholds are being consistently applied across all partners.	Chair of Board – KSCB Assistant Director FS &CP	Improvement Board KSCB	30 June 2017		

Success measures:

- Attendance records, minutes and case records show full partner engagement in daily meetings by end of March 2017
- Online MARF has been launched and its use is monitored to demonstrate that thresholds are being applied consistently by end of June 2017
- Reduction in re- referrals to be in line with the national average (22.3%) by September 2017
- Reduction in the number of Contacts that result in No Further Action by 15% by September 2017

Children will say:

I would feel a lot safer and more secure
I wouldn't get 'lost' in the process; information would be shared and the response would be cohesive

13 Ensure that the services for children who are subject to domestic abuse give robust consideration to safeguarding issues. This is to include consideration and recording of risks identified in multi-agency risk assessment conference meetings

	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.26	All Domestic Violence Referrals to be made through the Single Point of Access	Head of Integrated Response	Getting to Good Programme Board SLT	31 March 2017		
1.27	Ensure that West Yorkshire Consortium Domestic Violence Protocol is understood and adhered to with partners.	Head of Integrated Response	Getting to Good Programme Board SLT	31 March 2017		
1.28	Ensure that the minutes from MARAC meetings reflect the risks and protective factors for individual children within the family	Chief Superintendent	Getting to Good Programme Board SLT KSCB	31 March 2017		

Success measures:

- Multi-agency thematic audits completed by the KSCB show the minutes of Minutes of the daily meeting for all high risk DV referrals clearly identify risk with a plan to address this by July 2017
- Minutes of all MARAC meetings record information regarding individual children and risk and protective factors by the end March 2017 awaiting confirmation of this date from Partners

Children will say:

I would feel safe and listened to by professionals
What's best for me would be the priority

14	Ensure that child protection strategy meetings involve relevant agencies, that plans are made together and that actions are recorded					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.29	Partners are involved in strategy meetings - review daily Multi-Agency Strategy Meetings and provide reports on attendance to SLT on a weekly basis and to the Getting to Good Programme Board on a monthly basis.	Head of Integrated Response	Improvement Board SLT	30 April 2017		
1.30	Roll out the new template for Strategy Discussions to capture partner attendance	Head of Service – Assessment and Intervention	Improvement Board SLT	28 February 2017		
Success measures:						
• 80% of strategy discussions audited evidence compliance with Working Together 2015 by April 2017, to increase to 95% by September 2017						
Children will say:						
It would make me feel happier, safe and respected and helps me to have a safer future Information would be shared with the right people and services would be 'visibly linked up'						
15	Ensure that all child protection conferences are held to statutory timescales and that planning meetings, including core groups and child in need meetings, are held as required					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.31	Improve management oversight of compliance with the 15 day timescale from Strategy Meeting to Initial Child Protection Case Conference.	Assistant Director for FS & CP	Getting to Good Programme Board SLT	30 April 2017		
1.32	Roll out of the new Core Group Meeting Template and CIN Reviews template to capture the frequency of Core Groups and CIN Reviews	Head of Service – Assessment & Intervention	Getting to Good Programme Board SLT	31 December 2017		
Success measures:						
<ul style="list-style-type: none"> 80% of Initial Child Protection Case Conferences held within 15 working days by 30th Sept 2017 and by end of March 2018, this will be in line with statistical neighbours at 90% 75% of Core Groups are held within timescales by June 2017, to increase to 85% by September 2017 and to 100% by December 2017 75% of CIN Reviews (6 weekly) are held within timescales by June 2017, to increase to 85% by September 2017 and to 100% by December 2017 99.5% of Child Protection Review Conferences are held within required timescales by September 2017 						
Children will say:						
It is better for me if meetings about me happen on time and when they should so I know what is happening						



Theme 2: Children looked after and achieving permanence

Strategic Sponsor: Tom Brailsford - Joint Commissioning Manager

Responds to Ofsted recommendations: 3, 4, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25 and 26

In Kirklees, we are committed to 'giving all children the best start in life' and to keeping children safe and free from harm (Kirklees Outcomes Framework). We recognise, however, that we have not always done this and that we need to make a number of changes to improve the experience that children, young people and their families have when they come into contact with our services.

For example, inspectors found a lack of edge of care services to support children to remain at home, poorly coordinated work that needed to be completed prior to court proceedings and inadequate court work that

caused delay in ensuring that children were protected and removed to a safe environment. When children do become looked after, far too many are placed outside of the area. To rectify this, we need to increase the availability of high quality local placements. We also need to improve pathway plans for care leavers, have a sufficient number of independent visitors and address issues with our complaints and dispute resolution processes. To inform all of this, we will engage children and young people in our improvement journey and include their feedback when monitoring our progress.

What we are aiming for:

- The right children come into care
- Improved quality of children's experience and outcomes
- Timely Permanence Planning
- Timely and appropriate handling and management of DRPs and complaints
- Increased availability of wrap around care and support
- Range of local provision/accommodation in response to need
- All looked after children have an up to date SMART plan, which reflects their needs and views.
- Improved quality of service for care leavers, access to education, training and employment

How we will do this:

- By developing new approaches to the recruitment and retention of foster carers and investing in increased local provision and accommodation
- By providing a responsive Edge of Care Service
- We will listen and respond to children's complaints
- By making timely responses to need and decisions for children
- By ensuring we have a sufficient number of independent visitors.
- By ensuring all Care Leavers aged 16+ have an allocated Personal Advisor
- By supporting young people to transition into adulthood

How we will know we are succeeding:

- Children are able to live locally and maintain their networks
- Children and young people tell us they know what support is available and how to access it
- Children and Young People contribute to and have a copy of their Plan
- Performance on key measures improves and progress is sustained
- Quality assurance mechanisms are embedded, evidencing improvements in practice and a culture of performance and continuous learning

3	Ensure that concerns identified in the dispute resolution process are dealt with promptly and comprehensively, including by independent reviewing officers and child protection chairs					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.01	Provide joint briefings for all IROs and Managers on the DRP process, including thresholds for escalation and required responses to DRPs ensure risk factors are identified and responded to.	Getting to Good Programme Board SLT	Improvement Board SLT	31 March 2017		
2.02	All Managers, Heads of Service and the Assistant Director will respond in line with the DRP Protocol	Assistant Director FS & CP/All Heads of Service	Getting to Good Programme Board SLT	May 2017		
2.03	All IROs and Child Protection Chairs will respond in line with the DRP Protocol to ensure that a timely and appropriate response for the child	Assistant Director FS & CP/All Heads of Service	Getting to Good Programme Board SLT	May 2017		
2.04	Incorporate information on DRPs (numbers, themes and level) to SLT and Performance Clinic on a monthly basis	Assistant Director FS & CP/All Heads of Service	Getting to Good Programme Board SLT	31 March 2017		
2.05	Share performance information and learning on DRPs with all managers on a monthly basis as part of the service's Performance Dashboard	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> • 55% of all DRPs are responded to in accordance with the DRP Protocol by March 2017; 70% by December 2017 and 85% by March 2018 • Audits confirm that there is clear evidence of the voice of the child in DRP and complaint processes by 30 June 2017 						
Children will say:						
My Independent Reviewing Officer will have done all she should for me and I will have been listened to						



4	Improve the timeliness and quality of response to complaints from children and their families, including disseminating the learning					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.04	Provide briefings to all Managers regarding robust and timely responses to complaints from children and their families	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	May 2017		
2.05	The Complaints Manager will work with and support Team Managers to ensure a more timely response to complaints	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	May 2017		
2.06	Incorporate information on complaints (numbers, themes and level) to SLT and the Getting to Good Programme Board on a quarterly basis and to the Corporate Parenting Board via the Annual Report Complaints Manager will work with Team Managers to ensure a more timely response to complaints	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	31 March 2017		
2.07	Share performance information on a weekly basis with all managers and learning on complaints on a monthly basis as part of the service's performance dashboard and resolve any issues through performance clinics.	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> • 100% of complaints from children are responded to within 10 days by 31 March 2017 • 75% of complaints are resolved within the stated timescale, or escalated in accordance with the agreed procedure by 30 October 2017 						
Children will say:						
<p>It would make me feel respected and listened to. I will be able to talk to my Social Worker more, knowing that my complaint was important to him/her</p> <p>I would have trust and confidence in professionals. I would know that professionals were doing something about my complaint</p>						



16	Ensure that the responses to pre-birth concerns are timely and robust					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.08	Revise and roll out of the Pre Birth Procedure to staff and partners	Head of Service for Assessment and Intervention/KSCB	Getting to Good Programme Board	End of March 2017		
2.09	The Complaints Manager will work with and support Team Managers to ensure a more timely response to complaints	Head of Service for Assessment and Intervention/KSCB	Getting to Good Programme Board	End of April 2017		
2.10	Timely decision making with regard to case planning	Head of Service for Assessment and Intervention	Getting to Good Programme Board	End of December 2017		

Success measures:

- All Pre Birth Assessments will be allocated at first trimester to a Social Worker
- All Assessment completed and birth plan agreed and shared with family and partners by end of 2nd trimester
- 80% of decisions by Legal Gateway Panel and Permanence Panel are made in accordance with the agreed plan for the child by end of July 2017
- 85% of Case Conferences held within 6 weeks of the due date for the child where a Pre Birth Assessment has been undertaken by the end of July 2017

Children will say:

This will mean that the right support was given to the family to help a child live with their parents

17	Develop edge of care services and ensure that timely support is available in a crisis					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.11	The Multi-Agency Task and Finish Group to develop and implement an Edge of Care Service to ensure that timely support is available in a crisis and prevents children unnecessarily coming into care, refocusing the existing provision	Head of Stronger Families	Getting to Good Programme Board Improvement Board	30 June 2017		
2.12	Implement a Resources Panel to consider requests for accommodation and put in place packages of support to maintain children/ young people at home	Assistant Directors FS & CP	Getting to Good Programme Board Improvement Board	31 March 2017		

Success measures:

- 60 % reduction in the number of children coming into care on an unplanned basis by September 2017

Children will say:

Professionals know what my needs are and I get the right help to stay at home with my family

18	Ensure that, when children need to become looked after, this is actioned promptly, to include improving the quality of pre-proceedings letters to parents, clear contingency planning and ensuring robust monitoring of cases in pre-proceedings					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.13	Embed the decision making and tracking processes to ensure that timely and appropriate decisions are made regarding children subject to the Public Law Outline Process and children who need to be looked after	Head of Service for Assessment and Intervention/Case Manager	Getting to Good Programme Board SLT	30 April 2017		
2.14	To ensure Social Workers access to high quality and consistent legal advice to facilitate timely decision making	Head of Legal Services	Getting to Good Programme Board SLT	June 2017		
2.15	Ensure compliance with the Public Law Outline Framework, including use of correct templates for pre-proceedings letters.	Head of Service for Assessment and Intervention/Case Manager	Getting to Good Programme Board SLT	30 April 2017		
Success measures:						
<ul style="list-style-type: none"> • Courts and CAFCASS are satisfied with standards of practice and preparation at the point of issue • Family Justice Board report positive feedback on the quality of plans and timeliness of proceedings by December 2017 • Average time of care proceedings is maintained at the current level of 26 weeks • Social Workers are better prepared through PLO when they initiate proceedings and children wait less time for decisions to be made about their future 						
Children will say:						
This will help me feel more secure and I will know what is happening						



19	Review all arrangements when children are placed with parents to ensure that these are appropriate and that children are not unnecessarily made subject to a care order					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.16	Complete review of all children subject to a Care Order placed at home to include thematic audits	Head of Safeguarding and Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	30 June 2017		
2.17	Ensure that any proposed plan to place a child at home on a Care Order is agreed by Permanence Panel	Assistant Director for FS & CP	Getting to Good Programme Board SLT Corporate Parenting Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> Reduction in the number of children currently placed at home on care order from 45 to 30 by July 2017 with a further decrease from 30 to 20 by December 2017. Reduction in number of care plans presented to court which result in Interim Care Orders with PWP or Section 38(6) reduces by 70% by December 2017 						
Children will say:						
Professionals will listen to what I have to say about living at home and I feel safer and more secure						



20	Increase the availability of local placements to ensure that children and young people do not need to be placed at a distance from their communities					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.18	Develop and publish a revised Sufficiency Strategy to inform a new Accommodation Strategy	Head of Sufficiency	Improvement Board SLT Corporate Parenting Board	30 June 2017		
2.19	Increase the number of local placements available including: <ul style="list-style-type: none"> • Foster Placements • Residential • Supported Accommodation 	Head of Sufficiency	Getting to Good Programme Board SLT Corporate Parenting Board	31 March 2018		
Success measures:						
<ul style="list-style-type: none"> • Looked after children are placed in local provision that meets their needs, to increase from 42.5% to 65% by April 2018 • Increase the capacity of the Kirklees internal foster care provision by additional 12 net placements per annum by April 2018 • Placement Stability to be in line with statistical neighbours (10%) by December 2017 						
Children will say:						
<p>I won't feel so alone and displaced from my family and friends</p> <p>I wouldn't feel so isolated and I would have a say in where and with whom I live with</p>						



21	Ensure that children looked after have access to an independent visitor when they need one					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.20	Recruit an extra 15 Independent Visitors	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	28 February 2017		
2.21	Run an ongoing recruitment campaign to ensure we have sufficient Independent Visitors	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	31 December 2017		
2.22	Ensure that all Looked after Children who are assessed to need an Independent Visitor can access one in a timely manner	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	31 May 2017		
Success measures:						
<ul style="list-style-type: none"> • All Looked after children who are assessed to have a IV can have one • 15 Additional Independent Visitors will be in post by March 2017 						
Children will say:						
I can get out more and do things and I can talk to someone that isn't my Foster Carer or Social Worker						



22	Continue to improve adoption services for children, to include improving the timeliness of decision making, recording a clear rationale for decisions made and using the learning when adoption placements break down					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.23	Continue to improve the adoption process including the use of Early Permanence Placements to ensure timely decisions	Head of Corporate Parenting	Getting to Good Programme Board SLT Corporate Parenting Board	31 December 2017		
2.24	Ensure there is a clear process for responding to adoption breakdowns, including disseminating the learning.	Head of Corporate Parenting	Getting to Good Programme Board SLT Corporate Parenting Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> By 31 December 2017 the average time between a child entering care and moving in with its adoptive family is in line with our statistical neighbours/England (522/523 days) By 31 December 2017, the average time between receiving court authority to place a child and deciding on a match to an adoptive family is in line with our statistical neighbours/England (248/243 days) Increase in the use of Early Permanence Placements for children with a plan for adoption by 10% by December 2017 						
Children will say:						
I know what the plans are for me and where I will be living I will not have to wait to live with my adoptive family						



23	Improve care leaver support, through ensuring that children all have a personal advisor from their 16th birthday and that they have sufficient support to live independently					
24	Robustly address the high rate of care leavers who are not in employment, education or training.					
26	Improve the quality of pathway plans to ensure that they underpin high-quality support packages					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.25	Complete recruitment of additional Personal Advisors to increase capacity in the team and ensure that all care leavers have a Personal Advisor from age 16 in line with statutory guidance.	Head of Service – Corporate Parenting	Getting to Good Programme Board SLT Corporate Parenting Board	End of April 2017		
2.26	Develop a Partnership plan to address large numbers of care leavers who are NEET, drawing in schools, colleges, businesses and public and voluntary sector partners.	Assistant Director Learning and Skills	Corporate Parenting Improvement Board	31 December 2017		
2.27	Continue to embed improved practice amongst Social Workers and Personal Advisors on pathway planning using thematic audits	Head of Service – Corporate Parenting	Getting to Good Programme Board SLT Corporate Parenting Board	30 June 2017		
2.28	Recruit a Reviewing Officer to provide consistent and robust oversight of Pathway Plans	Head of Service for Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	30 April 2017		
Success measures:						
<ul style="list-style-type: none"> • All care leavers aged 16 years 3 months have an allocated Personal Advisor by May 2017 • Peer Mentoring scheme for Care Leavers is rolled out by September 2017 • Roll out the pilot for the Independent Living Skills Programme for all Care Leavers by September 2017 • 55% of care leavers (currently 45%) will be in EET in line with the national average by Dec 2017 • The virtual school will offer support to young people aged 16-18 to access employment and training by September 2017 • 95% of pathway plans are reviewed every 6 months by Dec 2017 • 95% of care leavers report that they have a meaningful Pathway Plan by Dec 2017 • By September 2017, 80% of pathway plans are compliant 						
Children will say:						
<p>I get the support that I need and I will be better prepared</p> <p>I will have options for my future</p>						



25	Improve access to therapeutic and mental health support for children looked after and care leavers					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.29	To continue to implement and develop the discrete CAMHS provision for LAC and Care Leavers, with reference to the needs identified in the CAMHS Local Transformation Plan	Lead Commissioner for CAMHS	Children's Trust CCGs	30 September 2017		
Success measures:						
<ul style="list-style-type: none"> • 90 % of children receive an evidence based 1 to 1 intervention where an emotional health and wellbeing need is identified by July 2017 • Of those children requiring a one to one intervention 90% of children receive assessment within 14 days and intervention within a further 14 days by Sept 2017 • 90% of foster carers, social workers and residential staff receive consultation, training and support in relation to supporting looked after children's CAMHS needs by August 2017 • 80 % of care leavers will have a clear transition plan between CAMHS and Adult mental health service provision by Sept 2017. • Specific pathways and provision will be developed to meet the mental health needs of LAC up to 21 years of age June 2017 						
Children will say:						
I feel listened to and I get the support that I need at the right time, I don't have to wait						



Theme 3: Leadership, management and governance

Strategic Sponsor: Penny Woodhead - Head of Quality Calderdale Clinical Commissioning Group & Greater Huddersfield Clinical Commissioning Group

Responds to Ofsted recommendations 5, 7, 8, 12 and 27

The changes required to support improved outcomes for our children are complex and systemic. They require a long term and multi-agency response, with strong political and managerial leadership. To support this, leaders and managers must be provided with information to systematically assure themselves that children in Kirklees are safe. Improving our performance management and case management systems is key to this. We fully recognise that the quality of our performance management information is not currently sufficient to support high quality practice and does not provide managers and leaders with the information they need.

We know that staff stability is also a challenge and that we must attract and retain staff with the skills and behaviours that we need to keep children safe. We also need to increase our capacity in other ways, such as increasing the capacity of our independent reviewing officers and child protection chairs to improve practice oversight. The oversight and the involvement of children and young people in the work of our governance boards must also improve

What we are aiming for:

- Children currently provided with a service are safeguarded and we can evidence this
- Children's views influence the focus and decision making of managers and leaders
- The improvement journey is supported by a whole council and whole partnership response
- Improved management grip and timely and appropriate decision making
- Our approach is outcome based and intelligence led
- Strong leadership and management of the improvement process are in place to drive our improvement journey

Stable and competent workforce who are supported and feel valued

How we will do this:

- By engaging with children throughout our improvement journey
- Through strong political leadership and giving councillors the tools to do this
- Through the development and oversight of key strategies and plans
- By implementing the new Liquidlogic case management system
- By fully embedding our new performance framework and providing leaders and managers with a clear line of sight to the frontline
- By developing a Corporate Parenting Plan, to engage all parts of the council and partner organisations in delivering improved outcomes for children
- Recruiting and retaining a stable workforce

How we will know we are succeeding:

- Children and Young People tell us we are making a positive difference in their lives
- Governance arrangements ensure effective challenge and we utilise intelligence and data effectively
- Performance on key measures improves outcomes for children and progress is sustained
- Quality assurance mechanisms are embedded, evidencing improvements in the quality of practice and a culture of performance and continuous learning
- A stable, high performing and satisfied workforce

5	Ensure that robust performance data drives improvements in the service					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.01	To further develop and embed the performance reporting framework for C&YPS, which provides managers and leaders with up to date and accurate information (linked to Implementation of Liquidlogic	C&YPS Performance lead	Improvement Board SLT KSCB	June 2017		
3.02	Agree partnership wide outcomes framework and arrangements for monitoring performance and progress.	Head of Safeguarding & Quality Assurance	Improvement Board SLT KSCB	May 2017		
Success measures:						
<ul style="list-style-type: none"> • Compliance and performance clinics highlights upward trend by September 2017 • Schedule of Performance Activity in place to ensure improving and continuous compliance – Performance Clinic etc • Quality Assurance Workstream (Partnership) is in place and is effective by September 2017 						
Children will say:						
I am listened to and people make sure that I get the right support						



7	Ensure that the procured electronic recording system is fit for purpose and supports improved practice across the whole service					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.03	Fully implement the electronic recording system (Liquidlogic) with input from practitioner, partners and young people and monitor compliant usage and delivery of anticipated benefits.	Assistant Director-Resources/Assistant Director FS & CP	Improvement Board Getting to Good Programme Board	31 December 2017		
3.04	Provide additional training/support on current system pending implementation of Liquid Logic	Assistant Director-Resources/Assistant Director FS & CP/ Head of Service for Safeguarding & Quality Assurance	Improvement Board SLT KSCB	May 2017		
3.05	Provide staff with all appropriate training to ensure that they are fully competent and confident in utilising the new system.	Assistant Director-Resources/ Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	Start Date for Roll out of Training – September 2017		
3.06	Provide modernised and effective delivery of improved performance information	Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	31 December 2017		
3.07	Undertake close monitoring of the system to ensure that it is successfully embedded in practice, being utilised in the right way and delivering anticipated benefits.	Assistant Director-Resources/Assistant Director FS & CP	Head of Safeguarding & Quality Assurance	31 December 2017		
Success measures:						
<ul style="list-style-type: none"> • Compliance and performance clinics highlights upward trend by September 2017 • Schedule of Performance Activity in place to ensure improving and continuous compliance – Performance Clinic etc • Quality Assurance Workstream (Partnership) is in place and is effective by September 2017 						
Children will say:						
I am listened to and people make sure that I get the right support						



7	Ensure that the procured electronic recording system is fit for purpose and supports improved practice across the whole service					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.08	Review and update the Council's Website for children in care and care leavers	Head of Safeguarding & Quality Assurance	Head of Safeguarding & Quality Assurance	September 2017		
Success measures:						
<ul style="list-style-type: none"> • Robust, accurate and accessible performance reporting and intelligence is available to all staff • Staff report satisfaction with Liquidlogic • Liquid Logic is implemented by 1st January 2018 and all staff are trained in how to use the system by the 31st April 2018 						
Children will say:						
Everything about me and my family would be written down and I wouldn't have to tell 'my story' over and over again						
8	Improve the oversight and challenge of the corporate parenting board by ensuring the availability of robust performance data, and that children's views influence the focus and decision making of the board					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.09	Review and revitalise the Corporate Parenting Board to include the Corporate Parenting Strategy and Action Plan	Director of Children's Services	Improvement Board Corporate Parenting Board	30 June 2017		
3.10	Develop a suite of performance information (KPIs) available to the Board to ensure their robust oversight; challenge and to drive improvements for children and young people	Head of Safeguarding & Quality Assurance	Improvement Board Corporate Parenting Board	30 June 2017		
3.11	The Children in Care Council and Care Leavers Forum will be active participants of Corporate Parenting to drive service planning and influence priorities	Director of Children's Services	Improvement Board Corporate Parenting Board	30 June 2017		
Success measures:						
<ul style="list-style-type: none"> • Minutes of Corporate Parenting Board show evidence of progress and challenge through performance information • Minutes reflect the voice and participation of children and young person and their influence on priorities • Members have greater understanding and confidence in their role as Corporate Parents • Improved attendance by Members at the Board is maintained – 95% attendance is required 						
Children will say:						
Our Corporate Parents would listen to our feedback and take action						



27	Ensure that there is a robust needs analysis to underpin strategic planning and commissioning of services for children					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.12	Develop a cohesive; intelligence led needs assessment, reviewed on a quarterly basis	Joint Commissioning Manager/Head of Sufficiency	Integrated Commissioning Group	30 June 17		
3.13	Develop and implement a commissioning strategy with a clear commissioning cycle in place	Joint Commissioning Manager/Head of Sufficiency	Integrated Commissioning Group	June 17		
3.14	Develop and publish a revised Sufficiency Strategy and assessment to inform a new Accommodation Strategy	Head of Sufficiency	Improvement Board SLT Corporate Parenting Board	30 June 17		
3.15	Increase the number of local placements available including: <ul style="list-style-type: none"> • Foster Placements • Residential • Supported Accommodation 	Head of Sufficiency	Improvement Board SLT Corporate Parenting Board	March 2018		
Success measures:						
<ul style="list-style-type: none"> • Updated and comprehensive Needs Analysis completed by end of June 2017 • Future commissioning actions reflect the Needs Analysis • We will have more children placed in local provision – to increase from 42.5% to 65% by April 2018 • Increase the capacity of the Kirklees internal foster care provision by additional 24 placements per annum by April 2018 • Number of placement moves are in line with statistical neighbours and national comparators 						
Children will say:						
All my needs would be met and I would get the right support						



Theme 4: Effectiveness of the Kirklees Safeguarding Children Board

Strategic Sponsor: Robert Flack – CEO Locala

Responds to Ofsted recommendations for the Kirklees Safeguarding Children Board

The effective delivery of this plan will only be possible through a whole council response and a whole partnership response. However, we acknowledge that the quality and rigour of our formal partnership bodies has significant room for improvement. Ofsted specifically provided recommendations on the Kirklees Children's Safeguarding Board. Inspectors concluded that the board had not monitored the extent of the difficulties or provided systematic and independent scrutiny and challenge. Serious Case Reviews had also not been progressed in line with statutory guidance and the Child Death Overview Panel had delayed analysis all local child deaths.

To support the work of the board, we need to ensure that they are provided with high quality performance information, which is provided by all partners in a timely way. Oversight of safeguarding practices needs to be improved, as does the frequency and quality of audit activity to ensure that all children are safe.

What we are aiming for:

- A KSCB which provides systematic and independent scrutiny and challenge and meets its statutory duties
- Collective ownership of the improvement journey.
- Partnership structures and strategies which support effective collaboration
- Serious case reviews and reviews of child deaths take place in accordance with statutory guidance.
- A culture of collaboration and challenge at all levels
- Multi-agency working which provides children and young people with the support they need.

How we will do this:

- By making all required improvements to the Kirklees Children's Safeguarding Board.
- By putting in place robust partnership governance structures.
- By providing the KSCB with high quality, timely information from all partners.
- By improving processes in relation to serious case reviews and child deaths.
- By jointly delivering interventions that support target outcomes for children and make the best possible collective use of resources.

How we will know we are succeeding:

- Young People tell us that they get the right support from the right person when they need it
- Thresholds and pathways are understood and followed by partners
- Clear decision making processes are embedded including step up and step down arrangements.
- Information about children and their families is shared in a timely manner to ensure that appropriate action is taken
- Scrutiny and challenge across all agencies is valued and contributes to our shared improvement journey.

KBC B1	Ensure that there is a robust needs analysis to underpin strategic planning and commissioning of services for children					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.01	Review the arrangements for representation by educational settings on the KSCB/ Work streams, specifically by mainstream schools, colleges and faith organisations. (Ref para 30 of OFSTED report and Working Together)	KSCB Chair and Board Manager	KSCB Improvement Board	31 March 2017		
4.02	Review all areas of the Board's work to ensure partners are participating fully. (para 128 of OFSTED report)	Board Manager	KSCB Improvement Board	27 February 2017		
4.03	Identify gaps in KSCB work, and follow up by quarterly monitoring and further challenge	KSCB Board members	KSCB Improvement Board	27 March 2017 05 May 2017 10 July 2017 29 September 2017 04 December 2017		
4.04	Escalate areas of delay and drift identified in Work Streams to Development & Business Planning and to Board as necessary.	Board Manager	KSCB Improvement Board	Ongoing		
Success measures:						
<p>All Board members are signed up to a commitment statement and agree their role within the KSCB..</p> <ul style="list-style-type: none"> • There are regular updates to the Board on key issues for each workstream, including attendance and quoracy . • Regular safeguarding reports from each partner organisations to be presented to the Board, identifying how key Board priorities are actioned • There are regular challenge sessions for partners including a children and young people's challenge and evidence panel . • Children and young people have a version of the Action plan that they can read and understand . • Partners understand each others work by undertaking front line visits . • Minutes of KSCB meetings show that scrutiny and challenge of children's services and partners has taken place and has led to a robust line of sight around all groups of vulnerable children . • Ofsted judges that KSCB is operating at Requires Improvement or above within 24 months. • The Board is visible and influential in Kirklees and practitioners, children and families understand the work of the Board . • The Board has a clear communication strategy and which widens the reach of the KSCB to communities . 						
Children will say:						
<ul style="list-style-type: none"> • We would like to feel involved in the work of the Board and understand the action plan. A child friendly action plan would help us to do this. • We would like feel that organisations know what they are doing in order to keep us safe 						



KBC B2	Ensure that the board has routine reporting and monitoring arrangements for all groups of vulnerable children, specifically the effectiveness of services for children with disabilities, those who are young carers, those living out of the area, and those receiving services and interventions within the 'Prevent' programme					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.05	Agree full list of groups of vulnerable children, and a schedule of reporting on these children to KSCB (ref para 129 of OFSTED report)	Independent Chair and Board Manager	KSCB Improvement Board	30 March 2017		
4.06	Identify 'champion' for each vulnerable group to provide links with other key Boards and promote the work being undertaken.	Board Manager	KSCB Improvement Board	30 March 2017		
Success measures:						
<ul style="list-style-type: none"> Each workstream will consider the needs of vulnerable groups within their annual forward work plan . The identified champion receives updates on the work of the partnership and promote this across organisations. All services for vulnerable children and young people are regularly scrutinised. Children and young people receive the right service for them at the right time . All practitioners understand the thresholds for services and these are consistently applied (ongoing). Minutes of KSCB meetings show that scrutiny and challenge of children's services and partners has taken place and led to a robust line of sight around all groups of vulnerable children including those receiving Early Help Services . 						
Children will say:						
<ul style="list-style-type: none"> Having a champion who understands children with needs and talks to us is important and will help. Staff understanding what is needed and when it is needed means we will get the right people to help us. 						



KBC B3	Secure meaningful and timely multi-agency data, with supporting analysis, to ensure that the board maintains effective oversight and monitoring of children's experiences of safeguarding and the effectiveness of services					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.07	Further develop Core Multi-Agency data-set and systems for monitoring and reporting to KSCB explicitly to consider models that are successfully providing oversight and monitoring of children's experiences, alerts to ineffective services and promoting service development	Safeguarding Co-ordinator and Chair of E&E work stream	KSCB Improvement Board	20 March 2017		
4.08	Present the core data set to the Evaluation and Effectiveness work stream each time data is updated to ensure work stream is appropriately sighted on trends and these are understood and actioned appropriately	Safeguarding Co-ordinator	KSCB Improvement Board	21 March 2017		
4.09	Develop data definition templates detailing definition of indicators for what 'good' looks like	Chair of E&E Work Stream	KSCB Improvement Board	21 March 2017		
4.10	Identify trigger points for further inspection for risks in frontline practice and outcomes for children	Chair of E&E Work Stream	KSCB Improvement Board	21 March 2017		
4.11	Identify a 'lead data officer' within each partner organisation	Safeguarding Co-ordinator	KSCB Improvement Board	21 March 2017		
Success measures:						
<ul style="list-style-type: none"> Multi-agency practice is strong and results in good outcomes for children and young people . KSCB has a data set that reflects the depth and breath of the partnership that contains the key measures that impact on the experiences of children and young people. Information is displayed in a way which is clear to all agencies on what this means for children and young people, and whether performance is good or needs to be improved . Information is available to the Youth Reference Group to 'Youth Proof' data especially for the challenge and evidence panel. 						
Children will say:						
<ul style="list-style-type: none"> Information that is child and young person friendly would help us in understanding the information the KSCB collect and understand the work better. It is important for us to know that the KSCB and staff understand what the information is telling them so that they can help when need be to make things better for us. 						



KBC B4	Ensure that there are effective and consistent arrangements for chairing the child death overview panel (CDOP), addressing the causes of delays in considering child deaths, and that accurate and timely data is available, with analysis, to inform the CDOP annual report					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.12	Identify time scale for replacement of the Kirklees Public Health CDOP chair (Ref paras 132 and 139 of OFSTED report)	KSCB Chair	KSCB Improvement Board	December 2016		
4.13	List and benchmark delays in considering child deaths	Board Manager	KSCB Improvement Board	27 February 2017		
4.14	Challenge agencies who have not provided timely information for CDOP	Board Manager	KSCB Improvement Board	27 February 2017		
4.15	Ensure robust analysis and timely conclusion of cases for CDOP	CDOP Chair	KSCB Improvement Board	27 February 2017		
Success measures:						
<ul style="list-style-type: none">• A permanent Public Health representative to represent for Kirklees at CDOP (completed).• Clear Chairing arrangement for Kirklees CDOP.• The backlog of cases has been and there is a robust monitoring system in place .• Minutes of Child Death Overview Panel show that appropriate chairing arrangements are in place, cases are being managed and completed in a timely manner and that analysis of trends is being undertaken to inform the annual CDOP report.						
Children will say:						
<ul style="list-style-type: none">• We feel that a children and young people’s newsletter that is sent to schools would help us understand the reasons for child deaths.						



KBC B5	Fully develop ways to involve children and young people, including children looked after and care leavers, across the business of KSCB					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.16	Implement a robust plan for voice of child in relation to each of the Board's Business priorities so that they are well informed by the child's view and lived experience	Board Manager	KSCB Improvement Board	12 March 2017		
4.17	Consider innovative ways to engage looked after children and care leavers across the business of KSCB (Ref para 131 of OFSTED Report)	Board Manager	KSCB Improvement Board	12 march 2017		

Success measures:

- Each workstream will consider the impact they have on children and young people by 12/3/2017
- A KSCB Children and Young People's Reference Group will be established and involved in the work of the KSCB which includes strategic engagement, engagement with specific groups and also engagement with those receiving a service (started)
- Regular reports from organisations will need to consider how they have involved children and young people in their service development by 12/3/2017
- The Board should listen and understand the 'lived experience' of children and young people through regular presentations/conversations by 12/3/2017
- Multi-agency auditing will seek the views of children and young people to understand the impact of service provision (ongoing)
- The multi-agency trainer will consider ways to include the real voice of children and young people within multi-agency training (ongoing)
- The KSCB Annual Report and Business Plan will be 'youth proofed', the Annual Report will include impact statements from children and young people by 31/7/2017 see KSBC 10 below)
- The KSCB should engage with the Children in Care Council to seek views of how the partnership is working for them by 12/3/2017
- Regular reporting from complaints/comments/compliments to the KSCB should take place with action to address themes (ongoing)
- A Safeguarding Conference should take place that will be organised and run by children and young people to showcase what issues are important to them (date to be confirmed)

Children will say:

- We feel listened to
- We feel involved and engaged in the work of the Board
- We feel that organisations know what they are doing in order to keep us safe



KBC B6	Fully develop ways to involve children and young people, including children looked after and care leavers, across the business of KSCB					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.18	Provide influence to the development of the Overview Author's recommendations to ensure that they are SMART and with clear expectations.	Chair of SCR Work Stream Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
4.19	Ensure tracking of recommendations and actions from SCR/LLRs to completion	SCR Work Stream Chair	KSCB Improvement Board	22 July 2017		
4.20	Ensure there are no delays in partner's completion of their organisational recommendations/actions.	All Board Partner Agencies	KSCB Improvement Board	30 March 2017		
4.21	Develop an escalation procedure that supports managing drift and delay	SCR Work Stream	KSCB Improvement Board	30 March 2017		
4.22	Reviewing action plans at every SCR Work Stream Meeting.	SCR Work Stream Chair KSCB Safeguarding Co-ordinator	KSCB Improvement Board	30 March 2017		
4.23	Improve dissemination of learning by KSCB partners	SCR Work Stream Chair and Safeguarding Co-ordinator	KSCB Improvement Board	30 June 2017		



KBC B6	Fully develop ways to involve children and young people, including children looked after and care leavers, across the business of KSCB					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.24	Ensure implementation and progress of recommendations are monitored. (Ofsted ref 133)	SCR Work Stream Chair and Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> • The terms of reference for each SCR author includes SMART recommendations. • The terms of reference for each SCR includes feedback/workshop for practitioners involved in the SCR . • Include measures on the data set that monitor SCR's/LLR's initiated . • That learning points are disseminated widely through a clear communication strategy for single agency and multi-agency training . • There is regular reporting to the Board about SCR actions and learning through a tracker and Workstream report completed by the SCR Workstream Chair . • Research and learning from both local and national SCR/LLRs is disseminated to all practitioners. 						
Children will say:						
<ul style="list-style-type: none"> • We want to feel that the KSCB and organisations are learning from serious cases. • We would feel safer if staff were trained better around serious cases. • We would like to be involved to show organisations that we understand why some of these cases might happen and could come up with some solutions. 						



KBC B7	Ensure that there is a sufficient pool of multi-agency trainers to deliver the training programme, and that analysis takes place to identify its impact on improving services					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.25	Review the current pool of trainers to ensure they have the capacity to deliver programmes	Board Manager	KSCB Improvement Board	31 March 2017		
4.26	Analyse the impact of training.	Board Manager and Safeguarding Coordinator Multi Agency Training	KSCB Improvement Board	31 July 2017		
4.27	National research to be undertaken of best practice of child safeguarding to ensure that training materials are up to date and focused. Access to training resources that enhance multi-agency training.	Board Manager	KSCB Improvement Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> • The training plan is updated annually to ensure it is meeting the demands of the multi-agency workforce • Regular reports to the Board on single agency and multi-agency training and the impact this has on practitioners. • Annual training needs analysis is undertaken . • Learning and Development Workstream ensures progress is made to develop training in accordance with the Board priority areas . • Course evaluations are completed after each course offered and a follow up after three months to evaluate impact. • The lived experience of children and young people are included in training courses. • The Learning and Improvement Framework is a live document that is refreshed to take changing themes and patterns of practice and service delivery into account . 						
Children will say:						
<ul style="list-style-type: none"> • We would like the training to be about the child and then know that the workers understand us. 						



KBC B8	Ensure that all agencies recognise the indicators and risks factors relating to child sexual exploitation					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
	4.28	Review range of agencies and numbers accessing CSE training (Ref para 137 of OFSTED report)	Board Manager	KSCB Improvement Board	31 January 2017	
	4.29	Undertake multi-agency audit of CSE cases to assess practitioner understanding of indicators and risk factors	KSCB Performance Management Task and Finish Group	KSCB Improvement Board	10 February 2017	
4.30	Produce clear guidance in respect of the role and criteria of the CSE Hub and disseminate across the partnership	Board Manager	KSCB Improvement Board	December 2016		
Success measures:						
<ul style="list-style-type: none"> • There is consistent attendance by practitioners of CSE training. • Regular multi-agency auditing evidences the understanding of the partnership in identifying CSE and working with children at risk of CSE . • The use of tools to identify CSE is audited through regular dip sampling of cases . • The CSE Workstream has a problem profile that indicates where practice needs improvement. 						
Children will say:						
<ul style="list-style-type: none"> • We would like to be given information and advice through drop down days or similar of how services have helped children and young people at risk of CSE or abuse. Where possible these should be real life stories. • We want to feel that children and young people are protected from child sexual exploitation – Also for workers and teachers to understand the risks of abuse from friends so that something can be done about it at an earlier time. • There should be enough support for children and young people who have been abused or even who might be so that they can protect themselves. 						



KBC B9	Ensure that there is a full programme of multi-agency audit activity					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.31	Review current audit programme and set audit programme which reflects KSCB priorities	E&E chair and Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
4.32	Increase the Boards line of sight of frontline multi-agency safeguarding practice.	E&E Chair and Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
4.33	Ensure partner agencies at practitioner and manager level are involved in the audit programme	E&E Chair and Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
4.34	Complete the follow up of agencies' action plans from the Section 11(CSE) (ref Para 141 OFSTED report)	Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> • KSCB Multi-Agency Audits show that children, young people and parents feel they have received a good service that has helped them . • An annual programme of auditing is in place taking into account practitioner children, parents and carers feedback. • Section 11 has been reviewed and a new round of Section 11 with the Virtual College Enable Tool is in place . • A new multi-agency audit tool is in place across the partnership and spans the child's journey . • There is a pool of senior auditors that will audit three to four times annually . • There are a range of new audit activities in place. • KSCB has a Learning and Improvement Framework that provides intelligent multi-agency data, informs audit activity that challenges and scrutinises all partners. 						
Children will say:						
<ul style="list-style-type: none"> • We want to know what happens when organisations look at cases to see if they are being dealt with properly so we will feel safe that we would get the right person to help us if anything like this happened to us. • We want to feel that organisations are listening to us as we think our experiences are important. 						



KBC B10	Improve the quality of the KSCB annual report to demonstrate that the board has an ongoing analysis of the performance of local services, and the reasons for any emerging patterns or trends					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.35	Use improved performance data set to analyse local agency performance and to measure the impact of safeguarding services/ interaction with children and young people. (Ref para 141 OFSTED report)	Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
4.36	Begin the development of the Annual report immediately following the year end to enable appropriate and timely analysis and challenge.	Board Manager	KSCB Improvement Board	20 February 2017		
4.37	Annual report to have more focus on impact and outcomes.	Board Manager	KSCB Improvement Board	31 July 2017		
4.38	Analyse quality assurance reports and data produced by the CPRU and multi-agency safeguarding to inform the content of the KSCB Annual report.	Board Manager	KSCB Improvement Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none">Partnership reports in the KSCB Annual Report showing how effectively they are safeguarding children and young people, including include impact statements and the areas that need to be improved .Annual report is timely and of sufficient quality that provides analysis of local performance and emerging trends across Kirklees .A 'Youth Proofed' report is be published alongside each annual report.						
Children will say:						
<ul style="list-style-type: none">We want to feel that organisations know what they are doing to keep us safe.We want to feel included in the work of the KSCB and understand what will be done to help us if we feel unsafe.						





Name : Cabinet
Date : 7th March 2017
Title of report: 2016/17 and 2017/18 Council Capital Plan – Proposed allocation of 2017/18 capital funding from the Directorate for Children and Young People (DCYP) baseline section of the Capital Plan along with details of proposed amendments to the 2016/17 approved programme of works

Purpose of report:

This report will identify potential projects, for Member approval, to be funded from the 2017/18 DCYP Capital Maintenance section of the Capital Plan and present an update on the delivery of the 2016/17 DCYP Capital Maintenance programme approved by Cabinet on 8th March 2016.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Key Decision - Is it in the Council's Forward Plan (key decisions and private report)?	Yes
The Decision - Is it eligible for “call in” by Scrutiny?	Yes
Date signed off by Director & name	Jacqui Gedman, Director of Economy, Skills & the environment – 20 February 2017
Date signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	Debbie Hogg – Assistant Director Resources – Financial, Risk, IT and Performance – 20 February 2017
Date signed off by the Assistant Director - Legal Governance and Monitoring?	Julie Muscroft –Assistant Director-Legal, Governance and Monitoring – 20 February 2017
Cabinet member portfolio	Cllr Graham Turner – Asset Strategy, Resources & Creative Kirklees (Arts) Cllr Masood Ahmed - Community Cohesion & Schools

Electoral wards affected: All
Ward councillors consulted: No
Public or private: Public Report with Private Appendix

Appendix B of this report is recommended to be considered in private as it contains information as classified under Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that it would not be in the public interest to disclose the information contained in the report as disclosure could potentially adversely affect overall value for money and could compromise the commercial confidentiality of the bidding organisations and may disclose the contractual terms, which is considered to outweigh the public interest in disclosing information including, greater accountability, transparency in spending public money and openness in Council decision-making.

1. Summary

- 1.1 This report will identify potential projects to be funded from the DCYP Capital Maintenance baseline section of the Capital Plan which was approved by Council on 15th February 2017.
- 1.2 Members will be asked to consider and approve the Capital Maintenance programme along with named projects so that they can be delivered in 2017/18 and to authorise delegated powers for officers to manage the programme.
- 1.3 This report will also update Members regarding the delivery of the 2016/17 DCYP Capital Maintenance programme. It will report retrospectively on amendments and virements authorised by officers using delegated powers approved by Cabinet on 8th March 2016.

2. Information required to take a decision

(a) Background

- 2.1 In May 2016 the DfE announced a fixed allocation for 2016/17 of £4.042m. This level of grant was also deemed to be indicative of the allocation for 2017/18. Members should note that this indicative allocation is reviewed annually and subject to a Department for Education (DfE) announcement expected sometime in March 2017.
- 2.3 The methodology for calculating the allocations was changed in 2016 to take account of the following three components:

Core condition funding for all responsible bodies based on their pupil numbers;
High condition needs funding for those with disproportionately high needs; and
Floor protections to provide some stability in the transition to the new system.

- 2.4 As noted above, grant allocations are revised annually to reflect new or closing schools and where a school moves to a new responsible body (e.g. Academy), in which case the pupil-led core condition funding will move with the schools.

It is known that around seven primary schools converted to Academy status during 2016/17 and that a reduction in Core Condition Funding for 2017/18 can therefore be expected to reflect the reduction in pupil numbers.

- 2.5 The five year Capital Plan 2017/18 to 2021/22 was approved by Council on 15th February 2017 and takes into account an estimate of the expected reduction in grant in 2017/18 and is hence is set at £3.8M. Subject to approval, Officers will amend the

programme as required using delegated authority outlined in para.2.17 and 2.18 below to match the actual capital grant allocation in 2017/18 when announced by the DfE.

(b) Capital Maintenance for schools - Condition based projects 2017/18

2.6 The budget allocations are summarised in the table below:

Allocation	2016/17 Capital Plan (inc. rollover)	2017/18 Capital Plan
Condition Projects including disability adaptations	£3.742m £0.754m (rollover)	£3.480m -
Capital Plan preparation, advance surveys, feasibility studies, advance design, and condition surveys in relation to delivery of DCYP projects	£0.100m	£0.100m
Risk pot for emergency additions to the capital plan/balance for high tenders and asbestos	£0.200m	£0.220m
Virements and RCCO (net)	£0.070m	-
TOTAL	£4.866m	£3.800m

2.7 The Capital Maintenance programme for Schools primarily aims to address the backlog of condition works in our schools' estate. Currently, the backlog of Priority 1-3 works (i.e. works required in the next 0-5 years) is around £40m (excluding PPP/Voluntary Aided/ Academy Schools).

Attached at **Appendix A** is a business case that outlines the process for identifying the condition needs of individual schools, explains how the backlog of repairs is prioritised across all schools and how the 2017/18 schools' condition programme, if approved, will be procured, project managed and implemented.

In order to maximise spend on works it is proposed to manage asbestos risk via the main risk pot which will be carefully monitored throughout the year.

2.8 Following feasibility work undertaken by the Physical Resources and Procurement (PRP) Service, a prioritised list of urgent condition works required to be undertaken in schools during financial year 2017/18 has been identified. This is attached at **Appendix B**. All of the works proposed have scored 26-30 on the matrix scoring system (described in **Appendix A**), indicating that a failure of the element concerned would have a major impact on the individual school from a Health and Safety and/or building closure and/or building damage perspective.

2.9 The proposed programme of works primarily consists of the following categories of work:

- replacement of life expired flat and pitched roofs;
- whole school electrical re-wires;
- replacement of obsolete boilers and heating distribution systems;
- urgent health and safety works including structural repairs, eradication of dry rot and kitchen refurbishments.

In recent years replacement boiler and heating systems have had a beneficial impact on carbon reduction as well as greater insulation arising from re-roofing works. The total value of new condition works proposed is £3.480m.

2.10 In addition to the proposed new condition works the following capital allocations from the Capital Maintenance for Schools - Condition based projects programme are proposed:

- £100K to cover survey and preparation costs for the 2017/18 programme along with advance feasibility and design costs for the 2018/19 programme;
- £220K for a risk pot for items such as emergency in year additions to the programme; higher than anticipated tenders and levels of asbestos once works are under way.

(c) Revised allocations for the 2016/17 Condition Works Programme

2.11 The approved capital allocation of £4.042m was increased in year to £4.866m through virements, the addition of schemes funded via Revenue Contributions to Capital Outlay (RCCO) and approved rollover from the 2015/16 budget for committed schemes. It should be noted that £400K was released from completed schemes and has been left unallocated to support the 2017/18 programme and mitigate against the anticipated further reductions expected in the next grant announcement.

2.12 The current 2016/17 Capital Maintenance programme is almost complete with approximately 93% of schemes successfully delivered and the remaining 7% on course to be delivered or contractually committed before the end of the financial year.

2.13 The six week summer programme of condition works included:

- 7 boiler and/or heating system replacement projects at an approximate value of £828K;
- 7 roof replacement projects at an approximate value of £223K;
- 8 electrical rewire projects at a cost of approximately £1.560m;
- first phase of alterations to Woodley School & College (formerly Longley School) and provision of a modular building on site to start the transition to an ASD specialist facility at a cost of approximately £296K;
- disability works with an approximate value of £42K.

In total, £2.949m of works were undertaken across 24 school sites during the six week the summer period – all schools reopened on time for the new academic year in September 2016.

2.14 Officers have used delegated powers provided by Cabinet on 8th March 2016 to ensure the smooth delivery of the 2016/17 Capital Maintenance for Schools programme during the course of the year to date. As projects have been designed, tendered and subsequently delivered over the course of the financial year there has been a requirement to:

- reduce capital allocations for some projects where the successful lowest tender has been below the allocated budget and/or a capital contribution has been secured from the school involved thereby freeing up funds for urgent works at other schools;
- provide additional capital for some projects, following receipt of higher than expected tenders;

- provide additional capital for some projects where extra urgent works have been identified on site whilst a project is being implemented and which have had to be dealt with in order to avoid delays to the programme e.g. additional discoveries of asbestos containing materials, dry rot outbreaks etc;
- re-allocate funds from projects that have been unable to progress in 2016/17 for a variety of reasons to other projects in the programme that require more funding or to new urgent and/or emergency projects that have needed to be added to the programme during the course of the year due to their urgency.

2.15 **Appendix C** attached shows a list of amendments, deletions and additions to the original programme set within the overall Cabinet approved budget for 2016/17. Any savings made through lowest tenders, schools' capital contributions, reduced final accounts or deferred schemes have been reallocated, using delegated authority from Cabinet to Officers, to essential urgent works, all with matrix scores of 26 and above (maximum score is 30) and to planned rollover to support the 2017/18 condition programme in anticipation of further reductions to the DfE grant.

2.16 All changes to the programme are being reported retrospectively in accordance with the Council's Financial Procedure Rules.

(d) Financial Delegations

2.17 In order to aid the implementation of condition and physical adaptation works being funded from the Capital Maintenance programme, particularly during the summer months when the majority of work occurs, Members are again requested to delegate authority, in accordance with the Council's Financial Procedure Rules 3.9 to 3.14 dated June 2016, to the Interim Strategic Director of Economy Skills and Infrastructure to manage the implementation of the identified works within the respective agreed total programme budgets.

2.18 Delegated powers would include the authority to:

- add new urgent projects to the programmes without prior Cabinet approval providing that the total cost of the programmes remain within the approved capital allocations set by Council;
- transfer resources between the Capital Maintenance and Basic Need funding streams / programmes without restrictions;
- slip or delete projects during the course of the financial year to enable the effective management of the programmes concerned.

All variations, additions and deletions would be reported retrospectively to Cabinet in accordance with Financial Procedure Rule 3.14.

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP) - None

3.2 Economic Resilience (ER) - None

3.3 Improving outcomes for Children

Appendix A notes that the Schools Condition Programme has little or no negative impact on groups with protected characteristics.

General improvements in the condition of school buildings will have a positive impact in that they that will contribute to a safe, warm, dry and secure environment for all pupils and staff.

This Capital budget is also used to improve accessibility to school buildings and deliver a positive impact on groups with protected characteristics.

3.4 Reducing demand of services – None.

3.5 The capital investment outlined in this report of £3.8M is funded from the DfE grant allocation for 2017/18, and will be adjusted is if the actual the level of grant differs from this figure and not from prudential borrowing; therefore it has no revenue cost implications.

3.6 There is an extensive backlog of repairs in schools for which the Council has responsibility. Whilst condition works occur in schools throughout the academic year, the main focus of activity is during the six week summer holidays. In order to have sufficient time to design, tender and appoint contractors it is imperative that an agreed condition works programme to be funded from the Capital Maintenance funding stream is approved.

3.7 The detailed list of proposed schools' condition works for 2017/18 is listed in **Appendix B** and is all required to address urgent condition needs in schools. Failure to undertake the works could lead to significant damage to buildings, equipment and belongings e.g. significant water ingress through a failed roof or the partial or full closure of a school e.g. a boiler or heating system failure during the winter months could close a school due to temperatures falling below minimum requirements.

3.8 The council under section 149 of the Equality Act 2010 must have “due regard to the need to –

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

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

section 149(7) sets out seven protected characteristics - namely, age, disability, gender reassignment, pregnancy and maternity, race, religion, or belief, sex and sexual orientation .

Paragraph 3.3 above notes that this programme of works has little or no negative impact and some positive effect in improving the condition and accessibility of school buildings to the benefit of all.

4. Consultees and their opinions

4.1 The condition programme has been subject to consultation with officers from DCYP and with Portfolio Holders for Children's Services and Resources on 20th February 2017.

4.2 Following approval by cabinet, consultation will occur with the individual schools that are due to be part of the programme and this will continue throughout the year as the projects are developed, designed and implemented.

4.3 The DCYP SEN Assessment and Commissioning team works closely with the PRP Service to identify pupils with disabilities and ensure that their needs are being met where appropriate.

This involves close consultation with the individual schools concerned to ascertain and agree the level of “reasonable adjustments” required to the school’s buildings and grounds, and also to its day to day operations and curriculum.

- 4.4 The Council’s Strategic Finance Department has been consulted about the proposals to delegate authority to manage the programmes concerned to officer level and has agreed that the proposals would comply with the Council’s Financial Procedure Rules.
- 4.5 Capital Delivery Board and A.D. Strategic Investment Group also support the recommendations below.

5. Next Steps

Subject to approval of the proposed projects and final business case, officers from PRP will ensure the 2017/18 Capital Plan is updated and the projects concerned are developed, designed, procured and implemented.

6. Officer Recommendation and reasons

Members are requested to:

- (a) consider and approve the business case at **Appendix A** which outlines the rationale for the schools’ condition works programme, the availability of funding, the selection process and the main categories of work, thereby enabling the projects concerned to be designed, procured and implemented;
- (b) consider and approve the detailed list of proposed works in schools for 2017/18 attached at **Appendix B**.
- (c) consider and approve delegated powers in accordance with the Council’s Financial Procedure Rules 3.9 to 3.14 dated June 2016, to the Interim Strategic Director of Economy Skills and Infrastructure so that the programme can be managed and the implementation of the identified works contained within the respective agreed total programme budgets.

Delegated powers would include the authority to:

- add new urgent projects to the programmes without prior Cabinet approval providing that the total cost of the programmes remain with the approved capital allocations set by Council;
- transfer resources between the Capital Maintenance and Basic Need funding streams / programmes without restrictions;
- slip or delete projects during the course of the financial year to enable the effective management of the programmes concerned.

All virements, additions and deletions would be reported retrospectively to Cabinet in accordance with Financial Procedure Rule 3.14.

- (d) note the revised amendments / allocations applied by Officers using delegated powers to the detail of the 2016/17 Schools Capital Maintenance and Basic Need programmes, as stated in **Appendix C**.

7. Cabinet portfolio holder's recommendations

Portfolio Holders for Children's Services and Resources considered this report on 21st February 2017 and are supportive of the proposals contained within it.

8. Contact officer

David Martin - Capital Development and Delivery Manager - Physical Resources and Procurement Service Tel: 01484 221000 Email:david.martin@kirklees.gov.uk

9. Background papers and history of decisions

15th February 2017 Council: 5 Year Investment Plan 2017/18 to 2021/22

March 8th 2016 Cabinet Report - 2015/16 and 2016/17 Council Capital Plan – Proposed allocation of 2016/17 capital funding from the Directorate for Children and Young People (DCYP) baseline sections of the Capital Plan along with details of proposed amendments to the 2015/16 approved programme of works

10. Assistant Director Responsible

Paul Kemp - Assistant Director - Place

11. Attachments

Appendix A: Final Business Case for the Capital Maintenance Schools' condition programme.

Appendix B (Private):
Detailed list of proposed 2017/18 DCYP Capital Maintenance Schools' condition programme.

Appendix C: Revised allocations for the 2016/17 DCYP Capital Maintenance Schools' condition and Basic Need programmes.

Project Title:	Capital Maintenance for Schools – Baseline Condition Programme		
Project Manager:	Kath Chapman		
Client Service:	Directorate for Children & Young People Service (DCYP)		
Date of this OBC:	March 2017		
KMC Capital total (Gross) (£000s):	£3.8m		

DESCRIPTION

Description of the project and its purpose:

The Capital Maintenance for Schools grant is provided to all Local Authorities for expenditure on Schools to ensure that:

- buildings and equipment are properly maintained;
- health and safety issues are addressed and;
- a backlog of repairs does not build up over time.

In addition, Kirklees uses the funding to ensure that where required, schools are accessible for pupils with disabilities and that appropriate specialist equipment is provided to meet the needs of individual pupils. Since 2011/12 Councils have been expected to fund physical adaptations to schools from the Capital Maintenance grant provided to all LAs. Specialist equipment will, wherever possible, be funded from revenue and only be capitalised as a last resort.

On 15th February 2017 the Council approved a 5 Year Investment Plan, which included a proposed programme of works under Capital Maintenance for Schools totalling £3.8M.

(a) A programme of urgent condition works in schools totalling £3.480M. The key categories of works proposed are:

- a programme of urgent and essential repairs to replace leaking and life-expired pitched and flat roofs. Incorporated in these works are enhancements or in some cases the introduction of insulating material, which greatly improves the thermal efficiency of the roof. This contributes to a reduction in the building's carbon footprint through lower energy usage. In the case of pitched roofs in Victorian schools it includes, where necessary, essential repairs to lath and plaster ceilings using a chicken wire and timber batten technique above the suspended ceiling. This greatly reduces the risk of old plasterwork falling through the suspended ceiling. These works also include replacing the existing suspended ceiling grid and luminaires with new energy efficient recessed lighting, which greatly enhances the teaching and learning environment for pupils and staff through an improved quality of lighting, whilst simultaneously contributing to lowering the building's carbon footprint and running costs;
- a programme of whole school electrical re-wiring projects to replace life expired existing systems and to comply with the latest legislative standards. As well as full replacement of the electrical wiring systems, these projects have the added benefit of providing new ceilings and modern, energy efficient lighting which provide the schools with a new look and greater energy efficiency. Where appropriate, these projects also incorporate improvements to ICT infrastructure e.g. enhancement or rationalisation of data point coverage and the replacement of the existing fire alarm and/or lightning protections systems and provides the opportunity to manage asbestos to support ongoing maintenance of building fabric and other service;
- replacement of inefficient and obsolete boilers with energy-efficient boiler plant and/or the replacement of inefficient heating distribution systems, with low surface temperature radiators providing better control. These works can also have a positive impact on the working environment for pupils and staff as they lead to the provision of heating that better matches an individual school's requirements, reducing energy wastage and utility costs and contributing to meeting the Council's carbon reduction targets;

- a programme of fan convector removal and replacement, where appropriate, with wet system radiators. This will remove noisy, industrial and ineffective heating systems and replace them with modern, more energy efficient forms of heating;
- (b) An allocation of £130k for remodelling the kitchens at Manorfield I & N School and Reinwood Community Junior School with a funding contribution to be negotiated with Schools Catering. School kitchens to be refurbished are generally identified by reference to the annual assessment of each school kitchen's structure, internal fabric and equipment carried out by the PRP Service. Priority is given to projects designed to address known health and safety issues, including compliance with all relevant legislation (e.g. The Gas Act; Electricity at Work Act; Food Safety Provision Regulations).
- (c) An allocation of £100K for preparation costs for the 2017/18 and 2018/19 capital plan. These costs include feasibility studies / asbestos surveys / condition surveys / advance design in relation to the preparation and implementation of DCYP projects.
- (d) An allocation of £220K to act as a risk pot for emergency schemes that will no doubt emerge as the financial year progresses. As the backlog of repairs exceeded the availability of capital, it has only been possible to fund projects with a matrix score of 26-30. Many schemes categorised as a matrix of 24 had again to be placed on hold until future years due to a lack of available funding. There is a risk that some of these elements could deteriorate during the course of 2017/18 prompting the need to bring some projects back into the programme in order to tackle serious H&S issues or potential school closures. Because the risk pot will also need to cover DDA allocation not yet identified and the risk of uncovering asbestos issues once work has commenced on site.
- In all schools the Head teacher and governing body are asked to consider if reasonable adjustments to how they deliver the curriculum can be made without the need to undertake physical adaptations. In addition, consideration is given as to whether specialist equipment can meet the needs of the individual. Where physical works are required, consideration is given to minimising the level of works required to that which would be considered to be "reasonable". In all cases, the works identified are either required to enable the admission of pupil(s) to the school chosen by their parents / carers from the start of the new academic year in September 2015 or are required to meet the needs of schools where pupils have already been admitted but where adaptation works have subsequently been identified. Works to schools will have wider benefits for staff, visitors and the local communities by increasing the accessibility of the buildings and grounds for all.
- (e) An allocation of £200K to continue the phased alterations to Woodley School & College (formerly Longley School) to aid the transition to an ASD specialisation.

It should be noted that there are no individual schemes in the proposed condition programme that exceed £250,000 – though it should be noted that Phase1 Dalton School Fields rewire has a budget cost estimate of £223K and Upperthong J&I Rewire £236.5K. Further schemes may be added by officers, subject to approval, using authority delegated in the attached cabinet report providing that there are sufficient funds available.

Allocation methodology for condition funding

Every school receives a survey covering internal and external fabric, mechanical and electrical services and external areas. All surveys are undertaken by the Council's Physical Resources and Procurement (PRP) Service and are paid for through a combination of the Schools Traded Service for Repairs and Maintenance and the DCYP Capital Plan.

The information collected is stored on the Council's K2 Asset Management database and is used to set the Council's capital investment plan for schools, as well as being used by schools themselves to prioritise expenditure from their revenue Repair and Maintenance budgets and their Devolved Formula Capital allocations. All surveys are based on the DfE's condition surveying methodology.

which has been in operation since 2000. The methodology allocates a condition and priority to each individual element using nationally agreed DfE stipulated grades as follows:

GRADE	MEANING
A	Good - Performing as intended and operating efficiently.
B	Satisfactory - Performing as intended but exhibiting minor deterioration
C	Poor - Exhibiting major defects and / or not operating as intended
D	Bad - Life expired and / or serious risk of imminent failure.
Priority 1	Urgent work that will prevent immediate closure of the premises and / or address an immediate risk to the health and safety of occupants and / or remedy a serious breach of legislation.
Priority 2	Essential work required within two years that will prevent serious deterioration of the fabric or services and / or address a medium risk to the health and safety of occupants and / or remedy a less serious breach of legislation.
Priority 3	Desirable work required within three to five years that will prevent deterioration of the fabric or services and / or address a low risk to the health and safety of occupants and / or remedy a less serious breach of legislation.
Priority 4	Long term work outside the five year planning period that will prevent deterioration of the fabric or services.

This results in each element of a school building and its grounds receiving a grade that indicates its current condition and life expectancy e.g. A 35 year old boiler might be rated D1 which indicates that the item is life expired and in urgent need of replacement whilst a five year old boiler might be rated A4, which means that it is in a good condition and needs no major investment in the next five years.

As the backlog of repairs exceeds the capital available, a matrix scoring system is used to prioritise the backlog of urgent priority 1-3 works, taking into account issues such as health and safety, the remaining life of the element and the impact of a failure on the building. Each of the three categories is allocated a maximum of 10 points, which produces a maximum score of 30 points. The elements with the highest scores are considered for the condition programme. Using the above system, it can be demonstrated that the programme of works identified in the DCYP Capital Investment Plan represents the most urgent and highest priority repairs for the LA.

A weighting system is employed to give greater importance to some types of repairs than others. Elements that receive a weighting are mechanical services, electrical services, roofs and external walls. Where the number of schools with a matrix score of 26 – 30 exceed the financial resources available officers prioritise the programme according to the asbestos risk, continuation of previous phases, and links between mechanical & electrical works.

Weightings are not allocated to fixed furniture, external areas, redecoration, sanitary services and internal walls and doors.

What are the benefits / critical success factors?

The Capital Maintenance for Schools baseline condition programme will help reduce the backlog of priority maintenance in Kirklees community / voluntary controlled / foundation / trust schools, which currently totals around £40M for priority 1-3 works.

It will contribute to addressing a key priority for the Directorate for Children and Young People, and PRP Service which is to ensure that all schools are warm, dry, safe and secure.

The programme will contribute towards the vision for a New Council which:

- Continues to provide a consistent level of basic services, but will target limited resources as appropriate to meet community needs and strive to maximise the impact of all our services by collaborating with others;
- Safeguards vulnerable citizens, but wherever possible, seeks to not just provide a safety net, but also a route to help people control their own lives and to stay safe and well.

Many of the projects being implemented will have a direct impact on reducing the Kirklees carbon footprint – all new roofs will incorporate significantly improved insulation; new boilers will be modern, energy efficient equipment with the latest TREND controls; re-wired buildings will contain energy efficient lighting with significantly improved controls including movement sensors and dimming switches.

The programme is designed and procured to ensure that all schools re open without loss of teaching days.

FINANCE

KMC **Gross** Total (including external/grant funding if applicable) (£000):

Profile: Year

Sum **£3.8m**

Funding for this section of the Capital Plan comes from the Capital Maintenance for Schools grant, which is an un-ring fenced capital grant provided by the DfE.

Devolved Formula Capital contributions from schools towards specific projects will be sought though it is acknowledged that DFC for schools has also been subject to significant reductions. By securing a capital contribution from DFC, where available, this enables more projects to be undertaken compared to a situation where the LA was funding all projects at a 100% level.

The total value of the condition works proposed in this business case is £3.480m plus a number of other budgets incl. for the preparation and delivery of the programme and management of risk.

Lifespan of assets

New boilers fitted should have a life of 15-20 years, whilst new heating distribution systems should last 40-50 years. New flat roofs will have a lifespan of 15-30 years depending on the materials used (e.g. felt, asphalt, EPDM) whilst pitched slate roofs can have a life expectancy of 50-100 years+. Rewired electrical systems are expected to have a life of 25-40 years. This will all depend on an appropriate regime of inspection/servicing/repair being funded and carried out by the schools and the Local Authority

Lifecycle Capital costs (during the lifetime of the asset):

It is recognised that there are life cycle capital costs associated with this programme of works. All the roofs, boilers, electrical systems etc. installed will require ongoing maintenance and eventual replacement. All elements of a school building and grounds are covered by condition surveys co-ordinated by the PRP Schools FM team in conjunction with PRP condition surveyors. All condition related data is stored on the Council's K2 Asset Management system and is used to prioritise works for future capital replacement projects.

Responsibility for the lifecycle costs of this programme rests with the schools and the Council. Schools undertake significant capital repairs / replacement works from their Devolved Formula Capital (DFC) and their own revenue budgets. The Council undertakes capital works in schools using the Capital Maintenance Grant provided by the DfE.

Revenue Implications

Increased levels of insulation in new roofs, the installation of energy efficient boilers, the introduction of energy saving lighting and other devices and the greater use of sustainable technologies should have a positive impact on school running costs by reducing energy usage and therefore bills. These works should also reduce school maintenance costs in the short term by providing new assets, though schools will need to ensure that appropriate revenue budgets are set in the medium and long term in order to maintain the new assets properly. Due to the way that the Kirklees LMS scheme operates any revenue savings will accrue to the individual schools rather than the overall Dedicated Schools Grant.

DELIVERY & MANAGEMENT

How will the project be delivered/managed?

Delivery & Management.

Design and delivery of the DCYP Capital programme is the responsibility of the PRP Service. Overall management of the DCYP Capital Plan resides with the Capital Development team. Within the Schools Facilities Management Team, the Asset Manager (Schools) and Asset Managers will act as a key link between schools and the allocated PRP surveyor / external framework consultant / external framework contractor / PRP Technical Advisor / PRP Project Manager (the actual combination will depend on the procurement route for each individual project) to ensure the delivery of each scheme at an operational level. Project Management of the programme will be provided through the Capital Delivery Service within PRP. The Capital Development and Delivery Manager will act as the overall Project Executive.

How will the Programme/Project impact on hard to reach groups?

All sections of the community will benefit from improvements to their local schools including hard to reach groups such as lone parents, traveller families and minority ethnic groups as well as pupils with physical disabilities. An Initial Equalities Impact Screening exercise has demonstrated that this programme will have little if any negative impact on any Protected Characteristic Group

Is this subject to OJEU Regs?

None of the projects are individually large enough to fall under OJEU Regulations. Most projects will be tendered but where projects are delivered via Framework Agreements, these agreements will have already been subject to the full OJEU process.

How will this be procured:

This programme of works will be delivered through the PRP Service. Works delivered externally by contractors will be tendered; or will be negotiated if delivered by KNH Building Services. We will also negotiate with private contractors on multi-phased schemes where contractors have performed well on the first phase of works – management of the procurement process will be through the Capital Delivery team within PRP.

Key risks in undertaking / not undertaking this programme/project:

This programme contains urgent condition items relating to school buildings (e.g. roof repairs; boiler replacements; whole school electrical rewires; H&S works etc.) that could, if not tackled, lead to damage to the buildings, H&S risks to the building occupants and the potential partial or full closure of schools, which would impact on the educational attainment of young people.

In running this large and varied programme we encounter many risks including:

- There are some larger schemes (e.g. whole school re-wires or projects that combine different

disciplines e.g. boiler replacement combined with a whole school re-wire) which will be complicated to deliver due to programming issues; availability of decant space etc.;

- Many schemes will need to be undertaken during the summer holidays due to the nature of the works e.g. the replacement of a slate roof on a Victorian School and therefore any potential slippages could have serious consequences.

OTHER INFORMATION

Key Contacts

David Martin – Capital Development and Delivery Manager – PRP - Tel: 01484 221000

Email: David.Martin@Kirklees.gov.uk

This FBC approved by: Cabinet 7th March 2017

Programme Area	Project	June 2016 Capital Plan Figure £	New Figure £	Variance	Reasons for Change/Variance
	DCYP CAPITAL MAINTENANCE PROGRAMME 2016/17 - CONDITION PROJECTS				
Capital Maintenance	2016/17 Capital Plan preparation costs - Advance surveys/feasibility studies/asbestos surveys/condition surveys costs in relation to the delivery of DCYP projects and advance design of projects for the 2017/18 programme.	£100,000	£100,000	£0	No change to Capital Plan figure, expected level of feasibility and advanced design costs.
Capital Maintenance	Risk Pot for emergency additions to the Capital Plan/balance for high tenders.	£438,000	£383,784	-£54,216	Budget has changed to reflect the balance of high tenders and the addition of urgent works to the programme. Any underspend will be required for planned rollover to support the 2017/18 Capital Maintenance programme.
Capital Maintenance	2015/16 Rollover schemes - charges under £1000.	£23,000	£7,282	-£15,718	Reduced final accounts.
Capital Maintenance	Kitchen Refurbishment programme - Heckmondwike Primary School	£23,000	£22,536	-£464	2015/16 Rollover scheme, slight reduction to the final account.
Capital Maintenance	Kitchen Refurbishment Programme - Marsden I&N School	£130,000	£0	-£130,000	Contribution to the kitchen refurbishment works vires to the larger Basic Need scheme.
Capital Maintenance	Priority School Building Programme - Master planning	£8,000	£5,798	£5,500	2015/16 Rollover scheme, reduction to the final account.
Capital Maintenance	Birkenshaw CE (VC) Primary School - Boiler plant replacement	£89,000	£84,703	-£4,297	Blending values omitted from the scope of works, reducing the estimates final account.
Capital Maintenance	Brockholes CE (VC) J&I School - Heating distribution replacement	£154,900	£171,660	£16,760	The negotiated contract was higher than pre-tender estimates due to upward pressure in market conditions.
Capital Maintenance	Bywell CE (C) Junior School - Replace fan convectors, heating distribution system and auto controls.	£3,000	£5,046	£2,046	2015/16 Rollover scheme, final account more than expected.
Capital Maintenance	Bywell CE (C) Junior School - Phase 2 replace fan convectors, heating distribution system and auto controls	£137,000	£100,620	-£36,380	Lowest competitive tender returned was lower than pre-tender estimates.
Capital Maintenance	Bywell CE(C) Junior School - Roofing works	£21,000	£45,985	£24,985	Lowest competitive tender returned was higher than the pre-tender estimate due to market forces.
Capital Maintenance	Bywell CE (C) Junior School - Re-roof flat roof 03	£0	£2,502	£2,502	2015/16 Rollover scheme, final account more than expected.
Capital Maintenance	Crossley Fields J&I School - Phase 3 rewire	£231,000	£238,000	£7,000	Final cost of scheme increased due to an increase in the specification.
Capital Maintenance	Crossley Fields J&I School - Phase 2 rewire of KS1 and KS2 buildings	£2,000	£1,991	-£9	2015/16 Rollover scheme, slight reduction in fees.
Capital Maintenance	Crossley Fields J&I School - DDA adaptations	£0	£25,540	£25,540	New addition - urgent work required.

Programme Area	Project	June 2016 Capital Plan Figure £	New Figure £	Variance	Reasons for Change/Variance
Capital Maintenance	Crow Lane Primary and Foundation Stage School - Inner pitches of roofs C, D, G and I	£72,000	£48,030	-£23,970	Lowest competitive tender returned was lower than pre-tender estimates due to a reduction in the specification upon manufacturer guidance.
Capital Maintenance	Crowlees CE (VC) J&I School - Phase 2 rewire	£157,030	£172,110	£15,080	Lowest competitive tender returned was higher than the pre-tender estimate due to market forces.
Capital Maintenance	Crowlees CE (VC) J&I School - Re-roof 02 and 04	£62,000	£79,080	£17,080	Lowest competitive tender returned was higher than the pre-tender estimate due to market forces.
Capital Maintenance	Crowlees CE (VC) J&I School - Rewire including extension and admin. areas	£5,000	£1,057	-£3,943	2015/16 Rollover scheme, final account lower than expected.
Capital Maintenance	Dalton School - Sump pumps	£39,000	£39,585	£585	2015/16 Rollover scheme, final account slightly higher than expected.
Capital Maintenance	Diamond Wood Community Academy - DDA adaptations	£30,000	£42,000	£12,000	Final cost of scheme increased to include additional authorised works.
Capital Maintenance	East Bierley CE (VC) Primary School - Partial distribution controls and CWS	£86,900	£0	-£86,900	Scheme combined with the rewire to make economies of scale savings.
Capital Maintenance	East Bierley CE (VC) Primary School - Rewire	£129,090	£199,955	£70,865	Scheme combined with the rewire to make economies of scale savings. The school's DFC contribution reduced the capital
Capital Maintenance	Eastborough JI&N School - Heating distribution replacement	£179,200	£144,472	-£34,728	Lowest competitive tender returned was higher than the pre-tender estimate.
Capital Maintenance	Eastborough JI&N School - Replace ridges and gutters 01, 01a, 02, 03, 04, 05, 06a, 06b & 07	£120,000	£67,100	-£52,900	Lowest competitive tender returned was lower than the pre-tender estimate.
Capital Maintenance	Fixby J&I School - Rewire	£220,600	£280,400	£59,800	Increased specification and asbestos costs.
Capital Maintenance	Golcar JI&N School - Replace fan convectors and radiators with LST's	£4,000	£3,248	-£752	2015/16 Rollover scheme, final account lower than expected.
Capital Maintenance	Golcar JI&N School - Intruder alarm and electrics in Nursery	£45,000	£45,000	£0	2015/16 Rollover scheme, no change to Capital Plan figure.
Capital Maintenance	Golcar JI&N School - Boiler plant replacement	£117,000	£126,000	£9,000	Final cost of scheme increased to include additional authorised works.
Capital Maintenance	Gomersal Primary School - Phase 1 roofing works 01, 03, 04, 05, 06 and 07	£125,000	£109,265	-£15,735	Lowest competitive tender returned was lower than the pre-tender estimate and the school's DFC contribution reduced the capital requirement.
Capital Maintenance	Healey JI&N School - Re-roof flat roofs 10 & 12	£0	£1,304	£1,304	2015/16 Rollover scheme, final account more than expected.
Capital Maintenance	Hepworth J&I School - Boiler replacement	£2,000	£2,000	£0	2015/16 Rollover scheme, no change to Capital Plan figure.
Capital Maintenance	Hightown JI&N School - Roofing works 02b, 02c, 03, 04 and 06 (part)	£77,250	£74,295	-£2,955	Lowest competitive tender returned was lower than the pre-tender estimate and the school's DFC contribution reduced the capital requirement.

Programme Area	Project	June 2016 Capital Plan Figure £	New Figure £	Variance	Reasons for Change/Variance
Capital Maintenance	Hightown JI&N School - Roofing works 02a, 02b & 01a	£3,000	£2,287	£-713	2015/16 Rollover scheme, final account lower than expected.
Capital Maintenance	Holmfirth JI&N School - Replace aluminium radiators with LST's	£5,000	£4,412	£-588	2015/16 Rollover scheme, final account lower than expected.
Capital Maintenance	Honley CE(VC) I&N School - Boiler plant replacement	£94,600	£92,857	£-1,743	Fees expended in previous years and the school's DFC contribution reduced the capital requirement.
Capital Maintenance	Hopton Primary School - Roofs 14, 15 and 16	£18,500	£18,020	£-480	Agreed final account slightly less than expected.
Capital Maintenance	Hyrtmount Junior School - Boiler replacement (extension block)	£85,500	£83,400	£-2,100	Lowest competitive tender returned was higher than the pre-tender estimate but the school's DFC contribution reduced the capital requirement.
Capital Maintenance	Kirkheaton Primary School - Phase 2 rewire	£148,700	£117,564	£-31,136	Lowest competitive tender returned was lower than the pre-tender estimate and the school's DFC contribution reduced the capital requirement.
Capital Maintenance	Kirkheaton Primary School - Early Years heating	£0	£16,000	£16,000	New addition - urgent work required.
Capital Maintenance	Kirkroyds Infant School - Rewire and domestic pipework distribution	£3,000	£2,500	£-500	2015/16 Rollover scheme, final account lower than expected.
Capital Maintenance	Longley School - ASD provision Phase 1 & Phase 2	£231,000	£93,792	£-137,208	2015/16 Rollover scheme and 2016/17 scheme.
Capital Maintenance	Longley School - Playground reconfiguration works	£0	£165,668	£165,668	New addition - urgent work required. Funded through the risk pot and the underspend on the Longley ASD provision budget.
Capital Maintenance	Longley School - Modular provision	£0	£232,450	£232,450	New addition - urgent work required. RCCO of £200K received from Schools Organisation.
Capital Maintenance	Manorfield I&N School - Whole school rewire	£1,000	£1,285	£285	2015/16 Rollover scheme, final account more than expected.
Capital Maintenance	Marsden I&N School - Roof 1	£15,000	£28,706	£13,706	Increased scope of works and timecharges.
Capital Maintenance	Meltham CE(VC) Primary School - Phase 2 rewire	£177,000	£204,165	£27,165	Lowest competitive tender returned was higher than the pre-tender estimate due to the levels of asbestos found on site.
Capital Maintenance	Meltham Moor Primary School - Replace fan convectors and radiators	£5,000	£5,000	£0	2015/16 Rollover scheme, no change to Capital Plan figure.
Capital Maintenance	Meltham Moor Primary School - Re-roof flat roofs 05 incl 08	£33,000	£34,308	£1,308	2015/16 Rollover scheme, final account more than expected.
Capital Maintenance	Mill Lane Primary School - Roof 12 incl gutters E05 to E07	£15,800	£14,432	£-1,368	Lowest competitive tender returned was higher than the pre-tender estimate but the school's DFC contribution reduced the capital requirement.
Capital Maintenance	Moorlands Primary School - Replacement boiler	£0	£3,199	£3,199	Final Building Services charge higher than expected.

Programme Area	Project	June 2016 Capital Plan Figure £	New Figure £	Variance	Reasons for Change/Variance
Capital Maintenance	Netherthong Primary School - Roofs 01,02,03,08,09,11,12,14	£88,000	£113,546	£25,546	Lowest competitive tender returned was higher than the pre-tender estimate due to market forces.
Capital Maintenance	Newsome High School and Sports College - Lecture Theatre ventilation	£12,000	£11,750	£250	2015/16 Rollover scheme, final account lower than expected.
Capital Maintenance	Newsome Junior School - Ph 1 roofing works 02,03,04	£105,000	£93,185	£11,815	Lowest competitive tender returned was lower than the pre-tender estimate and the school's DFC contribution reduced the capital requirement.
Capital Maintenance	Norristhorpe J&I School - Boiler replacement	£3,000	£3,290	£290	2015/16 Rollover scheme, final account more than expected.
Capital Maintenance	Norristhorpe J&I School - Re-roof 01,02,03,04	£5,000	£5,250	£250	2015/16 Rollover scheme, final account more than expected.
Capital Maintenance	Old Bank JI&N School - Rewire	£2,000	£2,100	£100	2015/16 Rollover scheme, final account more than expected.
Capital Maintenance	Old Bank JI&N School - Replace heating distribution	£123,200	£107,565	£15,635	Fees expended in previous years and the school's DFC contribution reduced the capital requirement.
Capital Maintenance	Old Bank JI&N School - Roof 06	£17,000	£42,848	£25,848	Lowest competitive tender returned was higher than the pre-tender estimate due to market forces.
Capital Maintenance	Paddock JI&N School - Phase 1 rewire	£215,000	£223,130	£8,130	Lowest competitive tender returned was higher than the pre-tender estimate due to market forces.
Capital Maintenance	Paddock JI&N School - Boiler including DHW cylinder and controls	£0	£3,800	£3,800	Increased professional fees.
Capital Maintenance	Park Road JI&N School - Boiler plant replacement	£114,700	£114,700	£0	No change to Capital Plan figure.
Capital Maintenance	Rowley Lane JI&N School - Ph1 roofing works 02a,03	£165,000	£115,270	£49,730	Final cost of scheme reduced from the tender figure due to savings made and the school's DFC contribution.
Capital Maintenance	Savile Town CE(VC) I&N School - Replace 2 Ideal RS10 Mexico boilers in the Nursery building	£6,000	£4,200	£10,200	Building Services final account was less than their projected figure.
Capital Maintenance	Savile Town CE(VC) I&N School - Re-roof flat roof 01a	£49,000	£42,450	£6,550	Final cost of scheme reduced from the tender figure due to a reduction in scope of works.
Capital Maintenance	Scholes (Holmfirth) J&I School - Rewire	£2,000	£1,400	£600	2015/16 Rollover scheme, final account lower than expected.
Capital Maintenance	Scholes (Holmfirth) J&I School - Roofing works 04,05	£25,000	£21,600	£3,400	Final cost of scheme reduced from the tender figure due to a reduction in scope of works and the school's DFC contribution.
Capital Maintenance	Skelmanthorpe F&N School - Roofing works 01,02,03,04	£75,000	£61	£74,939	Scheme removed from programme, school requested to take ownership of the works. Feasibility cost only.
Capital Maintenance	Staincliffe CE(VC) Junior School - Roofing works 05	£30,000	£46,000	£16,000	Final cost of scheme increased from the tender figure due to additional work required. Costs may be recouped from the contractor.

Programme Area	Project	June 2016 Capital Plan Figure £	New Figure £	Variance	Reasons for Change/Variance
Capital Maintenance	St Johns CE (VC) Infant School - Partial rewire	£0	£124,760	£124,760	New addition - urgent work required.
Capital Maintenance	Thornhill J&I School - Re-roof flat roof 11 and pitched roofs 01d and 01e	£1,000	£1,300	£300	2015/16 Rollover scheme, final account more than expected.
Capital Maintenance	Thornhill Lees CE(VC) I&N School - Roofing wWorks to 03 including 01 and 02 Valley Gutter	£15,000	£15,395	£395	Lowest competitive tender returned was higher than the pre-tender estimate but the school's DFC contribution reduced the capital requirement.
Capital Maintenance	Thornhill Lees CE(VC) I&N School - Fire Alarm Replacement	£0	£28,046	£28,046	New addition - urgent work required.
Capital Maintenance	Thurstonland Endowed (VC) First School - Roofing Works 01,02,03,04	£48,000	£426	£-47,574	Scheme on hold until school clarifies position with extension works. Feasibility costs only.
Capital Maintenance	Westborough High School - Roofing Works to Roofs 20,21	£28,000	£2,105	£-25,895	Scheme deferred. Feasibility costs only.
		Total	£4,866,170		

This page is intentionally left blank

Name of meeting
Date

Cabinet
7 March 2017

Title of report

**Transport Services - 1 year Capital Investment
Vehicle Replacement Programme 2017 - 2018**

Purpose of report

The purpose of the report is to ask Cabinet to approve a one year Capital Investment Vehicle Replacement Programme, (VRP). This is to continue the previous replacement programme which was agreed by Cabinet February 9th 2016.

Members will be requested to delegate authority to manage the implementation of the Capital Investment Vehicle Replacement Programme within the agreed budget (in accordance with the Council's Financial Procedure Rules 3.9 to 3.14 dated June 2016).

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes The overall cost for the programme is £2m
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Yes
The Decision - Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Director & name	Jacqui Gedman - 21.02.17
Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	Debbie Hogg - 23.02.17
Is it also signed off by the Assistant Director - Legal Governance and Monitoring?	Julie Muscroft - 27.02.17
Cabinet member portfolio	Councillor M Khan - Highways and Neighbourhoods

Electoral wards affected: All
Ward councillors consulted: None

Public or private: Public with private Appendix 2

The Appendix is recommended to be taken in Private because the information contained in it is considered to be exempt information under Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that it would not be in the public interest to disclose the information contained in the report as disclosure could potentially adversely affect overall value for money and could compromise the commercial confidentiality of the bidding organisations

and may disclose the contractual terms, which is considered to outweigh the public interest in disclosing information including, greater accountability, transparency in spending public money and openness in council decision-making.

1. Summary

- 1.1 The Transport Services - Capital Investment Vehicle Replacement Programme is an investment in the Council's fleet of the future - a fleet that is efficient, effective and provides Value for Money (VFM) for the people of Kirklees.
- 1.2 The Council vehicle replacement policy is a joint age and "whole life costing" based policy in which evidence based data comprising of vehicle utilisation, maintenance, fuel, service user's needs and overall running costs is used as a bespoke financial and operational process for replacing council vehicles.
- 1.3 The Council Transport Services is a total fleet management operation providing procurement, maintenance, utilisation, intelligence and vehicle disposal facility for all services within the council.
- 1.4 Depreciation, fuel and maintenance are commonly the largest expenses incurred in running fleet vehicles. Depreciation is the single largest measureable expense and can be easily tracked over the lifecycle of a vehicle. Vehicle maintenance costs start out low in the earlier years and increase over time as the vehicle ages. Timely fleet replacement is an essential part of risk management for the council. An aged fleet will increase maintenance costs and vehicle downtime.
- 1.5 Older vehicles are also more at risk of breakdowns resulting in increased downtime and an adverse effect on service delivery plus substantial hire charges being incurred.

2. Information required to take a decision

- 2.1 Prior to a comprehensive spending review and the development of new procurement frameworks there was a reduced level of investment prior to July 2014 in the fleet replacement programme. Consequently there are currently 332 vehicles that are over their replacement age profile which equates to 40% of the vehicle fleet. Following approval of the vehicle replacement plan in February 2016 Transport Services have procured and replaced 62 vehicles, (**Appendix 1**) which has helped to reduce the number of over age vehicles by 12%. Income of £320k has been generated from the sale of vehicles.

It should be noted that the Transport base line capital allocation will reduce from the 16/17 £2.577m to:

2017/18	2018/19	2019/20
£2.0M	£1.5M	£1.25M

This may lead to a review of funding as it may be necessary to consider leasing a number of vehicles to mitigate the impact of reduced capital.

- 2.2 The 2017/18 baseline capital of £2m will fund the replacement of approximately 57 vehicles. The reason for the relatively small number is due to the replacement of several high value assets. **(Appendix 2)**.
- 2.3 All vehicles will be procured and be in operational service by the end of FY 17/18.
- 2.4 The Useful Economic Life (UEL) of a vehicle is the point at which depreciation and maintenance cost per mile meet one another and provides an indication of the theoretically most economical point at which to dispose of a vehicle.

Financial Delegations

- 2.5 In order to aid the implementation of the Vehicle Replacement Programme Members are requested to delegate authority, in accordance with the Council's Financial Procedure Rules 3.9 to 3.14 dated June 2016, to the Director of Economy, Skills and the Environment to manage the procurement and implementation of the programme within the respective agreed total programme budgets.
- 2.6 Delegated powers would include the authority to:
- add new vehicles to the programmes without prior Cabinet approval providing that the total cost of the programmes remain within the approved capital allocations set by Council
 - slip or delete the procurement of vehicles during the course of the financial year to enable the effective management of the programme, there were minor changes to the 16.17 replacement plan, this is identified at **Appendix 1**

All variations, additions and deletions would be reported retrospectively to Cabinet in accordance with Financial Procedure Rule 3.14

3. Implications for the Council

The Council is operating with an ageing fleet of vehicles due to reductions in funding of the Capital Investment Vehicle Replacement Programme. There are peak times in terms of disposals and replacements required and the Council has tried to ensure that all vehicles do not reach the end of their operational use within the same year.

In order to minimise the risks of operating with an ageing fleet Kirklees has adopted a more flexible approach. The Council has been rolling out a phased approach to vehicle replacement over a number of years. This was introduced to ensure that there is an even distribution across the range of vehicle models of the number of vehicles being replaced each year. This safeguards against risk and reduces the level of financial and corporate risk as outlined in the Council's current risk register. This approach ensures a balanced fleet across a number of years to maintain operational delivery and demonstrates value for money performance measures.

There are environmental benefits of newer, cleaner vehicles - the West Yorkshire Low Emission Strategy recognises the role Local Authorities

fleet composition has in helping to improve local air quality. Our older vehicles are often the most polluting. Purchasing newer, cleaner more up to date vehicles with the latest Euro Category engines will reduce emissions and improve our local air quality.

The Combined Authority is introducing a fleet recognition scheme called Eco Stars. This scheme is designed to improve emissions from fleets across all sectors by rating how good a particular fleet operator is in terms of its impact on Local Air Quality. Procuring newer, more update cleaner vehicles will ensure that Kirklees Council scores highly in this recognition scheme.

3.1 Legal Implications:

Although the Driver and Vehicle Standards Agency recognises that operators of heavy goods or passenger carrying vehicles will not get everything right all the time, an ageing fleet makes it increasingly difficult to comply with the required standards and regulations; this will potentially increase the level of corporate risk of non-compliance and associated cost.

Failure to meet with all the necessary requirements of legislation governing fleet operations could lead to the suspension of the Council's Operators Licence (O Licence), resulting in the Council being unable to deliver services.

3.2 Financial Implications:

Older vehicles (aged 6–10 years) can cost up to three times as much to maintain than newer vehicles (aged 1–5 years). They are also more at risk of breakdowns, resulting in increased downtime and an adverse effect on service delivery.

A reduction in maintenance costs, vehicle hire costs and a reduction in downtime will be achieved with the introduction of new vehicles, giving a more reliable fleet and providing improved levels of service to users.

The capital investment of £2.0m is to be funded from prudential borrowing. The average revenue cost of financing this level of borrowing over 9 years is 11.9% per annum, which equates to £238k per annum over the life of the programme.

3.3 Human Resources Implications:

None.

3.4 IT Implications/Telematics:

The Telematics System is a key asset management tool used to support us to achieve improved performance. The Telematics System will be used to assess vehicle deployment, manage vehicle and asset security, reduce fuel consumption, assess driving behaviour and for recording any accidents so that we can defend drivers and the Council against claims. To support improved performance it is crucial that the correct driver behaviours are promoted and that as a Council we actively manage the deployment use and maintenance of our fleet. By adopting good driving practices, this will support reduced fuel

consumption, maintenance costs, reduced downtime and replacement costs, lower the number of accidents and to increase efficiencies through improved vehicle utilisation.

3.5 Strategy and Partnership Implications:

Transport Services will continue to work with Service Managers to understand their current and future needs, by using more controlled methods of fleet replacement and adopting a strategic approach to vehicle replacement for critical service delivery.

The role of Transport Services is to provide a mixture of support and challenge. The market and operational use will be continually reviewed to understand the options available to us and as a result we will be able to identify vehicles and services which offer far better value for money.

Examples of these vehicles and services available are listed below:

- Electric;
- Hybrid (part electric, part conventional);
- Car share schemes;
- Alpha City (Pay as you go car hire scheme);
- Dual purpose vehicles.

3.6 Early Intervention and Prevention (EIP)

There will be no impact

3.7 Economic Resilience (ER)

There will be no impact

3.8 Improving Outcomes for Children

There will be no impact

3.9 Reducing demand of services

There will be no impact

4. Consultees and their opinions

Capital delivery board have been consulted and their comments taken into account.

5. Next steps

Transport Services will continue to manage the Vehicle Replacement Programme and deliver the vehicles necessary to meet service need.

6. Officer recommendations and reasons

It is recommended that:-

- 6.1** Members are requested to approve the continued investment of £2.m in the vehicle replacement programme, for financial year 2017/18 as identified in the capital plan as approved by Council on 15th February 2017.
- 6.2** Members are requested to approve the officer delegations outlined in para 2.6 above to manage the implementation of the vehicle replacement programme within the agreed budget and in accordance with the Council's Financial Procedure Rules 3.9 to 3.14 dated June 2016.to the Director of Economy, Skills and the Environment.

Delegated powers would include the authority to ensure that unforeseen issues can be dealt with by exception to respond to timely and urgent fleet replacements.

7. Cabinet portfolio holder recommendation

The portfolio holder, Cllr M Khan, agrees with the officer proposals and recommendations and would ask Cabinet to do the same.

8. Contact officer

Mick Farmer - Integrated Transport Manager

Email: mick.farmer@kirklees.gov.uk

Tel: 01484 221000

9. Background Papers and History of Decisions

Transport Services - 1 Year Capital Investment Vehicle Replacement Programme 2016/17 - 1 Year (Item 18)

Cabinet – 9th February 2016

<https://democracy.kirklees.gov.uk/documents/g224/Decisions%2009th-Feb-2016%2016.00%20Cabinet.pdf?T=2>

10. Assistant Director responsible

Joanne Bartholomew - Assistant Director - Place

Email: joanne.bartholomew@kirklees.gov.uk

Tel: 01484 221000

Transport Services – 1 year Capital Investment Vehicle Replacement Programme 2016– 2017.

Appendix 1

The table below details the number of vehicles by type and capital cost that were planned to be replaced during FY 2016-2017

Vehicle type	FY 2016/17	Total
26T refuse	8	£1,256,002.32
26 Ton refuse	1	£160,000.00
18T refuse	1	£150,000.00
Electric Van	5	£100,000.00
4x4 Vehicles	11	£210,000.00
Gulley Vehicle	2	£160,000.00
Mini Bus	7	£196,000.00
Van	21	£345,000.00
	56	£2,577,002.32

The table below details the actual number of vehicles by type and capital cost that were replaced during FY 2016-2017.

The variance to plan is due to operational reasons this enabled Transport to replace a higher number of vehicles.

Vehicle Type	FY 16-17	Capital Cost
26T 6X2 MLN OL16N Rotary refuse vehicle	6	£785,895.00
18T 4x2 rotary refuse vehicle	3	£424,939.00
Valtra Tractor	1	£50,305.00
Citroen Relay Van	37	£594,064.00
15T Road Sweeper	2	£261,910.00
Caged Tipper	1	£20,443.00
6.5T Caged Tipper	5	£211,650.00
Minibus 8 seat wheelchair accesible	5	£176,000.00
7.5T Tipper	1	£30,305.00
Trailer	1	£3,750.00
	62	£2,559,261.00

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank