

Public Document Pack



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Monday 29 February 2016

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **4.00 pm** on **Tuesday 8 March 2016**.

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".

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 Jean Calvert

Councillor Steve Hall
Councillor Erin Hill
Councillor Viv Kendrick
Councillor Peter McBride
Councillor Shabir Pandor
Councillor Cathy Scott
Councillor Graham Turner

Responsible For:

The Leader
Community Development, Councillors involvement in
a New Council, including Councillor Development
Place - Planning, Highways and Open Spaces
Family Support and Child Protection
Prevention, Early Intervention and Vulnerable Adults
Transportation, Skills, Jobs and Regional Affairs
Schools and Learning
Housing and Relief of Poverty
Resources and Community Safety

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 held on

1 - 14

To approve the Minutes of the meeting of the Committee held on 17 December 2015, 12 January and 2 February 2016.

3: Interests

15 - 16

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: Regional Devolution Update

To receive.

9: Inclusion and Diversity in Kirklees - Work on a new policy statement for 2016/17 17 - 24

A report seeking approval to the work undertaken to draft a new policy statement on "Inclusion and Diversity in Kirklees for 2016/17", and to recommend its referral to the Council meeting (23 March) for approval and adoption.

Officer: David Bundy: 01484 221000

Wards

Affected: All Wards

10: Tackling Poverty Strategy Refresh 25 - 36

A report seeking endorsement of the Tackling Poverty Strategy Refresh and for its progression for formal adoption by Council on 23 March.

Officer: Nicky Hoyle: 01484 221000

Wards

Affected: All Wards

11: Charging Locala for the use of Council Resources 37 - 42

A report seeking approval for charging Locala Community Partnerships CIC ("Locala") for providing accommodation and the use of the Council's IT system.

Officer: Diane Green: 01484 221000

Wards

Affected: All Wards

12: Potential implications of the Government's Housing and Planning Bill on the preparation of the Council's Local Plan and Neighbourhood Planning 43 - 62

A report setting out the various implications that the Housing and Planning Bill and other associated consultations being carried by the Department of Communities and Local Government may have on the Council's Local Plan.

Officer: Richard Hollinson: 01484 221000

Wards

Affected: All Wards

13: Kirkburton Parish Council Neighbourhood Area Application for Kirkheaton 63 - 76

A report seeking approval of the Kirkburton Parish Council Neighbourhood Plan Area.

Officer: Richard Hollinson: 01484 221000

Wards

Affected: All Wards

14: Implications arising from the Education Funding Agency proposals for the Mount Pleasant Primary School site 77 - 86

A report updating Members on the current position regarding the proposed new build school for Mount Pleasant Primary School and to seek approval in relation to the revised proposals now received from the Education Funding Agency (EFA) and the financial and other implications which arise from them.

Officer: David Martin: 01484 221000

Wards

Affected: Crosland Moor and Netherton; Greenhead

15: Waste and Street Cleansing Policy Review

87 - 100

A report seeking approval of the implementation of operational and policy changes related to waste management contained within this report.

Officer: Will Acornley: 01484 221000

Wards

Affected: All Wards

16: Future provision of Seasonal Plants

101 -
106

A report seeking approval of the recommendation to outsource the supply of seasonal bedding and hanging baskets in the future.

Officer: Rob Dalby: 01484 221000

Wards

Affected: All Wards

17: Corporate Performance Report - Quarter 3 2015/16

107 -
144

A report, supported by reports on progress against outcomes in the Joint Health and Wellbeing Strategy and Kirklees Economic Strategy, providing Members with an overview of the council's performance at the end of quarter 3, 2015/16.

Officer: Sue Grigg: 01484 221000

18: Corporate Plan 2016-17 145 -
170

A report seeking approval of the 'Corporate Plan for 2016/17' for subsequent approval by Council on 23 March 2016.

Officer: John Heneghan: 01484 221000

Wards

Affected: All Wards

19: Highways Capital Plan 2016/17 171 -
232

A report seeking approval of the Highways Capital Plan 2016/17.

Officer: Graham Mallory: 01484 221000

Wards

Affected: All Wards

**20: Capital Investment Plan 2015/16 - 2019/20, Quarter 3
Capital Monitoring 2015/16** 233 -
246

A report presenting the third quarter Capital Monitoring Report.

Officer: David Smith: 01484 221000

Wards

Affected: All Wards

21: Corporate Revenue Financial Monitoring Report, Quarter 3, 2015-16 247 - 258

A report presenting the third in an agreed quarterly cycle of consolidated revenue budget monitoring statements.

Officer: Eamonn Croston

Wards

Affected: All Wards

22: Pioneer House and land at Bradford Road, Dewsbury 259 - 264

A report seeking approval for the Council to support Kirklees College in the creation of a new education facility in Dewsbury incorporating the Council owned properties at Pioneer House and the land at Bradford Road, Dewsbury.
(Private Appendix)

Officer: Andrew Jackson: 01484 221000

Wards

Affected: Dewsbury East; Dewsbury West

23: Dewsbury Townscape Heritage Initiative (THI) - Grant Applications: Northgate House, 38 Northgate/47 Foundry Street & 13-17 Corporation Street 265 - 278

A report seeking approval to award THI grants for Northgate House, 38 Northgate/47 Foundry Street and 13-17 Corporation Street.
(Private Appendix)

Officer: John Lambe: 01484 221000

Wards

Affected: Dewsbury East

24: 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

279 -
300

A report seeking approval of the Condition Programme along with named projects.
(Private Appendix)

Officer: David Martin: 01484 221000

Wards

Affected: All Wards

25: 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.

- 26. Pioneer House and land at Bradford Road, Dewsbury** 301 -
Private appendix in relation to the public report above. 306

(This Appendix (one) 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.)

Officer: Andrew Jackson: 01484 221000

Wards

Affected: Dewsbury East; Dewsbury West

- 27. Dewsbury Townscape Heritage Initiative (THI) - Grant Applications: Northgate House, 38 Northgate/47 Foundry Street & 13-17 Corporation Street** 307 -
Private appendix in relation to the public report above. 310

(The reason that Appendix 2 is private, is that the information in it relates to the financial or business affairs of persons (or the Authority holding that information), specifically information relating to the applicant's financial status and contractors' tender prices. It is considered that disclosure of the information would adversely affect the companies concerned. The public interest in maintaining the exemption, which would protect the interests of the Council and the company concerned, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making.)

Officer: John Lambe: 01484 221000

Wards

Affected: Dewsbury East

28. 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

311 -
314

Private appendix in relation to the public report above.

(This Report's Appendices are recommended to be taken in Private because the information contained in them 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.)

Officer: David Martin: 01484 221000

Wards

Affected: All Wards

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Thursday 17th December 2015

Present: Councillor Jean Calvert (Chair)
Councillor Steve Hall
Councillor Erin Hill
Councillor Viv Kendrick
Councillor Peter McBride
Councillor Shabir Pandor
Councillor Cathy Scott
Councillor Graham Turner

Apologies: Councillor David Sheard

179 Membership of the Committee

Apologies for absence were received on behalf of Councillor Sheard.

180 Interests

No interests were declared.

181 Admission of the Public

It was noted that the agenda items would be considered in public session.

182 Deputations/Petitions

No deputations or petitions were received.

183 Public Question Time

No questions were asked.

184 Member Question Time

No questions were asked.

185 The future of the existing Whitcliffe Mount Sports Centre

(Under the provision of Council Procedure Rule 37, Cabinet received representations from Mr G Hird, Mr K Page, Mr A Naley, Dr G Morley, Mr R Hirst, Mr I Abbot, Miss J Templar (Head Teacher Whitcliffe Mount Business and Enterprise College), Mr D Spreadbury, Ms K Johnson, Mr K Shaw, Mr R Sutcliffe, Mr T Healey, Mr P Bignall, Mr G Ackroyd, Mr J Ramsden, Mr M Naylor, Mr D Smith, Ms M Bain, Mr K Ellis, Ms C Kendal, Mr P Kent, Ms M Chisholm, Ms L Bond, Ms C Shield, Mr B Cowell, Ms R Paton, Mr J Roberts and Ms D Whitely.

Under the provision of Council Procedure Rule 36(1), Cabinet received representations from Councillor Holmes, D Hall and A Pinnock)

Cabinet gave consideration to a report which requested that further consideration be given to the decision to close Whitcliffe Mount Sports Centre, as a result of a recent Ombudsman Investigation. The report advised that, on 17 December 2013, Cabinet had considered a report which proposed to rebuild Whitcliffe Mount School and close Whitcliffe Mount Sports Centre. Consequently, two complaints were submitted to the Ombudsman regarding the Cabinet's decision making. Both complaints advised that consultation on the proposal had not been undertaken until after the decision had been taken, and that a full Equalities Impact Assessment had not been carried out. It was noted that the meeting was being held as a result of the Ombudsman's recommendation that further consideration should be given to the decision to close the Sports Centre in public to address a previous lack of public consultation. A copy of the Ombudsman's final decision on the two complaints was attached at Appendix 1 of the report. It was noted that the Ombudsman had not issued a formal report as a result of the investigation.

Cabinet were asked to consider two options; (i) to uphold the previous decision to close the Sports Centre, or (ii) to overturn the decision to close the centre, and request Kirklees Active Leisure to keep operating the venue as a Sports Centre. The implications of both options were detailed at paragraph 4 of the considered report. It was noted that, if option (i) was chosen, the Sports Centre would close in May 2016 in order for it to be demolished to enable the building of the new school. If option (ii) was chosen, the Sports Centre would remain open and the Council would negotiate with the operator, Kirklees Active Leisure, to continue to operate the centre and if an agreement could not be reached, the Council would need to consider another operator. Pursuing option (ii) would also require the Council to make a request to the Education Funding Agency (EFA) to delay progress for the new school so that the school could be redesigned and for plans to be submitted, if the EFA did not withdraw the school from the scheme. The report indicated that, in the event that the EFA did withdraw funding, the existing school would remain and plans for new premises would not exist in the short to medium term.

Paragraph 7 of the report set out the Officer's recommendations to Cabinet, which advised (i) that there was a significantly high risk that the EFA would withdraw its funding for the new school if there were to be delays caused by the redesign of the school, and that the Council may be held liable for abortive and additional costs incurred by the EFA and (ii) that improved fitness facilities were being built 1.8 miles away at Spenborough Pool and would open in January 2016.

Having given consideration to the representations received at the meeting, and the content of the considered report, Cabinet were of the view that to overturn the decision made in 2013 would not be an appropriate use of public funds as the Council would incur financial penalties by withdrawing the school from the EFA programme. Additionally, the loss of the funding would mean that a new school could not be built in the near future.

RESOLVED - That Option 1 as detailed within the considered report be approved and that the development of a new school at the site be endorsed.

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 12th January 2016

Present: Councillor David Sheard (Chair)
Councillor Jean Calvert
Councillor Steve Hall
Councillor Erin Hill
Councillor Viv Kendrick
Councillor Shabir Pandor
Councillor Cathy Scott
Councillor Graham Turner

Apologies: Councillor Peter McBride

186 Membership of the Committee

Apologies for absence were received on behalf of Councillor McBride.

187 Interests

Councillor G Turner declared an 'other' interest in Agenda Item 9, on the grounds that he is a Parish Councillor at Denby Dale Parish Council.

Councillor Calvert declared an 'other' interest in Agenda Item 12 on the grounds that she has a relative who is a KNH tenant.

188 Admission of the Public

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

189 Deputations/Petitions

No deputations or petitions were received.

190 Public Question Time

Cabinet received a question from Mr K Shaw regarding the decision taken to approve plans for a new school at the site of Whitcliffe Mount Sports Centre.

191 Member Question Time

No questions were asked.

192 Proposal to change the upper age range of Ravenshall School from 16 to 19 years

Cabinet received a report which set out the outcome of statutory processes for the statutory proposal by Kirklees Council to change the upper age range of Ravenshall School from 16 to 19 years.

The report advised that the proposal to increase the upper age range of Ravenshall School from 16 to 19 years of age had been developed in order to make permanent the existing post year 11 pilot provision which currently provides a small number of places to a specific group of young people in order to help them prepare for learning in a post 16 setting, and also to develop the skills that they individually need to progress effectively in to adulthood. The report indicated that the pilot scheme achieved successful outcomes for students who were eligible to stay at Ravenshall School beyond the age of 16.

Cabinet noted that the statutory proposal to change the upper age range of Ravenshall School had been developed in order to make the pilot provision permanent for the benefit of the students. The provision allows for a limited number of students who meet the eligibility criteria to be accommodated. It was expected that there would be a maximum of 16 places across years 12 and 13.

The considered report also set out the conclusions and recommendations of the School Organisation advisory group in regards to the proposal.

RESOLVED -

(1) That the advice of Kirklees School Organisation Advisory Group that the proposals to change the upper age range of Ravenshall School from 16 to 19 years are valid and that the required statutory processes have been carried out be noted.

(2) That it be agreed that the decision taken regarding the proposal will be within the statutory time period.

(3) That the outcomes and recommendations of the Kirklees School Organisation Advisory Group held on 23 November 2015, and associated officer recommendations, be noted.

(4) That the human resource and financial implications of approving the proposal be noted.

(5) That it be confirmed that full regard has been given to the Equalities Impact Assessment throughout the statutory process for the proposal including the decision regarding approval, meeting the obligations of the Equality Act 2010 and Public Sector Equality Duty 2011.

(6) That the proposal to change the upper age range of Ravenshall School from 16 to 19 years be approved without modification or condition.

(7) That Officers be requested to work closely with the Governing Body of Ravenshall School, staff and other stakeholders in order to implement the proposals from 1 September 2016.

193 Kirklees School Funding Formula for the financial year 2016-17

Cabinet received a report which set out details of changes required by the Department for Education (DfE) National Funding rules to the Kirklees School Funding Formula for the allocation of dedicated schools grant to the maintained and Academy schools in Kirklees for the financial year 2016-2017.

The report set out details of the Kirklees Funding Formula for 2016-2017 in terms of the relative weighting and values of the funding factors as approved in principle by Cabinet on 20 October 2015.

The report sought approval of the final details of the Kirklees School Funding for 2016/2017 for submission to the Education Funding Agency of the DfE, as required by 21 January 2016.

RESOLVED -

(1) That the further changes required by the Education Funding Agency funding rules to the Kirklees School Funding Formula for the allocation of Dedicated Schools Grant to the maintained and academy schools in Kirklees for the financial year 2016-2017.

(2) That the consultative process undertaken in collaboration with head teachers through the Kirklees Schools Forum to agree the details of the Kirklees funding formula be noted.

(3) That the details of the preferred Kirklees Funding Formula for 2016-2017 which elaborate the outline formula approved by the Cabinet in 23 October 2015 be noted.

(4) That approval be given to the final details of the Kirklees School Funding Formula for 2016-2017 for submission to the Education Funding Agency by 21 January 2016.

194 Calculation of Council Tax Base 2016/17

Cabinet received a report which set out recommendations for submission to Council regarding the approval of various Tax Bases which would apply to the Kirklees area for 2016/2017 financial year in relation to Council Tax charges, and the continuation of the current local Council Tax support scheme.

The report set out two options in terms of Council tax increase, and it recommended option 2, representing a total increase of 3.95%, be approved. It was noted that this option reflected a 1.95% annual rise in Council Tax plus 2% for spend on Adult Social Care.

RESOLVED -

That the following recommendations be submitted to the meeting of Council on 20 January 2016;

(a) That the 2016/2017 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 – 113,388.90

- Denby Dale Parish – 5,552.16
- Holme Valley Parish – 9,630.95
- Kirkburton Parish – 8,673.26
- Meltham Parish – 2,652.06
- Mirfield Parish – 6,388.57

(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 Director of Resources to adjust the component parts of the tax base should there be any alterations to the assumptions made at the meeting of Council on 20 January 2016.

195 Draft Local Government Finance Settlement

Cabinet received a report which provided an update on the announcement of the Local Government Finance Settlement.

The report set out the key points relating to Social Care, the Better Care Fund, the flexible use of Capital Receipt and the Education Services Grant.

Cabinet noted the figures as set out within the report which compared the forecast in the budget consultation document published in October with the Draft Settlement. The report advised that the main grant would fall by over £50m.

RESOLVED -

(1) That the Director of Resources be requested to write to the Secretary of State to indicate that Cabinet are minded to take advantage of the social care precept offer for 2016/17 and, in doing so, consider the balance of the interests of taxpayers with the pressures faced within the Adult Social Care Service.

(2) That Officers be authorised to send a response to the Government expressing concern regarding the impact on services which Local Authorities are taking responsibility for in instances where no funding is identified to support the delivery of the services.

196 Findings from the Public Budget Consultation

Cabinet received a report which provided feedback on the findings of the public budget consultation as part of the budget setting process.

The report advised that the 6 week consultation process had been carried out following the publication of the Council's medium term financial plan in October 2015. The consultation sought to gain feedback on the key priority areas of (i) supporting communities to do more for themselves and each other, (ii) keeping vulnerable people safe and helping them to stay in control of their lives and (iii) focusing on the things that only the Council can do. It also sought feedback on what the public considered to be the Council's single most important function.

A total of 1,410 responses to the consultation were received, of which 90% were from Kirklees residents. The findings from the consultation and comments received were set out in the Appendix of the report.

Cabinet noted the consultation findings which were to be submitted to the meeting of Council on 20 January 2016.

RESOLVED -

(1) That the findings of the consultation proposals as set out on the report be submitted to the meeting of Council on 20 January 2016.

(2) That consideration be given to the consultation findings and Equality Impact Assessments to support the budget planning process and decision making.

197 Housing Revenue Account (HRA) Rent and Service Charge Setting Report and Key Housing Challenges

Cabinet received a report which sought approval for a 1% reduction in dwelling rates in 2016/17, and for a proposed garage rent annual uplift of 0.8% in 2016/17.

The report provided the financial context and bases for the annual setting of rents and service charges as well as for the Housing Revenue Account budget which would be considered by Council in February 2016.

The report provided detail in relation to the Housing and Planning Bill, Universal Credit and Welfare System Reform and proposed rent and service charges.

Cabinet noted that the new average weekly housing revenue account dwelling rent for 2016/17 was £70.60 incorporating a compulsory 1% rent reduction. It was proposed that the annual increases to average garage rent and service and other charges for 2016/17, as attached at Appendix 1 of the report, continue to be uplifted in line with the retail price index figure used to inform the annual rent restructure calculation.

The report advised that, subject to approval, the changes would be implemented from April 2016, and that prior notification letters would be issued to tenants.

RESOLVED -

(1) That the proposed dwelling rent and garage rent and service, and other charges set out in the report, be approved and effective from April 2016.

(2) That the national and local financial challenges outlined in the report be noted in preparation for the HRA budget discussions in February 2016.

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 2nd February 2016

Present: Councillor David Sheard (Chair)
Councillor Steve Hall
Councillor Erin Hill
Councillor Viv Kendrick
Councillor Peter McBride
Councillor Shabir Pandor
Councillor Cathy Scott
Councillor Graham Turner

Apologies: Councillor Jean Calvert

198 Membership of the Committee

Apologies for absence were received on behalf of Councillor Calvert.

199 Interests

No interests were declared.

200 Admission of the Public

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

201 Deputations/Petitions

No deputations or petitions were received.

202 Public Question Time

No questions were asked.

203 Member Question Time

No questions were asked.

204 Council budget report 2016-19; General Fund Revenue, Housing Revenue Account, Capital, Treasury Management,

Cabinet received a report which set out its recommendation to the meeting of Budget Council on 17 February 2016, and provided the basis upon which other Political Groups could consider their budget proposals for Capital, General Fund Revenue and Housing Revenue Account.

Cabinet - 2 February 2016

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 2016-17 (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) Reviewed General Fund Revenue Budget Strategies over the Medium Term Financial Plan (MTFP), and budget proposals to achieve a balanced General Fund Revenue Budget in 2016-17, and Revenue Budget Plans for the following 2 years;
- (iv) Incorporated the Government's announcement on the Local Government Finance Settlement for 2016-17 including indicative government funding forecasts for the following 3 years to 2019-20, and consider the level of general fund revenue budget needed for Treasury Management and Central Contingencies;
- (v) Reviewed the Council's financial position in 2015-16, and gave early consideration to general fund revenue 'rollover';
- (vi) Made recommendations on the Council tax requirement for 2016-17;
- (vii) Reviewed the current levels of General Fund Revenue Reserves and Balances and make recommendations on the level of reserves;
- (viii) Reviewed Housing Revenue Account (HRA) budget proposals to achieve a balanced General Fund Revenue Budget in 2016-17, and indicative Revenue Budget Plans for the following 2 years;
- (ix) Reviewed the current levels of Housing Revenue Account Reserves, and make recommendations on the level of reserves;
- (x) Incorporated the Council's Pay Policy Statement for 2016-17;
- (xi) Incorporated a Statement of Assurance from the Director of Resources in relation to the adequacy of General Fund and HRA reserves and the robustness of budget estimates.

The report highlighted that the motion to be proposed by Cabinet would be incomplete as the precepts for Fire and Police Authorities, and Parish Councils, would not be determined at the time of consideration. It was noted that the Cabinet Motion therefore included estimated precepts based upon the best available information at the time.

RESOLVED -

That the report be submitted to the meeting of Council on 17 February 2016 with the following recommendations;

(1) Capital

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

(ii) That the Council should be advised to determine the Prudential Indicators as referred to in Appendix A (Section 1, paras 1.3.17-1.3.19) and again in Appendix F.

(2) Treasury Management

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

(ii) That the Investment Strategy outlined in Appendix A Section 2, para 2.4, and Appendix G, be approved.

(iii) That the policy for provision of repayment of debt outlined in Appendix I, be Approved.

(3) General Fund Revenue

(i) That the Revenue Budget for 2016-19 as set out in Appendix B be approved.

(ii) That the strategy for the use of balances and reserves, as set out in Appendix A, (Section 3, para 3.16.2) be reaffirmed.

(iii) That it be acknowledged that for 2016-17 the minimum level of General Fund balances should be £5.0m (Appendix A, Section 3, para 3.16.3 refers)

(iv) That the estimated general and earmarked reserves be maintained, and that a further reassessment of reserves requirements be undertaken at year end and reported to members as part of the 2015-16 revenue rollover and outturn report; (Appendix A, Section 3 , para 3.16.5 refers)

(v) That the Council Tax requirement for 2016-17 (as detailed in Appendix A, Section 3, para 3.14.1 and Appendix C; budget motion) be approved.

(vi) That the Council's continued participation on the Leeds City Region business rates pool for 2016-17 be noted (Appendix A, Section 3, para 3.13.5 refers).

(vii) That Council be recommended to give consideration as to whether the rollover rules for the 2015-16 financial year should be changed.

(viii) That the Council's Pay Policy Statement for 2016-17, as detailed in Appendix D (i-v), be approved.

(ix) That the Director of Resources' positive assurance statement be noted.

Cabinet - 2 February 2016

(x) That authority be delegated to the Director of Resources 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 & Crime Commissioner, the Fire & Rescue Authority and Parish Councils should these be received after 17th February 2016.

(xi) That the high level forecast financial position in relation to 2019-20, as contained within the submitted report, be received, with a view to proposals being formulated over the forthcoming period to achieve a balanced general fund budget.

(5) Housing Revenue Account (HRA)

(i) That the Housing Revenue Account Budget 2016-19 be approved (Appendix B refers).

(ii) That the high level forecast financial position, as contained within the submitted report, be received, with a view to proposals being formulated over the forthcoming period to achieve a balanced Housing Revenue Account at the same time as maintaining the decent homes standard.

(iii) That the strategy for the use HRA reserves, as set out in Appendix A, Section 4, para 4.3.2, be reaffirmed.

(6) The considered report is referred to Council as advice and background information, upon which the other political groups can base their budget proposals.

(7) That unspent resources within District Committee budgets (including any capital allocations remaining from the old Area Committees and unspent HRA capital budgets managed through District Committees) be rolled over into 2016-17.

(8) That, to assist District Committees in spending their allocations for 2016/17, Cabinet will issue guidance prior to the start of the financial year, with a report to be brought back for consideration at Cabinet to facilitate this in March 2016.

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: 8 March 2016

Title of report: Inclusion and Diversity in Kirklees – Work on a new policy statement for 2016/17

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
Is it in the Council’s Forward Plan ?	No
Is it eligible for “call in” by Scrutiny ?	No
Date signed off by <u>Director</u> & name	Ruth Redfern – 29 February 2016
Is it signed off by the Director of Resources?	David Smith – 23 February 2016
Is it signed off by the Assistant Director – Legal, Governance and Monitoring?	John Chapman - 26 February 2016 (Deputy Head)
Cabinet member portfolio	Resources and Community Safety

Electoral [wards](#) affected: All

Ward councillors consulted: No

Public or private: Public

1. Purpose of report

To seek the approval of the Policy Committee (7 March) and Cabinet (8 March) to the work undertaken to draft a new policy statement on “Inclusion and diversity in Kirklees for 2016/17”, and, if accepted and supported, to recommend its referral to the Council meeting (23 March) for approval and adoption.

2. Key points

At the Policy Committee (23 September 2015), members agreed to undertake a review of the councils current equality and diversity strategy, which is part of the policy framework of the council.

The Policy Committee established an informal task and finish group, consisting of Councillors: Marielle O’Neill (chair), Bill Armer, Amanda

Pinnock, Sheikh Ullah and Gemma Wilson, which met on several occasions in the period from October 2015 to February 2016, to review the topic, and to draft a new and more appropriate policy statement on inclusion and diversity for 2016/17.

Progress reports on the work have been shared with the Policy Committee. However, the formal recommendations on the adoption of the new policy statement rest with the full Council meeting.

The Policy Committee and Cabinet are asked to consider progress with the work on the policy statement to-date and, subject to any further comments and/or corrections, refer the report and decision on the adoption of the policy statement to Council for approval.

3. Information required to take a decision

The work on the policy statement to-date is described within two documents which are appended to this report. These are:

- the diagram illustrating the key components of the new Inclusion and Diversity (I&D) Statement
- the new I&D Policy Statement

From the outset the Task and Finish Group wanted to modernise the organisation's approach to this agenda, embracing new ideas and ways of working which would be effective for Kirklees and its residents. The Group wanted to look at aspects such as incorporating I&D into the core business of the Council, improved use of insight from communities from Kirklees and staff to enhance services, work towards an inclusive organisation that promotes and values diversity as an asset and develop emotionally intelligent leadership around I&D.

The above modernisation agenda was extensively researched by engaging with other organisations, taking expert witness statements and reviewing relevant literature.

Following a first draft of the Policy Statement an extensive consultation exercise was undertaken with all political parties and the Council's Equality Employee Networks. The primary issues highlighted from the feedback were:

- All groups were supportive of the direction of travel within Policy Statement
- Support for the values-based approach to I&D
- All concerned liked the way the Statement was promoting I&D as a strategic asset promoting improved "business" outcomes
- The language in the Statement needs to be more accessible
- To articulate better the promotion of I&D both internally and externally
- A proposal to include an anti-bullying champion within the Council

All these issues have been carefully considered by the Task and Finish Group and are reflected in the finalised Policy Statement appended.

A further consultation exercise was undertaken by sending the Statement with the above feedback to all leaders of the political parties; no comments from this exercise have been received.

4. Implications for the Council

If approved, the implementation and the application of the new policy statement will have implications for the work of the council and its services. It will mean, for example, the organisation will have adopted a new values-based approach to I&D, a business outcome and asset-based approach to the whole area of work helping it becomes core to the everyday business of all services. These will help to improve service delivery and employment practices by having a more inclusive way of working with both communities and staff.

5. Consultees and their opinions

The work on the policy statement has continued to develop in the period from January 2016 to-date. Early drafts of the final document, which are now appended to this report, were shared with the following:-

- Members of the Policy Committee - Task and Finish group
- Policy Committee
- Cabinet Members
- Leaders of the political groups
- Chairs of the Employee Equality Networks

Their comments and views are reflected in the work on the final draft of the policy statement

6. Next steps

If approved, officers will use the content of the policy statement to help shape an I&D Strategy, implementation plan and working practices of the council and its services (see paragraph 4 above)

Officers will also provide progress reports for Cllr Carole Pattison, Chair of the Policy Committee, and Cllr Marielle O'Neill, the Chair of the task and finish group, about how the application and use of the policy statement and associated work will progress, in practice, in 2016/17.

7. Officer recommendations and reasons

Members of the Policy Committee are asked to support the work on the new "Inclusion and diversity statement for 2016/17". If so, this will be shared with the Cabinet on 8 March 2016, which may then decide to refer a decision on the formal adoption of the document to the Council meeting on 23 March 2016

8. Cabinet portfolio holder recommendation

Cllr Turner, Cabinet Member for (Resources and Community Safety) supports the recommendation to refer details of the final policy statement to Council (23 March) for consideration and approval.

8. Contact officer and relevant papers

David Bundy, Corporate Policy Officer 01484 221000

Attached papers:

- Inclusion and Diversity Policy Statement
- Equality and Diversity Graphic

9. Assistant director responsible

Kimiyo Rickett, Assistant Director for Communities and Leisure

Inclusion and Diversity Policy Statement

From equality to inclusion: our Kirklees approach Fairness, understanding and valuing people

Positive and inclusive approach: we will give equality, diversity and inclusion a higher priority by having a positive approach, going beyond minimum legal requirements and ensuring diversity and inclusion is in everything we do in Kirklees and improves performance and service delivery.

A more strategic approach to equality, diversity and inclusion means viewing diversity as a business strategy, not simply a management issue. This recognises compelling evidence that managing equality and diversity well and developing a culture of inclusion leads to improved business outcomes – both internally (increased diversity improves problem solving, innovation, productivity and other outcomes) and externally (we will deliver better services and outcomes for residents if we better understand and are more representative and inclusive of the communities we serve).

The way we do things in Kirklees: we will demonstrate our commitment to diversity and inclusion through our actions and behaviours by raising awareness, understanding and knowledge within the workforce and communities around diversity and inclusion through education and training.

There is a clear argument for actively managing diversity and inclusion rather than assuming we will naturally derive the benefits. This means staff at all levels demonstrating inclusive behaviours, respecting diverse opinions and actively championing diversity and inclusion. Our six Kirklees behaviours (Positive-Respectful-Supportive-Honest-Flexible-Communicate) reflect this approach. Whilst education, training and awareness are important, we must go beyond this to: develop a culture of inclusion; acknowledge diversity and inclusion as an essential component of effective leadership; and better understand and mitigate conscious and unconscious biases. Inclusion and diversity will be at the heart of how the Council and communities themselves work together and understand each other better.

A committed and diverse workforce: we recognise that our diverse workforce is our biggest asset and we will take all opportunities to try to achieve a diverse workforce that represents all communities in Kirklees.

Promoting a culture that actively values difference and recognises that people from different backgrounds and experiences can bring valuable insights to the workplace and enhance the way we work. Kirklees Council aims to be an inclusive organisation, where diversity is valued, respected and built upon, with ability to recruit and retain a diverse workforce that reflects the communities it serves. A culture, where everyone feels valued and respected and where different characteristics (both visible and invisible), backgrounds and perspectives are recognised and valued, is key to improving organisational performance. Diversity can increase flexibility, creativity and problem-solving by providing a wider range of perspectives. At a time when the council is striving to support and enable communities to do more for themselves and each other, a representative workforce with a greater understanding of different sections of society is best placed to deliver better outcomes for all of Kirklees' residents.

Spread the word – that Kirklees represents and values everyone by sharing stories and experiences.

Our approach to equality, diversity and inclusion needs to be a conscious and proactive one. We will spread the word that Kirklees represents and values everyone, by sharing stories and experiences, encouraging role models and champions and actively celebrating diversity.

Inclusive policies – we will routinely review our policies and practices to ensure they are inclusive.

Our policies, including our internal, people policies, should support inclusion. We will ensure this happens through regular review and reflection.

Zero tolerance on abuse, harassment, bullying and violence – taking action, taking all cases seriously and making it safe to speak out.

Taking action, taking all cases seriously and making it safe to speak out are essential to delivering an inclusive culture and to generate increased trust. The Council will have an anti-bullying champion at senior level and appropriate procedures to support taking a zero tolerance approach.

Listen and act – we will listen to staff and citizens to make things better.

In a climate in which councils are being asked to do more with less, insight into the real needs of citizens is essential. Citizen insight means gaining a deep understanding about our customers – based on their behaviours, experiences, beliefs and needs. A strong staff voice and ethos of cooperation and inclusivity is also essential.

We need to be able to evaluate the effectiveness of our approaches to equality, diversity and inclusion through our intelligence, data and broader insight.

Inclusion and Diversity Policy Statement

Listen and act:

we will listen to staff and citizens to make things better.

Positive and inclusive approach:

we will give equality, diversity and inclusion a higher priority by having a positive approach, going beyond minimum legal requirements and ensuring diversity and inclusion is in everything we do in Kirklees and improves performance and service delivery.

Zero tolerance:

on abuse, harassment, bullying and violence

The way we do things in Kirklees:

we will continue to demonstrate our commitment to diversity and inclusion through our actions and behaviours by raising awareness, understanding and knowledge within the workforce and communities around diversity and inclusion through education and training.



From equality to inclusion:
our Kirklees approach

Fairness, understanding
and valuing people

Inclusive policies:

we will routinely review our policies and practices to ensure they are inclusive.

Spread the word:

Kirklees represents and values everyone by sharing stories and experiences.

A committed and diverse workforce:

we recognise that our diverse workforce is our biggest asset and we will take all opportunities to try to achieve a diverse workforce that represents all communities in Kirklees.

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Name of meeting: Cabinet
Date: 8 March 2016

Title of report: Tackling Poverty Strategy Refresh

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
Is it in the Council's Forward Plan?	No
Is it eligible for "call in" by Scrutiny?	No
Date signed off by <u>Director</u> & name	Ruth Redfern – 22 February 2016
Is it signed off by the Director of Resources?	David Smith – 22 February 2016
Is it signed off by the Assistant Director – Legal, Governance and Monitoring?	John Chapman – 26 February 2016 (Deputy Head)
Cabinet member portfolio	Prevention, Early Intervention and Vulnerable Adults, Housing and the Relief of Poverty, Resources

Electoral [wards](#) affected: All

Ward councillors consulted: Cllrs O'Neill and Ullah

Public or private: Public

1. Purpose of report

1.1 This report seeks endorsement of the Tackling Poverty Strategy Refresh and for its progression for formal adoption by Council on 23 March.

2. Key points

2.1 The Tackling Poverty in Kirklees strategy refresh highlights a New Council approach to providing practical help for those in our community suffering from the effects of poverty.

2.2 This piece of work has been led by Cllrs Scott, Kendrick, O'Neill and Ullah and supported by a team of officers headed by Ruth Redfern, Director of Communities, Transformation and Change.

- 2.3** The Kirklees Joint Health and Well Being Strategy and the Kirklees Economic Strategy set out our future priorities that will be pivotal to making Kirklees a better place in the future – healthy people enjoying a great quality of life for longer via a strong and growing economy. These goals will help prevent poverty in the long term. In the meantime, the Tackling Poverty in Kirklees strategy provides a focus to help, in practical terms, those who are currently suffering from poverty and those who are most vulnerable to it. For this reason, the Tackling Poverty strategy refresh and the Action Plan that will deliver its outcomes, concentrate on the things we, as a local authority, can do to maximise household income and minimise outgoing.
- 2.4** Since the last Tackling Poverty Strategy was developed, there has been a shift in the nature of poverty, and changes in the pattern and type of poverty. This means that:
- Household budgets are under greater pressure and any sudden changes to income and circumstances are having greater impacts.
 - People in the low to middle income bands are also now struggling with their finances.
 - More than half of people experiencing poverty now live in working households
 - 1 in 3 households in Kirklees is in poverty; this includes 18,000 children
 - 1 in 4 Kirklees adults worry about money
- 2.5** The policy environment in which the strategy operates has also changed. There is uncertainty around the effect of intended government policies on income poverty and efforts to tackle poverty will have to do so with a smaller public sector offer and communities doing more for themselves. Hence the New Council approach of this strategy refresh with its focus on building self-reliance and helping people to avoid crisis situations.
- 2.6** The Action Plan to support this work will be a live document, updated on a regular basis. As one project is completed, another, which fits the brief of providing practical help, will be added.

3. Implications for the Council

- 3.1** This report seeks endorsement of the Tackling Poverty in Kirklees strategy and for its progression for formal adoption at Full Council on 23 March 2016.

4. Consultees and their opinions

- 4.1** The principles set out in this report have been discussed and agreed by Executive Team and Leadership Management Team

5. Next steps

- 5.1** The Tackling Poverty strategy refresh, if endorsed, is due to proceed to Council for formal adoption on 23 March 2016.

5.2 The Tackling Poverty Working Group will develop an Action Plan, faithful to the principles of the Tackling Poverty in Kirklees Strategy refresh, and provide regular progress reports to Cabinet.

6. Officer recommendations and reasons

6.1 Cabinet is asked to endorse the Tackling Poverty in Kirklees strategy refresh and agree its progression for formal adoption at Council.

7. Cabinet portfolio holder's recommendation

7.1 That colleagues agree the course of action as proposed above.

8. Contact officer and relevant papers

Nicky Hoyle, Consultant I Public Health
Chris Rowe, Policy Officer

Appendix A - Tackling Poverty Strategy and Action Plan

9. Director responsible

Ruth Redfern – Director for Communities, Transformation and Change

Tackling Poverty in Kirklees

Draft strategy and action plan

2016-2018

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Summary

“When a person’s resources (mainly their material resources) are not sufficient to meet their minimum needs (including social participation).”

Definition of poverty by The Joseph Rowntree Foundation

A strategy for tackling poverty in Kirklees, highlighting:

- practical help for people currently experiencing financial crisis
- advice and suggestions for a long term healthy financial life style
- campaigns on pertinent issues

Our strategy is underpinned by the four Ps:

- **Pockets**
Policies to boost household resources now
- **Prospects**
Policies to improve long term life chances of individuals and their families
- **Prevention**
Policies to prevent people sliding into poverty
- **Places**
Policies that provide the backdrop of services that allow people to enhance their job prospects

The local living wage

Our strategy for tackling poverty in Kirklees recognises that ‘in work poverty’ is a common problem for people in our communities. For this reason, Kirklees Council is proud to pay the local living wage to all council staff and fully endorses the ten recommendations of the Low Pay Charter, produced by the West Yorkshire Low Paid Workers Group.

Kirklees Council will continue to lead by example and act as a champion for the local living wage both in its own area and the wider region beyond.

Foreword

Through our roles as ward members, our work and our life experiences, we know that poverty can affect people from all backgrounds. For those affected it impacts all areas of life - the condition of their housing, heating of their home, feeding their family, the health of themselves and their children. The causes of poverty are many and can be transitory or enduring - worklessness, health problems, disability, family breakdown, bereavement or retirement for example. The impacts of poverty can extend to the next generation, affecting educational attainment and job prospects.

The national economic policy landscape can change frequently, often in ways that we, as a local authority, cannot directly influence; so in the short term we can only anticipate and mitigate for those who are in poverty or at risk of sliding into poverty.

As a council we deliver, commission and support many services that can mitigate the effects of poverty and reduce the risk of people falling into poverty. Crucially, we also have huge potential to influence people's long term prospects by development of the district's economy and the education and skills of the people who live here, through our Kirklees Economic Strategy. This will enhance the financial resilience of our communities and better enable them to face future economic pressures.

Although the council is facing significant budget challenges, tackling poverty remains a priority. Promoting economic resilience is a key theme in our New Council. We recognise that creating more jobs, better jobs and supporting people to develop skills, is crucial to reducing demand on council services and saving money in the longer term.

This refreshed tackling poverty strategy, and the action plan that delivers its outcomes, focusses on the things we, as a local authority, can do to affect people's pockets now - those things that enable people to maximise their household income and minimise their outgoings. We have made a good start in adopting a local living wage for our own staff, and in our contributions to the Combined Authority Low Pay Charter - but there is much more still to do.

We intend that the action plan is dynamic and fast-paced. It will be regularly updated to add new activities as the outcomes are achieved.



Nirienne Kendrick

Cllr Viv Kendrick

Kirklees Council Cabinet Member for Prevention, Early Intervention and Vulnerable Adults



Catherine Scott

Cllr Cathy Scott

Kirklees Council Cabinet Member for Housing and relief of Poverty

Putting things in context

Kirklees Council is focusing on two complementary strategies - Kirklees Joint Health and Wellbeing Strategy and Kirklees Economic Strategy. These set out our future priorities and will guide our actions to achieve our shared aim that:

Kirklees is a district combining great quality of life and a strong and sustainable economy - leading to thriving communities, growing businesses, high prosperity and low inequality, where people enjoy better health throughout their lives.

We're focusing on two goals that will be pivotal to making Kirklees a better place in the future - healthy people enjoying a great quality of life for longer, via a strong and growing economy. These goals are not only crucial, but intimately bound together.

A successful economy that offers good jobs and incomes for all of our communities makes a huge contribution to prosperity, health and wellbeing of all age groups. Likewise, confident, healthy, resilient people are better able to secure a job and are more productive in the workplace. In the long term these goals will help prevent poverty. In the meantime, however, we need a focus on those currently suffering poverty and those most vulnerable to it.

Our strategies online

www.kirklees.gov.uk/healthstrategy

www.kirklees.gov.uk/economicstrategy

Changes in the profile of poverty

There has been a shift in the nature of poverty in Britain in the last decade, and changes in the patterns and type of poverty.

- Whilst inflation has remained low the cost of essentials has increased by 28% since 2008¹. This puts pressure on household budgets - any sudden changes to income and circumstances are having greater impacts.
- People and families in the low to middle income bands are also now struggling with their finances².
- Across the UK more than half of people experiencing poverty now live in working households^{1,3}.
- Pensioner poverty over the last few years has seen a small improvement^{3,4}.

It has become harder to live a 'comfortable life' on a low or even middle income in Kirklees; roughly a third of the working age population live on low to middle incomes. Following the economic downturn there has been a change to living standards in a typical working household in Kirklees. This is because of changes in wages and incomes and shifts in the price of goods and services.

Median gross weekly earnings have increased by around 3% since 2008 from £332 to £343 per week. However when the consumer prices index (CPI) is compared over the same period an 11% gap emerges. This means households are in effect £37 worse off each week, or £1,964 per year, than in 2008. This doesn't take into account benefit or tax changes which may have reduced the gap in some households⁵.

The other factor that is of concern is the proportion of household spending used to pay unsecured debt - basically, all debts that are not mortgage related. Nationally it is thought that unsecured debt per household is around £11,800, which has steadily increased since 2008. It is thought households are spending on average 26.5% of income servicing these debts. Although Bank of England base rates have remained low, the accessibility of affordable credit has pushed some households to borrow in the high cost short term credit sector, where rates are much higher⁶.

The need to spend more on essentials presents households with difficult decisions to make. Longer term plans suffer as many do not have enough money to put into savings or pension plans. This leaves households vulnerable to sudden changes in circumstances. Issues such as unemployment or large unexpected household expenses can have serious consequences. There are also longer term impacts when people retire without enough pension funds.

The working-age population living on low to middle incomes includes:

- couples without children living on a gross annual household income of between £13,000 and £30,000²
- couples with two children whose gross annual household income is between £18,000 and £42,000².

The policy environment in which the strategy operates has also changed. According to the Institute of Fiscal Studies the intended policies of the Government are likely to increase absolute income poverty³. In addition, efforts to tackle poverty will have to do so with a smaller public sector offer and communities doing more for themselves. The efforts of Kirklees Council and its partners must recognise the importance of using scarce resources effectively to have the biggest impact. This means that there will need to be a focus on building self-reliance and helping people to avoid crisis situations.

Poverty life events and who is most at risk

For many people it can be a change in their circumstances that leads them in to poverty. Our diagram shows some of the life events and Government policy factors that can have an impact.

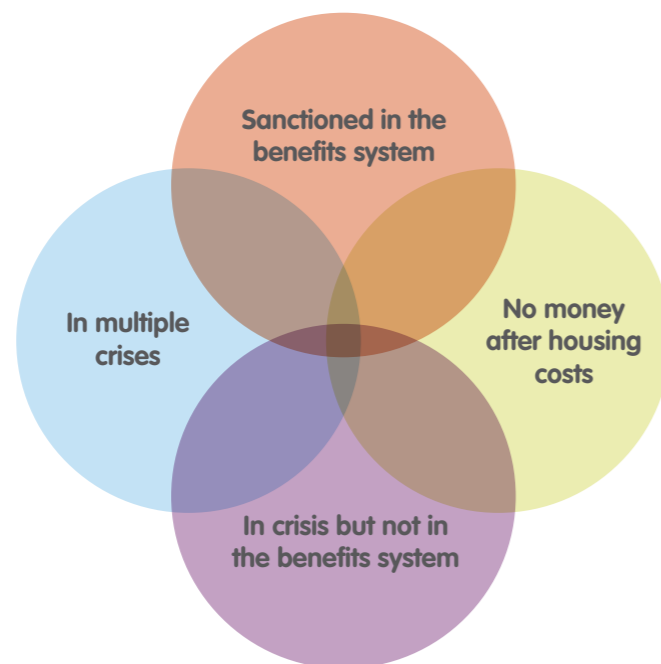
Life events



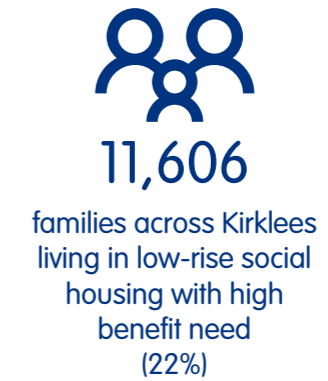
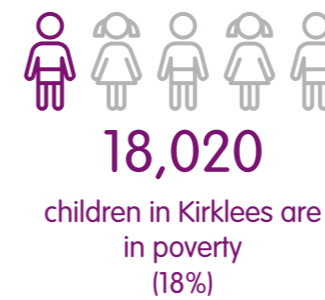
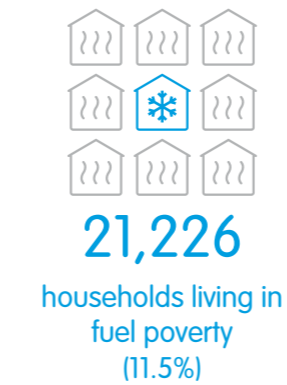
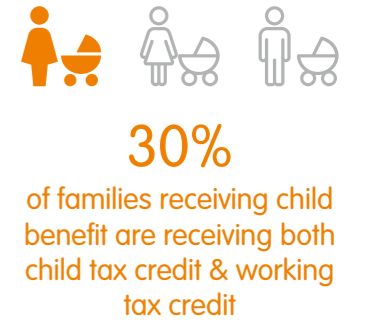
Policy factors



People who are in poverty usually fit into one or more of the following groupings. People who are in more than one group will find the impact particularly challenging.



A picture of poverty in Kirklees



1 in 4 Kirklees adults worry about money



Money worries common in younger adults, black (45%) & mixed ethnic group adults (48%)



Money worries more common in the most deprived areas, people with long term illness, workless adults & adults with dependent children



Overall, children & young people in Kirklees are happy with things they have. On a scale of 1-10 happiness is rated 8.1

Our approach in Kirklees

Our approach is practical and evidence-based. It supports the New Council vision by helping people and communities to do more for themselves alongside early intervention and prevention.

It addresses the dual needs to:

- tackle symptoms and mitigate effects of poverty - getting more money into people's pockets
- address root causes that are amenable to local action - education, employment, parenting, financial literacy.

This approach is based on evidence of what makes an impact¹ on the four Ps identified by the Joseph Rowntree Foundation.

Pockets

Policies concerned with boosting households' resources now - primarily by increasing their income - so they are better able to meet their needs.

Key areas:

- ensuring people get the benefits they need and have contributed to
- supporting people to take up work, applying conditions where appropriate
- making sure markets for essential goods and services - like housing, childcare and energy - operate effectively for low-income families, so it costs less to meet needs
- working with employers to boost productivity and pay.

Prospects

Policies concerned with improving the life chances of individuals and their families, so people are able to escape poverty in a sustainable way.

Key areas:

- supporting child development and educational achievement
- ensuring it always pays to work
- employers providing opportunities to progress at work
- addressing issues such as discrimination, which reduce opportunities for some groups.

Prevention

Policies that insure against sliding into poverty.

Key areas:

- delivering public services and other essential services in a way that enables people to access advice and support early, rather than waiting for a crisis
- mechanisms that can help people to protect against future poverty risk, such as savings and access to low-cost credit.

Places

Where people live shapes their lives, affecting their job prospects and access to essential goods and services and affordable housing.

Key areas:

- transport availability and accessibility
- quality and affordability of housing
- local initiatives to address crime and improve the local environment
- activities to link skills provision to the needs of the local labour market
- ensuring the impacts of climate change do not exacerbate poverty and disadvantage.

Recognising that the longer term impacts of prospects and places are being addressed through our economic strategy, the tackling poverty action plan focusses on the things we can do now to get more money into people's pockets and prevent them sliding into poverty. This action plan is a separate document so that we can track it and keep it up to date. As one action is completed another will start so that there is a rolling programme.

References

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<http://www.resolutionfoundation.org/wp-content/uploads/2014/08/The-State-of-Living-Standards-ResolutionFoundation-Audit2014.pdf>
3. Institute for Fiscal Studies, Living Standards, Poverty and Inequality in the UK: 2015
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4. Kirklees Joint Strategic Needs Assessment (JSNA)
<https://www.kirklees.gov.uk/you-kmc/partners/health/jsna/pdf/KirkleesJSNAPoverty.pdf>
5. Office for National Statistics, Annual Survey of Hours and Earnings, 2015 provisional results
<http://www.ons.gov.uk/ons/rel/ashes/annual-survey-of-hours-and-earnings/index.html>
6. Bank of England Statistical Release, Money and Credit: November 2015, published 4 January 2016.
<http://www.bankofengland.co.uk/statistics/documents/mc/2015/Nov/moneyandcredit.pdf>

Sources of further information

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Fairness Commissions: Understanding how local authorities can have an impact on inequality and poverty, July 2015
http://b3cdn.net/nefoundation/b9ee98970cb7f3065d_0hm6b0x2y.pdf
- West Yorkshire Combined Authority Area Low Pay Charter
'No Silver Bullet': Doing more to support our lower paid workers - the final report of the Lower Paid Workers' Group, March 2015
http://www.westyorks-ca.gov.uk/uploadedFiles/Content/News/Articles/LPWC_Draft%20Report_v8_FINAL%20POST%20LEADERS.PDF

Appendix

Poverty in Kirklees - intelligence and sources

Inequalities

- In 2011/12 the median household income in the UK was £23,200 ^A
- In 2012 almost 1 in 4 (24%) Kirklees households had a total annual income of below £10,000. In Dewsbury & Mirfield and Huddersfield households this was over 1 in 4 (28%) compared with around 1 in 7 (15%) in Kirklees Rural households ^B
- We can estimate that more than 60,000 households ^C were likely to have been in poverty in 2012 (based on the definition of poverty as household income below 60% of the median)
- 1 in 5 (21%) white respondents to our CLiK survey ^B had an annual household income of below £10,000 compared with more than 1 in 3 (38%) Black and Minority Ethnic (BME) respondents
- 2 in 3 (66%) of BME respondents to the CLiK survey ^B lived in a household in receipt of state benefits compared with half (49%) of white respondents

Perceptions

The CLiK 2012 survey ^B also revealed that almost 1 in 4 (23%) of Kirklees adults had money worries most or all of the time in the past few weeks. Money worries were much more common in younger adults and in black adults (45%) and mixed ethnic group adults (48%). Money worries were also much more common in the most deprived areas, in people who had a long-term limiting illness, workless adults, adults with dependent children and in adults who were the least motivated to look after their health.

Overall, children and young people in Kirklees appear to be very happy with things they have (like money and things they own). On a scale of 0-10 (with 10 being the maximum score), the mean score for happiness with the things they have was 8.1 ^D.

Income and benefits

- The number of jobseekers allowance (JSA) claimants in Kirklees (5,551 in Aug 2015, 2.0% of the working age population) is at its lowest level since December 2005. The JSA claimant rate is now less than half its peak value in March 2013 (4.9%) ^E
- Income support claimant rates (% of working age population) are similar to JSA levels for Kirklees (Kirklees Q4 2014 = 2.1%; Q4 2010 = 4.5%) ^E
- Latest available working age benefits claimant rates in Kirklees are lower than at their peak over the last 10 years (Q4 2014 = 13.7%; Q3 2009 = 15.9%) ^E
- Around 15,000 people in Kirklees are claiming pension credits (Q4 2014 = 23.4% of pensionable age population). This is a decrease from Q4 2010 (18,785 claimants, 29.7% of the relevant population) ^E
- Council tax reductions are being claimed for approximately 40,000 properties in Kirklees (23.1% of liable properties) ^E
- Almost 30% of Kirklees families receiving child benefit are receiving both child tax credit and working tax credit (2013: 15,985 out of 54,080 families receiving child benefit) ^E
- According to the 2011 census, 4.4% of households in Kirklees had no adults in employment and dependent children (7,642 households) ^E
- Median gross weekly pay for full-time workers in Kirklees has changed very little between 2010 (£474.70) and 2014 (£479.60) ^E

In 2012, Kirklees had 21,226 households living in fuel poverty (12.0% of all households, based on the LIHC definition) ^E

Appendix references

- A. Office for National Statistics, accessed 24/05/15 and available from: <http://www.ons.gov.uk/ons/rel/household-income/middle-income-households/1977---2011-12/sty-middle-income-households.html>
- B. Current Living in Kirklees (CLiK) Survey, NHS Kirklees and Kirklees Council; 2012
- C. Kirklees Local Land and Property Gazetteer 2012
- D. Children and Young People's (CYP) Survey, Kirklees Council; 2014
- E. Kirklees Observatory. Available from: <http://observatory.kirklees.gov.uk>

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Name of meeting: Cabinet

Date: 8 March 2016

Title of report: Charging Locala for the use of Council resources

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
Is it in the Council's Forward Plan?	No
Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by <u>Director</u> & name	Richard Parry, Director for Commissioning, Public Health & Adult Social Care, 24 February 2016
Is it signed off by the Director of Resources?	David Smith, 18 February 2016
Is it signed off by the Assistant Director – Legal, Governance & Monitoring	Julie Muscroft, 18 February 2016
Cabinet member portfolio	Prevention, Early Intervention & Vulnerable Adults

Electoral [wards](#) affected: All
Ward councillors consulted: Cllr Viv Kendrick
Public or private: Public

1. Purpose of report

This report seeks member approval for charging Locala Community Partnerships CIC ("**Locala**") for providing accommodation and the use of the Council's IT system.

2. Key points

- 2.1 In June/July 2015 Greater Huddersfield and North Kirklees CCGs awarded a contract for Care Closer to Home. Part of this contract was an expectation that the Single Point of Contact was managed by Locala.

This involved a change to the existing agreement, where the Council had previously managed the Single Point of Contact.

It was agreed however that there was much to be gained by continuing to locate the staff and that the most appropriate site was in a Council building. This has meant arranging for Locala staff to operate out of Flint Street and Civic Centre.

2.2 It has also meant that there is a cost incurred for Locala to use the following of our IT systems and/or services:

- Network infrastructure (including staff and public WIFI)
- Directory services, i.e. Active Directory
- Security – filtered internet, perimeter firewalls, access controls, data protection, scanning and monitoring systems and endpoints
- Voice system (including migration to Lync)
- Enterprise systems (email, Intranet, Sharepoint, Bring Your Own Device, Rostrvm Contact Centre, SAP)
- Access to support and development of Universal Housing including interface development
- Support and hosting of line of business applications/access to:
 - Rostrvm
 - System One (if utilised)
- Internet access and services, including hosting of domains (email and web)
- Centralised data storage and backup (SAN)
- Managed printing
- Incident and Problem Management access to a service desk for fault reporting and provisioning/change requests
- A full support service will be operated through the IT Service Desk. Hours of support are 07:15 – 18:00 Monday to Friday.
- An extended support service is available (excluding Bank Holidays):
 - 06:00 – 07:15 - Monday to Friday
 - 18:00 – 23:00 – Monday to Friday
 - 07:00 – 19:00 – Saturday and Sunday
- This extended service will offer targeted support dealing with a quick response to the most common IT issues, such as password or system resets. During the extended hours your call will be responded to by a colleague from IT working remotely.
- 1st and 2nd line support of all of the above
- Quarterly reporting and monitoring
- Proactive monitoring of network, systems and some devices
- Proactive support – license management, alerts and alarms
- Professional services (both from a design, development, project and problem management)
- IT disaster recovery and capacity management in order to support the business continuity strategy for the Single Point of Contact

2.3 In order to recoup the costs that the Council is likely to incur as a result of Locala using our IT systems and/or services, it is proposed that the Council would enter into a data processing agreement with Locala, whereby we (as the “Data Processor”) would make these IT systems

and/or services available to Locala (the “Data Controller”) for the storage of their data for a period of five (5) years, during which time the Council would charge Locala the costs related to their use of these IT systems and/or services.

3. Implications for the Council

Data Processing

- 3.1 It is the view of the Council’s Information Access and Security Officers that as the Council’s IT department will only potentially be accessing Locala’s data to provide technical support to Locala, the Council will not be using the information for its own purposes and therefore a data sharing agreement is not needed.
- 3.2 Further, the Council’s Information Access and Security Officers have concluded that the Council is essentially a **Data Processor** for Locala, who in this context will be the **Data Controller**.
- 3.3 In this context, the term **Data Controller** means the person (including a company) who determines the purposes for which, and the manner in which, any personal data is processed. In this context, **Personal Data** means that which relates to a living individual who can be identified from that data or from that data and other information which is in the possession of, or likely to be in the possession of, the data controller.
- 3.4 In this context, a **Data Processor** is simply someone any person (other than an employee of the data controller) who processes the data on behalf of the data controller. **Processing**, in relation to information or data means obtaining, recording or holding the information or data or carrying out any operation or set of operations on the information or data, including:
 - Organisation, adaptation or alteration of the information or data;
 - Retrieval, consultation or use of the information or data;
 - Disclosure of the information or data by transmission, dissemination or otherwise making available; or
 - Alignment, combination, blocking, erasure or destruction of the information or data.
- 3.5 Where a data processor is being used the data controller should ensure that there is a written contract between the parties that complies fully with the requirements of **Schedule 1, part II, para 12 of the Data Protection Act 1998** (i.e. that the data processor is to act only under the instructions of the data controller and must comply with obligations equivalent to those imposed on the data controller by the seventh data protection principle, which is about keeping personal data secure).
- 3.6 It is ultimately the data controller that must exercise control over the processing of the data and will bear ultimate responsibility for the data under the Data Protection Act 1998.

Financial Procedure Rules

- 3.7 As the Council would in fact be charging Locala to provide this service, then [rules 20.5 and 20.6 of the Council's Financial Procedure Rules](#) need to be considered:

20.5 ***The Cabinet*** is responsible for approving any new contractual arrangements for any work for other organisations **expected to exceed £100,000**. The Director of Resources (i.e. Finance & Audit) may agree contractual arrangements below this level.

20.6 **Directors** must ensure that any proposed arrangement to work for other organisations **does not impact adversely upon the Services provided to or by the Council. All agreements, contracts or arrangements must be properly documented and appropriate information must be provided to the Director of Resources (i.e. Finance & Audit) to enable a note to be entered into the Council Statement of Accounts concerning material items.**

- 3.8 Given that the likely value of this proposed five (5) year contract will be above the one hundred thousand pound sterling threshold (£100,000), Cabinet approval is needed before negotiations are entered into with Locala and any contract is entered into, so that members may consider and satisfy themselves about the exposure of the Council to any risk, (e.g. from litigation, loss of contract, in this case data protection risks, etc.)
- 3.9 Subject to Cabinet approval, it is proposed that Legal Services will then draft and negotiate a formal contract/agreement between the Council and Locala to cover off any potential risks in relation to this proposed service and any responsibilities and obligations under the Data Protection Act 1998.

Impact on Contractual and Frontline Services

- 3.10 Cabinet members also need to consider the likely impact upon the services provided to or by the Council.
- 3.11 The service will be an integrated arrangement for access to services that will have a positive effect on existing services being supplied by the council to members of the public.

Legal powers available to the Council to provide this service

- 3.12 In terms of what legal powers the Council has to supply this proposed service to Locala:
- The Council has the power to sell **computer spare capacity** is to be found in **Section 38 of the Local Government (Miscellaneous Provisions) Act 1976**.

- However, in the event that the Council cannot rely on Section 38 of the Local Government (Miscellaneous Provisions) Act 1976, then given that the proposed service has been priced up on a **recovery of costs** basis, the Council may rely on its charging powers under **Section 3** of the **Localism Act 2011**, subject to fulfilling the following criteria:
 - The proposed service is not one that the Council is required to provide under an existing statute (**Section 3(2) (a) Localism Act 2011**). It has been confirmed that the Council would meet this heading in these circumstances.
 - The individual (i.e. Locala) has agreed to the service being provided (**Section 3(2) (b) Localism Act 2011**). Again, it has been confirmed that the Council would meet this heading in these circumstances.
 - If sub-section 3(2) of the Localism Act 2011 above is ignored, the Council does not already have the power to charge for providing the proposed service (therefore if the Council were to rely on Section 38 of the Local Government (Miscellaneous Provisions) Act 1976, it could **NOT** then also rely on Section 3 of the Localism Act 2011).
 - The charges for the proposed service must **NOT**, taking one financial year with another, exceed the Council's costs of providing the service. As the charges have been calculated on a recovery of costs basis, this criteria has also been met.

4. Consultees and their opinions

- 4.1 Partners within Locala have been consulted in order to establish and confirm the resources required to enable effective service delivery.
- 4.2 Officers within the Council's Legal services department have offered professional legal and contractual advice.
- 4.3 Officers within the Council's Physical Resources & Procurement and IT services have offered professional technical advice and verified costs incurred.

5. Next steps

- 5.1 If Cabinet supports the proposed arrangement with Locala outlined within this report, the Council will enter into the appropriate legal documentation to achieve this objective with a view to commence providing the proposed service to Locala from April 2016.
- 5.2 It is proposed that a data processing agreement between Locala (as the Data Controller) and the Council (as the Data Processor) will be drawn up and agreed with Locala by representatives from the Council's Legal Services department on behalf of the Council.

6. Officer recommendations and reasons

6.1 In order to maintain the benefits of a single point of access to health and social care services it is recommended that Cabinet agrees to the proposals outlined in this report, and that Cabinet delegates authority to the Director of Commissioning, Public Health & Adult Social Care and the Assistant Director for Legal, Governance & Monitoring:

- to enter into negotiations with Locala to finalise the proposed data processing agreement; and
- to keep the agreement under review and to negotiate and agree any subsequent variations to the terms of the agreement with Locala as and when is necessary.

6.2 That the Cabinet delegates authority to the Assistant Director for Legal, Governance & Monitoring:

- to execute the final form of the data processing agreement on behalf of the Council, once agreed by the Director for Commissioning, Public Health & Adult Social Care and the Assistant Director for Legal, Governance & Monitoring; and
- to enter into any future variations to the terms of the agreement on behalf of the Council, once agreed by the Director for Commissioning, Public Health & Adult Social Care and the Assistant Director for Legal, Governance & Monitoring.

7. Cabinet portfolio holder recommendation

7.1 Cllr Viv Kendrick has been fully briefed on the terms of the agreement and supports the proposals to proceed as outlined within this report.

8. Contact officer and relevant papers

8.1 Dianne Green, Corporate Manager for Adult Social Care & Wellbeing.

9. Assistant Director responsible

9.1 Sue Richards, Assistant Director for Adult Social Care & Wellbeing.



Name of meeting: Cabinet
Date: 8 March 2016

Title of report: Potential implications of the Government’s Housing and Planning Bill on the preparation of the council’s Local Plan and Neighbourhood Planning

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 Local Plan is a district wide plan and the implications of the Housing and Planning Bill are likely to have implications for all wards.
Is it in the Council’s Forward Plan?	No - this is not a key decision report
Is it eligible for “call in” by Scrutiny?	No - this is not a report seeking a decision
Date signed off by Director & name	Jacqui Gedman - 29.02.16
Is it signed off by the Director of Resources?	David Smith - 29.02.16
Is it signed off by the Assistant Director - Legal, Governance and Monitoring	Julie Muscroft - 29.02.16
Cabinet member portfolio	Councillor David Sheard - Strategic Themes, Councillor Peter McBride, Transportation, Skills, Jobs and Regional Affairs

Electoral [wards](#) affected: All
Ward councillors consulted: None

Public or private: Public

1. Purpose of report

The purpose of this report is to set out the various implications that the Housing and Planning Bill and other associated consultations being carried by the Department of Communities and Local Government may have on the council’s Local Plan. It should be noted that this report deals solely with the potential implications for the council’s Local Plan. The provisions of the Housing and Planning Bill are varied and will have an impact on several council functions and service areas, including other parts of the Planning service.

2. Key points

Members will be aware that the council has a statutory duty to prepare a development plan under existing planning legislation. Good progress is being made on the Local Plan and the council has published a Local Development Scheme (in accordance with legislation) which sets out the proposed timetable for its preparation. This is attached as a background document to this report.

The Housing and Planning Bill 2015-16 had its first reading in the House of Commons on 13 October 2015. It has passed through the House of Commons and is now at a House of Lords committee stage following two readings in the House of Lords. Given the relatively advanced stage of the Bill it is reasonable to assume that it will receive Royal Assent later this year, although its final form is not yet known.

The Housing and Planning Bill proposes significant changes to housing and planning delivery. As far as the provisions of the Bill relate to Local Plans and planning policy matters the following issues are of direct relevance:

Issue:	Summary:
Secretary of State Powers to intervene in Local plans and plan making	<p>Significantly enhanced powers for the secretary of state to intervene in plan-making and plan examinations form a key part of the bill. These changes are designed to enable the government to meet its commitment for all areas to have produced a local plan by early 2017.</p> <p>The government argues that the secretary of state's current powers of intervention are unhelpful because they only allow plan-making to be taken over in its entirety. Instead, it wants to enable "more targeted and proportionate intervention". Under the bill, therefore, the communities' secretary will be able to instruct a local planning authority to undertake the following specific tasks: prepare or revise a DPD; submit the document to independent examination; publish the recommendations of the inspector; and consider whether or not to adopt the DPD.</p> <p>The secretary of state will also be able to: direct that a DPD is submitted to him or her for approval; set out what is to happen to a document following an intervention; and issue a "holding direction" to a local authority, preventing it taking any step in connection with the adoption of a DPD while the secretary of state decides whether or not to intervene.</p> <p>This expansion of ministerial powers will also extend to the examination process. Under the bill, the secretary of state will be able to direct inspectors to suspend the examination; consider specified matters; hear from specified persons; or</p>

	take other, as yet unspecified, procedural steps.
Proposed changes to planning obligations and definition of affordable housing	A new clause introduced into the bill contains a new definition of affordable housing. It defines it as "new dwellings in England that are to be made available for people whose needs are not adequately served by the commercial housing market", and also brings Starter Homes within the definition.
Starter Homes	<p>The bill introduces new duties for local authorities specifically in relation to Starter Homes, the government initiative whereby new-build houses will be available to first-time buyers under the age of 40 at a discount (20%) from the market rate.</p> <p>There will be a general duty to promote the supply of Starter Homes when planning functions are being carried out - for example, when preparing local plans. The specific duty will be a requirement to ensure that Starter Homes are delivered "on all reasonably sized sites", the government says. Secondary legislation will set out the percentage of Starter Homes that will be required on different sizes of site and in different areas. Local authorities will be able to exercise discretion where it is clear that the requirement would make sites unviable. If a council is failing to comply with its Starter Homes duties and a policy in its local development document is incompatible with these duties, the secretary of state may prevent the application of that policy when certain planning decisions are taken.</p>
New default plan-making powers for the Mayor of London and combined authorities	An amendment to the bill paves the way for the mayor and combined authorities to prepare a development plan document for a council which is located within their respective area. The government says this power may be exercised "where the secretary of state thinks that the LPA are failing or omitting to do anything it is necessary for them to do in connection with the preparation, revision or adoption of the document." The Mayor or combined authority would then be responsible for preparing the document and having it examined. They may then approve the document or direct the respective LPA to consider adopting it.
Planning permission in principle (PPIP)	A new type of automatic consent will be introduced called "planning permission in principle" (PPIP). This is intended to offer developers more certainty about consent at an earlier stage and improve efficiency by avoiding multiple tests on key issues such as location, use and quantity of development. One of the ways in which PPIP could be granted, is on adoption of a qualifying document that allocates specified kinds of sites.

PPIPs through qualifying documents	<p>Under one of the Bill's proposals, councils and neighbourhood groups will be able to grant PPIP for housing sites through allocations in qualifying documents. A development order will set out what kind of document can allocate land for PPIP, with the government intending that these will initially include development plan documents (DPDs), neighbourhood plans and the new brownfield registers that local authorities will be obliged to compile. The order will also set out what type and scope of development will be granted PPIP, although the government says PPIP will initially be limited to housing sites. The mechanism will apply to site allocations in future plans, but will not apply retrospectively.</p>
Local brownfield land registers	<p>Councils will be required to compile a register of local brownfield land suitable for housing development, and to keep it up-to-date. The secretary of state will be able to prescribe any criteria that the land must fulfil for entry on to the register.</p> <p>In compiling the register, the local authority will need to have regard to its own development plan as well as considering national policies and guidance. So, for example, if a piece of brownfield land has been designated for employment use in the local plan, the council will not have to enter it on to the register as a site that is suitable for housing.</p> <p>Councils may also have discretion to exclude certain sites from the register, such as land that already has permission for housing. There will be scope, in exceptional cases such as especially controversial schemes, for authorities to use the conventional planning application route rather than a PPIP granted by the brownfield register.</p>
Neighbourhood planning	<p>As with local planning, the bill enhances the role of the secretary of state in neighbourhood planning, paving the way for a range of new powers.</p> <p>In relation to applications to delineate a neighbourhood area, the secretary of state will be able to order local authorities to designate the entire area applied for if the application fulfils certain criteria or has not been determined within a prescribed period, subject to specific exceptions. This is an alteration to existing law, under which local authorities only have to designate "at least some of the area applied for", and will enable subsequent regulations to introduce automatic designations for neighbourhood area applications in certain circumstances.</p>

	<p>The communities' secretary will also be able to set time limits for local authorities to decide whether to hold a neighbourhood plan referendum, and to set a date by which a local authority must make a neighbourhood plan that has been approved at referendum, except where the council thinks this would breach international obligations or rights. Currently, local authorities only have to do this "as soon as reasonably practicable after the referendum is held".</p> <p>Where requested by the relevant parish council or neighbourhood forum, the communities secretary will be able to intervene in a local planning authority's decision as to whether to stage a referendum on a neighbourhood plan proposal in certain circumstances - such as when an authority has failed, by a specified date, to decide whether to hold one - or where it does not follow the recommendations that have been made by the independent examiner.</p>
Assessment of housing needs revised	<p>The bill removes the duty on local authorities to assess the accommodation needs of Gypsies and travellers in their area as a distinct category. Instead, it instructs local authorities to consider the needs of all people residing in or resorting to their area regardless of status (nb: the accommodation needs for gypsies and travellers is still required as part of Strategic Housing Market Assessments).</p>

Following on from the Housing and Planning Bill, the Department of Communities and Local Government have already begun a number of consultations on proposed changes to the National Planning Policy Framework, the National Planning Practice Guidance and on Planning Reform as follows:

- Consultation on proposed changes to national planning policy covering the following areas (as far as this consultation relates to Local Plans):
 - Affordable housing
 - Increasing residential density around commuter hubs
 - Supporting new settlements
 - Supporting housing development on brownfield land and small sites
 - Ensuring housing is delivered on land allocated in plans
 - Supporting delivery of starter homes
 - Unviable and underused commercial and employment land
 - Encouraging starter homes within mixed use commercial developments
 - Encouraging starter homes in rural areas
 - Enabling communities to identify opportunities for starter homes
 - Brownfield land in the Green Belt (easing the restrictions regarding visual amenity and openness)
 - Transitional arrangements

- Technical consultation on implementation of planning changes covering the following areas (as far as this consultation relates to Local Plans):
 - Permission in principle
 - Brownfield registers
 - Small sites registers
 - Neighbourhood planning
 - Local plans

With regard to Local Plans the consultation sets out the criteria which will be used by the Secretary of State to determine whether an intervention will be made in relation to plan making as follows:

- there is under delivery of housing in areas of high housing pressure;
- the least progress in plan-making has been made;
- plans have not been kept up-to-date;
- intervention will have the greatest impact in accelerating local plan production

The consultation also confirms that some additional secondary factors will be taken into account as follows:

- regard to how authorities are working cooperatively to get plans in place, including progress that has been made in devolution deal areas
 - the potential impact that not having a local plan has on neighbourhood planning activity
- Consultation on potential changes to the financial settlements of New Homes Bonus to local authorities who fail to have an up-to-date Local Plan in place as follows:
 - Under plans being consulted on by the Department for Communities and Local Government, future payments would be withheld from councils that have not submitted a local plan for examination
 - Councils could lose some of their New Homes Bonus payments if they fail to keep local plans up to date. The government believes most local plans are likely to need updating every five years - councils could lose a fixed percentage of their payments if plans become out of date. In an article published in the national planning press last week it was estimated that this could amount to **£1.48 million pounds for the 2017/18 financial year** - Appendix 2 refers.
 - The Department of Communities and Local Government has also published its Single Department Plan 2015-2020 on 19 February 2016 which contains the following vision:

“Our department has a driving focus to increase housing supply and make it easier for the 86% of people who say they want to own their own home, to achieve that aspiration.

DCLG will enable a shift in power from central to local government, with decentralisation bringing power closer to local communities. We want cities to have more control over transport, housing, skills and healthcare with elected metro mayors. We support local authorities to help create strong local economies and deliver high quality, value for money services.”

The vision is accompanied by four overarching objectives:

1. Driving up housing supply
2. Increasing home ownership
3. Devolving powers and budgets to boost local growth in England
4. Supporting strong communities with excellent public services

As far as this relates to Local Plans, they state under objective 1, that they will:-

- ensure Local Plans are prepared in each area and take action where there is a significant shortfall between the homes provided for in these plans and the houses being built
- provide funding for affordable housing and Starter Homes on brownfield land
- support locally-led garden cities and towns
- require local authorities to hold a register of available brownfield land
- create a Brownfield Fund to unlock homes on brownfield land
- consult on reforms to the New Homes Bonus, including means of sharpening the incentive to reward communities for additional homes
- increase the number of custom-built and self-built homes
- introduce Right to Build, requiring councils to allocate land to local people to build or commission their own home
- support for small and custom builders
- encourage and facilitate a diverse range of providers in the market

3. Implications for the Council

In order to understand the potential implications for the council's Local Plan a table has been attached to the this report as an appendix. This sets out each of the main provisions of the Housing and Planning Bill together with the relevant elements of the detailed consultations set out above and sets out a summary of the issues and risks.

Failure to progress the Local Plan has a wide range of other risks for the council on the short, medium and long term but this report is focussed on the implications of the Housing and Planning Bill, rather than wider corporate, legal, planning, financial, environmental and economic implications associated with spatial planning generally.

4. Consultees and their opinions

Preparing a statutory development plan includes consultation with many stakeholders including statutory bodies and organisations, the general public, landowners/developers, adjoining local authorities and internal council service

areas. Views on the implications of the Housing and Planning Bill/other DCLG consultations on the Kirklees Local Plan from consultees have not been sought at this stage. The Leeds City Region LEP has submitted a collective authority position statement on the proposed changes to the National Planning Policy Framework.

5. Next steps

Officers will continue to monitor and assess the potential implications of the Housing and Planning Bill as it progresses towards Royal Assent and aim to ensure that robust and credible evidence is in place to ensure the Local Plan meets national planning policy and practice guidance and other planning regulations which might affect the content of the plan.

6. Officer recommendations and reasons

Unless Cabinet advises to the contrary it is recommended that the council aims to have an adopted statutory development plan in place as soon as possible and that existing project management and timetable arrangements set out in the current Local Development Scheme continue as far as is reasonable and practicable within current resources.

7. Cabinet portfolio holder recommendation

None at this stage

8. Contact officer and relevant papers

Richard Hollinson – Policy Group Leader, Planning Services

Background Papers:

Local Development Scheme (<https://www.kirklees.gov.uk/beta/planning-policy/pdf/local-development-scheme.pdf>)

Housing and Planning Bill
(http://www.publications.parliament.uk/pa/bills/cbill/2015-2016/0075/cbill_2015-20160075_en_2.htm)

Consultation on proposed changes to national planning policy
(https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/488276/151207_Consultation_document.pdf)

Technical Consultation on implementation of Planning Changes
(https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/501239/Planning_consultation.pdf)

New Homes Bonus: Sharpening the Incentive
(<https://www.gov.uk/government/consultations/new-homes-bonus-sharpening-the-incentive-technical-consultation>)

9. Assistant Director responsible

Paul Kemp
Assistant Director - Place

Appendix 1					
Risk	Risk Type	Impact L/M/H	Probability L/M/H	Risks and Mitigating Actions	Red/Amber/Green
Secretary of State Powers to intervene in Local Plans and Plan Making	Political/Legal	H	M	<p>Risks</p> <ul style="list-style-type: none"> • Failure to submit Local Plan to Secretary of State by early 2017 could result in Secretary of State direction to intervene in local plan making taking local decision making away and reducing local and political influence. • Secretary of State may be able to 'correct' any perceived failings in the Local Plan and direct the council to 'adopt' a different version of a Local Plan if sufficient and timely progress is not made with the Local Plan. • Uncertainty in timeline for delivery of Local Plan due to legislation/ governance/ resources of combined authority to deliver, and consequences of when would key sites could come forward. 	AMBER/RED (depending on Local Plan progress)

				<p>Mitigating Actions</p> <ul style="list-style-type: none"> • Ensure Local Plan is submitted or has reached a very advanced stage by early 2017. 	
Proposed changes to planning obligations and definition of affordable housing and Starter Homes	Political/Legal/Social	H	H	<p>Risks</p> <ul style="list-style-type: none"> • Impact on council’s ability to deliver affordable housing for rent. • Starter homes (which may meet the definition of ‘affordable housing’ are too expensive to address Kirklees’ affordability needs. • Starter Homes will be exempt from CIL and therefore infrastructure funding implications. <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Ensure the council’s Strategic Housing Market Assessment is robust and credible. • Ensure Local Plan is submitted or has reached a very advanced stage by early 2017 supported by clear evidence on affordable housing needs. 	AMBER/RED (depending on Local Plan progress)
New default plan-making powers for the	Political/Legal	H	L	<p>Risks</p> <ul style="list-style-type: none"> • The Mayor or combined authority 	AMBER/RED (depending on Local

<p>Mayor of London and combined authorities</p>				<p>would then be responsible for preparing the document and having it examined. They may then approve the document or direct the respective LPA to consider adopting it.</p> <ul style="list-style-type: none"> • Uncertainty in timeline for delivery of Local Plan due to legislation/ governance/ resources of combined authority to deliver, and consequences of when would key sites could come forward. <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Ensure Local Plan is submitted or has reached a very advanced stage by early 2017 to avoid any additional risks regarding devolution and loss of local control. 	<p>Plan progress and devolution deals)</p>
<p>Potential changes to the financial settlements of New Homes Bonus to local authorities who fail to have an up-to-date Local Plan in place.</p>	<p>Financial</p>	<p>H</p>	<p>H</p>	<p>Risks</p> <ul style="list-style-type: none"> • Failure to submit the Local Plan in early 2017 could result in the withholding of New Homes Bonus payments to the council. • Failure to keep the Local Plan up-to-date thereafter could lead to reductions in New Homes 	<p>AMBER/RED (depending on Local Plan progress)</p>

				<p>Bonus payments.</p> <ul style="list-style-type: none"> • Implications for the North Kirklees Growth Zone funding stream. <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Ensure Local Plan is submitted or has reached a very advanced stage by early 2017 	
Local brownfield land registers (with sites subsequently achieving permission in principle status)	Political/Legal/Environmental	M	H	<p>Risks</p> <ul style="list-style-type: none"> • Sites for inclusion on a local brownfield register would be based on SHLAA only rather than an approved development plan if the Local Plan is not adopted or not reached an advanced stage. This has the effect of granting permission in principle for sites outside of the development plan (potentially including draft rejected site options). • Wider consideration of impacts in principle of developments taken away from the council, such as wider infrastructure issues as permission would be granted in principle without recourse to up-to-date development plan 	AMBER/RED (depending on Local Plan progress)

				<p>policies.</p> <p>Mitigating Actions Ensure Local Plan is submitted or has reached a very advanced stage by early 2017.</p>	
<p>Planning permission in principle (PPIP) through qualifying documents</p>	<p>Political/Legal/Social</p>	<p>M</p>	<p>H</p>	<p>Risks</p> <ul style="list-style-type: none"> Sites allocated in an adopted plan would be given permission in principle. <p>Mitigating Actions</p> <ul style="list-style-type: none"> Ensure Local Plan is submitted or has reached a very advanced stage by early 2017 and that robust and credible evidence to support the accepted allocations. 	<p>AMBER</p>
<p>Increasing residential density around commuter hubs</p>	<p>Environmental/Social</p>	<p>M</p>	<p>H</p>	<p>Risks</p> <ul style="list-style-type: none"> Medium risk and potentially helpful policy proposal which would allow the Local Plan to assume increased residential densities in locations considered to have greater 'accessibility' to help meet the Local Plan housing requirement. Increased densities need to be carefully balanced against infrastructure provision and other 	<p>GREEN (Local Plan review and evidence base already considering this issue)</p>

				<p>cumulative impacts.</p> <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Ensure Local Plan is submitted or has reached a very advanced stage by early 2017 and that robust and credible evidence regarding accessibility, residential densities and cumulative impacts is in place. 	
Unviable and underused commercial and employment	Environmental/Social	M	H	<p>Risks</p> <ul style="list-style-type: none"> • Medium risk and potentially helpful policy proposal which encourages the Local Plan process to consider whether any older employment land has the potential for brownfield residential development reducing <u>some</u> of the loss of green belt. • Increased urban concentration needs to be carefully balanced against infrastructure provision and other cumulative impacts. <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Ensure Local Plan is submitted or has reached a very advanced stage by early 2017 and that robust and credible evidence 	<p>GREEN (Local Plan review and evidence base already considering this issue)</p>

				regarding safeguarding employment land is in place.	
Brownfield land in the Green Belt	Environmental/Social	L	H	<p>Risks</p> <ul style="list-style-type: none"> The easing of some of the visual amenity and openness tests for brownfield sites in the green belt could assist the allocation of these sites in the Local Plan. Care still needed to ensure allocations contribute towards place shaping principles. <p>Mitigating Actions</p> <ul style="list-style-type: none"> Ensure Local Plan is submitted or has reached a very advanced stage by early 2017 so that the development plan provides appropriate safeguards for brownfield sites in the green belt. 	<p>GREEN (Local Plan review and evidence base already considering this issue)</p>
Assessment of housing needs revised	N/A	L	H	<p>Risks</p> <ul style="list-style-type: none"> There is a small risk that it is perceived the accommodation needs for gypsies and travellers are not part of the Local Plan process. <p>Mitigating Actions</p> <ul style="list-style-type: none"> Ensure Local Plan is submitted or has reached a very advanced 	<p>GREEN (Local Plan review and evidence base already considering this issue)</p>

				stage by early 2017 based on relatively low level of needs and ensure that the Strategic Housing Market Assessment includes this information.	
Neighbourhood planning	Political/Legal/Social	L	L	<p>Risks</p> <ul style="list-style-type: none"> • Potential risk for Secretary of State intervention in the timing of local referendums or in the setting of neighbourhood plan area boundaries. <p>Mitigating Actions</p> <ul style="list-style-type: none"> • Effective project management and liaison between council officers and neighbourhood planning groups, subject to staffing resources. 	GREEN (Neighbourhood Planning processes currently being reported to Cabinet)

Appendix 2

The councils without local plans that could lose millions in New Homes Bonus payouts

12 February 2016 by Mark Wilding , [1 comment](#)

A government proposal to withhold a financial reward for increasing housing numbers from councils that fail to produce a local plan by next year has caused alarm among some authorities, reports **Mark Wilding**.



New homes: bonus scheme under review

Speed Read

- The New Homes Bonus, paid to local authorities for boosting housing numbers, is worth millions of pounds a year to some councils
- But under government proposals, it could be withheld from councils that fail to submit a local plan by 2017/18. Other options could see it reduced or targeted at councils most in need
- This follows a study that suggested the bonus is not as effective as ministers had hoped
- While most councils will have submitted a plan by the deadline, those that are unable to do so face significant holes in their budget

The New Homes Bonus is a reward given to local authorities for increasing the number of dwellings in their areas through new build, conversion and bringing empty homes back into use. Salford City Council has been one of the biggest beneficiaries.

In the past five years, the Greater Manchester authority has granted permission for more than

17,800 homes, and last year it received a bonus payment of nearly £9.3m. Derek Antrobus, the council's executive lead member for strategic planning, says: "I've never known the planning committee so busy. We're getting big applications in at virtually every meeting. We've given permission for something like 12,000 homes in Salford which haven't yet been built."

But if proposed changes to the New Homes Bonus become reality, Salford's stream of reward money will suddenly dry up. Since 2011, councils have received annual rewards based on the amount of council tax revenue raised from new or reoccupied dwellings. Under the scheme, the government matches the council tax earned by local authorities from each new home built, converted or brought back into use.

The matching payments continue for six years after the first council tax payment is received from each dwelling. But amendments being considered from 2017 would see future payments withheld from councils that have not submitted a local plan for examination - a position the city council finds itself in. According to Planning's analysis of the data, the council risks losing around £1.8 million that would be due in 2017/18.

Antrobus says: "We're in a perverse situation whereby the authority which is doing precisely what the government wants us to do and building more homes is the one that is subject to the greatest penalty. It's absolutely bonkers."

The proposed changes were published in mid-December by the Department for Communities and Local Government as part of a consultation document entitled New Homes Bonus: sharpening the incentive. The document sets out plans to reduce the overall cost of the scheme and "consider how the incentive element of the bonus could be further tightened". It says the government's "preferred option is that from 2017-18 onwards", councils that have failed to submit their local plans for examination would have bonus payments withheld until the documents reach that stage. The idea is one of several proposals, including limiting bonus payments for permissions granted on appeal and reducing the number of years for which the bonus is paid (see panel, below).

The plans have been welcomed by the Home Builders Federation. Planning director Andrew Whitaker does not expect many councils to be affected by the local plan penalty. But he says the threat of withdrawing bonus payments was aimed at council members and senior management, making them more likely to give due weight to planning decisions, such as keeping local plans updated. "I think that if they threaten income for a local authority, words will be said at a very high level to ensure that decisions are not taken on a whim," he says.

A government-funded study of the New Homes Bonus published in December 2014 may offer an insight into the motivation for the changes. It revealed that only around 40 per cent of planning officers believed the bonus had increased support for new homes among officers and elected members; when they were asked whether it had boosted support among the "wider community", this figure fell to ten per cent.

Dr Aidan While, a senior lecturer in urban studies and planning at the University of Sheffield, was one of the investigators who worked on the study. He fears that reducing the money available for the scheme will dilute its effectiveness. "That's the essential tension - that you want the incentive to work but you put in less resource," he says. In While's view, most authorities already have incentives to produce local plans that are more powerful than the fear

of losing the bonus. "There are plenty of other important reasons why local authorities would want to do local plans. The political fallout from not having a local plan and struggling to retain control over housing proposals - that's huge."

Several authorities that spoke to Planning agree that withholding the bonus would not have a major impact on local plan production or housing provision; nor has it been a major incentive to deliver new homes, they say. Antrobus says: "We look at planning applications on the merits of the application alone. But the bonus has made the wider council aware of the importance of planning and ensured we have the resources to deliver a good service to developers so we can work proactively with them."

The extent to which the bonus has helped deliver housing may be open to question, but the impact of payments under the scheme is not. Many authorities receive millions of pounds a year and have come to rely on the payments to balance the books, according to Steve Ingram, junior vice-president at the Planning Officers Society. Ingram believes the loss could be significant. "Authorities with budget pressures have already banked on it," he says.

Mark Sitch, senior partner at consultancy Barton Willmore, points to possible unintended consequences. "You would like to think it would incentivise local authorities to produce and submit a plan," he says. "Clearly, that's the government's aim. But in practice, it could well take resources away from local authorities and have the opposite effect." Sitch suggests a more nuanced approach for councils struggling with local plans: "Actually, it's probably assistance and input from the Planning Inspectorate (PINS) that they need."

In practice, the number of local authorities facing withheld payments is limited. To date, according to figures from PINS, 78 per cent of councils have submitted a local plan for examination and many more are likely to do so by 2017. Authorities including Coventry and Sunderland say their timetables for publication mean they are unworried by the threat of withheld payments. But in other areas, it will go down to the wire.

Carol Paternoster is cabinet member for growth strategy at Aylesbury Vale District Council. She says the council is unable to submit a plan until neighbouring authorities provide housing data. The current timetable would see a plan published at the end of this year, but any delays would mean the loss of more than £1 million in bonus payments. "We're very concerned," says Paternoster. "It would be a big loss."

Antrobus describes a similar situation in Salford. The council is working with other Greater Manchester authorities on an evidence base for the area's housing need; this must be completed before Salford can submit its local plan. "We might have to consider taking our core strategy off the shelf and just pushing that through for approval," says Antrobus. Submitting a plan based on old data "won't be ideal", he admits, but it's better than a multimillion pound hole in the council's budget: "There's no way we could put ourselves in that situation."

Five proposed changes to the Bonus

1 The number of years for which the New Homes Bonus is paid could be reduced.

Currently, each year's allocation under the bonus is paid for the next six years. The government is consulting on whether this should be reduced to four years, or potentially even two or three.

2 Payments for homes approved via planning appeals could be cut by 50 per cent under the proposed changes. Councils currently receive the same reward for houses built after appeal as those granted permission in the first instance.

3 Councils could lose some of their New Homes Bonus payments if they fail to keep local plans up to date. The government believes most local plans are likely to need updating every five years - councils could lose a fixed percentage of their payments if plans become out of date.

4 The government wants to focus the bonus on housing that might not have been built without an incentive. Plans to remove "deadweight" from bonus calculations could see payments limited to development levels above a national baseline for housing growth.

5 Protection could be offered to local authorities that may be "particularly adversely affected" by the proposed changes. The government says while some councils may be unwilling to support housing growth, others will be affected by factors beyond their control.

Correction: The table below was updated at midday on Wednesday, February 17. Derby City Council was wrongly initially included - in fact, it submitted its local plan in December and has been removed from the table. Coventry City Council also published its draft plan in January so the table has been amended to reflect this.

The councils without local plans that could lose millions in New Homes Bonus payouts

Authorities that are yet to submit a local plan, ranked in order of expected New Homes Bonus payment in 2017-18



Source: Department for Communities and Local Government



Name of meeting: Cabinet

Date: 8th March 2016

Title of report: Kirkburton Parish Council Neighbourhood Area Application for Kirkheaton

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not applicable
Is it in the Council's Forward Plan ?	Not applicable
Is it eligible for "call in" by Scrutiny ?	Yes
Date signed off by <u>Director</u> & name	Jacqui Gedman - 15.02.16
Is it signed off by the Director of Resources?	David Smith - 11.02.16
Is it signed off by the Assistant Director - Legal Governance and Monitoring	Julie Muscroft - 29.02.16
Cabinet member portfolio	Cllr Peter McBride - Transportation, Skills, Jobs and Regional Affairs/Cllr Steve Hall - Planning, Highways and Open Spaces/Cllr Cathy Scott - Housing and the Relief of Poverty

Electoral [wards](#) affected: All

Ward councillors consulted: Yes

Public or private: Public

1. Purpose of report

- 1.1. The purpose of this report is to inform Cabinet of the comments received in response to the six week publicity on Kirkburton Parish Council's application for its proposed neighbourhood planning area. Following consideration of the comments received, Cabinet is requested to consider approval of the neighbourhood area as required by Part 6 Chapter 3 and Schedule 9 of the Localism Act 2011 and National Planning Practice Guidance.
- 1.2 It should be noted that as a Parish Council exists for Kirkburton, it is regarded as the "appropriate body" for the purposes of neighbourhood planning and no other organisation or body may be designated for the Neighbourhood area. There is therefore, no requirement to submit an application for designation as an appropriate body.

2. Key points

2.1 Background

Neighbourhood Area

- 2.1.1 Kirkburton Parish Council has submitted an application for a Neighbourhood Plan Area designation based on part of the Civil Parish area (part of Kirkburton Civil Parish and encompassing the ward of Kirkheaton excluding the areas of Battyeford and Colne Bridge to the North-North East of the ward).
- 2.1.2 In a parished area, a local planning authority is required to have regard to the desirability of designating the whole of the area of a parish or town council as a neighbourhood area (Ref: 61G(4) of the Town and Country Planning Act 1990). Where only a part of a parish council's area is proposed for designation, it is helpful if the reasons for this are explained in the supporting statement.
- 2.1.3 Regulation 5 of the Neighbourhood Planning Regulations requires the following:
- a. a map which identifies the area to which the area application relates;
 - b. a statement explaining why this area is considered appropriate to be designated as a neighbourhood area; and
 - c. a statement that the organisation or body making the area application is a relevant body for the purposes of section 61G of the 1990 Act.
- 2.1.4 The application is attached at Appendix 1.

2.2 Publicity

- 2.2.1 In accordance with the Neighbourhood Planning Regulations, the application was published for a period of 6 weeks from 15th January to 26th February 2016.
- 2.2.2 Copies of the documentation and details of how and when to make representations were placed on the council's website and hard copies of the documentation made available at Planning Reception Civic Centre 3, Kirkburton Library and Information Centre and Kirkheaton Library Information Centre.
- 2.2.3 An advert was placed in the Huddersfield Examiner and the Dewsbury Reporter series which provided details on how to make a representation and where information could be viewed.
- 2.2.4 Additional publicity included:
1. Letters to statutory consultees (this included adjoining local authorities and parish councils)
 2. E-mail to ward Members
 3. Info on Huddersfield District Committee Facebook page
 4. Kirkburton Parish Council webpage <http://www.kbpc.co.uk>

Comments received in response to the publicity

2.2.5 A total of seven representations were received, 7 from statutory consultees in relation to the neighbourhood area. The comments received are outlined below:

Coal Authority:

The Neighbourhood Plan lies within the current defined coalfield. However, as the consultation only relates to the proposed designation of the neighbourhood plan area, the Coal Authority has no specific comments to make at this stage.

The Coal Authority highlighted the following information which should be noted as the plan progresses:

According to the Coal Authority Development High Risk Area Plans, there are recorded risks from past coal mining activity in the form of 60 mine entries, recorded shallow coal workings, past surface mining, thick coal outcrops and unrecorded probable shallow coal workings. The Local Planning Authority has GIS data which identifies the Coal Authority defined Development High Risk Area which encompasses these mining legacy features.

If the Neighbourhood Plan allocates sites for future development in these areas, which are mostly in the western half of the Neighbourhood Development Plan (NDP) area, then consideration as to the development, will need to respond to these risks to surface stability in accordance with the National Planning Policy Framework and the Kirklees Development Plan. In addition, any allocations on the surface coal resource which covers the entire NDP area will need to consider the impacts of mineral sterilisation in accordance with the National Planning Policy Framework and the Kirklees Development Plan.

Environment Agency:

No comments specifically about the proposed boundary for the Neighbourhood Area. Detailed guidance prepared by the Environment Agency, English Heritage, Forestry Commission and English Nature was submitted for information for the neighbourhood planning body.

A map of environmental constraints including source protection zones within the proposed plan area was also provided for reference for the neighbourhood plan body.

Highway England's response:

Highway's England offer no comment at this stage, but look forward to being consulted on any emerging neighbourhood Plan should the designated areas be agreed.

Meltham Town Council

Meltham Town Council supports the application.

Mirfield Town Council:

Acknowledged receipt of application and that it would be considered at its next meeting. No comments received at the present time.

Natural England:

No specific comments were made on the boundary. However, detailed advice was provided on the role of Natural England, planning policy for the natural environment, natural environment information sources including landscape, wildlife habitats, priority and protected species, best and most versatile agricultural land and improving the natural environment. Natural England requested that the information was sent to Kirkburton Parish Council.

Historic England

Historic England has no objection to the proposed boundary neighbourhood boundary. Kirkburton Parish Council should note that the area includes a number of important designated heritage assets, including the Church of St John the Baptist and 7 grade ii listed buildings (details provided).

Wakefield District Council:

No comments to make on the application.

2.3 Implications

2.3.1 Following approval of a neighbourhood area, the Parish Council can produce a neighbourhood development plan or order (as applied for) which relates to the development and use of land. A Neighbourhood Plan will be part of the statutory development plan for the area, if it is successful at referendum.

2.3.2 In preparing the plan, the Parish Council must ensure that it meets basic conditions which will be tested through independent examination and checked by the Local Planning Authority prior to proceeding to a referendum on the plan.

2.3.3 Basic conditions for Neighbourhood Plans and Orders are:

- they must have regard to national policy and advice contained in guidance issued by the Secretary of State;
- they must contribute to the achievement of sustainable development;
- they must be in general conformity with the strategic policies in the development plan for the local area;
- must be compatible with EU obligations, including human rights requirements;
- prescribed conditions are met in relation to the Order (or plan) and prescribed matters have been complied with in connection with the proposal for the order (or neighbourhood plan).

2.3.4 To meet these basic conditions, the Parish Council will need to work with council officers. The current development plan for the area is the Kirklees Unitary Development Plan (UDP) adopted March 1999, revised September 2007. However, the council has just consulted on a draft Local Plan. It is therefore likely that if a Neighbourhood Development Plan was to meet the basic conditions set out above, it will require close alignment to local plan work including Strategic Environmental Assessment (SEA) and Sustainability Appraisal (SA).

2.3.5 If the plan meets the basic conditions, the examiner will recommend that the plan proceeds to the referendum stage. The neighbourhood plan needs to secure more than 50% of those voting in the referendum to vote 'yes' for the council to bring the plan into legal force. If this is not achieved, the neighbourhood forum and the council would need to consider the

implications of this and how to move forward. The referendum is for residents entitled to vote in the area.

2.4 Officer comments

Neighbourhood Area

- 2.4.1 Kirkburton Parish Council has submitted an application for a Neighbourhood Plan Area designation based on part of the Civil Parish area (part of Kirkburton Civil Parish and encompassing the ward of Kirkheaton excluding the areas of Battyeford and Colne Bridge to the North-North East of the ward).
- 2.4.2 While the council has to have regard to the desirability of designating the whole of a parished area as set out in paragraph 2.2.2 of this report, it is considered that the proposed boundary forms an appropriate neighbourhood boundary. The parished area covers a significant area which has varied physical, economic, social and cultural characteristics. The area chosen focuses on the area of Kirkheaton and adjacent areas. This forms an identifiable community and the main focus of the population. Notwithstanding this, as the plan progresses, Kirkburton Parish Council should ensure that it has an audit trail which demonstrates that the wider parish area has been consulted and that the implications of any proposals/policies to be contained in the neighbourhood area and their impact on both the neighbourhood plan area and the whole parish area has been considered.
- 2.4.3 No changes to proposed neighbourhood area have been identified through the publicity period undertaken by the council.

2.5 Plan preparation costs

- 2.5.1 The costs in preparing a neighbourhood development plan for the relevant planning body are dependent on the scale and content. Average costs are estimated at £17,000 to £63,000 per plan. Grants ranging from £500 - £7000 are available from Locality to support groups as a contribution to costs incurred by the group in preparing a neighbourhood plan. Direct support is also available and advice is tailored to meet the needs of the group. Groups need to apply directly to Locality for their grants and direct support.

3. Implications for the Council

Benefit

Neighbourhood planning gives communities direct power, to develop a shared vision for their neighbourhood and shape the development and growth of their local area. There is an opportunity for the neighbourhood plan to feed into the emerging Local Plan.

Risk

It is a statutory requirement to support the preparation of neighbourhood plans and for the council to adopt, or 'make' them, if supported by the referendum. Failure to comply with the statutory requirement and support Kirkburton Parish Council to prepare a neighbourhood plan could result in a legal challenge by way of judicial review.

Costs

The Local Planning Authority can claim £5,000 from DCLG following designation of a neighbourhood area. This money is for the Local Authority in recognition of officer time to support and advise the community in taking forward a neighbourhood development plan.

The Local Planning Authority has to fund the examination and referendum. Local Planning Authorities can claim £5,000 from DCLG as a contribution to costs of the examination. A further £20,000 can be claimed on successful completion of the Neighbourhood Planning Examination to cover further examination costs and other steps that are needed to bring the plan into legal force including the referendum. This is unlikely to cover the costs of officer time, the examination and referendum. The council will need to meet the balance of these costs.

Neighbourhood Planning Guidance Note 4 - Council support for Neighbourhood Plans agreed by Neighbourhoods Committee on 6th August 2013 sets out inter alia the level of officer support available for groups undertaking neighbourhood development plans.

4. Consultees and their opinions

4.1 Comments from statutory consultees have been included within the report.

5. Next steps

- 5.1 Following approval of Kirkburton Parish Council Neighbourhood Area, the council is required to publicise the decision on its website, advertise in a relevant local paper and place a copy of the advert in Kirkburton Library and Information Centre and Kirkheaton Library and Information Centre. The decision will also be communicated through area and neighbourhood communication channels.
- 5.2 The council will meet with Kirkburton Parish Council or its Steering Group Kirkheaton Futures, to form a working partnership and agree the level of officer support to be provided through a service level agreement in line with Neighbourhood Planning Guidance Note 4.
- 5.3 Kirkheaton Futures will be responsible for carrying out consultation and engagement on their proposals within the neighbourhood plan area and developing their neighbourhood plan, with support from council officers. The next stages of the neighbourhood plan will be reported to members at the appropriate time.

6. Officer recommendations and reasons

6.1 That Cabinet approves Kirkburton Parish Council Neighbourhood Plan Area as outlined in appendix 1.

7. Cabinet portfolio holder recommendation

7.1 The portfolio holders, Councillor Peter McBride, Councillor Cathy Scott and Councillor Steve Hall are in agreement with the next steps as detailed in section 5.1 and 5.2 of this Cabinet report and would recommend that Cabinet approves the Kirkburton Parish Council Neighbourhood Plan Area as outlined in Appendix 1 of this report.

8. Contact officer and relevant papers

Richard Hollinson
Policy Group Leader
01484 221000
richard.hollinson@kirklees.gov.uk

Jo Scrutton
Principal Planning Officer
01484 221000
johanna.scrutton@kirklees.gov.uk

9. Assistant Director responsible

Paul Kemp
Assistant Director - Place
01484 221000
paul.kemp@kirklees.gov.uk



KIRKBURTON PARISH COUNCIL



Burton Village Hall
Northfield Lane
Highburton, Huddersfield HD8 0QT
Tel/Fax: 01484 604391
E-mail: clerk@kbpc.co.uk
Website: www.kbpc.co.uk
7 December 2015

Mr P Kemp
Assistant Director (Acting)
Investment & Regeneration,
PO Box B93 Civic Centre 3,
Huddersfield, HD1 2JR

Dear Mr Kemp

Please find enclosed the Council's application to designate a neighbourhood area within the Kirkburton Parish Council area.

If you require any further information, please do not hesitate to contact me.

Yours sincerely,



Lucy Gardner
Assistant Clerk to the Council



Clerk to the Council: Mrs Angela Royle
Assistant Clerk: Mrs Lucy Gardner

Office Hours:
Monday & Thursday 9.30 am – 1.30 pm

Application form for a Neighbourhood Forum and/or Neighbourhood Area

1. What is the name of the organisation
Kirkburton Parish Council

The name of the proposed Neighbourhood Forum if different from above?
Kirkheaton Future has been established as the Steering Group

2. What is the name of the proposed Neighbourhood Area to which the application relates?
Kirkheaton (Part of Kirkburton Civil Parish and encompassing the ward of Kirkheaton excluding the areas of Battyeford & Colne Bridge to the North-North East of the ward)

3. Contact Details
**Mrs Lucy Gardner, Assistant Clerk
Kirkburton Parish Council
Burton Village Hall
Northfield Lane
Highburton HD8 0QT
clerk@kbpc.co.uk
01484 604391
Office Hours: 9.30 am to 1.30 pm on Mondays and Thursdays**

4. Checklist for application for a Neighbourhood Forum
Points answered in relation to the Kirkheaton Future steering group.

- A copy of the steering group's written constitution.
Kirkheaton Future Constitution Issue 1 attached.
- A map identifying the neighbourhood area.
See Checklist 5 below.
- A statement that the proposed group meets the conditions set out in Section 1.
Kirkheaton Future has been established by Kirkheaton's Community Association, Yetton Together, to develop a Neighbourhood Plan with the express purpose of promoting / improving the social, economic and environmental well-being of the Kirkheaton Neighbourhood Plan area as identified. Its membership is open to anyone who lives or works in the neighbourhood area or is an elected member of the Council for the area concerned and the group confirm that general membership includes a minimum of 21 people who live or work in the neighbourhood area or are an elected member of the Council for the area concerned.

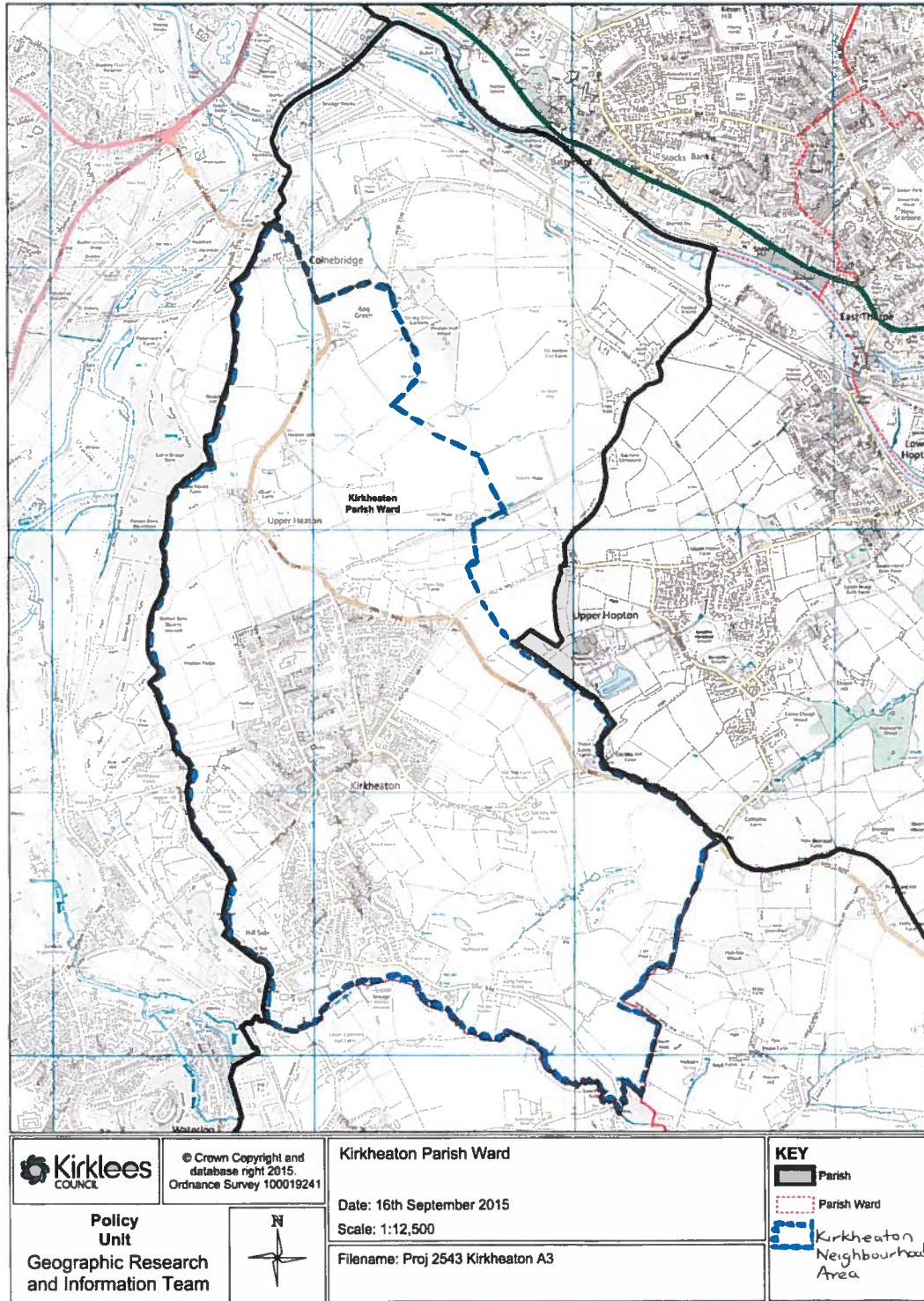
As Kirkheaton is in a parished area, Kirkburton Parish Council is the qualifying body and all of the neighbourhood area falls inside the boundary of the Kirkheaton Ward.

Kirkburton Parish Council approved the name of the group; the group constitution; the boundary and the justification for that boundary at its Council meeting held on 1 October 2015 and is responsible for submitting the area application to Kirklees Council.

5. Checklist for application for a Neighbourhood Area

- Ordinance Survey map on an appropriate scale identifying proposed neighbourhood area. **Ordinance Survey Map 1 (Scale 1:12,500 dated 16 September 2015 and named Filename: Proj2543 Kirkheaton Ward. A3 copy provided in addition to the image below.**

ORDINANCE SURVEY MAP 1



- **Statement explaining why the area is appropriate.**
Kirkburton Parish Council covers an area of approx 22 sq miles, which includes 11 villages made up of 8 wards. It has varied physical, economic, social and cultural characteristics and the Parish area is not a generally identified and identifiable community in its own right. As such, the Parish Council resolved (Min:234/09.01.2015) not to undertake a comprehensive Neighbourhood Plan for the whole parish, but to undertake plans for individual neighbourhoods with community groups, if desired.

The Kirkheaton Neighbourhood Area boundary as presented on Ordinance Survey Map 1 has been proposed by Kirkheaton Future, the neighbourhood plan steering group via Yetton Together, Kirkheaton's Community Group and approved at a meeting of Kirkheaton Future attended by 23 members on 21 October 2015 and by Kirkburton Parish Council (Min:116/01.10.2015).

The chief part of the boundary is coterminus with that of Kirkheaton Ward, within Kirkburton Parish Council. This is to contain the plan area within the Parish boundary.

To the North East of the Kirkheaton Ward area there is an amendment which, in effect, causes the plan area boundary to follow the interfluvium that separates the land directly draining into the River Calder, from that draining into Ox Field Beck / Fenay Beck. This removes the extreme NE segment of the Kirkheaton Ward, which is physically separate from Kirkheaton village and which would better be considered through another Neighbourhood Plan. The amended boundary follows designated footpaths and bridleways for most of the distance and then follows a stream at its northern end until it meets Paul Lane. At the southern end, it follows field boundaries until it re-joins the Parish Council boundary.

The amendment noted in the above paragraph reflects the consultation and agreed boundary of the Yetton Together Community Plan (2012). The area proposed is intended to reinforce the community cohesion engendered by the Community Plan and to provide a "more focused area" as advocated in the legislation and guidance on the preparation of Neighbourhood Plans provided by the Department for Communities and Local Government.

The resulting boundary, and the area contained within it, exhibits a high degree of physical, economic, social and cultural cohesion; this is a generally identified and identifiable community. In addition, and fundamental to the success of any area selected for the purposes of the preparation, the supplemental boundary demarcates an area which contains within it sufficient land and characteristics to offer a solution to the planning problems likely to be encountered.

- Statement that the organisation making the area application is either a designated body or is capable of being such.

Kirkheaton is in a parished area and as such Kirkburton Parish Council is the qualifying body and all of the neighbourhood area falls inside the boundary of the Kirkheaton Ward.

- A project plan (optional)

Not available

Signed:



Organisation: **Kirkburton Parish Council**

Date: *7 December 2015.*

Attachments:

A3 Ordinance Survey Map 1

Kirkheaton Future Constitution Issue 1

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Name of meeting: Cabinet
Date: 8th March 2016

Title of report: Implications arising from the Education Funding Agency proposals for the Mount Pleasant Primary School site.

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
Is it in the Council's Forward Plan?	Yes
Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Director and name	Jacqui Gedman – 29/02/16
Is it signed off by the Director of Resources?	David Smith - 29/02/16
Is it signed off by the Assistant Director – Legal, Governance and Monitoring?	Julie Muscroft – 26/02/16
Cabinet Member Portfolio	Resources - Cllr Graham Turner. Children's Services - Cllr Shabir Pandor.

Electoral wards affected: Newsome, Crosland Moor and Netherton
Ward councillors consulted: No
Public or private: Public

1. Purpose of this report

- 1.1 To update Members on the current position regarding the proposed new build school for Mount Pleasant Primary and the associated decant of the whole school into temporary accommodation whilst this occurs, plus consideration of the financial implications of the project for the Council.
- 1.2 To seek approval from Members in relation to the revised proposals now received from the Education Funding Agency (EFA) and the financial and other implications which arise from them.

2. Key points

(a) Background

- 2.1 Mount Pleasant is a primary school with nursery provision for pupils aged 3-11, which draws the majority of its intake from Huddersfield South West and serves an area of significant economic disadvantage. Educational provision is rated as being Good by OFSTED (Inspection – May 2013) and the school is popular with parents, many of whom are from the local community and as a consequence most pupils walk to school.
- 2.2 The school has a significant backlog of urgent condition needs and has a rising number on roll, generated by a continuing local demand for school places in this part of the district, leading to a need to expand its physical capacity to accommodate an increased Published Admission Number (PAN) from 70 to 90 pupils per year group.
- 2.3 As a consequence, and also because the Local Authority recognises that high quality learning environments are critical if we want standards that are high in outcomes, in 2011 Kirklees bid to the Government's Priority Schools Building Programme 1 (PSBP1) for the replacement of Mount Pleasant Primary with a new build school. The bid was successful and by being selected by the Government for inclusion in PSBP1, the school was recognised as being one of the 250 worst condition schools in the country.
- 2.4 The EFA and the Council have been working together to develop an agreed project and in June 2014 a Section 151 letter was agreed between the Council and the EFA which committed the EFA to the clearance of the existing site and its replacement with a new build school with an estimated investment value of £8-10m. In return, the Local Authority accepted responsibility for funding and delivering the decant of the whole school offsite for a sufficient period to enable the new build to occur.
- 2.5 The estimated cost of the decant reported to Cabinet in June 2014 was £2m though it was noted that at this point in the process no site surveys of the chosen site (the recreation ground off Yews Hill Road / Rashcliffe Hill, Huddersfield) had occurred due to the timing of the EFA's approval programme and the modular supply market had yet to be engaged in the project, therefore these remained significant risks.
- 2.6 On 28th July 2015 Cabinet received an update report which outlined the increasing complexity and costs associated with the decant project. Members approved an increase in the revenue budget provision for the project with a maximum limit of £3.85m, subject to approval of an associated rollover bid by Council on 29th July 2015. Council subsequently approved the rollover bid thereby confirming the maximum available budget.
- 2.7 Cabinet also considered matters concerning the demolition of the Victorian Lockwood Community Centre and its attached Clock Tower and resolved that,

subject to the approval of funding by Council, Officers be authorised to submit an Application for Prior Notification of Demolition seeking approval for the demolition of the Community Centre and attached Clock Tower in its entirety.

- 2.8 However, in advance of this occurring Cabinet asked officers to invite the Member of Parliament for Colne Valley and other interested community groups to put forward funded proposals for the future retention and use of the Clock Tower. Officers subsequently wrote to interested parties inviting submission of funded proposals by 30th September 2015. No proposals were received by the deadline or to date (Late February 2016).

(b) Revised Proposal

- 2.9 Following Cabinet/Council, Officers continued to work with the proposed modular contractor to develop a decant solution on the Yews Hill Road site that could be delivered with cost certainty within the maximum budget approved by Cabinet. It should be noted that the proposed decant on its own would have been complex and challenging - 485 pupils and 78 nursery aged children along with 118 staff needing to be decanted into three or four major temporary accommodation blocks for a period of up to 18 months – but this has been compounded by the extensive groundwork preparations that would have been required at the Yews Hill Road site as it is situated on a former infill quarry.
- 2.10 During Autumn 2015 it became increasingly clear to Officers that it would not be possible to deliver the decant proposal within the maximum limit of £3.85m due to a combination of the extensive groundworks required and the proposed hire costs of the very significant amount of decant accommodation needed. It was also evident that cost certainty could not be achieved until works had commenced on site, thereby placing significant cost risk on the Council that could not be accepted.
- 2.11 Officers therefore approached the EFA to review previous alternative decant solutions and to ascertain whether any new opportunities had arisen. During these discussions, the issue of a potential decant within the constraints of the existing Mount Pleasant site was revisited. This option had been proposed by the Council in 2013 / 2014 but reluctantly discarded following extensive discussions with the EFA and its Technical Advisers as the EFA wished to provide its proposed contractor with a clear, risk free site with no school activities around so that it could minimise its cost and build programme.
- 2.12 During the new discussions, the EFA indicated its determination to take full control of all aspects of the deliverability of the Mount Pleasant Primary new build school, including decant if required, and as a consequence in late November 2015 tabled a new outline proposal from Kier, their chosen building contractor, that entailed the retention of all pupils and staff on site whilst the existing school was either partially rebuilt and refurbished or replaced in full with new build if technically possible given the constraints imposed by retaining an operational school on site.

- 2.13 Officers agreed to work with Kier, the EFA and its Technical Advisors in order to develop options for an on-site decant with great emphasis and weight placed on ensuring that any such proposal would be completely safe for the pupils, staff, visitors and parents using the site and would enable the school to continue to deliver the curriculum and outdoor activities, albeit in a much reduced external area. Detailed discussions began in December 2015 and are ongoing.
- 2.14 The current Kier proposal involves installing modular accommodation containing 14 classrooms on the Multi Use Games Area (MUGA) at the rear of the school and decanting pupils from the Junior School block into these, thereby enabling this major building to be demolished. The rest of the school buildings – the Nursery, Infant, Sports Hall and Community Centre blocks - would be retained for 12-15 months and remain operational alongside the temporary accommodation whilst the new school is built on the site of the former Junior building.

Once the new build school is completed, the whole school would move into its new home thereby enabling all the remaining accommodation to be demolished (with the exception of the Clock Tower, the future of which will be considered separately by the Council later in 2016) and the cleared land to be landscaped. From start to finish the new build project would last from September 2016 to May/June 2018, which means that the school would be operating within a constrained area for around 18-20 months.

A provisional outline programme for the new Kier / EFA proposal is shown below:

Activity	Target Date
Planning submission by: <ul style="list-style-type: none"> • for temporary classrooms; • for new build school. 	Mid-March 2016 Late March 2016
Contract Award (EFA to Kier Construction)	By Mid July 2016
Installation of modular accommodation and decant from existing school	June to September 2016
Demolition of Junior Block	Sept/Oct 2016
New school built and whole school moved into new building	Mid October 2016 to mid-November 2017
Removal of modular accommodation and phase 2 demolition (all remaining buildings)	Early November 2017 – Early February 2018
Landscaping of cleared site and reinstatement of the MUGA	Early February 2018 – May/June 2018

Where possible all decants will occur during school holidays / planned INSET closures in order to minimise the need for lost teaching days.

- 2.15 It is clear that during the 18-20 months duration of the project the existing school will have to operate within significant constraints, particularly in relation to external areas. Pupils will have limited external facilities, there will be no

staff car parking on site and some temporary traffic control measures will be required on Mount Street to enable deliveries / refuse collection to the school to continue. This is because the school will be confined to the upper part of the site for the first 12-15 months of the programme and then the lower part of the site for the final 6-8 months. Careful consideration will need to be given to the timetabling and management of external play by the school, who are now working with the Local Authority to think through these issues.

- 2.16 Paramount to the proposal will be the need to limit as far as possible the impact of the revised scheme on pupils at the school. The Local Authority, through its Learning Service, will work creatively with the school's Senior Management Team to limit the disruption to children's learning on such a constrained site, with particular emphasis placed on ensuring that those children sitting SATs during this 18-20 month period will be supported to ensure that future life chances are not impacted.
- 2.17 Extensive discussions have occurred regarding the health and safety aspects of the revised proposal with officers keen to understand from Kier how a major construction site could run parallel with the existing school staying on site. As you would expect from a national builder, it is clear that Kier has given this matter serious and lengthy consideration particularly around issues such as site separation, construction deliveries, access for fire vehicles in case of an emergency etc. Whilst further work is required throughout Spring 2016, it is increasingly clear to officers that the revised Kier / EFA proposal is both feasible and deliverable. The EFA's own Technical Advisors have also formed the same opinion.
- 2.18 The school will require support from the Local Authority during the 18-20 months project. Technical support is currently being provided by the Physical Resources and Procurement (PRP) Service through access to a Client Design Advisor and a Construction Project Manager. Support from Children's Services is being provided through the Learning Service. It is intended that this support will continue for the remainder of the project and section (c) below indicates the likely financial impact.
- 2.19 Although there are difficulties to still overcome before the final Kier / EFA proposal can be confirmed, it is clear from discussions with the EFA that this proposal is the only realistic prospect of delivering a new school within their budget (given the considerable expense they have already incurred and the cost of the on-site partial decant) and within/close to the timescales which apply to PSBP 1 (delivery by end December 2017).
- 2.20 Whilst the school will be inconvenienced for 18-20 months, this should be set aside the prospect of the EFA withdrawing from the scheme, should this option not be deliverable / acceptable. Given the deteriorating condition of the existing school it will fall to the Council to undertake significant works in phases over a number of years, with attendant disruption, should the EFA withdraw.

2.21 Officers therefore recommend that:

- the off-site decant to the Yews Hill Road site be discontinued;
- and that officers are authorised to negotiate and agree with the EFA / Kier a revised project involving an on-site decant.

(c) Revised funding implications

Revenue

2.22 As stated in paragraph 2.6, Cabinet / Council previously set a maximum revenue budget of £3.85m for the Mount Pleasant decant project. The decision to discontinue the proposed off-site decant at Yews Hill Road, together with the EFA's decision to take responsibility for the revised proposal as outlined in paragraph 2.14, will result in a revenue saving to the Council but it is difficult at this stage to quantify this.

2.23 This is because, although an outline proposal as detailed in this report has been developed by Kier and accepted in principle by both the EFA and the Council, extensive further work is required to firm up the detailed construction, decanting and demolition plans. Until these packages of work have been completed and costed, financial close and contract award between the EFA and Kier Construction cannot occur and therefore the potential remains for the Council to incur significant revenue costs in relation to the final solution. According to the current EFA timeline, financial close is likely to be early to mid-July 2016.

2.24 Members should note that approximately £260K of officer time has been incurred by the Council to date developing and supporting the new build school / off site decant project. It is expected that a further £100K of officer time will be required for the remaining two year period of this project to enable PRP staff to provide technical support to the school and to ensure that the EFA / Kier deliver a new school to the stated size, quality and timescales. It is also anticipated that further revenue costs amounting to around £50K will need to be incurred in relation to temporary off-site highways measures, travel plan issues and other miscellaneous items.

2.25 As stated previously, the school will be faced with significant educational and logistical challenges during the 18-20 month rebuild period. As a consequence, it is anticipated that Children's Service Learning Section will require around 100K revenue to increase capacity within the school to manage the complexity of the situation faced by them, thereby enabling substantive staff to concentrate on learning and teaching.

2.26 A further report will be brought to Cabinet during autumn 2016 outlining the final revenue impact of the revised proposal on the Council, once this is known following financial close between the EFA and Kier Construction in July 2016. The remaining provision within reserves for the original decant proposals can then be reviewed as part of the Council's 2017/18 budget preparation.

Capital

- 2.27 The EFA will be providing a new build school with extensively remodelled external grounds with an estimated investment value of £8-10m. However, the resultant school building is exceptionally tight for space and a number of items that officers would regard as essential have not been included in the project. As the new build school and site will become the responsibility of the Council on completion of the project, officers consider that it would be prudent to provide a limited capital injection to ensure that a number of key concerns are addressed. Unless such issues are addressed now during the build stage, the opportunity will be lost for future generations of pupils.
- 2.28 Of particular concern are the width of proposed corridors and doors, which meet minimal standards but raise issues for officers and the school's Senior Management Team concerning pupil movements, arrangements for DDA and sick pupils and pupil / parent access to the site and building. Other issues may arise as we enter the detailed design stage of the project. Discussions with the EFA have indicated that such issues can be addressed with a capital injection from the Council and officers therefore seek a delegation to agree improvements to the existing design of the building and grounds within a maximum capital budget of £425K.
- 2.29 This would be funded from a combination of £238K Section 106 funding that has been allocated to this school by the AD Strategic Investment Group (in accordance with delegated powers previously agreed by Cabinet) and 187K Schools' Basic Need capital grant, which can be used in accordance with DfE guidance as Mount Pleasant will be expanded from a capacity of 490 pupils to 630 pupils as a result of the new build school.
- 2.30 Members are requested to:
- Note the past and potential future calls on the previously allocated revenue budget for this project as outlined in paragraphs 2.23 to 2.26;
 - approve a capital budget of up to 425K to be funded from Section 106 contributions / Schools' Basic Need grant to enable Officers to negotiate and agree essential capital improvements to the current EFA project.

3. Implications for the Council

- 3.1 Mount Pleasant Primary has been identified as one of the 250 worst condition schools in the country and in addition has a shortfall of school places that are urgently needed to meet the basic need for additional school places in the Huddersfield South West area due to increased pupil numbers. The Council is therefore faced with a need to undertake works to meet these issues but set against the context of many other competing priorities for funds across the Council given the significant fall in the availability of revenue and capital funds from the Government.

- 3.2 The potential remains for the Council to remove its existing condition, suitability and basic need liabilities in relation to Mount Pleasant Primary and to secure a new build school with an investment value of between £8-10m to serve future generations of pupils in Huddersfield. However, the EFA has indicated that this latest proposal is the final opportunity to deliver a new build school through PSBP1.
- 3.3 Given the difficult revenue position faced by the Council and the decisions that have already been made and will need to be made in future years relating to Council Services, it is acknowledged that the current revenue allocation of £3.85m represents a very significant financial commitment for the Council. There is a potential for a reduction in this level of commitment, though at this stage it is difficult to quantify this as the new build project will not reach financial close for another 4-5 months. The proposed capital allocation of £425K to fund essential improvements to the proposed school design will benefit all future generations of pupils and can be funded from existing Children's Services S106 and Basic Need capital allocations.
- 3.4 Should the new build school not be progressed, the Council would need to identify around £4-5m of capital funding to address the existing condition and basic need issues at the school and implement a phased approach to dealing with these needs over a number of years. This would enable the school to continue in its existing accommodation but the school would be subject to disruption for a number of years and a generational opportunity to achieve a step change in the quality of accommodation that a new build school would provide would be lost.
- 3.5 Withdrawal from the project could have a significant reputational impact on the Council nationally as the Priority Schools Building Programme is a flagship government initiative and the EFA has spent a considerable amount of funds developing the project. Locally, the loss of a new build school would generate significant negative publicity and a strong backlash from the school, governing body and the local community, who would expect a credible alternative action plan from the Council to address the urgent needs of the school.

4. Consultees and their Opinions

- 4.1 The AD Strategic Investment Group considered this matter on 27th January 2016. The Group continues to acknowledge the significant benefits that would accrue from the new build school (removal of our existing liabilities; the provision of £8-10m of new build investment from the Government; once in a generation opportunity to create a new school) and welcomed the potential for a reduction in the level of revenue outlay that may be required to support the project.
- 4.2 The Acting Head teacher is working with Officers to consider the impact of the new proposals on the operational life of the school. Whilst she acknowledges the difficulties that will be created for pupils, staff and parents during the 18-20 month programme, the eventual reward of a new build school to serve the future generations of local pupils is worth the required sacrifices and hard work.

5. Officer Recommendations and Reasons

Members are requested to:

- a) Approve the discontinuation of the off-site decant of Mount Pleasant Primary to the Yews Hill Road site;
- b) Delegate to the Director of Economy, Skills and the Environment authority to negotiate and agree with the EFA / Kier a revised delivery programme for Mount Pleasant Primary that involves an on-site decant;
- c) Note the past and potential future calls on the previously allocated revenue budget for this project as outlined in paragraphs 2.23 to 2.26;
- d) Approve a capital budget of up to 425K to be funded from Section 106 contributions / Schools' Basic Need grant to enable Officers to negotiate and agree essential capital improvements to the current EFA project;
- e) Delegate to the Director of Economy, Skills and the Environment and the Director for Children and Young People authority to negotiate and agree with the EFA and the school the required revenue and capital contributions arising from recommendations 5 (b) to 5 (d) above;
- f) Authorise the Director of Resources to issue a Section 151 letter in relation to any funds payable to the EFA as a result of the above recommendations;
- g) Note that a further update report will be brought to Cabinet later in 2016 as outlined in paragraph 2.26 above;

6. Portfolio Holder's Recommendation

This report was considered at a joint Children's Services / Place Portfolio Holder briefing on 8th February 2016. Portfolio Holders warmly welcomed the revised proposals for the replacement new build school for Mount Pleasant Primary and the potential for a reduced revenue impact for the Council.

It was acknowledged that the revised on site decant proposals would cause operational difficulties for the school and officers were requested to support the Head teacher throughout the 18-20 month rebuild period. However, it was noted that the provision of a new build school that would benefit future generations of local pupils would be worth the hard work that would be required from the school, the Council, the EFA and its builder Kier to ensure that the school remained safe and fully operational during the next 18-20 months.

7. Contact Officer

David Martin - Capital Development and Delivery Manager – Physical Resources and Procurement - Email: david.martin@kirklees.gov.uk

8. Assistant Director Responsible

Paul Kemp – Assistant Director – Place – Email: paul.kemp@kirklees.gov.uk

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Name of meeting: Cabinet
Date: 8 March 2016

Title of report: Waste & Street Cleansing Policy Review

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
Is it in the Council's Forward Plan ?	Yes
Is it eligible for "call in" by Scrutiny ?	Yes
Date signed off by <u>Director</u> & name	Jacqui Gedman - 29.02.16
Is it signed off by the Director of Resources?	David Smith - 29.02.16
Is it signed off by the Assistant Director – Legal, Governance & Monitoring?	Julie Muscroft - 29.02.16
Cabinet member portfolio	Cllr S Hall - Place Planning, Highways & Open Spaces Cllr C Scott - Place Housing and the Relief of Poverty

Electoral [wards](#) affected: ALL
Ward councillors consulted:

Public or private: Public

1. Purpose of report

The purpose of the report is to request Cabinet to note and approve the implementation of operational and policy changes related to waste management contained within this report.

2. Key points

Background

2.1.1 Kirklees has in the past been at the forefront of environmental services, delivering high recycling rates, high landfill diversion and exceptional value for money. In 2002/3 we were placed 4th for our recycling performance among metropolitan authorities and our rates steadily increased to peak at close to 35% in 2010/11. However since then we have continued to fall down the rankings and currently our recycling rate has dropped to 27.6% for 2014/15.

2.1.2 Kirklees was one of the first authorities to sign and implement a waste PFI, meaning we delivered savings against budgets from the very beginning, whilst other authorities have

by comparison, only recently introduced treatment and therefore they were starting from a much higher budget baseline. This has allowed them to invest in services and still return an overall saving against budget, but they do have higher overall costs when compared to Kirklees. This places us in a position whereby to significantly improve our recycling performance we either have to introduce more control on waste arisings and related policies or invest and increase budget spend to allow us to collect more materials on the current kerbside service.

2.1.3 In addition to this the UK has been through a period of recession and gradual recovery. During the recession period there has been a reduction in overall waste volumes that has seen a saving against budget. A further £250k was removed from the budget for 14/15 in anticipation of this continuing trend. However, we are now in a position where waste volumes have returned to growth (c. 2.0% in 14/15). This level of growth in addition to the £250k reduction has created the existing budget overspend, which is c. £650k for this year. In addition unforeseen down time for the plant and increased landfill has further exacerbated the situation and the overspend will near c. £850k for this year. This trend is set to continue until waste volumes can be reduced. As an approximate rule of thumb for each 2% of waste growth we see costs increase by £120k each year.

2.1.4 In addition the Medium Term Financial Plan (MTFP) has set a budget reduction of £1.4m for the waste and street cleansing services. Whilst the changes made to the waste collection arrangement contribute significantly to this the proposals in this report are targeted at attaining the remainder.

2.1.5 A separate full research paper has been developed in the preparation of this report covering key policy areas:

- Detailed operational reports on each of the policy proposals
- Analysis of current resources
- Proposed operating model and frequency analysis
- Data sets reviewed as part of the Equality Impact Assessment process
- Breakdown analysis of bulky waste collections
- Research and data on regional charging schemes and flytip data
- Analysis of local authorities garden subscription services
- Review of current policy and proposed changes

Summary of Proposals

Included in the report below are summaries of the changes proposed and specific operational and policy changes.

W7b Move to Reactive and Mobile Street Cleansing Operational Structure

The proposals protect the two main town centres and a number of regional town centres, but will require other areas to move to a fortnightly sweeping frequency from the current weekly. The main changes will see some manual sweepers covering two manual routes doing one per week, and new Mobile Sweepers introduced in some areas to cover 4 manual routes, 2 each week, and an overall more reactive service. An example of how the frequencies will change and how this relates to current operations has been included below for the South teams.

An additional 4 Group Sweeper Drivers will be provided to increase the reactive elements of the service.

It is proposed that in order to initially mitigate the impact of the budget reduction that any current weekend operations in the following areas are ring fenced i.e. no change to output:

- Huddersfield Town Centre
- Holmfirth Town Centre
- Dewsbury Town Centre
- Batley Town Centre
- Birstall Town Centre
- Heckmondwike Town Centre
- Cleckheaton Town Centre
- Mirfield Town Centre
- Ravensthorpe

The move to a fortnightly sweep will also continue to comply with the Code of Practice on Litter and Refuse, which has a response time requirement of 14 days for low intensity usage areas. Any areas that fall below a reasonable standard can be brought back in line using the Group Sweeper Drivers, Small Mechanical Sweepers and Mobile Sweepers in a reactive capacity.

W10 & W11 Review of Presentation Points & Containerisation

The proposal is to move as many black sack properties onto wheeled bins for disposal of their waste and recycling, halting the provision of black sacks when this is achieved. This is estimated to be c. 1,900 hh. For the remaining households that we deem not suitable for wheeled bins they will be limited to 4 x 70 litre sacks per fortnight for residual waste, which once tied is an equivalent volume to the standard 240l wheeled bin other residents are required to use.

W15 Charge for Delivering Replacement Bins

The proposal is to expand and amend the existing policy to charge all households for the cost and delivery of each grey wheeled bin, on a cost basis of £25 per bin. Those bins damaged by the Council or that are assessed as repairable will be done free of charge. The future provision of charged options such as lockable lids and numbers will be explored further.

In order to encourage residents to recycle and to obtain as many green bins as they feel they need to recycle it is proposed to continue the provision of these wheeled bins free of charge, subject to reasonable use.

The powers to charge for receptacles are provided for under:

- Section 46(3) of the Environmental Protection Act 1990

W16 Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)

The proposal is to expand the existing charge for the service that reduces the subsidy to a more sustainable level and keeps broadly in line with current charges, at a level of £5 per bulky item and £20 per electrical goods item, to reflect the potential weight and size of electrical goods.

This charge will be supported by the development of a Furniture Reuse Network that will see reuse organisation partners developed for each District who will provide a free collection route for those items that can be repaired or reused. Other websites such as Freegle will also be promoted where residents can list items for free collection, there are existing schemes in Dewsbury and Huddersfield for this. The expansion of producer responsibility and take back schemes also means when residents purchase new electrical goods there are alternative routes for removal at the time of delivery. Ultimately residents can still continue to use the HWRC sites free of charge.

Kirklees Passport holders will receive a 50% discount, subject to reasonable use, and Assisted Collections will receive 2 free collections, of up to £20 each per year, to mitigate the impact of the changes on Protected and vulnerable groups.

The powers to charge for bulky waste and DIY item collection are provided for under:

- The Controlled Waste (England and Wales) Regulations 2012

W19 Introduce New Chargeable Garden Waste Club

As part of both a service enhancement and mitigation against the pressure of increase waste arisings it has been proposed to explore the introduction of a Garden Club. This would involve an annual subscription service that can see residents, or shared by a group of residents, acquiring the use of a Brown 240l Wheeled Bins, the same size as our other grey and green wheeled bins, filling them with Garden Waste and having them collected once a fortnight. It is proposed to undertake more detailed research and modelling of this service and report the findings back to Cabinet.

The powers to charge for garden waste collection are provided for under:

- The Controlled Waste (England and Wales) Regulations 2012

W21 Review of Non Statutory Waste Disposal at HWRCs

It is proposed to halt collection of non-statutory waste disposal at our HWRC sites; this includes Soil, Rubble and Plasterboard.

Any households that produce these wastes can be directed to a local private waste company to accommodate their needs and support the local economy or can book a bulky waste collection from their household, at a small charge.

Summary of Waste Policy Changes Required

Policy Change	Issue	Amended Policy	Amended Action on Non-Compliance
Bin provision			
W10 & W11 Review of Presentation Points & Containerisation	Operational liner properties	Single grey and single green dustbin Regular provision of black plastic sacks for general waste to meet 4 limit per fortnight. Regular provision of transparent green plastic sacks for recyclables.	N/A
Additional wheeled bins			
W15 Charge for Delivering Replacement Bins – Extension of Existing Policy	Green Bins	Households can have as many as required; subject to reasonable use.	N/A
Excess / side waste – general waste & garden waste			
W10 & W11 Review of Presentation Points & Containerisation	Operational liner properties	Limit of Four sacks per fortnight and all to be household waste and contained in suitable liners	Non-complying waste not collected
Presentation			

Policy Change	Issue	Amended Policy	Amended Action on Non-Compliance
W10 & W11 Review of Presentation Points & Containerisation	Operational liner properties	At an accessible point within 2m of the property boundary next to where the collection vehicle travels or at a designated collection point. Assisted services to qualifying residents to continue.	Not collected if presented in incorrect position.
Chargeable Services			
W15 Charge for Delivering Replacement Bins – Extension of Existing Policy	Wheeled Bins	Charge of £25 per grey/brown wheeled bin container for delivery and administration to domestic properties. Reviewed annually. Green recycling bins are provided free of charge to domestic properties, subject to reasonable use. Containers will remain the property of the Council. If the replacement is as a direct result of the Council's actions this fee will be waived. If in the view of the Council it is practical for a bin to be repaired then it will be done with no charge.	N/A
W16 Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)	Bulky Waste	Charge of £5 per item items or £20 for a single electrical goods item, subject to a £25 limit and/or inclusion of specific material streams, which results in a visual assessment and quotation provided, dependent upon time required to clear at the relevant published hourly rate. Reviewed annually.	Unlisted items left and quotation for removal provided to household.

Summary of Implementation Dates and Financial Savings

Ref.	Operational Change Item	Date of Change No Sooner Than	Financial Saving (c.£ Full Year Effect)	Decision Type
W7b	Move to Reactive and Mobile Street Cleansing Operational Structure	May 2016	-475,000	Operational (Engagement)
W10 & W11	Review of Presentation Points & Containerisation	October 2016	-26,400	Policy Change (Consultation)
W15	Charge for Delivering Replacement Bins – Extension of Existing Policy	May 2016	-107,530	Policy Change (Consultation)
W16	Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)	May 2016	-309,910	Policy Change (Consultation)
W19	Introduce New Chargeable Garden Waste Club	February 2017	0	Policy Change (Consultation)

Ref.	Operational Change Item	Date of Change No Sooner Than	Financial Saving (c.£ Full Year Effect)	Decision Type
W21	Review of Non Statutory Waste Disposal at HWRCs	April 2016	-222,952	Operational (Engagement)

3. Implications for the Council

These proposals allow the Council to meet the MTFP service budget targets as well as create a policy framework that allows some measure of control on waste arisings to mitigate this budget pressure now and in the future. The total of these savings/reduced budget pressures will be in excess of £1m per annum.

However, these proposals are both significant and wide reaching. All residents will be impacted by them to varying degrees and there will be an impact on the aesthetic environment of Kirklees, although some mitigating actions will be put in place as part of the changes.

It should be noted any elements of the proposals that are not taken forward will have to be added to the reduction in street cleansing, as this is the service that can be flexed the most to meet the budget. This will though come at a cost of a reduced quality of environment across Kirklees.

4. Consultees and their opinions

These are significant operational changes and as such it was important to understand that any roll out needs to be undertaken in a considered manner and that there are important engagement points with key stakeholders. The bulleted list below highlights the engagement programme to date:

- Workforce and management focus groups to refine ideas and highlight issues – throughout 2014/15
- Market research to understand trends and what local and national authorities are doing – throughout 2014/15
- Equality Impact Assessment – updated through 2014/15
- Pre Scrutiny – January 2016
- Consultation on refined options across all political parties, including detailed documentation, presentation, Officer Q&A and feedback period – January 2016
- Further refinement of options following consultation – February 2016
- Updating/Review of Equality Impact Assessments for options – February 2016
- Updating of Background Research Paper – February 2016

Equality Impact Assessment summaries and mitigating actions are included in Appendix 1.

Feedback attained from political groups is included in Appendix 2, including mitigating actions to take it into account.

5. Next steps

The proposals be implemented as described and as per the indicated timescales.

6. Officer recommendations and reasons

The following officer recommendations are made in line with the details and timescale contained within this report:

W7b Move to Reactive and Mobile Street Cleansing Operational Structure

Officers recommend that Cabinet support the operational changes proposed including:

- Changing cleansing frequency in some areas from weekly to fortnightly.
- Creation of 4 reactive cleansing teams, one per District.
- Ring fencing of Mechanical Sweeping teams to provide flexibility within the service to react.
- Ring fencing of current weekend cleansing operations to minimise economic and tourism impact as listed.

W10 & W11 Review of Presentation Points & Containerisation

Officers recommend that Cabinet accept the changes that include providing wheeled bins to all suitable households, limit and alter the presentation point of black sack properties. That Cabinet also note and accept this initial provision of wheeled bins will not be charged to ensure equity for residents.

W15 Charge for Delivering Replacement Bins – Extension of Existing Policy

Officers recommend that Cabinet accept the changes proposed to existing Waste Policy including a charge of £25 for the delivery of a grey wheeled bin.

W16 Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)

Officers recommend that Cabinet accept the changes proposed to existing Waste Policy including the introduction of charges for all bulky waste collections.

W19 Introduce New Chargeable Garden Waste Club

Officers recommend that further research and detailed modelling is to be undertaken on introducing a chargeable garden waste club and report the findings back to Cabinet.

W21 Review of Non Statutory Waste Disposal at HWRCs

Officers recommend that Cabinet support the proposed operational change to halt the acceptance of Plasterboard, Soil and Rubble at HWRCs.

7. Cabinet portfolio holder recommendation

The Portfolio holders, Cllr Steve Hall and Cllr Cathy Scott, support the Officer recommendations. The Portfolio Holders recognise that whilst some of these changes will have significant impacts on residents there is unfortunately a perfect storm of increased use, and sometimes abuse, of the services, rising costs and falling budgets. It is understandable many people will have strong views on these changes but these proposals only bring us in line with most other authorities across Yorkshire and Humber and nationally. It is welcoming to see all political groups have provided feedback on these and that we have been able to take this on board and adapt the proposals. It is also good to see vulnerable groups, those on low income and those who are less mobile are protected from the impact of change as much as we can.

8. Contact officer and relevant papers

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email: will.acornley@kirklees.gov.uk

9. Assistant director responsible

Joanne Bartholomew, Assistant Director - Place
Tel: 01484 221000
email: Joanne.bartholomew@kirklees.gov.uk

Background Papers:

- Cabinet Report – Waste Policy Review – Draft with Options shared with O&SMC and All Parties December 15/January 2016
- Cross Party Briefing Presentation – shared with All Parties January 2016
- Background Research Paper – February 2016

Equality Impact Assessments Summary

The table below provides a summary of the Equality Impact Assessments carried out in relation to the proposals and includes any mitigating actions or policies that reduce the impact on protected groups:

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 7 protected characteristics namely, age, disability, gender reassignment, pregnancy and maternity, race, religion, or belief, sex and sexual orientation.

Ref.	Operational Change Item	Level of Impact	Risk	Summary	Mitigations within Proposal
W7b	Move to Reactive and Mobile Street Cleansing Operational Structure	63%	19%	A High impact change but has a low Likelihood of adversely affecting people or groups with protected characteristics	Vacancy management has allowed the service to mitigate the impact on the workforce, with currently 25 vacancies leaving only 3 additional FTEs required to meet the reductions from the changes.
W10 & W11	Review of Presentation Points & Containerisation	12%	10%	A low impact change with a low Likelihood of adversely affecting people or groups with protected characteristics	A detailed audit of all properties on sacks will be completed in 2016 to achieve a definitive list of households that will be switched from sacks to bins. Protected Groups that may be affected can apply to be placed on an Assisted Collection or for additional waste capacity for larger families as per council policy.
W15	Charge for Delivering Replacement Bins – Extension of Existing Policy	12%	8%	A low impact change with a low Likelihood of adversely affecting people or groups with protected characteristics	It is unlikely that the replacement of containers directly correlates to the location of Protected Groups. A 50% discount linked to Kirklees Passport Holders.
W16	Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)	53%	8%	A High impact change but has a low Likelihood of adversely affecting people or groups with protected characteristics	Kirklees Passport holders will receive a 50% discount and residents on the Assisted Collection list will receive two free £20 collections per annum. This charge will also be supported by the

Ref.	Operational Change Item	Level of Impact	Risk	Summary	Mitigations within Proposal
					development of a Furniture Reuse Network.
W19	Introduce New Chargeable Garden Waste Club	39%	4%	A High impact change but has a low Likelihood of adversely affecting people or groups with protected characteristics	This proposal supports the Council's PSED by offering a new service to disabled residents who may find it difficult to transport garden waste to their local Recycling Centre, thus simplifying the disposal/recycling process for these residents for this waste stream.
W21	Review of Non Statutory Waste Disposal at HWRCs	16%	19%	A low impact change with a low Likelihood of adversely affecting people or groups with protected characteristics	This change will only affect a small minority of residents who complete large DIY projects themselves within their own household. Any waste generated by a trading company completing renovation works in a domestic property is the responsibility of the trader. It is illegal to dispose of trade waste at an HWRC.

Summary of Feedback following consultation and engagement with political groups

Ref.	Operational Change Item	Kirklees Labour Group Feedback
W7b	Move to Reactive and Mobile Street Cleansing Operational Structure	Concerns were raised regarding the impact of other changes on Fly Tipping and the ability of the service to cope.
W10 & W11	Review of Presentation Points & Containerisation	No concerns highlighted.
W15	Charge for Delivering Replacement Bins – Extension of Existing Policy	Concerns around stolen bins and the impact on low income families.
W16	Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)	Concerns around the impact on low income families, the complexity of a policy and the potential to increase fly tipping.
W19	Introduce New Chargeable Garden Waste Club	Concerns around the service being available and affordable to all including low income families.
W21	Review of Non Statutory Waste Disposal at HWRCs	Concerns around the impact on fly tipping.

Ref.	Operational Change Item	Kirklees Conservative Group Feedback
W7b	Move to Reactive and Mobile Street Cleansing Operational Structure	Concerns were raised regarding increases in Fly Tipping, the type of waste this would be and if this would reduce the overall saving as a result. Concerns were raised around reduction in enforcement capacity alongside this change.
W10 & W11	Review of Presentation Points & Containerisation	Solutions had to be practical and deliverable, not forced on residents.
W15	Charge for Delivering Replacement Bins – Extension of Existing Policy	Concerns around stolen bins and the ability of residents to stop this when they are at work.
W16	Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)	Concerns around the impact of this on fly tipping and ensuring the policy is clear and consistent.
W19	Introduce New Chargeable Garden Waste Club	No concerns highlighted.
W21	Review of Non Statutory Waste Disposal at HWRCs	Concerns around the impact on fly tipping.

Ref.	Operational Change Item	Kirklees Liberal Democrat Group Feedback
W7b	Move to Reactive and Mobile Street Cleansing Operational Structure	The main concern identified was the impact of this and other changes on Fly Tipping, the council capacity to enforce and the areas that could be affected. There were specific concerns around the likelihood of these incidents to be in the valley areas and as such the rural District may require more attention.
W10 & W11	Review of Presentation Points & Containerisation	Need to recognise the difference between a drive and what is actually a highway. Have to ensure placement of bins doesn't cause issues for traffic /

		public or attract fly tipping.
W15	Charge for Delivering Replacement Bins – Extension of Existing Policy	Concerns around resident adversely affected by stolen bins.
W16	Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)	Concerns around the level of fly tipping this could attract and the areas it will affect.
W19	Introduce New Chargeable Garden Waste Club	No concerns highlighted.
W21	Review of Non Statutory Waste Disposal at HWRCs	Concerns around the impact on fly tipping.

Ref.	Operational Change Item	Kirklees Green & Valley Independent Group
W7b	Move to Reactive and Mobile Street Cleansing Operational Structure	Concerns were raised regarding the impact of the reduced frequencies on rural Town Centres such as Meltham and Honley that could lead to overflowing litter bins and visual impact.
W10 & W11	Review of Presentation Points & Containerisation	No concerns highlighted.
W15	Charge for Delivering Replacement Bins – Extension of Existing Policy	Concerns around stolen bins.
W16	Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)	Concerns around fly tipping.
W19	Introduce New Chargeable Garden Waste Club	Some concerns highlighted regarding the move away from home composting.
W21	Review of Non Statutory Waste Disposal at HWRCs	No concerns highlighted.

Mitigating actions in response to consultation with Political Groups.

Ref.	Operational Change Item	Key issues identified	Mitigating Actions within Proposals
W7b	Move to Reactive and Mobile Street Cleansing Operational Structure	<p>Areas fall outside of Code of Practice on Litter and Refuse.</p> <p>Resources may be stretched by impact of Fly Tipping alongside a reduced enforcement capacity.</p>	<p>Creation of 4 reactive teams, one per District, to carry out works such as fly tipping, overflowing litter bins and to bring areas back to standard should they fall outside during the interim period between cleansing.</p> <p>Ring fencing of Mechanical Sweeping teams to provide flexibility within service to react.</p> <p>Ring fencing of current weekend cleansing operations to minimise economic and tourism impact.</p>
W10 & W11	Review of Presentation Points & Containerisation	Ensuring any solutions are practical and deliverable.	Full review of all relevant households to be undertaken prior to any container / presentation point changes
W15	Charge for Delivering Replacement Bins – Extension of Existing Policy	The impact on low income families and some resident's having multiple bins stolen.	<ul style="list-style-type: none"> • Kirklees Passport holder will have a 50% discount applied. • Any bins that can be repaired will be done so free of charge. • Any bins damaged as a direct result of Council actions will be replaced free of charge. • Future provision of charged options such as lockable lids and numbers will be explored further.
W16	Chargeable Bulky Waste (£5 per Item, £20 for 1 electrical goods)	The impact on low income families and increased fly tipping.	<ul style="list-style-type: none"> • Kirklees Passport holders will receive a 50% discount and residents on the Assisted Collection list will receive two free £20 collections per annum. • This charge will also be supported by the development of a Furniture Reuse Network. • Creation of 4 reactive teams, one per District, to carry out works such as fly tipping in the street cleansing service.
W19	Introduce New Chargeable Garden Waste Club	Affordability and access to the service is equal to all residents.	None required at this stage
W21	Review of Non Statutory Waste Disposal at HWRCs	Potential to increase fly tipping from commercial sources.	<p>Local traders & waste management companies can be utilised by residents to remove this waste at the point of origin.</p> <p>Residents can use the chargeable bulky waste service to dispose of this material from their doorstep</p>

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Name of meeting: Cabinet
Date: 8 March 2016

Title of report: Future provision of seasonal plants

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
Is it in the Council's Forward Plan ?	No
Is it eligible for "call in" by Scrutiny ?	Yes
Date signed off by <u>Director</u> & name	Jacqui Gedman - 29.02.16
Is it signed off by the Director of Resources?	David Smith - 29.02.16
Is it signed off by the Assistant Director - Legal, Governance & Monitoring?	Julie Muscroft - 29.02.16
Cabinet member portfolio	Cllr S Hall - Place Planning, Highways & Open Spaces

Electoral [wards](#) affected: ALL
Ward councillors consulted:

Public or private: Public

1. Purpose of report

- 1.1 This report seeks to inform and update Cabinet on the market testing and best value exercise that has been undertaken on the supply of seasonal plants (summer and winter bedding, and summer hanging baskets) to supply parks and greenspace requirements.
- 1.2 This report also seeks approval of the recommendation to outsource the supply of seasonal bedding and hanging baskets in the future.

2. Key points

2.1 Background

2.1.1 Following due process there were recommendations made to and accepted by Cabinet of the decision reached by the Overview and Scrutiny Management Committee on 20th August 2015, following their consideration of the Call-In in respect of the decision made by Cabinet on 28th July 2015 on 'Parks and Open Spaces Maintenance Standards'.

2.1.2 Although the Assistant Director (Physical Resources and Procurement) has the delegated responsibility to find the most cost effective solution to the future provision of seasonal plants in order to achieve best value, the Overview and Scrutiny Committee recommendation was the options should be reported back to Cabinet.

2.1.3 A review of current provision of services has been completed and an additional market testing exercise carried out to look at alternative business models and future sustainability.

2.2 Current provision

2.2.1 Currently the Council supplies seasonal plants for displays across Kirklees for both summer and winter bedding and hanging baskets. This requirement is in-house and is provided by the Councils plant nursery at Bradley off Leeds Road in Huddersfield. This is undertaken with temporary seasonal staffing and a single part time management role.

2.2.2 The Bradley Plant Nursery currently supplies flower and plant arrangements to Council offices, town halls and for events, it also sells bedding and hanging baskets direct to District Committees and business.

2.2.3 The current provision has been evaluated with a review of both annual costs and income received. In order to evaluate the effectiveness of current provision a market testing exercise was undertaken, inviting tenders for the supply of the councils bedding and hanging basket requirements.

2.2.4 A procurement process was carried out and a request for quotation was published on Yortender portal. Two procurement activities were therefore undertaken relating to Bradley Nursery; a) Annual Bedding Planting and b) Hanging Baskets.

2.2.5 The evaluation criteria used included both a cost and a quality assessment to ensure that the supplied plants would be of a comparable standard to those that are currently grown in-house. This was to ensure that the supply at point of display would be the same as if we produced plants in-house.

Tender assessment criteria weighting:

Part 1	Pricing Information	60%
Part 2	Technical / Quality	40%

A number of responses were received:

- Hanging Baskets - 4 responses - Highest tender submission score - 90.2%
- Annual Bedding Planting - 6 responses- Highest tender submission score - 91%

2.2.6 Summary of Potential Future options

	Advantages	Disadvantages	Cost implications
Option 1 Status Quo	<ul style="list-style-type: none"> • Retention of in-house provision • Provides flexibility of response of plant provision 	<ul style="list-style-type: none"> • Not a cost effective business model • Reducing demand 	£424,000 p/year
Option 2 Outsource current provision	<ul style="list-style-type: none"> • Reduce revenue costs to the authority • Responsive approach to meet demand • Sustainable approach • Scalable and more reactive response to meet need 	<ul style="list-style-type: none"> • New operating model • No further enhancement of civic spaces 	Bedding Plants £31,420 Hanging Baskets £10,600
Option 3 Business Diversification	<ul style="list-style-type: none"> • Enhance current provision • Income generation 	<ul style="list-style-type: none"> • Limited market • Direct competition with commercial growers • Not a viable business model • Business model does not offset cost implications • Would need a larger site and significant capital expenditure • Increase in resourcing costs • Impact on economic welfare of the district 	Limited income generation opportunities Increase in resourcing costs Additional capital investment required

2.3 Financial Implications

Supply of seasonal plants	Annual £
Total operating budget to meet current in-house demand for seasonal plants for displays. Cost of nursery and bedding provision including £86K depreciation of equipment and nursery building	£424,000
Income from Internal Services	£143,000
Income from External Services	£44,000
Total Income	£187,000
Total Net Cost of in-house provision	£204,000
Cost of outsourcing Including contract management/resources @ £21k	£64,000
Potential annual saving through outsourcing	£169,000

2.4 Business Diversification

Alternative or increased income streams were investigated to see if there would be an opportunity to offset costs by increased income generation.

The supply of plug grown vegetables for allotments was examined through carrying out informal market testing. This option was shown not to be viable, for two reasons; the market for plug grown vegetables was not large enough and would be in direct competition with commercial growers, which would have an impact on the economic welfare of the district.

Having discussed the use of the existing facility for the supply of planting with our neighbours it became clear the majority had already reduced their own demand and provided this internally. However, there are a number of neighbouring authorities who do currently outsource their plant requirements through the use of a competitive tendering process including:

- Oldham 30,000 plants
- Bradford 40,000 plants
- Barnsley 25,000 plants

To attract this business the Council would be required to tender alongside other commercial operators. The current nursery infrastructure also limits additional capacity above Kirklees needs to 35,000 plants. Taking the highest scoring market tested rates into account and applying them to these numbers would result in a gross income in the region of £12,250 per annum and net income of £5,250 per annum. This is significantly short of the £169,000 saving identified in outsourcing, even when taking into account the gross income and not the net income.

3. Implications for the Council

There would be a saving to the Council on the cost of supply of seasonal bedding and hanging baskets, if the activity is outsourced, resulting in the nursery provision being closed completely and plants supplied direct to our depots.

This does reduce the council's capacity to meet other plant needs in-house such as decorative features and office planters for civic events. The Nursery was also involved in the supply of plants to the transformation of St Georges Square during the Tour de France event; this capacity would also be lost.

4. Consultees and their opinions

Cllr Steve Hall, Portfolio Holder for Planning, Highways & Open Spaces, accepts that whilst this is a difficult decision and is proud of what the nursery has achieved to date there is a significant saving to be made in outsourcing the supply. During these challenging times this cannot unfortunately be ignored, but does welcome the fact no substantive staff will be lost as a result of the change and the quality of seasonal bedding will remain high.

5. Next steps

This report and its findings to be shared with Cabinet Portfolio Holder and shared with both Cabinet and Overview and Scrutiny Management Committee.

6. Officer recommendations and reasons

That Cabinet members acknowledge the findings of the best value exercise and support the officer delegated decision to outsource the supply of seasonal bedding and hanging baskets. In order to continue future supply internally we would need to plan and implement any decision from August 2016.

Officers to identify other supply methods for office planters if Council services consider them suitable to continue in the future. This internal spend amounts to £44,000 per annum currently.

Officers will ensure any available over capacity/supply is available for public sale.

Officers are currently recruiting to a volunteer co-ordination post to assist individuals and groups to undertake voluntary activity in our parks and open spaces, for example planting

7. Cabinet portfolio holder recommendation

The Portfolio holder, Cllr Steve Hall, recommends this report be approved to outsource the supply of seasonal bedding and hanging baskets in the future.

8. Contact officer and relevant papers

Rob Dalby - Parks and Greenspace Manager

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rob.dalby@kirklees.gov.uk

9. Assistant Director responsible

Joanne Bartholomew

Assistant Director - Place

Tel: 01484 221000

joanne.bartholomew@kirklees.gov.uk

Background Papers:

- Cabinet report: 28 July 2015 - Parks and Open Spaces Maintenance Standards
- Cabinet report: 22nd September 2015 -Overview and Scrutiny Management Committee – Recommendation from Call-In Hearing – Parks and Open Spaces Maintenance Standards
- Cabinet report – 22 September 2015 - Parks and open Spaces Maintenance Standards - Part 1



Name of meeting: Cabinet
Date: 8 March 2016

Title of report: Quarter 3, 2015/16 Corporate Performance Report

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
Is it in the Council's Forward Plan ?	Not applicable
Is it eligible for "call in" by Scrutiny ?	Not applicable
Date signed off by <u>Director</u> & name	David Smith
Is it signed off by the Director of Resources?	Yes – 29 February 2016
Is it signed off by the Assistant Director – Legal, Governance and Monitoring?	Not applicable
Cabinet member portfolio	Resources

Electoral [wards](#) affected: Not applicable
Ward councillors consulted: Not applicable

Public or private: Public

1. Purpose of report

The purpose of the Corporate Performance Report, supported by reports on progress against outcomes in the Joint Health and Wellbeing Strategy and Kirklees Economic Strategy, is to provide Members with an overview of the Council's performance at the end of quarter 3, 2015/16.

2. Key points

A new approach to performance management has been adopted for 2015/16 which provides a stronger focus on outcomes in the Joint Health and Wellbeing Strategy (JHWS) and the Kirklees Economic Strategy (KES). The associated performance reports provide updates on progress on these outcomes and an overview of performance, financial, risk and the New Council programme. Executive Team have noted and responded to the quarter 3 updates. Key points included:

- Across the board we are supporting individuals, groups and communities to develop resilience skills to increase their self-reliance and confidence to meet individual and neighbourhood challenges, this includes My Health Tools promotion which now has over 1,360 users.
- We have a range of interventions designed to get people eating well and moving more and some have national reputations such as PALS (physical activity) and the Food for Life (a schools based healthy eating programme). Our libraries run and support a range of Health and Wellbeing Activities to combat social isolation and keep adults and children active in their local communities.
- Through Healthwatch, positive progress has been seen on influencing ways of delivering NHS Dental Services for patients in Kirklees, and on siting ATOS in Kirklees (people with disabilities can now be assessed more locally for their benefit assessments).
- There is significant support being provided to businesses across Kirklees. Through its individual grant programmes and the work done by business centres, SME Growth Managers and the wider business team, the Council is currently actively supporting 1,000 businesses with direct engagement.
- Private sector investment has been strong during the Quarter. Year to date the Council has secured £7.7m of private sector match investment leveraged against £1m of public funding. Government funding to support economic activity in the district is becoming increasingly scarce.
- Progress has been made on both the small and large sites programmes to build new housing.
- Over 500 SME businesses have accessed government funding to help with connecting to superfast broadband, bolstering the momentum towards making the Kirklees Core fibre optic infrastructure a success.
- We continue to have difficulties in recruiting and retaining staff in Social Care, Nursing and Care Homes. There are learning pressures as National Teaching shortages are beginning to have an effect locally.

3. Implications for the Council

The attached reports show progress in relation to the Council's key strategies and the Corporate Plan for 2015/16.

4. Consultees and their opinions

The performance information that informs the attached reports is considered by Directorate Management Teams prior to presentation to Executive Team.

5. Next steps

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

6. Officer recommendations and reasons

It is recommended that the report is noted.

7. Cabinet portfolio holder recommendation

Not applicable.

8. Contact officer and relevant papers

Directorate Performance Lead Officers:

- Sue Grigg, (Adult and Children's Services & Public Health)
- Nick McMillan (Place)

9. Assistant director responsible

Debbie Hogg, Assistant Director for Financial Management, Risk and Performance, telephone 01484 221000

October to December 2015#

**Quarter (3)
Executive Team
Corporate Performance
Report**

#



2015/16



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RAG Key:

	On Track
	Off Track
	At Risk
	Data Not Due
	Not Provided

1.

Overview



Overarching themes: JHWS

The overarching themes arising from the analysis of Directorate Contributions to the JHWS Outcomes at Quarter 3 as follows:

We continue to make progress in reshaping our services including Early Intervention and All Age Disability Services. Across the board we are supporting individuals, groups and communities to develop resilience skills to increase their self-reliance and confidence to meet individual and neighbourhood challenges, this includes My Health Tools promotion which now has over 1,360 users. We have a range of interventions designed to get people eating well and moving more and some have national reputations such as PALS (physical activity) and the Food for Life (a schools based healthy eating programme). Our libraries run and support a range of Health and Wellbeing Activities to combat social isolation and keep adults and children active in their local communities.

Through Healthwatch, positive progress has been seen on influencing ways of delivering NHS Dental Services for patients in Kirklees, and on siting ATOS in Kirklees (people with disabilities can now be assessed more locally for their benefit assessments).

Over 300 staff attended “Workshop to Raise Awareness of Prevent” (WRAP) training to raise awareness of violent extremism risks. Co-ordination of agencies is seen as a vital part of plans going forward. Officers are exploring ways to establish more integrated working between the Community Safety Partnership and the Safeguarding Boards for Adults and Children. Discussions have also been held across the five West Yorkshire Community Safety Partnerships to plan better approaches across the 5 districts.

Areas of Concern

Social Care Pressures:

- Difficulties are being experienced in the recruitment and retention of staff across all provision: Care Homes, Nursing Care, and Domiciliary Care and Hospital staff.
- Responding to the changing demographics of Older People and service users with Learning Difficulties are leading to greater pressure on resources.
- The consequential impact of the pressures (hospital discharges) from the NHS.
- The impact of increased volumes of Deprivation of Liberty applications (national issue).
- Recruiting more Foster Carers to bring children in care closer to home
- Increasing numbers of 15 to 17 years olds becoming Looked After due to the ‘Southwark Judgement’ (a Duty to Assess).
- The availability of Child and Adolescent Mental Health services (CAMHS) remain an area of significant challenge and reflects the national picture.

Learning Pressures:

- Age range of Virtual School: The Corporate Parenting Panel is considering the need to include LAC aged 16 – 18 years within the Virtual School. Consideration would need to be given to what we will be aiming to achieve, and the staffing and practice needed to accomplish this.
- Available capacity to improve IT Business Intelligence and interconnectivity.
- Peer Review of Post 16 provision implications for increased sixth form places.

Overarching themes: KES

There is significant support being provided to businesses across Kirklees. Through its individual grant programmes and the work done by business centres, SME Growth Managers and the wider business team, the Council is currently actively supporting 1,000 businesses with direct engagement. Council support to businesses has led to the creation of 111 jobs year to date, principally with effective access to the Local Economic Partnership Growth Programme funding. Private sector investment has been strong during the Quarter. Year to date the Council has secured £7.7m of private sector match investment leveraged against £1m of public funding.

Kirklees also continues to be a significant subscriber to the Local Economic Partnership Skills fund. A further 19 young people have been employed through the 'Headstart' programme, bringing a total year-to-date of 90 young people employed, and SME uptake of apprenticeships continues to be strong, with 125 apprenticeship starts this year. A bid has been submitted to extend the Ahead Partnership model to Schools in Kirklees and this has been endorsed by the Council. The model provides a systematic means for Schools and Businesses to work together on enterprise and employability programmes which address school improvement priorities.

The Local Plan is now out for consultation. Progress has been made on both the small and large sites programmes to build new housing. Over 500 SME businesses have accessed government funding to help with connecting to superfast broadband, bolstering the momentum towards making the Kirklees Core fibre optic infrastructure a success. Development works are also continuing on the West Yorkshire Transport Fund schemes in Kirklees. In support, there have been numerous examples of how community safety initiatives are helping to support a safer Kirklees where the economy can thrive.

Areas of Concern

- The contractor for the build of the new National Process Manufacturing Centre at Kirklees College has gone into administration, meaning a delay on completion of the build by several months.
- There have been withdrawals of funding in the area of energy efficiency improvements. These have put several projects at risk of not achieving intended outcomes.
- Delays and loss of proposed schemes have hampered progress in building affordable homes due to national changes in policy and funding for Registered Providers.

Significant areas of risk or concern

The Corporate Risks have been considered and are detailed in (section 7, page 27).

We have provided details in the significant service area Issues (Section 5, page 22 and 23) provided by Directorate Management Teams, a number highlight 'stubborn problems' that are long standing and have implications for our ability to meet new challenges and to achieve the required transformational changes. They illustrate our self-awareness and that the problems are being managed but some are proving 'stubborn' to resolve and at the moment we are not eliminating them.

2. Joint Health And Wellbeing

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				
FSP001	EI&P – Child protection				
LS001	Improving quality of schools and settings				
LS002	Quality of schools and settings – curriculum & youth employment				
PH001	Infection or communicable/non-communicable diseases				
PH002	Every child has the best start in life				
PL001	School catering - Best nutritional start in life				
SCW001	Care Act implementation				

Progress against the outcomes

Doing things differently: The Transformation Plan to support the disabled children’s commissioning strategy has been commended as a nationally exemplar of good practice. The plan has been signed off by Partners, the Health & Wellbeing Board and NHS England.

Care Act: We are working with colleagues in the CCGs to ensure we have a consistent approach to supporting the development of a sustainable care home market in Kirklees.

The reduction of Integrated Youth Support Services (IYSS) preventative teams management has now taken place to restructure 7 locality teams and 2 thematic teams into common management in the 4 localities, Early Intervention and Targeted Support (EITS) are also restructuring to 4 localities and starting joint planning and co-ordinating delivery. Direct referral and de-escalation of cases to these localities teams is now taking place with the Joint Referral Service (JRS) allocation being based from Riverbank court. Training has been provided to schools and other partners on the completion of single assessments, and this is being supported in the School and Community Hubs, through vulnerable young people’s panels, supporting early interventions.

Safer Kirklees: Working with partners and communities to embed the Safer Kirklees approach to intervene as early as possible in crime, anti-social behaviour and protecting people from serious harm. Over 300 staff attended “Workshop to Raise Awareness of Prevent” (WRAP) training to raise awareness of violent extremism risks. Co-ordination of agencies is seen as a vital part of plans going forward.

Driving Improvement: There has been significant improvement in Ofsted outcomes. 82.4% of pupils attend a good or better school which is above national averages. 92% of early education providers are good or outstanding. KS2 outcomes in 2015 have continued to be the key area of focus – the majority of outcomes improved in 2015; national pace of

improvement continues to be good. KS4 performance tables have now been published. They have shown continued improvements. Early Years Foundation Stage (EYFS) results 65.2% (National 66.3%).

Funding Opportunities: Rollover funds have been allocated to support the World of Work Experience and Primary Engineer programmes with participating Schools from across the district. The Council and partners are engaging with organisations developing applications for funding in our priority themes including the Not in Education, Employment or Training (NEET), apprenticeships, enterprise and innovation.

Nutritional Start in Life: Good progress on school meals uptake in Q3 in high schools with paid meal uptake at 64%. This is up from 56%, which was the reported figure for the same period last year. Lower than expected food costs have allowed Catering Services to begin to look at improving the quality of some products to ensure best possible service and aid business retention.

Monitoring of Care Act: An update for Scrutiny has been prepared based on the activity and case studies. It details the impact and the principles of the Care Act for individuals and carers.

Areas of risk or concern against the outcome

Every child has the best start in life. The Children & Families Integrated Commissioning Group has agreed to jointly recommission: 0-5 PH services (health visiting & Family Nurse Partnership), 5-19 PH services (school nursing), levels 2 and 3 CAMHS and some smaller related services under the banner “Healthy Child Programme 0-19”. Work is continuing with maternity services at Trusts, Locala, Auntie Pam’s & other community partners to finalise the integrated antenatal/parent education course to be piloted across Kirklees.

Outcome (2) Enable people to have control, independence and resilience					
Headline Action		Q1	Q2	Q3	Q4
CHP003	Wider safeguarding agenda				
CHP006	Housing related support – vulnerable people				
FSP002	Resilience & independence for looked after children				
LS003	CYP with Social Emotional & Mental Health needs receive appropriate support				
PH003	Self-care approach for people living with Long Term Conditions				
PH004	Major incidents readiness				
PH005	Personal resilience & emotional wellbeing for Young People				
PH006	Healthy living – food, skills & physical activity				
RES001	EI&P – Resources support to specific frontline programmes				
RES002	Access to services – through appropriate channels				
SCW003	Self-management of adult care packages				
SCW005	Vision to prevent adult abuse and neglect				

Progress against the outcome

Vulnerable Learners: The Virtual School now has a new team established; Electronic Personal Education Plans (ePEP) are now becoming embedded.

Personal Resilience: My Health Tools promotion continues with over 1,360 users, over 30% returning users and 80 registrations since its launch. Development of the next conditions to be added is underway. The Expert Patient Programme is now recruiting new tutors for training in Q4 to increase provision of courses

Food and nutrition: Kirklees has a range of interventions designed to get people eating well and moving more, some have national reputations such as PALS (physical activity) and Food for Life (schools based healthy eating programme). These are designed to achieve maximum impact on the two-thirds of the Kirklees population who are overweight and/or obese. The Food for Life programme is now supporting the delivery of a Family Lifestyle pilot programme in collaboration with the FINE (Food Initiatives Nutrition Education) programme and Start programme; engaging families in targeted schools in a healthy lifestyle programme working with adults and the children. Pilot results are due in Q4.

Weight Watchers will be commissioned in January 2016 to deliver a Tier 2 Weight Management Service to support people in Kirklees to achieve and maintain a healthy weight, in partnership with GPs.

Libraries supporting Health & Wellbeing activities: The Libraries Service ran health and wellbeing activities for approximately 3,000 adults and 8,600 family members, and supported community groups, other organisations and services to deliver further health and wellbeing activities to an additional 5,000 adults and 500 children in our libraries. They help to combat social isolation and keep adults and children active and involved in their local communities.

Customer Self-serve and online advice: Further enhancements to self-serve options and online information and advice were delivered. Examples include further development of “how to” videos to drive and support channel shift for top 5 transactions, a new online house repairs ordering system covering all council house tenants (with 1,000 tenants registering) and a new ‘My Village’ area has been launched within ‘Connect to Support’ to bring together health, care, other public sector services and related information.

Channel shift and digital by default: Two more library sites went live with our customer self-issue service. The service was successful in its bid for national funding to install Wi-Fi provision in all of our libraries, and work has started on the installation programme, which will be completed by March 2016.

Areas of risk or concern against the outcome

Deprivation of Liberty pressures: The Safeguarding Board continues to monitor Deprivation of Liberty pressures (a national pressure caused by a landmark legal judgement) and this remains a significant risk area for us.

Supported Lodgings Recruitment: At the end of November there were sixteen Supported Lodgings carers (an increase of plus 4 this financial year) but below our target of an additional 10 placements). The Staying Put policy has been updated to support young people staying in placement longer. Implementation of the Transformation Challenge (peer mentoring) and New Belongings project plan to develop an effective and joined up service offer to Care Leavers: the Care Leavers Forum is now active.

Integrated Commissioning supporting new ways of working: The school hubs will help co-design the Healthy Child Programme (HCP) 0-19 integrated service model, which will focus

heavily on resilience and emotional wellbeing. A self-assessment tool to assess the competencies of staff to provide a resilient environment and promote resilience in young people has been conducted in two schools. This will feed into the workforce design of the new service.

Outcome (3) Promote and create opportunities for improving physical and emotional health and wellbeing					
Headline Action		Q1	Q2	Q3	Q4
CTC002	Sustainable culture & leisure opportunities				
FSP003	Therapeutic assessment and support for LAC				
LS004	Partnership focus on maximising learning provision				
PH007	Public health support to Council commissioning				
PH008	Health safety wellbeing of council staff				
SCW002	Avoidable adult admissions to hospital and long term care				

Progress against the outcome

Physical activity and health: a range of physical activity programmes have been delivered targeting those most at risk of poor health. The ‘Batley Bulldogs Get Fit project’, ‘Cabbies for Health’, ‘South Asian Health Heckmondwike’ and volunteer led Halloween Walks are all examples of engagement with local communities. The PALS scheme has been able to reduce waiting times by introducing new ways of working.

















Driving improvement: The Teaching Assistant project has engaged over 80 primary schools in developing skills and strategies to maximise pupil progress.

People managing their own care packages: The number of people taking up Direct Payments has stabilised at 52% though we anticipate further growth through the prepayment card implementation.

Areas of risk or concern against the outcome

Service Pressures: Recruitment into Re-ablement is ongoing to enable the service to operate at maximum capacity. Positive outcomes are still been achieved for a high percentage of users and we have identified the potential for greater impact and effectiveness through a more targeted approach. The service will be reviewing its current criteria in the next quarter.

Outcome (4) Reduce avoidable differences in health and wellbeing and prioritise according to need and impact					
Headline Action		Q1	Q2	Q3	Q4
CTC003	Commission Health watch and NHS Complaints Advocacy				
FSP004	Integration of Special Educational Needs & Disability services				
FSP005	Looked After Children close to home				
FSP006	Youth offender services				
FSP007	Embed Multi Agency Safeguarding Hub into practice				

LS005	Compliance with Children & Families Act (SEN – specialist learning)				
PH009	Integrated intelligence function across the Council				
PL002	Access to suitable settled homes				
SCW004	Personalised adult care support				

Progress against the outcome

Improving access to services: Healthwatch has been influential in achieving positive progress in improving the delivery of NHS Dental Services for patients in Kirklees, and on siting ATOS (health assessment contractor for DWP) in Kirklees (people with disabilities can now be assessed more locally for their benefit assessments).

Member approval was secured in September 2015 to develop an All Age Disability Service, which will bring together services for children and adults with a disability to create a seamless service.

New Working Practices: It is expected to take 12 months for the full impact of the Multi Agency Safeguarding Hub (MASH) arrangements on repeat referrals to be clear. Work with partners to improve attendance at Initial Child Protection Conferences has been successful

Compliance with the Children and Families Act: The Local Offer is still in development, there have been issues with capacity and additional project officer time has been requested. The Transition Protocol is ready for sign off. Members of the Children and Families Implementation Project Board are involved in the development of the All Age Disability Service in order to ensure that core principles are followed.

Access to Housing and Homelessness prevention: A new, purpose built hostel developed and opened at the end of November providing supported accommodation for up to 22 single people, who are rough sleeping or at risk of doing so. Homelessness preventions for the quarter were 508, which is 23% higher than for the same period in the previous year. However, the number of homeless acceptances continues to rise.

Developing Partnerships: Work is ongoing with Locala and the South & West Yorkshire Partnership Foundation Trust (SWYPFT) in implementing Care Closer to Home including planning for a locality 'test site' in Batley. The Learning Disabilities Service has had success in the Shared Lives Service, which has helped to move people from residential homes to their own supported living arrangements.

Areas of risk or concern against the outcome

Influencing NHS care: Healthwatch cites more work still to do on influencing NHS Primary Care in how they interact with people who are deaf or hard of hearing.

Foster Care Recruitment: Continuing challenges in recruiting sufficient foster carers. In November 296 placements in internal fostering compared to 297 at the end of March 2015. Seven mainstream carers providing 10 places have been approved. However, 13 have been deregistered for various reasons, a net change of -6. The CAMHS escalation protocols are now in place. The funding has been secured, through the transformation plan, to establish discrete provision for Looked after Children, Young Offenders and those at risk of Child Sexual Exploitation (CSE).

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

Headline Action		Q1	Q2	Q3	Q4
CHP005	Integrated commissions to deliver care pathways				
CTC004	Strengthen strategic partnerships, increase collaboration				
LS006	Strategic leadership to education system and partnership				
LS007	Infrastructure planning for schools – council wide approach				
PH010	Embed JHWS in planning for future health & wellbeing				
SCW006	Vulnerable adults health & wellbeing				

Progress against the outcome

Commissioning to meet our priorities: At the request of the Children’s Trust a commissioning strategy has been produced for victims and those at risk of Child Sexual Exploitation (CSE), this will now be presented to the next Health and Wellbeing Board. The CAMHS summits have met for the last time and concluded their oversight with plans in place; work on the CAMHS specification is to be developed.

Areas of risk or concern against the outcome

Systems Improvement: Of the 33 Information Technology Projects identified in spring 2015, 12 are reported as completed. Of these 7 were high priority, linked to statutory duties. 21 projects remain which have been prioritised for action over this academic year. Current high priority projects include Governors module, Children Missing Education modules and attendance related IT developments. Learning is contributing to the development of a future Data Warehouse approach which will lead to effective systems integration.

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

Headline Action		Q1	Q2	Q3	Q4
CHP004	Strengthen Community Investment – to improve access to Services to gain independence				
CTC005	Enable and nurture volunteering and social action				
LS008	Strong partnerships across Education sector				
PH011	Community engagement in Joint Strategic Assessment				

Progress against the outcome

Investing in our Communities: In Quarter 3 of 2015/16, Community Partnerships has invested £331k in 46 projects, which will benefit 4,800 people across Kirklees. This investment is matched by additional community contributions of at least £815k, giving a community contribution ratio for the quarter of 2.62. We have done more targeted investment during 15-16 than in previous years, specifically inviting and developing community projects which meet identified commissioning priorities; in Q3 this has included men's mental health, falls prevention and community support for young adults with learning disabilities and autism.

Areas of risk or concern against the outcome

Schools as Community Hubs: A workshop was held on in November, 40 delegates attended including school hub leaders, public health, Clinical Commissioning Groups, Social Care, Voluntary & Community Sector attended to explore potential for partnership working with schools. Schools invited to engage in the shaping of the service specification for health visitors, school nurses and Children's & Adolescent Mental Health Services (CAHMS) reshaped offer from April 2017. The 3rd Sector made an offer to school hub leaders to collaborate locally and strategically to connect community organisations. School hubs have been invited to engage in the shaping and development of Councils IT systems to meet future needs. Statutory services will need to show flexibility to work differently to ensure successful partnerships are developed and maintained.

3.

Kirklees Economic Strategy



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

Headline Action		Q1	Q2	Q3	Q4
CHP007	Development of health & social care market	●	●	●	○
CTC006	Resilient and competitive creative sector	●	●	●	○
LS009	Enterprise culture for young people and schools	●	●	●	○
PH012	A sustainable food culture to promote health	●	●	●	○
PL003	Kirklees as a manufacturing and engineering cluster	●	●	●	○
PL004	Maximise innovation & enterprise assets	●	●	●	○
PL005	Procurement solutions beneficial to the District	●	●	●	○

Progress against the outcome

Manufacturing and Engineering: The regional supply chain model has now been approved by the LEP Big Panel. A regional supply chain mapping exercise for digital and tech sectors has also been completed with the aim of doing the same for manufacturing.

Business Skills Support: In terms of the LEP's Skills Fund, enquiries are increasing from Kirklees businesses. At 32.63%, the District has the highest conversion from enquiry to application across the City Region Local Authorities.

Business investment in Kirklees: In terms of private sector match funding, year to date the Council has gained over £1m in public funding that has been used to leverage £7.7m of private sector investment. Through our individual grant programmes and the work done by our business centres, SME Growth Managers and the wider business team, we are currently actively supporting in the region of 1,000 businesses through direct engagement. 100% of eligible contracts have considered social value in establishing the procurement plan. A total of 41 quick quotes were issued, bringing the total for the year so far to 107.

Local food culture and food economy: Food for Life (promoting healthy eating in schools in partnership with the Kirklees Catering Service) delivers £6 of social and economic return for every £1 spent, primarily to local businesses, as a result of local procurement of healthy food and promoting small businesses and partnership working.

Areas of risk or concern against the outcome

Innovation assets: Completion of the key 'new build' for 2015/16, the National Process Manufacturing Centre at Kirklees College, will be delayed by five months, with the original contractor having entered into receivership

Social Care Sector: The social care provider sector as a whole continues to be under pressure with workforce difficulties (recruitment and retention) creating capacity issues, compounded by the potential financial risk for care providers caused by the introduction of the Living Wage in April 2016. We have addressed some of the short term issues via uplifts in rates, but the lack of available workforce continues to be of concern. Work is ongoing to develop a clinical care assistant role to support nursing homes and nursing staff capacity in the sector. Support for domiciliary care providers is being provided around recruitment,

including attending council recruitment events to signpost attendees to appropriate independent sector providers.

Creative Sector: Two Creative Partners have left the Creative Partners Investment Programme – one of them relocating to Leeds. With the loss of council investment from 17/18, creative organisations are looking at where they are best based in order to be resilient and secure work.

Outcome (2) People... skilled, able and healthy people/communities, supporting good employment rates and outcomes		Q1	Q2	Q3	Q4
Headline Action					
CHP008	Support vulnerable people to employability				
CHP009	Workforce Planning Strategies – Adult Social Care				
CTC007	Up-skilling: creative, community, cultural, physical activity sectors				
FSP008	Looked after children employability				
LS010	High quality education, learning and skills provision				
LS011	Connecting businesses to skills				
PH013	Tackling health related worklessness				
PL006	Stimulate activity through local land planning				
RES003	Support benefits claimants employability				

Progress against the outcome

Jobs and Growth: 111 jobs have been created across Business Growth Programme, Business Centres, Environment Grant and the Access to Finance Project. Confidence is high that the target of 125 jobs created can be achieved by year end.

Young People Employability: The Head Start programme has helped over 260 young people into employment over the course of the two years. This has been such a success programme that the City Region is looking to adopt it more widely. In relation to apprenticeships in SME's, there have been 125 apprenticeships starts so far this year, with a target of 125 for the full year. LEP funding, via the Employer Ownership pilot, is on hold following a national review of 'Skills Funding Agency' commitments. A bid has been submitted to extend the Ahead Partnership model to Schools in Kirklees and this has been endorsed by the Council.

Disability Employment: The targets for people with Mental Health problems achieving work and taking up volunteering opportunities continue to exceed target. The number of people into paid work during Q1 and Q2 was also above target, with the service achieving 67% of the annual target within the first two quarters of the year. There has continued to be a good uptake in people moving into training and FE and exceeding targets. This is particularly the case with regards to FE which is far above those expected.

Looked After Children Employability: The Corporate Parenting Board is now fully operational. The electronic Personal Education Plan (ePEP) system is fully up and running and all PEPs will have been completed using the system (as they come up for review) by April 2016.

Volunteer Upskilling: 178 volunteers supported Sport & Physical Activity service delivery. – equating to 3,826 volunteer. The Neighbourhood Employment and Support Project enabled

27 people into work. In addition, 43 participants were supported into volunteering opportunities and 100 participants accessed training interventions.

Work readiness and benefits maximisation: The new Advice Service "Advice Kirklees" has gone live, with all first line management undertaken by Kirklees Citizens Advice and Legal Centre. 'Better Off – Kirklees' is now live and in the final weeks of the soft launch period. Full launch will to begin early 9in 2016.

Areas of risk or concern against the outcome

Early Years & Childcare sector training: The delivery of traded services for the early learning and childcare sector by the Council is no longer viable, being considered uncompetitive by the sector and demand is low, particularly since the Council subsidy has been removed

Health related worklessness: Owing to reduced resource availability, the model is being implemented using existing resources and working with partners to optimise the current service provision. Better Health at Work's legacy arrangements are focussed on learning and connections being embedded in the development of the New Council offer to businesses.

Outcome (3) Place... high quality places / environments and infrastructure that support business, health & life		Q1	Q2	Q3	Q4
Headline Action					
CTC008	Community involvement in place shaping				
LS012	Secure sufficient quality learning places				
PH014	Embed JHWS KES in infrastructure planning				
PL007	Improve connectivity for communities across Kirklees				
PL008	Increase the number and quality of homes				
PL009	Regeneration initiatives in our town centres				
PL010	Good quality and sufficient social housing				
PL011	Enhance Kirklees through environment & greenspaces				
PL012	Environmental improvements for Kirklees				
RES004	Infrastructure for digital connectivity across Kirklees				

Progress against the outcome

Local Planning: The Local Plan is progressing according to the project plan. Planning applications currently stand at 91.3% completed within agreed timescales – with 27 consents during the quarter. The Built Leisure & Sports Facilities Strategic Framework & the Playing Pitch Strategy have been published alongside the Local Plan.

Housing Supply: The Council has received 67 bids for 15 small sites, with the potential to create up to 45 new homes an expected income of circa £1.9m. Work is ongoing with the winning bidders to convert the bids into completions. 5 suitable companies have been identified to go forward to the next stage for the large site location at Ashbrow. Outline planning permission has been granted in relation to the Soothill site in Batley with an indicative layout for 358 homes. There have also been 132 affordable homes delivered year to date in 2015/16.

Highways connectivity: Development works are continuing on the WYTF Kirklees schemes. Some mandates will be soon be submitted to West Yorkshire Combined Authority to release

monies to progress schemes further. Discussions with Highways England on M62 junction 24A (Ainley Top) also continue. The Government have also announced the unpausing of the Trans Pennine Electrification project, although it will be delayed some 2 years.

Digital connectivity: 543 Kirklees businesses have benefited from the Super Connected Cities Voucher fund (government grants of up to £3k to help SME's cover the costs of installing faster and better broadband) by securing £750,000 to get them connected to high speed broadband. Of this total, 43 businesses have already used the fund to connect directly to Kirklees Core. Kirklees is experiencing the quickest sign up to City Fibre nationally. A further 14.5km of fibre ducting is now in the ground and there is now 37km of fibre in the ducts across the District.

Town Centre Vibrancy: Quarter (3) saw the Christmas Lights switch on and we are moving towards a more partnership approach to the delivery of events. 212 town centre businesses have been engaged year to date. Visits with town centre businesses focus on the delivery of the events, advice on business relief, assistance to new start businesses, advice on branding, anti-social behaviour, shop-watch plus exploring training opportunities such as Visual Merchandising. Kirklees College have submitted an application to the Local Economic Partnership, with strong endorsement from the Council, for support through the Skills Capital Fund towards the replacement and relocation of their existing facilities in Dewsbury.

Community safety: A number of partnership projects are being delivered to develop a Safer Kirklees. These include addressing persistent drinkers in Dewsbury town centre and community engagement and targeted work with the Fire Service resulting in a decrease in arson. Funding has been secured to develop projects to address anti-social behaviour on the Real Ale Trail and a welcome pack to increase community safety awareness for new residents of Kirklees from new and emerging communities.

Community cohesion: The Juvenile Retail Scheme has been launched in North Kirklees, using restorative principles to encourage young people to consider the consequences of their actions and the impact of these on others. 49 connecting community activities took place this quarter involving 463 people. These included several interfaith activities to coincide with interfaith week. Support was also given to the Syrian refugee resettlement action plan through the mapping of the VCS support available to them and myth-busting messages circulated.

Sufficiency of school places: The 'Securing Sufficient High Quality Learning and Childcare Places' document has been published. The Council is leading the development of a Kirklees Strategic Needs Assessment feeding into the West Yorkshire Post 16 Area Based Review. The demand for post 16 places is expected to increase year on year from 2018 to 2027 with a further 1000 places. The Council is working with local partners and the review team to ensure that sufficient and appropriate places will be available to young people.

Areas of risk or concern against the outcome

Housing Supply: 132 affordable homes have been delivered year to date. This is low in consideration of target which is to deliver 700 homes over the next three years (approximately 235 affordable homes per year).

Energy efficiency Improvements: Despite the Green Deal Voucher scheme being extended, only 13 measures have been installed to date. This reflects the changing ECO funding criteria and the fact that Kirklees has already installed a significant amount of low cost energy efficiency measures in the housing stock through KNH programmes, Warm Zone and Kirklees energy schemes. The Department of Energy and Climate Change (DECC) has

announced a reduction in funding to solar panel installations of 65%. Year to date 594 solar panel installations have been completed. However, the programme has been suspended and a revised cost model will be considered.

Strategic funding: Until the Recent Autumn Statement very few new funding opportunities have been available. The Leeds City Region Strategic Economy Plan is currently being refreshed and some limited bidding opportunities around Highway maintenance are expected in early 2016.

Capability and capacity: Technical resources across the Council are becoming a concern with regard to the recruitment and retention of staff.

4.

Core Performance Indicators



There are 68 core performance indicators in total. A full schedule of indicators and RAG ratings can be found in Appendix (1). This section highlights the exceptions only, those that report either significant risk or significantly high performance

Adult Services

Progress against the targets

KI 165 Adults with learning disabilities (LD) in employment

9% of people from the known LD population have been supported in to employment opportunities (cumulative), set against a target of 10% for the year.

KI 167 Adults in contact with secondary mental health (MH) services in employment

203 people from the known MH population in Kirklees are, or have been, in some form of paid employment during the year from a known population of 2271, which equates to 9% of people in employment. Note the reporting of this measure lags behind a quarter due to agreed data flow arrangements with SWYPFT.

KI 158 Social Care clients receiving Self Directed Support (SDS)

Year to date data for Social Care clients receiving Self Directed Support shows a continuation of the positive trajectory of performance, with almost 97% of people now in receipt of SDS, as an indicator of the success of personalisation and self-directed support within social care.

KI 158a Social Care clients receiving Direct Payments

52% of the 4,643 current service users who access Self Directed Support also use a Direct Payment to meet their support needs. Pre-Payment Cards are progressing for those people who choose a Direct Payment and further improvements in performance are anticipated.

Areas of risk or concern against the targets

KI 159 Acceptable waiting times for social care assessment

Recent trends in Acceptable waiting times for social care assessment indicate a regressive pattern in timeliness; this is due to various factors including seasonal pressures in relation to volumes and level of needs at both hospitals.

KI 487 Effectiveness of short term support services

Increased volumes into the re-ablement services and increasing complexity of people entering the service via hospital; despite the pressures the service still expects to maintain a steady level of performance during the year. Changes to the eligibility criteria for the re-ablement service will affect performance in this area.

KI 156 Achieving independence for older people through rehabilitation / intermediate care

In relation to Achieving independence for Older People through rehabilitation / intermediate care, since December 2014 the service has seen an increase in referrals particularly in complex hospital referrals which have led to some regression in performance. Strategic discussions are being had with the CCGs as part of the Better Care Fund (BCF) plan to ensure our ambitions for this measure are met. Further analysis of data has also led to discussions on potentially changing the eligibility criteria for the re-ablement service to

ensure the service is more targeted towards higher levels of needs and therefore potentially displacing a larger proportion of cost and volume away from the formal social care pathway.

KI 206 Clients receiving a review

Volume increases in people requiring formal social care support, service user complexity, along with the impact of increased volumes of Deprivation of Liberty applications have had a significant impact on clients receiving a review. Additional resources have now been allocated to meet the DOL activity. There has also been several home closures and large scale safeguarding investigations in the past twelve months which has required urgent transfer of social work resources from the general reviewing functions to assist these high risk areas. This is an urgent priority for both services and we are continuing to focus on the impact on annual reviews

Children's Services

Progress against the targets

Youth Offending Team PIs – KI069, KI220, KI223

YOT Core indicators continue to evidence good performance

KI 369 Take up of free early education and care by 2 year olds

Take-up of free early education by eligible two year olds has increased from 72% in the summer term to 77% in the autumn term.

KI 400 Reduction in the number of schools where fewer than 65% of pupils achieve Level 4 or above in reading, writing and maths and below the national medians for KS1 - KS2 progress in reading, in writing and in maths

Following publication of the KS2 DfE Performance Tables and confirmation of national progress medians, 7 schools are below the DfE floor standard in 2015 which is the smallest number we have had over a number of years. Kirklees Learning Partners are working with these schools and others that were close to the floor standard as a priority.

KI 425 Looked after children reaching level 4 in Reading at Key Stage 2

The focus of improvement has been to include targets in pupil Personal Education Plan's (PEP) to address these issues. The virtual school is supporting PEP's where pupils are identified as not making expected progress. In addition at KS2 – for reading we have provided resources for all carers of primary pupils to read with their child through the letterbox scheme.

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

As at 30 November 2015, this measure stood at 662 days. This is based on a cohort of 30 this year to date with a large range of individual outcomes from 121 to 1,573 days. The target will be challenging due to it being based on the DfE adoption scorecard threshold of 14 months. This means it is likely to be RED all year. The adoption scorecard for 2015 is due for release and is likely to show a slightly improved position over previous years, although Kirklees' performance is likely to remain in the lower quartiles overall. For this indicator we are predicting an outcome of 616 days for the three years 2012-15 compared to 702 for 2011-14.

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

As at 30 November 2015, this measure stood at 393 days. This is based on a cohort of 30 this year to date with a large range of individual outcomes from 52 to 1,258 days. The target will be challenging due to it being based on the DfE threshold of 4 months. This means it is likely to be RED all year. As per KI 391, this is a key adoption scorecard indicator. The 2015 scorecard (released imminently) is likely to show a slightly improved position over previous years, although Kirklees' performance is likely to remain in the lower quartiles overall. For this indicator we are predicting an outcome of 314 days for the three years 2012-15 compared to 335 for 2011-14.

KI 443 Successful outcomes for Kirklees Looked after Children who successfully completed their interventions with YOT

For the third quarter of this year of those young people who completed their interventions 73.2% were successful which maintains the previous quarters figure. During this quarter 6 of the cohort were LAC, 2 successfully completed their interventions, equalling 33.3%. This is the same percentage as the previous quarter. The intention this year has always been to provide a baseline to measure future performance against. It is highly likely that the year-end figure for successful completion of interventions by LAC young people will be between 30% and 40%.

KI 477 Number of Looked after Children (LAC) per 10000 aged 0 - 17 years

Current LAC numbers (64/10,000) remain very low against statistical neighbour and West Yorkshire averages. Statistical Neighbour average for 31/3/2015 was 80.9 per 10,000. The projection for this year is that the number of children coming into care will reduce slightly but this will be offset by a reduction in the number leaving care. Hence, we expect stable numbers overall. This outcome equates to 627 in care. At SN average there would be nearly 800 LAC in Kirklees. This is a positive picture compared with Statistical Neighbour and West Yorkshire averages but is below our target for a reduction in the number of LAC.

KI 479 Repeat Referrals - Percentage of referrals within 12 months of a previous referral

Comparator data for 2014/15 shows Kirklees as performing very well against the percentage of referrals within 12 months of a previous referral. Kirklees' published performance for 2014/15 was 21.5% against a Statistical Neighbour average of 22.6% and 27.3% in West Yorkshire. However, there has been a steady deterioration in performance on this indicator during the year and this continued this quarter. Work is being carried out to investigate the reasons for this reduction.

KI 403 Achievement gap between pupils eligible for free school meals (Ever 6) and their peers achieving at least Level 4 in reading, writing and maths at Key Stage 2

Having received validated data we can confirm that the gap is similar to last year at 19%. This is just above the national figure of 17%. Narrowing the gap is still a key priority for the service.

Communities Transformation & Change

Progress against the targets

KI 462 The number of apprentices within the Council workforce

The target of 120 apprentices in the council workforce continues to be exceeded, with the number reaching 135. In Q3 11 new apprentices were recruited and 5 apprentices completed their training

Areas of risk or concern against the targets

KI 190 No of visits /usages to museums

Visitor numbers decreased this quarter at Oakwell Hall due to disruption caused by the upgrading works to the Hall. However, Oakwell Countryside Centre and Hall should increase their totals in Q4 as a result of re-launched schemes along with increased marketing and events. The service reports that overall performance is on track to achieve the year-end target for museum visitor numbers.

KI 480 Numbers of sports and physical activity coaches, leaders and volunteers trained

92 sports and physical activity coaches, leaders and volunteers were trained in Q3, bringing the total year-to-date to 399. This is a shortfall on the predicted target of 149, resulting from cancellation of a planned first aid and safeguarding course due to low take-up

Place

Progress against the targets

KI 131a Percentage of major planning applications determined within agreed timescales

Planning applications currently stand at 91.3% completed within agreed timescales, set against a target of 70%. This is strong performance in comparison to recent years.

KI 060b Take up of paid school lunches - Secondary

Latest figures now show excellent paid meal uptake at 64%. This is up from 56%, which was the reported figure for the same period last year. This equates to an extra 1,146 meals per day, an extra £2,450 in revenue.

Areas of risk or concern against the targets

KI 325 External investment secured

The year-end target is to have secured £5m but we have only secured £843k, a significant shortfall.

KI 130 Number of affordable homes delivered

A further 29 units have been delivered during the quarter taking the total for the year so far to 132. This is the lowest number of units delivered in any of this year's quarters. Delays and loss of pipeline schemes have occurred due to national changes in policy and funding for Registered Providers. At the same time, the development industry is reacting to changes in national planning framework by challenging the need to provide affordable homes already agreed via planning permissions.

KI 074 Number of Homeless Acceptances

There were 101 homeless acceptances in the quarter, bringing the cumulative figure to 293, against a target for the year of 340. This is a national trend which is being felt more significantly in other regions. Over the previous 12 months acceptances rose by a little over 1% whereas, nationally, acceptances rose by 8%.

Public Health

Progress against the targets

None to report

Areas of risk or concern against the targets

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

Successful completions as a proportion of all in alcohol treatment are at 47%. This is 1% under the target set at the beginning of the year. The recovery café in Dewsbury will provide additional support to those recovering from alcohol abuse, the integration of the Hospital Alcohol Service with additional support services from the hospital and the development of the recovery HUB in Huddersfield will all support the improvement of this target.

KI 284 Smoking during pregnancy in Kirklees

Smoking during pregnancy in Kirklees it is close to the national target of 11% but the reality of this figure varies considerably. There are pockets of populations who are smoking almost twice as much as women in other areas. The Smoke Free Service is working closely with primary care and trying to engage with clinics in secondary care to improve this. Public Health are working closely with Calderdale and Wakefield colleagues to try and establish a more effective strategy which could be implemented across the Calderdale, Kirklees, Wakefield patch - this work is still in the early stages.

Resources

Progress against the targets

KI 083 Proportion/amount of council tax previous years arrears collected as at 31 March

Performance on collection of council tax arrears has exceeded the in-year target and is expected to remain on track for the last quarter

Areas of risk or concern against the targets

KI 085 Proportion/amount of business rates previous years arrears as at 31st March collected

Arrears for the previous year were £5.6m. The target for 2015/16 is to collect 35% of this (£1.9m). Currently, arrears are £5.3m. Due to increases in Rateable Values, debts have increased for previous years. This has also included RV changes for the Civic Centre where there have been external complexities and delays (including court cases which could affect the valuation) in obtaining the new value. Now this is close to resolution, we will be able to collect this significant amount of money in Q4 along with some other old debts.

KI 147a Number of ICT standards requests completed within agreed timescales

The number of ICT standard requests completed within agreed timescales was 87% against the target of 90%. This compares to 91% in Q2. While IT are continuing the programme of work to upgrade devices over 7 years old across the council and in KNH this has been slower than anticipated.

5. Key Service Issues



The Corporate Performance Report focuses on significant contributions to either the JHWS or KES. This section is an opportunity for Directorates to highlight significant issues in service delivery, either current or potentially in the short to medium, that fall outside the significant contributions to either JHWS or KES.

Summary

- A number of the following issues are ‘stubborn’ and although we continue to ‘manage’ them we are not ‘eliminating’ them and they will have an ongoing impact and pose risks to our progress towards New Council; particularly the social care pressures in Adults and Children.
- With regards to IT systems we report positive satisfaction levels in terms of our systems being functional and accessible; however there are concerns across the Directorates about the ‘smartness and effectiveness’ of our current systems and their capacity and flexibility to support transformational change.
- A number of policies and strategies e.g. VCS strategy and the Social Value policy have suffered a number of production delays. Taking forward the Strategy Lab highlights how often we appear to increasingly rely on external resources or interim staff to maintain service capability and/or progress new ways of working.

Commissioning & Health Partnerships

- Workforce pressures relating to the recruitment of care staff in Care Homes, Nursing Care, Domiciliary Care and Hospitals.
- The impact on costs relating to the introduction of the living wage.
- Consequential impact of the pressures from the NHS.

CTC

- Work is underway on procuring external facilitation for the first rounds of practical application for the Strategy Lab “Unthink”, focusing on key themes in the Voluntary and Community Sector Strategy. This is slightly behind schedule and will now be delivered in Q4.
- On Social Value commissioning, implementation has not progressed due to withdrawal of the CPB funding. This work is on hold pending decisions on transformation funding priorities.

Family Support & Child Protection

- There is a general increase in the level of child protection activity according to the indicators in this area. The rate of Initial Child Protection Conferences (per 10,000 population aged 0-17) has increased from 47.7 in 2013/14 and 40.0 in 2014/15 to 49.9 for the 12 months to the end of December 2015. The number of children with a child protection plan has increased from 350 in March 2015 to 394 at the end of December 2015.

- The percentage of Children Looked After at end of the period aged 16 or 17 is on an upward trend and stood at 21% of the total number at the end of December 2015 compared to 16% in April 2014. There is a general upward trend across England due to issues such as the “Southwark Judgement” which puts a requirement on Local Authorities to accommodate homeless young people 16+ and to treat them as looked after children should they request it.
- Although the percentage of looked after children placed outside of Kirklees and more than 20 miles from where they used to live remains higher than our comparator averages, the level has reduced significantly from around 18% in April 2015 to 15.8% in December 2015. This remains above the 2014/15 Statistical Neighbour average of 12.1% and West Yorkshire 13.8%.
- Identified Areas for Improvement: At the very end of Q3 in December practice and quality concerns were identified in the Children’s Social Care Service. A development plan and governance arrangements to support improvement have been developed which will be comprehensively reported in Q4.

Public Health

- A change to National Funding for Public Health has resulted in a £1.6 million reduction to the grant in Kirklees in 2015/16.
- Delays in awarding contracts for 2 of our biggest services, sexual health and substance misuse, have delayed projected MTFP savings being made but following successful tender processes this will be resolved from 1st April when the new services begin. A lessons learnt exercise has identified issues to be resolved that will prevent delays in the procurement process in the future.

Social Care & Wellbeing

- Difficulties being experienced in the recruitment and retention of staff across all provision: Care Homes, Nursing Care, Domiciliary Care and Hospital staff.
- Responding to the changing demographics of Older People and service users with Learning Difficulties.

Resources

None reported at Q3.

Place

- Despite showing an increase in the number of cases where we manages successful interventions we continue to see a rise in homeless acceptances
- There continues to be national uncertainty around ‘Eco’ funding.

6. Corporate Health



Corporate Health Issues

The purpose of the Corporate Health PIs is to provide a quarterly snapshot of the health of the council.

Progress against the targets

In terms of management of income to the Council, the position at the close of Q3 is relatively strong. Rent collected by the local authority achieved 97.41 % against the target of 97.5%. In addition, council tax and business rates collection has achieved in year targets and is on track to achieve year end targets. During Q3 data became available on monetary gain from benefits advice, with performance to 30th September at £14m against the target of £15m.

The two customer PI's, responsiveness to complaints and effective to Council Services, remain above target. 20.6% of third stage complaints were upheld, consistent with performance in Q1 and Q2. Call volumes at Kirklees Direct continue to increase - KD answered 580,149 year to date at the end of Q3, compared to 575,491 at the same point last year.

The provision of IT services continues to function well, mostly delivering above target. Availability of servicers and services in normal working hours is 99.99%, an improvement from Q2. The proportion of ICT incidents resolved at first contact reached 72% in quarter 3 exceeded Q2 performance of 64% and the target of 70%. This has been achieved through improvements made to the service desk and first point of contact. Payroll accuracy continues to be high and the performance of debtors days has been better than target. SAP and Civica legal systems are now embedded and the team is on top of the work, maximising recovery methods based on the type of debt, and work being passed rapidly by the recovery team

Areas of risk or concern against the targets

The assessment by staff of leaders and managers doing a good job of leading change is significantly down from 52% in April to 36% in October – the proportion of employees who agree with the statement 'Senior managers are doing a good job leading the changes'. There has been an increase in those who neither agree nor disagree (21% to 36%) and a small decrease in those who disagree with this statement (27% to 25%).

The council's sickness absence is at 11.24 days, with a target of 10 days, hence the Red RAG. The sickness absence rate has continued to rise through each of the three quarters.

We currently have £2m in capital receipts. Our projected outturn for the year is up to £3m which would mean a £1m shortfall in capital receipts from the sale of land and property.

Financials	To succeed financially, what are the key monetary processes that we must manage?
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Objective	Measure	Figure	Q3 RAG
Effective management of income to the Council	Rent collected by the Council as a proportion of rents owed	97.41%	
	Proportion of Council Tax collected	69.76% (cumulative)	
	Proportion of Business Rates collected	72.55% (Cumulative)	
	Income from sale of land and property		
Economic impact: Effective procurement: Welfare advice	Percentage of eligible contracts over £20k subject to a social value assessment	100%	
	Maximise the value of monetary gain to residents using 'Better off Kirklees' self-service system and welfare employment advice	£14m	

Customers	To achieve our vision, how do we demonstrate a quality customer experience?
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Objective	Measure	Figure	Q3 RAG
Responsiveness to complaints	Percentage of third stage complaints – partial and fully upheld	20.6%	
Effective access to Council services	Percentage of contact centre calls answered	81%	

Internal Business Processes	To satisfy our stakeholders and customers, what business processes must we excel at?
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Objective	Measure	Figure	Q3RAG
Effective deployment of our technology	Availability of ICT network (24 hours) (%)	98.5%	
	Availability of servers and service (24 hours) (%)	99.995%	
	Number of ICT incidents resolved at first contact	72%	
	Percentage of undisputed invoices paid within 30 days	97.1%	
	Payroll – percentage of payroll accuracy	98.98%	
Effective Council stewardship	Debtor days	43 days	
	Percentage of audits demonstrating arrangements that provide at least adequate assurance	76%	

Learning and Growth	To achieve our vision, how will we sustain our ability to change and improve?
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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	9%	
Absence	Number of sick days lost per full time equivalent employee		

Service Volumes Overview

Area of Activity	Number
Total of authority waste collected (all data lagging)(tonnes)	55,014.07 tonnes
Percentage of household waste collected	82% (45,112.09 tonnes)
Percentage of local authority collected waste landfilled	18.5% (10,169.84 tonnes)
Number of potholes reported	3,176
Number of potholes repaired	3,453
Number of kilometres of road substantially resurfaced	1km Oct 1 to Dec 31st
Number of kilometres of road surface dressed	nil (all done Q1)
Number of Kirklees Neighbourhood Housing (KNH) managed properties	22,666
% KNH managed properties occupied	98.6%
Total Number of Children in Need (CiN)cases	2393
Of these:	
No. of Looked After Children (LAC)	634
No. Child Protection Plans	395
No. of Early Help Cases	1840
No. of Care Leavers	170
Proportion of new referrals proceeding to formal assessment in Adult Social Care	10%
Effectiveness of Short Term Support in Adult Social Care	74%
Care Act - number of new service user assessments complete	1710
Corporate Training delivered (online and class based learning) - (Numbers receiving)	3899
Channel Shift - % of interactions that are self-serve	62.43%

7. Key Corporate Risks



The Council Corporate Risk Matrix for 2015/16 was agreed in February 2015. A new Matrix will be approved as a part of the Budget Strategy in February 2016.

The new Matrix follows a slightly changed format, and does not prioritise specific risks, although those contained are very similar to those in the previous matrix.

The areas identified, along with mitigations and management actions are:

- The risks associated with “New Council”, and the need to deliver budget savings required by the Medium Term Financial Plan.
- Growth in volumes of activity
- The funding impacts of the new “living wage” from direct employees, and contractors, and impacts from other legislative changes
- Funding impacts in partner agencies, such as the NHS
- Workforce issues (including recruitment difficulties, and those associated with reorganisation)
- Impacts from environmental events (such as flooding)
- Compliance with data protection and information management, health and safety and other legislation
- Risks associated with property ownership and management
- Safeguarding risks, and those linked with the impacts of Serious Case Reviews
- Risk associated with external inspections
- The impact of welfare reforms
- Concerns related to community tensions and violent extremism
- The risks associated with the anticipated substitution of council services by those provided by communities

8.

Financial Overview

Please note: This is a high level extract from the more detailed Quarter 3 revenue monitoring report provided to Cabinet, on the 8th March.



There is a reported Q3 forecast overspend of £7.1m or 2.8% at Directorate level against a £259.4m net budget. Headline pressures include the following:

- Directorate demand led pressures on Adults £2.7m; net of £2.2m Better Care Funding applied in year (£0.9m Older people, £1m Learning Disabilities, £0.3m Contracts and Commissioning)
- Directorate demand led pressures on Children & Young People £3.5m
- Waste Services volume pressures £0.8m & Schools transport budget pressure £1.0m
- In-year government public health grants clawback; £1.6m.

Directorate pressures are being mitigated by:

- Central (contingencies) base budget applied to Directorate pressures (£1.6m)
- “One-off” earmarked reserves applied to Directorate/service pressures (£6.7m)
- Other Central Budgets forecast underspend £2.5m; of which £1.8m is due to treasury management savings.

After taking into account the above mitigations, there is an overall reported Quarter 3 forecast net underspend position of £4.2m or -1.3%, against the £314.1m net controllable revenue budget

Housing Revenue Account (HRA) forecast a surplus of £5.9m against an annual budgeted turnover of £96m.

In reference to the Collection Fund, the Council Tax projected in-year forecast is a surplus of £2.5m, due to improved income collection rates. The Business Rates projected in year forecast is a deficit of £3.6m, 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. In addition there is an emerging risk in relation to appeals for Doctor’s Surgeries and Virgin Media which if successful could result in a one off cost to Kirklees of £1.1m for backdated payments plus reduced rates income of £300k per annum going forwards.

Emerging developments/risks-headline announcements

- The Annual budget report (MTFP 2016-19) and supporting information goes to Cabinet/Council in February sets out a range of emerging national government funding developments and how these will impact on Council budgets going forward.
- The Budget report makes reference to in-year financial performance as at Q2; in particular, demand led budget risks and business rates backdated appeals volatility. While Q3 reflects an overall slightly improved position on both general fund & HRA, underlying budget risks previously highlighted at Q2 remain as at Q3 monitoring.

The forecast revenue outturn position as set out above will be subject to further review through the remainder of the financial year, and the actual outturn position and rollover options for the Council will be considered as part of the outturn and rollover report to full Council later in the year.

9. New Council Position



In the 3rd quarter of 2015-16 the council has continued with a collection of programmes, projects and change activities across directorates that aim to deliver a re-shaped organisation, 'New Council', to meet our overall Vision, by the end of March 2018. Performance measures for the overall achievement of the Vision continue to be developed.

During quarter 3 the focus on ensuring the quality and robustness of our change plans has continued. Work on the scope and shape of the key themes (Economic Resilience and Early Intervention and Prevention) has been progressing, in preparation for briefings to leading councillors in quarter 4 and as part of the budget process.

In addition, all services have been undertaking health-checks to identify any further efficiency savings that can be achieved to lessen the impact of the council's increasing budget pressures. Progress is being reported weekly at Management Board for which the lead Director for New Council is present.

During quarter 3 a number of Project Managers and Project Officers have been appointed internally to provide additional capacity into priority areas for change, supplementing the other officers that have been allocated to such work by the services involved. The new appointees commenced their work in January 2016.

The immediate overall objective now is to pick up the pace of planning and delivery of the key changes required to progress to New Council. Executive Team and Management Board will meet in January to reflect on progress over the past 12 months and develop recommended adjustments in approach. It is likely that the New Council Programme will undergo a refresh of its shape and arrangements during quarter 4.

In the 3rd quarter of 2015-16 the council has continued with a collection of programmes, projects and change activities across directorates that aim to deliver a re-shaped organisation, 'New Council', to meet our overall Vision, by the end of March 2018. Performance measures for the overall achievement of the Vision continue to be developed.

Appendices



Full Schedule of Core Performance Indicators

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

Adult Services

Commissioning & Health Partnerships

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 165	Adults with learning disabilities in employment (%)	Increase	10	9	●
KI 167	Adults in contact with secondary mental health services in employment (%)	Increase	8	9	●

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	95.1	85	●
KI 158	Social Care clients receiving Self Directed Support (%)	Increase	88	96.7	●
KI158a	Social Care clients receiving Direct Payments (%)	Increase	30	52	●
KI 159	Acceptable waiting times for social care assessment (all adults %)	Increase	80	83	●
KI 206	Clients receiving a review (%)	Increase	65	50	●
KI 442a	Permanent Admissions of people aged 65 and over to residential and nursing care homes (per 100,000 population)	Decreasing	506	331	●
KI 487	Effectiveness of short term support services (%)	Increasing	72	72	●

Children's Services

Family Services & Child Protection

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 069	Rate of proven re-offending by young offenders (No.)	Decrease	1.3	1.23	●
KI 220	YP within the Youth Justice System receiving a conviction in court, sentenced to custody (No.)	Decrease	22	*10	●
KI 223	First time entrants to the Youth Justice System aged 10-17 years (No.)	Decrease	200	149	●
KI 391	Average time between a child entering care and	Decrease	426	662	●

moving in with its adoptive family (Days)					
KI 392	Average time between LA receiving authority to place a child and LA deciding a match to adoptive family (day)	Decrease	121	392.9	
KI 397	Percentage of assessments completed within 45 working days (as per Working Together)	Increase	83	83.6	
KI 443	Successful outcomes for Kirklees LAC who successfully completed their interventions with YOT (%)	Decrease	50	33.3	
KI 458	Young People aged 16+ on an Order to the YOT who are EET at the end of their intervention (%)	Increase	65	70	
KI 476	Former relevant young people aged 19 - 21 who were in education, employment or training (%)	Increase	50	46.6	
KI 477	Number of Looked after Children (LAC) per 10,000 aged 0 - 17 years (per 10,000)	Decrease	60	64	
KI 479	Repeat Referrals - Percentage of referrals within 12 months of a previous referral (%)	Decrease	22	25.3	

Learning Service

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 012a	Number of schools judged as in an Ofsted category	Decrease	3	2	
KI 014	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (%)	Increase	57	56.8	
KI 016	Reduction in the no. of schools where less than 40% of pupils achieve 5 or more A*-C Grades at GCSE...	Decrease	0	1	
KI 029	Percentage of 16-18 year olds not in employment, education or training (NEET).	Decrease	4.7	4.7	
KI 033	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (incl. English and Maths) (%)	Increase	15	26.8	
KI 369	Take up of free early education and care by 2 year olds (%)	Increase	80	77	
KI 400	Reduction in the number of schools where fewer than 65% of pupils achieve Level 4...	Decrease	10	7	
KI 403	Achievement gap between pupils eligible for free school meals (Ever 6) and their peers... (% points)	Decrease	15	19	
KI 423	KS 2 attainment for BME groups in achieving at least level 4 in reading, writing and maths – (incl. APKN)	Increase	75	73	
KI 425	Looked after children reaching level 4 in Reading at Key Stage 2	Increase	68	Not avail.	
KI 430	Early Years Foundation Stage - % achieving a good level of development	Increase	67	65	
KI 445	Percentage of young people academic age 17 participating in learning or approved training	Increase	90	Not avail.	








Communities Transformation & Change

PI Ref	Title	Good Performance Shown by	Target Figure	Quarter	RAG
KI 188	Reduce the percentage of residents who feel there is a problem with anti-social behaviour in their local area	Decrease	10	9.4	
KI 190	Number of visits to museums	Increase	228,000	*181084	
KI 317	Perception of the level of crime in their local area [% of residents]	Decrease	13	14.6	
KI 462	Number of apprentices within the Council workforce	Increase	120	135	
KI 480	Numbers of sports and physical activity coaches, leaders and volunteers trained	Increase	595	*399	
KI 489	Total number of community organisations engaged with by council services	Increase	875	*1093	








Place

PI Ref	Title	Good Performance Shown by	Target Figure	Quarter	RAG
KI 001	Customer Satisfaction with Responsive Repairs (%)	Increase	92.5	94	
KI 060a	Take up of paid school lunches - Primary schools (%)	Increase	56	55	
KI060b	Take up of paid school lunches - Secondary schools (%)	Increase	55	64	
KI 067	People killed or seriously injured in road traffic accidents	Decrease	144	*111	
KI 074	Number of Homeless Acceptances	Decrease	340	*293	
KI 129	Net additional homes provided: net increase in dwelling stock over the year	Increase	1,700	Not avail.	
KI 130	Number of affordable homes delivered	Increase	235	*132	
KI 131a	Percentage of major planning applications determined within agreed timescales	Increase	70	91.3	
KI 325	External investment secured (measured in £m)	Increase	5	* 1.586	
KI 432	Number of Apprentice starts with SME employer HUB	Increase	150	*124	
KI 433	We will increase the number of jobs created as a result of Council interventions (A2F, LCR, etc.)	Increase	125	*111	
KI 437	Secure £4 of investment from the private sector for every £1 of business investment by the Council	Increase	5	*6.65	
KI 439	Number of unemployed young people getting a job through the Job Fund	Increase	86	*90	
KI 457	Increase the number of cases where homelessness has been prevented or relieved	Increase	1,971	*1428	

Public Health

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 057a	Prevalence of breastfeeding at 6-8 weeks from birth (%)	Increase	43	43.6	
KI 284	Smoking during pregnancy in Kirklees	Decrease	11	12	
KI284a	Smoking in pregnancy excluding South Asian women (%)	Decrease	14	15	
KI 298a	Drug users that left treatment successfully, not re-presenting to treatment within 6 months...	Increase	9	9.5	
KI 309	NHS Health Checks (%)	Increase	20	*22.2	
KI 456	Transformation of food culture in schools by promotion of the Food for Life Partnership healthy eating curriculum	Increase	120	*104	
KI 488	Successful completions as a proportion of all in alcohol treatment	Increase	48	47	

Resources

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	8.77	
KI 076	Time taken to process new claims for Housing Benefit/Council Tax Benefit [days]	Decrease	25	26.22	
KI 083	Proportion/amount of council tax previous years arrears collected as at 31 March. [%]	Increase	38	41	
KI 085	Proportion/amount of business rates previous years arrears as at 31st March collected [%]	Increase	35	28.65	
KI 147a	Number of ICT standard requests completed within agreed timescales	Increase	90	87	
KI 363	% of FOI and Environmental Information Regulation (EIR) requests responded to within 20 working days	Increase	100	86	
KI 366	% of Data Protection information requests replied to within 40 calendar days	Increase	100	95	

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Name of meeting: Cabinet
Date: 8 March 2016

Title of report: Corporate Plan 2016-17

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
Is it in the Council's Forward Plan ?	Yes
Is it eligible for "call in" by Scrutiny ?	Yes
Date signed off by <u>Director</u> & name	Ruth Redfern – 29 February 2016
Is it signed off by the Director of Resources?	David Smith – 29 February 2016
Is it signed off by the Assistant Director - Legal & Governance?	Karl Larrad – 29 February 2016 (Deputy Head)
Cabinet member portfolio	Resources

Electoral [wards](#) affected: All
Ward councillors consulted: All

Public or private: Public

1. Purpose of report

- The 'Corporate Plan 2016-17' is provided for Cabinet's approval, for subsequent approval by Council on 23 March 2016.

2. Key points

- The Corporate Plan forms part of the Council's budget and policy framework. Alongside the corporate budget, it establishes a structure that links the Council's Vision (including the Joint Health and Wellbeing Strategy and Kirklees Economic Strategy) to the Council's activities and performance management framework.

- The Corporate Plan is a public document, which is used to communicate the Council's priorities and objectives for the year ahead.
- Internally, the plan is the key document in the Council's performance management framework. It informs the production of robust Directorate Delivery Plans, team plans and individual performance objectives.
- Externally, the Corporate Plan helps to signal our approach and ambition and can be an important tool in leveraging support. The 2015/16 Corporate Plan has been very well received and cited as an exemplar by other councils and international commentators.
- The 2015/16 Corporate Plan focused on the approach that will be taken to develop 'New Council'. This included the mission, the vision for our New Council, the goals and behaviours needed to make it successful and the key principles that will be followed.
- The 2016/17 Corporate Plan reflects what progress we have made in this last year, including practical examples of where we are changing, and examples of what we expect to achieve next year.

3. Implications for the Council

- As noted above, the Corporate Plan provides a stated connection between the Council Vision, budget and strategic priorities.

4. Consultees and their opinions

- The draft Corporate Plan has been discussed by Executive Team.

5. Next steps

- Cabinet is asked to approve the Corporate Plan and propose it to Council on 23 March 2016.
- Following Council on 23 March, the plan will be released on the Council's web site and used to inform internal communication.

6. Officer recommendations and reasons

- The Corporate Plan forms a key part of the Council's budget and policy framework. It is used to communicate the Council's priorities and objectives for the year ahead, and is a key document in the Council's performance framework. This year, the Corporate Plan also reflects the progress that the Council has made in its New Council Programme, and outlines priorities for the year ahead.

It is recommended that:

- Cabinet endorses the Corporate Plan 2016/17 and recommends that it is submitted to Full Council for approval.
- The Chief Executive is authorised to make minor changes to the Corporate Plan 2016/17 for publication purposes following approval by Full Council.

7. Contact officer and relevant papers

- Ruth Redfern, Director for Communities, Transformation and Change
- John Heneghan, Head of Policy & Strategy
- Michelle Nuttall, Head of Transformation.



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Foreword

In our last Corporate Plan, we recognised the need to change in order to tackle the unprecedented financial challenge in a way that remains faithful to our vision for Kirklees – a Kirklees with a strong, sustainable economy that offers a great quality of life to its residents. This remains our vision, and for that reason, this year’s plan is a refresh rather than a rewrite. It highlights some of the progress we have made in transforming the council through our New Council Programme, and reaffirms our commitment to enabling individuals and communities to do more for themselves, to keeping vulnerable people safe and in control of their own lives and focussing resources on things that only the council can do.

As well as being a document for the general public and our partners, this Corporate Plan is also a key internal document. It provides our workforce with a thread that connects the outcomes in our key strategies – the Joint Health and Well Being Strategy (JHWS) and the Kirklees Economic Strategy (KES) – with our frontline service delivery. Delivering the outcomes in these strategies is our primary focus, and they are fully embedded in our vision and plans for New Council, particularly through the key themes of early intervention and prevention and economic resilience.

Our journey to become a New Council is well underway. Since 2010, we have reduced our spending by £106m. We are proud that we have managed to achieve this in ways that have largely avoided reductions in frontline services, and focussed instead on reducing our back office costs and doing things differently. For example, we have cut central services by 49% whilst increasing social care for vulnerable people by 3%.

However, continuing budget reductions mean that we have little choice but to make changes that will, unavoidably, be noticed by the people and communities of Kirklees.

The cut in our main grant from Government over the next 4 years is £52m – this is equivalent to the entire combined budget for libraries, children’s centres, youth work, refuse collection and disposal, sports and physical activity and day to day spending on street cleaning and highways. We will have to make some unavoidable reductions to services, but will continue to make these difficult decisions based on what is valued most by local people and we will continue to explore new and innovative ways of doing things. Some services will go but everything will change.

Throughout this plan, you will see examples of how we are doing things differently and helping people to do more for themselves and each other. Changing the way that we do things isn’t always easy, but we are pleased with the overall direction of travel the council is making. We want to thank our residents, partners and local businesses for the support you have shown in introducing and developing new ways of doing things. We remain convinced that by working together, and utilising all of our resources and talents, we can deliver the best outcomes possible for the people and communities of Kirklees.

Cllr David Sheard
Leader of the Council

Adrian Lythgo
Chief Executive

Our mission

Our mission is to be a modern, flexible and emotionally intelligent organisation able to work with our diverse communities to sustain the services they need, the outcomes we choose, the opportunities they want.

Our vision and desired outcomes for Kirklees

Our vision for the residents and communities of Kirklees is clear. We want Kirklees to be:

“ a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives ”

This is a Kirklees which innovates and creates new solutions through creative collaboration locally, regionally, nationally and internationally, to maximise the welfare of our residents. A Kirklees which is positive and ambitious, confident in what we can achieve by connecting all of our strengths and harnessing all of our energies.

Achieving this vision will require the council, and its partners, to deliver the outcomes in our two key strategies: the [Joint Health and Wellbeing Strategy](#) and the [Kirklees Economic Strategy](#). The key outcomes from these strategies, and examples of what they mean in practice, are shown on the next page

To achieve this vision we will need to use all the resources available in our communities and to build positive, resilient communities that are able to do more for themselves and each other. This is recognised in 'Our Street', the image that we use to communicate our vision for Kirklees. See illustration on page 6.

Our vision for a New Council

To deliver this vision for the communities of Kirklees, we are clear about the type of council we need to be.

Being a New Council means:

- enabling individuals and communities to do more for themselves and each other
- keeping vulnerable people safe and in control of their own lives
- focussing resources on things that only the council can do

Over the last year we have started on our journey to become a New Council. To achieve this within available resources, we are fundamentally changing what we do and how we do it. Although the council will continue to provide a consistent level of basic services, we will target limited resources as appropriate to meet community needs and strive to maximise the impact of our services through collaboration with others.

The changes we are making recognise that we need to connect ideas, people and resources across boundaries of all kinds, support communities to harness and build on their strengths and create trust and synergy between the institutions, businesses and citizens in Kirklees.

We are proud of what we have achieved to date. There is further to go.

To achieve our vision we will need to use all the resources available in our communities and to build positive, resilient communities that are able to do more for themselves and each other.

JOINT HEALTH AND WELLBEING STRATEGY

People in Kirklees are as well as possible, for as long as possible, both physically and psychologically

For example:

- Improving the life chances of disabled children
- Ensuring vulnerable people can maintain their independence by taking approaches which focus on early intervention and enablement
- Ensuring stable, secure, safe and effective care for all children and young people
- Improving the life chances of looked after children and care leavers

Local people can control and manage life challenges

For example:

- Supporting self-care approaches for vulnerable groups and people who are living with long term conditions
- Helping people relearn daily living skills and regain the ability and confidence to live in their own home following discharge from hospital
- Enabling people to choose their own packages of care to remain independent for as long as is possible
- Helping residents move off benefits and into the workplace

People have a safe, warm, affordable home in a decent physical environment within a supportive community

For example:

- Supporting the development of new and affordable homes
- Supporting communities to be more resilient through a range of initiatives focussed on increasing the capacity within communities for people to do more for themselves and each other
- Supporting 'Friends of' groups and volunteers to ensure the vitality of our open spaces and the physical environment

People take-up opportunities that have a positive impact on their health and wellbeing

For example:

- Promoting healthy eating, physical activity, food growing and cooking
- Providing access to state of the art fitness and leisure facilities
- Supporting a wide range of physical activity and sporting opportunities, encouraging more people to become physically active to support their health and wellbeing
- Connecting people to activities in their communities to tackle loneliness and isolation

KIRKLEES ECONOMIC STRATEGY

Improved resilience, competitiveness and profitability for business

For example:

- Providing support to help business to develop
- Supporting and promoting young entrepreneurs
- Maximising contract opportunities for local businesses
- Encouraging growth in the local economy by engaging and promoting business and funding opportunities locally and regionally
- Facilitating the physical and digital infrastructure that is needed to ensure a growing, competitive local economy

Enhanced employment prospects, skills and incomes

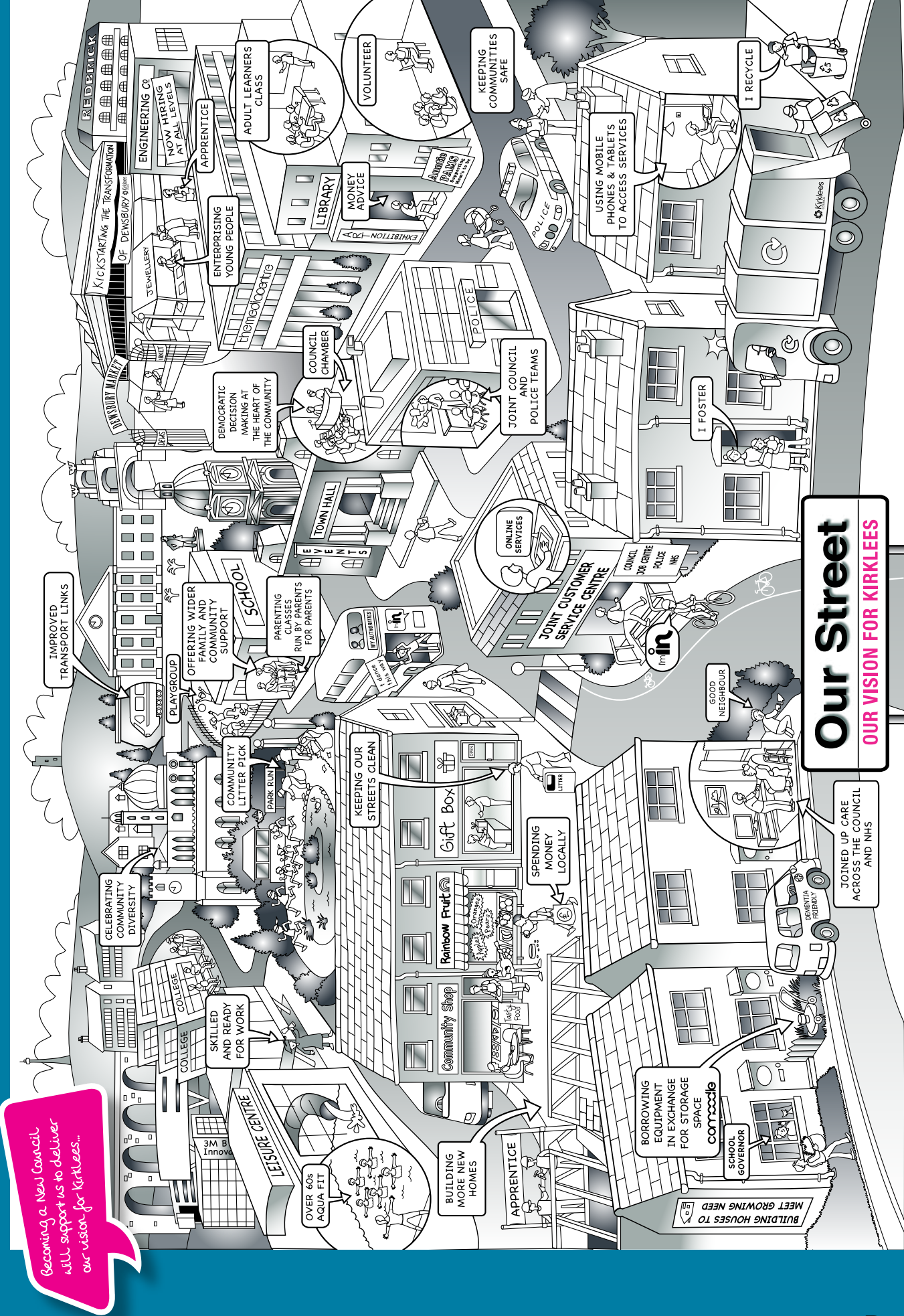
For example:

- Supporting looked after children into education, employment and training
- Increasing skill levels and enabling employers in key sectors to recruit talented staff
- Providing neighbourhood based employment and learning support

A great quality of life and environment where all people are connected to economic opportunity and live in strong and thriving communities

For example:

- Ensuring community safety through effective partnership approaches to tackling crime and anti-social behaviour
- Enabling creative, arts and cultural opportunities
- Taking practical actions to tackling poverty



Becoming a New Council will support us to deliver our vision for Kirklees...

Our Street

OUR VISION FOR KIRKLEES

Focussing on the things that only the council can do

Keeping vulnerable people safe and helping them to stay in control of their lives

Supporting communities to do more for themselves and each other



Our cross party principles

Kirklees Council is a balanced council with no overall control and a leading Labour Administration. All political parties on the council have agreed the following 12 cross party principles to lead the council's approach to the further budget reductions necessary to balance the books over the next two years.

1. Sustainable jobs and homes are crucial to the economic and social wellbeing of local people. We will create conditions where business and wealth grow naturally and is retained in the district. We will deliver new homes through a mix of social and private developments.
2. The council should be a facilitator for communities, and with respect to all services, local people will need to do more for themselves and each other. This will help to sustain services for local people.
3. People are more important than buildings. We will sell, transfer or exchange assets, dependent on sound and practicable business cases, taking into account financial and social value. We will use any cash value to sustain future investments in our priorities.
4. We must provide a safety net for the most vulnerable, as well as seeking to close long standing economic and health and wellbeing inequalities within the district.
5. A consistent level of basic services will be available to residents across the district, but at a lower level than now.
6. The working poor, the frail elderly and children at risk of abuse are high priority groups.
7. We will raise income from services where we can make a direct contribution to the funding of other services. We will be mindful of the market and the local mixed economy. We will establish partnerships with appropriate private companies and community organisations to maximise income from the council estate.
8. We will share services with our neighbours where they adopt principles consistent with those set out here.
9. We will seek to work with partners and devolved bodies, including schools, to improve the life chances for young people across the district.
10. We recognise that partners have access to funds that the council does not and that the council's role may not be to lead but to work in genuine partnerships to achieve shared objectives.
11. The council should encourage locally owned and managed businesses to ensure money remains within the local economy.
12. Devolution should be, as far as possible, to communities. We will ensure governance arrangements are in place and local councillors are actively involved and clearly accountable.

The way we do things around here

Becoming a New Council is about doing things differently, thinking differently and acting differently. By changing the way we do things around here, we are best placed to meet the challenges ahead.

The role of your councillors

An important part of our journey to a New Council is developing a different relationship with our communities and partners. The role of ward councillors, with their local knowledge and insight is increasingly vital in maximising the use of community skills, assets and resources so that people can do more for themselves and each other.

To support this changing role, councillors are being equipped with the confidence, skills, tools, technology, support and local intelligence to lead the changing relationship between the council and local communities. In partnership with the Local Government Association (LGA), the Council's Member's Commission will oversee and co-ordinate the work that will form an 18 month 'New Councillor' Programme, which will build the redesigned ward councillor role.

Implicit within this programme will be continued emphasis on the importance of strong and effective working between councillors and officers. Over the next twelve months focussed work will take place to embed our new approach which is set out in our *Working Together Effectively* protocol.

Democracy Commission

Our council is a democratically accountable organisation. This must continue to be a strength and something we should all value. It is therefore crucial over the next twelve months to embark on work to determine what democracy will look like in a New Council. The Kirklees Democracy Commission will be responsible for leading this strategic debate.

The starting premise for this work is that healthy and vibrant local democracy must be at the heart of effective local government. Democratically elected councillors, representing citizens, continue to play an important role in leading the relationship between the council and its communities. That said, the council and its relationship with local people is changing. In the context of diminishing resources, the devolution agenda, reduced voter turnout and the opportunities of greater participation in a digital age, it is timely to revisit what democracy should look and feel like in a changing Kirklees.

In tackling this question the Commission will carry out a series of themed public inquiries. Those inquiries will involve public engagement and consultation, research, sharing best practice and evidence from expert witnesses.

The findings of the public inquiries will be pulled together into a report setting out proposals and recommendations for a discussion at Full Council. The outcomes of which will provide the basis for reshaping and refreshing how we will do democracy in our New Council.



Your council's staff – building a modern, flexible and emotionally intelligent workforce

We know that our workforce will be smaller and that we need to work smarter. Our staff must be able to make the decisions that best meet customer needs. We need to make the best use of staff talent and expertise. We need an environment where councillors and officers are clear about each other's roles and responsibilities and the expectations they should have of each other.

Our workforce is our most valuable resource. To deliver our vision for Kirklees it needs to be modern, flexible and emotionally intelligent. We will ensure that our workforce has the skills it needs to successfully do this and to operate within the New Council framework. We will do this through a co-ordinated and planned approach to organisational development and training, tailored to meet the requirements of staff at all levels of the organisation.



Our 'Wildly Important Goals'

The way we do things around here is to be robustly focused on the outcomes we achieve and the impact we make. We expect all our staff to be able to honestly say:

"I know exactly the difference my work makes for local people!"

"I spend every council pound as if it were my own, including my time and other peoples' time!"

The way we do things around here is to constantly question whether there are new or better ways of working. We challenge our assumptions, we innovate and we seek out new opportunities. Knowing that innovation happens best when different people come together we embrace diversity and collaborate with whoever we need to in order to make the biggest difference. We expect all our staff to be able to honestly say:

"I work with whoever I need to, across the council and outside of it, to make a real difference!"

"I'm a 'can do' person – I don't avoid challenges or taking risks!"

The way we do things around here is to always seek to understand the people we serve and to recognise, build on and harness the diverse strengths in the individuals and communities across Kirklees. We expect all our staff to be able to honestly say:

"I am creative and I empower people to do more things for themselves and each other!"

These are our 'Wildly Important Goals' which apply to every employee, every service and every function of our council.

Our 'Wildly Important Goals'

"I know exactly the difference my work makes for local people!"

"I spend every council pound as if it were my own, including my time and other peoples' time!"

"I work with whoever I need to, across the council and outside of it, to make a real difference!"

"I'm a 'can do' person – I don't avoid challenges or taking risks!"

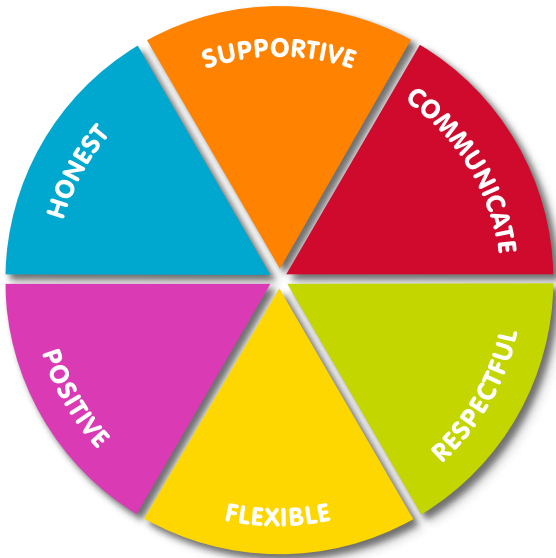
"I am creative and I empower people to do more things for themselves and each other!"

Our behaviours

We want the people of Kirklees and from other organisations that we work with to know exactly what to expect when dealing with Kirklees Council. For this reason, we have worked alongside staff to develop the behaviours which shape the approach we take to our work. The core behaviours are:

- Honesty
- Respect
- Positive
- Communicative
- Flexible
- Supportive

Our behaviours demonstrate the attitudes and approach we take to our work and are the bedrock for how we will work in the future.



What we have achieved so far:

Embedded our New Council behaviours

Throughout 2015-16 we worked hard to embed our behaviours at every level in the organisation and staff routinely refer to the behaviours when talking about the council's organisational culture. We have introduced an employee nominations scheme for colleagues who truly demonstrate a particular behaviour and a communications campaign to spotlight each behaviour on a monthly basis. Each Director has been given the responsibility for being a role model to the organisation for a specific behaviour.

Developed our management capacity

We know that we will need highly effective managers in the future who can manage much more with less resource. To support this we've trained 450 managers in coaching as a leadership style as well as building up a large pool of internal coaches. Developing our capacity in this way is vital to our ability to deliver New Council.

Next year, we will:

Continue to focus on improving our internal culture

For example, we will trial measuring how well we perform against the culture we want to develop for New Council. This will give us a baseline against which we can monitor future progress.

Continue to improve our management and leadership capacity

This will include a continued focus on coaching as a leadership style and supporting a culture of ongoing learning and development, as part of an overall leadership programme for our senior managers.



Greater collaboration with our public sector partners, businesses and community organisations

Collaborating with public sector partners, businesses and community organisations

Collaboration is at the heart of our vision for a New Council. We recognise the need to work closely with colleagues in the NHS, police, the voluntary and community sector and the private sector to provide services that are genuinely integrated. This is crucial to supporting better outcomes for health and wellbeing, early intervention and prevention and economic resilience. As our resources and capacity in the council shrink it becomes even more imperative to collaborate effectively.

We want to achieve more effective collaboration at both strategic and operational levels. From a strategic perspective, greater progress can be made in tackling many of the most serious and complex social problems that drive up demand for council services, when partners come together around a common agenda. At an operational level, collaboration can achieve cost savings by reducing duplication and making the best use of resources by jointly commissioning outcomes for the benefit of the community.

Our behaviours, attitudes and leadership approaches are key here, as true collaboration requires a mind-set of trust, openness, respect, curiosity, imagination and ambition.

Doing things differently: Our commitment to keep talking

This year, we continued our commitment to public engagement and dialogue with the latest phase of 'It's time to talk,' known as 'Our Community Challenge.'

'Our Community Challenge' focussed on activities highlighted on 'Our Street' – Our vision for Kirklees (see illustration on page 6). We gave people twelve different examples and asked them which they would commit to doing to make a difference to the street where they live.

The results of the Community Challenge showed us that many people are already doing many of the things that are included on 'Our Street' - for example recycling, spending money with local businesses, taking responsibility for their health and wellbeing, being a good neighbour. The results also showed that many people are prepared to do something more to help out in their community.

On our journey to New Council, we will continue to engage with local people through our 'It's Time to Talk' programme. We will feed back the outcome of these conversations to councillors and senior managers to help them make future plans. This way, we put community priorities at the heart of everything we do and every decision we make.

To support this alignment and collaboration, we have a coordinated governance framework overseeing the implementation of the Economic Strategy and Joint Health and Wellbeing Strategy:

Health and Wellbeing Board

Economy and Skills Board

Children's Safeguarding Board

Adult's Safeguarding Board

Safer Stronger Communities Partnership Board

Our journey to New Council

In March 2015, we launched our New Council Programme. We know that to deliver our vision in the face of the budget challenge means that the council must work in a different, more ambitious way. All political parties and leaders in Kirklees agreed that this requires us to deliver our vision for a New Council:

- enabling individuals and communities to do more for themselves
- keeping vulnerable people safe and in control of their own lives
- focussing resources on things that only the council can do

This year we have made progress in bringing this about by fundamentally reviewing everything we do and challenging ourselves to do it differently. We have developed detailed plans for how we will change and have already begun to implement new ways of working and service changes. This section of the plan sets out what this means, provides examples of practical changes we have made so far and sets out what we still need to do.

Developing our two key themes:

The hallmarks of our New Council programme are our two key themes: early intervention and prevention and economic resilience.

Early intervention and prevention

Early intervention and prevention means tackling issues early so we can delay or prevent bigger problems occurring. This includes - for example, how we can prevent family breakdown and how we can ensure that people are healthier for longer so that social care interventions are required later or, ideally, not at all.

It's also about how we can work together more effectively as communities so that we become more resilient and less dependent on services from the council and its partners – for example, by being good neighbours, taking part in the local community and volunteering our skills and time.

We can all play our part in helping to reduce the demand and costs for council services – for example, by reducing the amount of waste we produce as households, recycling more and by not littering. These positive changes all help ensure that resources can be focused on providing more effective services and supporting the most vulnerable members of our communities.

Economic resilience

Building economic resilience is about working with the business community and partners to create more jobs and better jobs and supporting local people to have the skills and qualifications needed to be successful. It's also about maintaining a positive environment, where people want to live, work and invest – creating the conditions where business can grow and thrive.

This year we have critically reviewed everything we do. This provides challenge about how we can have the most impact on these two themes within the resources we have available.

This has provided the groundwork and planning needed to be able to reshape what we do in ways which will have the most impact. This will mean new ways of delivering these outcomes and reducing our spending on approaches which are less effective.



Enabling individuals and communities to do more for themselves and each other

A different relationship with our communities

Creating a different and more positive relationship with communities is central to the vision for our New Council.

Being a New Council means we must understand what outcomes are important to the people and communities we work with. We need to ask people this question rather than assume we know the answer. It means recognising that council services alone will not be able to deliver the outcomes we need. This will only be achieved by working together with communities, local businesses and partners. This means the way we approach delivering services will change, from providing services to or for people to also focussing on how we can support and enable people to do more for themselves and each other. Our scarce resources must be concentrated, where they make most difference.

As a local authority we are learning how to work with the strengths of communities, their wealth of skills and willingness to make a difference. We also need to learn how we can be a valuable part of this whole system of help and support that exists in our communities.

What we have achieved so far:

Built capacity in our communities

In 2014, Kirklees Council was one of the first councils in the UK to develop a Cities of Service programme: looking at ways of involving and supporting volunteers to achieve key outcomes for Kirklees.

Imported from the United States, the movement has spread to some 207 cities since it began in 2009. It is funded in the UK by the national innovation charity Nesta and Kirklees is one of seven local authorities trialling the approach.

Our emphasis is on 'impact volunteering': making sure everyone knows what difference we are looking to make, why we want to make it, and how we know we are achieving it. An example of this is one of our pilot projects: Out and About. We know that loneliness in our older population is reaching disturbing proportions and this has a huge impact on people's health and happiness. Our Out and About volunteers, have worked with people who are isolated and supported them to develop the strong social connections that will keep them fit, healthy and 'out and about' for as long as possible.

We are learning that our role is to make it as easy as possible to get involved in a way that suits individual's skills, passions and time constraints. An example of this is how we are developing microvolunteering opportunities – things people can do in under an hour, or from the comfort of their own home. We have been learning how to work alongside volunteers and participants as well as how to embed tracking and monitoring that works for everyone – and not just the bureaucrats. We are learning how to bring together a wide coalition of partners from the private sector, tapping into their skills and expertise, as well as across the public and voluntary sectors and learning how to get the best out of what each sector can offer.

Provided tools and resources to connect people

We are sharing our collective stuff, space and skills through the Comoodle project, encouraging all council services and community organisations to lend and borrow to each other – making more of what we have.

Comoodle is funded by the Bloomberg Philanthropies Mayor's Challenge, an international ideas competition that encourages cities to generate innovative ideas that solve major challenges and improve people's lives.

In 2015-16, Comoodle focused on small scale pilots and completed twenty 'trades' with community groups across the district. Examples of sharing activities that have been enabled this year via Comoodle include:

- The arts and health organisation 'Hoo!' borrowed a van from Fleet Services to kit out their new Oak Tree music studios in Dewsbury, enabling them to provide musical therapy for people with a range of health conditions.
- Building Services lent some portable heaters to Fartown Methodist Church when their heating broke down, helping them to run adult learning sessions in the winter.
- University of the Third Age (U3A) asked for help finding display boards for an art exhibition at Moldgreen Church. We connected them with North Huddersfield Learning Community, who were able to help.

We need to build a new relationship between our council and you; our communities

Supported People Powered Change

Our People Powered Change Programme helps communities run, and sometimes own, community buildings. Assets have been successfully transferred in Denby Dale, Golcar, Meltham, Holmfirth and Soothill. The programme has supported our councillors to involve communities in developing local actions. It has done this by creating opportunities for people to take positive action on the things that are important to them. This has led to communities doing more for themselves and not relying on the council to get things done, and has encouraged more people to become actively involved in their communities.

Explored innovative ways to redesign and deliver services with communities

We have begun to develop new ways of working with the community. For example, our councillors had to take difficult decisions in 2015 on the future of the library service. We needed to save £1.8million in the library service yet wanted to retain as many sites as possible. By working differently, with 'Friends of' groups and nearly 500 volunteers, we have been able to retain 24 out of 26 libraries across the district.

Enabled people to stay healthier for longer

In July 2015, we opened the award-winning Huddersfield Leisure Centre, a fantastic, state of the art facility which helps people to keep fit and healthy as well as attracting visitors to the town. The facilities at the centre include three swimming pools, squash courts, a climbing centre and a fully equipped fitness suite. In the first six months of opening it attracted nearly 600,000 people. Owned by the council and managed by KAL (Kirklees Active Leisure), the success of the leisure centre highlights just what can be achieved through vision, determination, team work and partnership working.

In 2016-17, we will continue to enable individuals and communities to do more for themselves and each other by:

Seeking to reduce avoidable spending by changing behaviours

We will work with our communities to tackle areas of high cost for the council. Our focus on early intervention and prevention will include work with communities to embrace positive lifestyle changes that keep people healthier for longer. With the help of our communities we can also avoid costs in other ways. For example, we can save money by moving transactions online and by avoiding the cost of fly tipping, litter collection and graffiti removal.

Continuing to develop the Comoodle project

Sharing the council's stuff, space and skills with community groups means that they can do more for themselves and each other. We aim to scale-up the project and launch Comoodle's digital service to community groups in September 2016.

Continuing to work with 'Friends of' groups and volunteers

We will support the work of libraries, museums and parks right across the borough and contribute to making our neighbourhoods better places to live and work. By doing this, we will draw on the skills and talents of residents to retain community libraries, run a vibrant programme of events from our museums and support the use and vitality of our parks.

Recognising that community groups have access to funds that the council does not

We will collaborate to increase the availability of funds to the district, especially for areas where public funding is now very limited. Where appropriate we will work with community groups and partners to submit applications, accepting that the council's role may not be to lead, but to work in genuine partnership.



Keeping vulnerable people safe and in control of their own lives

Kirklees has well-established and effective arrangements for safeguarding vulnerable adults, children and young people. Keeping vulnerable people safe remains an absolute priority. This includes the effectiveness of our specialist services and interventions to protect those at risk. We are also working to create an environment which seeks to ensure abuse is prevented, alongside a broader objective which promotes the understanding that safeguarding is a responsibility for everyone.

Effective safeguarding of vulnerable people requires organisations to work closely together. We will do this by ensuring our partnership working is based on a clear, shared vision and goals with an agreed policy and strategy that has common definitions and a good understanding of each other's roles and responsibilities.

Increasingly, we are also supporting vulnerable people to stay in control of their own lives. Through our key theme of early intervention and prevention, we are focusing on the strengths that individuals and families have and supporting people to remain independent and in control of their own lives.

What we have achieved so far:

Worked together across health and social care

Helping vulnerable adults stay in control of their own lives is crucial from both a health and wellbeing and financial perspective.

Over recent years we have placed greater emphasis on prevention, advice and information to help people stay as independent as possible. These have clearly reaped rewards for both the individuals and local services. We now need to build on our success and find more imaginative ways to enable vulnerable people to take more control of their own health and care and build their resilience to complement the role of formal statutory support.

However, setting up care and support to enable people with complex needs to stay at home and safe can be very complicated. This is when arrangements between local authority teams, health professionals and others must come together to see the whole person, with the needs of the person and their family addressed together rather than as a collection of symptoms and problems. Collaborating with a range of partners in ways that empower individuals and their carers is often complex,

but if we collaborate effectively, it will save money and also help people to feel more in control and live as independently as possible.

For this reason, we will continue to collaborate with our partners to join up health services with social care. This sort of joint working can lead to the introduction of some very real innovation. It means we can exploit new technology to help people with very complex needs to stay in their own homes – but we must ensure continuing and further collaboration to reap these benefits.

Worked with our partners to build stronger families

Through our participation in the national Stronger Families Programme, we have turned around the lives of more than 1000 families in Kirklees. These are families struggling with problems such as domestic violence, crime, abuse, drugs and poor school attendance. The success of this scheme in Kirklees was recognised by national government in 2015, when Kirklees reached the final of the Children and Young People Now award in the category of early intervention.

Supported third sector organisations who support people with health and social care needs

In 2015-16, we worked with more than 200 groups who supported people with health and social care needs. This included development work with at least 90 groups and investment in at least 140.

We also carried out much more targeted investment to ensure that more community investment supports activities where there are known needs and gaps, or newly-identified needs – for example, falls prevention, men's mental health, dementia support and end of life care.

This means communities are now involved more often and more directly in helping to meet our most urgent health and social care priorities, as well as in running general early intervention and prevention activities.

We always ensure community projects can show measurable impacts and outcomes, good value and sustainability. The average cost of supporting this community activity last year was £2.10 per person per hour, and for every pound we invested, the community contributed £2.29 in cash or kind.

Delivering the best outcomes possible for children and their families

Next year we will:

Continue to work with partners

We will work with our NHS partners and others to set out our plans for closer integration of health and social care by 2020, and our wider aspirations for improving health and care outcomes as part of the Kirklees 'sustainability and transformation plan.' This will be published in summer 2016.

Expand our Stronger Families Programme

Building on our success to date, we will continue to support thousands more families with complex needs. This will increase personal resilience and families' abilities to remain in control of their own lives. The second phase of the scheme, which runs to 2020, will see a further 4000 families helped to deal with the issues they face. The programme will form a key part of our early intervention and prevention offer, targeting intensive support at families who may otherwise require complex, social care intervention.

Introduce additional support for care leavers

Young people who have spent time in care tend to have much poorer outcomes than young people from the general population. Care leavers are more likely to have poorer health and be vulnerable to homelessness and unemployment. For most young people in the general population, continuing support from their families and associated networks can be relied upon and is potentially as important to their progress in early adult life as it was in childhood.

This is not necessarily the case for care leavers who are very likely to have had poor or disrupted family relationships and may have experienced rejection or emotional, physical or sexual abuse and lack confidence in forming wider relationships. We will enhance the existing professional support offered to care leavers by introducing a volunteer peer support network, matching adults, with care experience, to care leavers and providing access to a wide range of practical support from across various council services.

Launching an All Age Disability Service

Another key part of our early intervention and prevention offer is an All Age Disability Service. We have listened to feedback from parent carers, disabled young people and adults. They said delivering integrated services across all ages would help to ensure consistency, clarity and ultimately better quality services and support to people living in Kirklees with a disability.

It is well known that there are two key issues in transition: firstly, becoming an adult and achieving independence and secondly changes in the actual services used. It is vital that our transition planning is focussed on the views, wishes and aspirations for the future of the young person. Services and support provided at the time of transition must be seamless and enable the young person to achieve greater independence.

Continue to change the way that we support children and their families.

Although work is still underway, we envisage that our early intervention and prevention approach will include the development of a locality working model. Through this approach, we anticipate that specialists from different council teams, and our partners, will come together in a locality 'hub' to deliver much more integrated services at a local level. This new approach will also include the development of a key worker approach, with the aim of reducing complexity and the number of 'hand offs' that families need to manage. We will also continue to recognise the importance of schools and community groups in supporting better outcomes for families, and work with them to build a clear community offer as part of our wider early intervention and prevention approach.

Redesign service pathways and work towards a single point of assessment

We recognise that, over time, our social care systems have become complex and can be difficult for people to navigate. We plan to tackle this by redesigning and improving our processes, reducing unnecessary complexity and duplication, and integrating services where appropriate between children and adults teams within the council, and with other partner organisations. We also understand the importance of understanding the needs of the whole family, and will take further steps to develop a single point of access for children and adults requiring support.



Focussing resources on things that only the council can do

A key part of our vision for New Council is focusing resources towards things that only the council can do. To do this, we need to continue targeting our more limited resources on areas where the council can really make a difference, and where the council's strategic lead is required to make things happen. It also means that we need to look at ways to further reduce our costs and maximise our income.

What we have achieved so far:

Exploring innovative ways to redesign and deliver services

For New Council to be successful, we know that it will require a culture of creativity and innovation. We need to modernise the way that we work, focussing on the needs of our citizens and reducing unnecessary costs and duplication. Where cost effective, we will embrace new technologies to support new ways of working.

In the last twelve months we have:

Supported more people to do things online

We have continued to modernise our customer contact centres and online presence in order to make it easier to complete simple transactions. In 2015, 100% of applications for school admissions were made online and almost half of all calls to the council are now automated. This has increased from just 24% two years ago. The net effect of this means that people spend less time in a queue and that we can prioritise staff time for people with complex enquiries.

Designed services that allow people to be self-managing

In 2015, we launched the 'Better Off in Kirklees' website in conjunction with the Citizens Advice Bureau. This website not only helps local people move off benefits and into work but also ensures local people claim the full range of benefits they are entitled to. From the launch of 'Better Off' on the 15 October up to 13 December, the monetary gains to the district totalled £618,934.

Adopted new technology in service delivery

We have invested in new technology to support more efficient waste collection. Using on-board technology has improved operational knowledge and delivery and has enabled collection rounds to be reorganised to improve productivity.

Taking a truly collaborative approach

Collaboration is at the heart of our vision for a New Council and is fundamental to making the best use of the resources available to the council and other partners. In order to achieve this, the council recognises the need to work closely with colleagues in the NHS, police, voluntary sector and private sector.

Over the last twelve months we have:

Started to develop a new relationship with schools

We want to deliver good outcomes for our children, families and communities in an entirely different way, maximising the use of skills, resources and assets, including buildings, across the district. Schools have a unique and hugely valuable position within our communities - opening their doors to over 60,000 children and their families in Kirklees every day. Together with our school leaders we are building strong partnerships of schools as the vehicle for commissioning and delivering a range of services for children, families and the wider community.

Launched the Kirklees Business Hub

The Hub is a free on-line business support package for all Kirklees businesses. The Hub became live in 2015 and can be used by businesses for:

- the latest information on grants and funding opportunities
- notifications about tender opportunities with Kirklees Council, other public sector organisations and also from other Hub member businesses
- free specialist support and on-line chats with local experts in marketing, finance, legal and business planning
- finding new premises
- the latest news, events and opportunities
- introductions to and networking with other businesses

Every time a business uses the Hub, they earn Hub Credits which they can use to promote their business, attend Hub-promoted events, or to receive business advice from local experts.

Developed other collaborative partnerships with the private sector

Another example of closer working with private sector partners can be seen in our Museums and Galleries service. Staff have been working with Johnstone's Paint, who are based in Birstall and part of the global PPG Industries group.



Johnstone's have generously provided funding for community programmes, as well as funding and volunteers for some much-needed maintenance work in the Grade I Listed hall. They recognise the wellbeing benefits for their employees of having a resource like Oakwell Hall on their doorstep plus providing opportunities for skill development through volunteering. Johnstone's have also enabled Museums staff to tap into some of their business and commercial expertise. This is a valuable skillset which in the past has been difficult to acquire for people working in the cultural sector.

Next year, we will continue to focus the use of our resources by:

Continuing to apply the principle of self-management internally

We will support our managers to expand the number of functions that they can do themselves to manage their budgets and staff, using new computer systems. This will allow the council to further reduce the cost of its support functions to prioritise spending on frontline services.

Reducing our estate costs

We will continue to review our buildings across the district and look to reduce estate costs by combining multiple services at fewer sites. Examples could include the provision of children's centre services from schools or community centres, or locating multiple services in our library buildings.

The council will also consolidate its office buildings in the centre of Huddersfield.

Continuing to improve and better integrate our IT systems

This will include evaluating options for more joined up

and integrated business intelligence allowing us to make better use of our collective data and intelligence to improve the way we currently do things and plan for future needs.

Expanding our digital offer

As far as possible, the council wants to support people to help themselves. To support this we launched a new website in February 2016, which is mobile and tablet friendly. This means residents and businesses can do more online.

The next phase of this work will see the website's digital capability being expanded further, so that more transactions are available online, and can be managed digitally from end-to-end.

Launching the Strategy Lab

We will roll out a new, collaborative approach to strategy which brings together the public sector, academia and the voluntary and private sectors to help create new solutions to some of our most pressing challenges.

Convening an annual partnership summit

We will bring key strategic partners together from across Kirklees to discuss our shared vision to ensure we have a shared understanding of our priority outcomes and challenges and where collaborating more effectively can have most impact.

Every pound we spend and every minute of our time must be made to count

Our finances

Between 2011 and 2016 Kirklees Council has had to make savings totalling £106 million and we still need to find a further £59 million over the 2016 – 20 period. We also expect that during this period our revenue support grant will be heavily reduced. To put this into context, the annual council spend on services in 2010 was about £950 million. The equivalent spend by 2019 will be nearer £800 million.

We've achieved our budget reductions by making lots of changes already so you may have begun to notice that some of our services are different – for example we have changed the way we empty your bins.

Our progress towards our vision and New Council means we will need to carry on making changes to save money, so you will start to notice more of a difference. We know that this won't be easy. We know that we must apply strong financial rigour alongside ambition and innovation and we know that we will need your help to deliver the services that really count for our communities.

Measuring our progress and impact on outcomes

Our transformation to New Council will see a radical departure from how the council has operated in previous years. Our approach to how we measure our performance and how we are held accountable for our performance is also changing.

New Council will use evidence, insight, business intelligence and performance data, through analysis, to drive service improvement. We will:

- know what difference we make and why it matters
- implement new processes and ways of working to provide managers with the business intelligence needed to drive service improvement
- measure what matters, with a focus on the outcomes we are making for our communities and the progress we are making towards achieving our vision

We plan how we intend to meet our ambitions for New Council and we also evidence our progress along the way. Appropriate governance arrangements are in place to oversee the change.

Service provision

The council provides a range of services, some in partnership. We have a performance management framework in place which ensures that both our planning and our delivery are consistent with our vision and can demonstrate significant contributions to the Joint Health & Wellbeing Strategy and the Kirklees Economic Strategy. This ensures our services are planned, focused and delivered to meet community needs.

To achieve this, directorates produce their own delivery plans which are directly connected to our Corporate Plan. Directorates are held to account throughout the year as to the progress they are making towards their delivery plans. This emphasises the importance of the connection between the council's highest level objectives and front line delivery.

How do we ensure a focus on quality?

The principles and checks that we apply in our commitment to quality are explicit in our approach to planning and performance management. This is set out in our Performance Management Framework on page 20.

- When we plan or commission services we state what we expect to achieve by when. Supporting performance measures are assigned challenging targets. Our budgeting process, which helps us to decide which services to fund, is designed to challenge the cost of any service we deliver and to allocate money according to the agreed strategic priorities.
- We deliver or commission our services in the most efficient ways ensuring a good standard of provision within available resources.
- We regularly monitor and review the delivery of our plans to confirm they are on target and on budget. We consider any mitigating and remedial action where they are off target or at risk. This is reported alongside overviews of financial monitoring, the council's risk register and progress towards New Council.
- Significant parts of our services are inspected by other agencies. Ofsted inspect our schools and childcare services. The Quality Care Commission inspects elements of adult social care. We respond to any external inspection positively by learning from what they tell us.
- We revise our plans regularly based on current and forecast performance.
- Each year, the collective sum total of progress made across all services is summarised in an Annual Performance Report.

Our Performance Management Framework

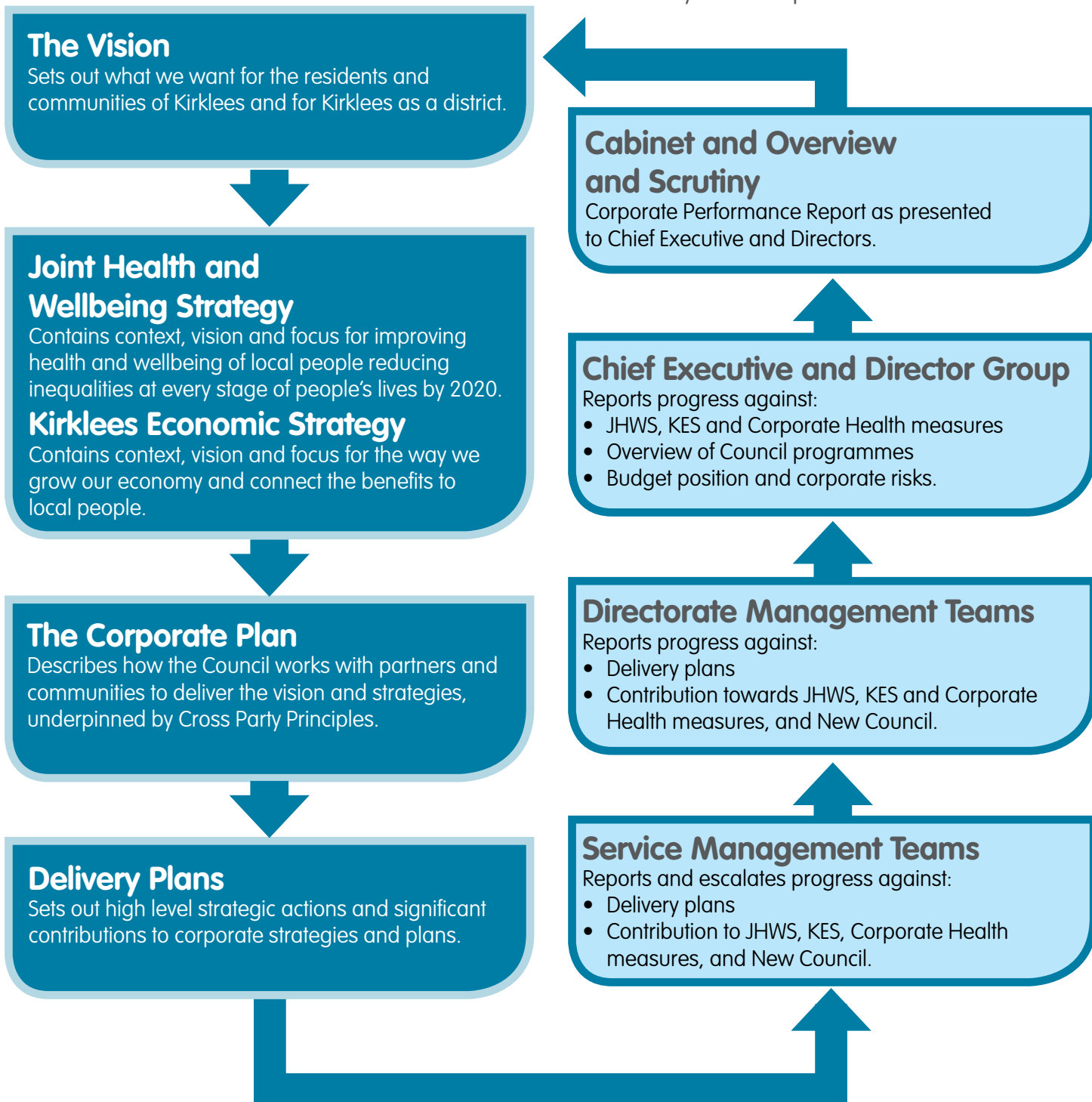
Our approach to performance management will continue to improve. We will focus more on our strategic intentions with a more analytical model and increased challenge. This is being done to ensure that we can provide robust evidence of achievement against our significant strategic intentions and measure the progress of transformational change.

Corporate Planning Framework

Our plans set out what we expect to achieve.

Corporate Reporting Framework

Our quarterly performance reports monitor the delivery of these plans.



The Vision

Sets out what we want for the residents and communities of Kirklees and for Kirklees as a district.

Joint Health and Wellbeing Strategy

Contains context, vision and focus for improving health and wellbeing of local people reducing inequalities at every stage of people's lives by 2020.

Kirklees Economic Strategy

Contains context, vision and focus for the way we grow our economy and connect the benefits to local people.

The Corporate Plan

Describes how the Council works with partners and communities to deliver the vision and strategies, underpinned by Cross Party Principles.

Delivery Plans

Sets out high level strategic actions and significant contributions to corporate strategies and plans.

Cabinet and Overview and Scrutiny

Corporate Performance Report as presented to Chief Executive and Directors.

Chief Executive and Director Group

Reports progress against:

- JHWS, KES and Corporate Health measures
- Overview of Council programmes
- Budget position and corporate risks.

Directorate Management Teams

Reports progress against:

- Delivery plans
- Contribution towards JHWS, KES and Corporate Health measures, and New Council.

Service Management Teams

Reports and escalates progress against:


- Delivery plans
- Contribution to JHWS, KES, Corporate Health measures, and New Council.

Team plans and individual objectives

Services may also use these to show their contributions to the corporate planning framework.

Value for money

We are committed to ensuring a continued focus on cost efficiency and that the services we provide represent value for money. We use a variety of sources to benchmark our activities. As an example, the latest verified data from the Audit Commission is presented below. This is an overview of the authority's spend on its services expressed per head of total population (or sub-sections of the population for adult social care and children's services). In overview, it shows that, by comparison, Kirklees is a low spend per head authority.

Indicator	Period	Value	% Change	DoT*	Rank	Average
Total net spend per head	2014/15	£1,641.64 per head	-4%	↓	 In the lowest 20%	£1,956.26 per head
Spend on adult social care per adult	2013/14	£343.47 per head 18+	-4%	↓	 In the lowest 5%	£425.74 per head 18+
Spend on council tax benefits and housing benefits administration per head	2014/15	£12.24 per head	-2%	↓	 average	£15.30 per head
Spend on all children and young people services per head 0-17 yrs	2013/14	£3,839.06 per head 0-17	-14%	↓	 In the lowest third	£4,066.49 per head 0-17
Spend on culture and sport per head	2014/15	£75.78 per head	-3%	↑	 average	£74.78 per head
Spend on environmental services per head	2014/15	£60.87 per head	-6%	↓	 average	£65.44 per head
Spend on housing services per head	2014/15	£28.74 per head	-15%	↓	 average	£26.53 per head
Spend on sustainable economy per head	2014/15	£100.79 per head	-11%	↓	 average	£104.03 per head
Spend on public health services per head	2014/15	£54.00 per head	0%	↓	 In the lowest 25%	£67.78 per head
Planned net current expenditure per head of population	2015/16	£1,659.13 per head	0%	↓	 In the lowest 20%	£1,950.34 per head

DoT* (Direction of Travel)





Name of meeting: Cabinet
Date: 8th March 2016

Title of report: Highways Capital Plan 2016/17

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
Is it in the <u>Council's Forward Plan</u> ?	Yes
Is it eligible for "call in" by <u>Scrutiny</u> ?	Yes
Date signed off by <u>Director</u> & name	Jacqui Gedman – 24/02/16
Is it signed off by the Director of Resources?	David Smith – 22/02/16
Is it signed off by the Assistant Director – Legal, Governance & Monitoring?	Julie Muscroft – 29/02/16
Cabinet member <u>portfolio</u> Cllr Steve Hall	Cllr Steve Hall - Planning, Highways and Open Spaces

Electoral wards affected: All
Ward councillors consulted: None

Public or private: Public

1. Purpose of report

For Cabinet to consider the detailed Highways Capital Plan for 2016/17 and associated business cases.

2. Key points

2.1 Background

The Highways Capital Plan is an investment in the highway asset that includes road surfacing, street lighting, structures, road safety, encouraging walking and cycling, drainage, traffic signals, car parks and public transport provision.

On 17th February 2016 Council considered The Council Budget Report 2016-19. Appendix E of the report to Council was a draft 5 Year Capital Investment Plan. This Plan included a sum of £13.683m for Highways Service in 2016/17. The attached detailed Highways Capital Plan (Appendix 1) adds individual scheme detail to the approved baseline programme for 2016/17.

Business Cases are included for each programme area in (appendix 2).

2.2 Department for Transport (DfT) funding through the Local Transport Plan (LTP)

The DfT grant allocations for Highway Maintenance and Integrated Transport schemes identified through the LTP are administered by the West Yorkshire Combined Authority and as such approval to those sections will also have to be sought through their governance procedures.

DfT Highway Maintenance Allocations (2016/17)

This allocation supports the maintenance of roads, street lighting and structures.

In January 2014 the DfT announced a review of how the six year national funding package of £5.853 billion for highway maintenance was allocated. There are now three elements to the Highway Maintenance allocation.

i. Needs Element

The needs element is based on asset inventory count rather than condition. This grant is set for years 2016/17 to 2017/18 and is indicative for 2018/19 to 2020/21. (They are indicative for later years pending a review of base asset data)

The needs allocation accounts for by far the largest proportion of the funding (80%) with the formula comprising information on key highway asset types such as road length, bridges, street lighting and cycleways. The needs grant element to Kirklees is:

Year	Firm Allocation			Indicative Allocation		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Kirklees	£6,116k	£5,607k	£5,437k	£4,921k	£4,921k	£4,921k

ii. Incentive Element

An incentive element dependent on an Authority's pursuit of efficiencies and its use of asset management practices.

Every authority has the opportunity to secure additional funding through the incentive element from 2016/17. Highway Authorities have completed a self-assessment of their efficiencies and use of good asset management practices. This assessment will result in placement as a band 1, 2 or 3 Authority and then the adjusted allocations from that part of the fund will follow. The aim is to

promote continual improvements in delivery and management efficiency and evidencing this will be part of each Local Authority's self-assessment. An Authority that cannot demonstrate this by 2020 will receive no "incentive element" of the total funding.

% of Incentive Award by Band achieved

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Band 1	100%	90%	60%	30%	10%	0%
Band 2	100%	100%	90%	70%	50%	30%
Band 3	100%	100%	100%	100%	100%	100%

£'000 grant award

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Band 1	0	305	305	308	103	0
Band 2	0	339	458	718	513	308
Band 3	0	339	509	1025	1025	1025

Kirklees has made a submission which we believe will satisfy band 2 criteria for 2016/17. We anticipate an announcement from Dft at the end of February to confirm this. We are working along with other WY districts to satisfy band 3 criteria by autumn 2016 so that we can maximise our incentive element allocation through this process.

In the highways 5 year baseline Capital Plan Band 2 status is assumed throughout. Any incentive element grant award enables a similar reduction in Council Capital Investment so that the impact on Highways baseline allocation remains neutral.

iii. Challenge Fund

A competitive Challenge Fund element where Authorities can bid for major maintenance projects

The Challenge Fund, which is a top-slice of the total Maintenance Allocation, has been set up to address ageing infrastructure which may now be nearing the end of its lifecycle, has reached the end of its lifecycle earlier than originally envisaged, or which has deteriorated due to recent severe weather events. This Challenge Fund enables local highway authorities in England to bid for funding from the government for major maintenance projects that are otherwise difficult to fund through the normal allocations they receive. Bidding will be in two tranches.

A combined bid with City of Bradford MDC included a £1.920m bid as Kirklees' share of a scheme to reconstruct retaining wall structures in Bradford and Kirklees. This Tranche 1 bid was successful and works are ongoing. The DfT contribution to the Kirklees element is £1.6m phased as follows with the balance coming from the needs element of the maintenance grant.

	2015/16	2016/17	2017/18	Total £
Additional DfT grant	0.400m	0.700m	0.500m	1.600m
Kirklees match funding	0.080m	0.140m	0.100m	0.320m
Total	0.480m	0.840m	0.600m	1.920m

Tranche 2 bids will be submitted in 2017/18

DfT Integrated Transport Allocation

In keeping with recent years, the Integrated Transport Allocation for our area is allocated to the West Yorkshire Combined Authority, for delivery against a West Yorkshire programme of schemes.

In 2016/17 this allocation enables investment in Network Management (traffic signals) improvements and the Safer Roads programme

2.3 Cycling and Walking

The West Yorkshire Combined Authority in partnership with York made a successful funding application to the DfT for City Cycle Ambition Grant (CCAG2). The application set out a transformational package of cycle infrastructure, providing fully segregated cycle links to District Centres, connections to key employment and regeneration sites and upgrades of canal towpaths. (Total grant = £22m + £8m of WY LTP match funding). The programme of schemes within this programme is evolving and the 2016/17 capital plan allows for £0.6m scheme work for Huddersfield.

2.4 Bus Hotspots

The West Yorkshire Combined authority has a £300,000 investment to reduce congestion through a bus hot spots programme. A number of small schemes have been developed. This includes a total investment of £93,000 investment in Kirklees with £70,000 allocated to 2016/17.

2.5 Total Expenditure

The Capital Plan totals £13.683m

This is the approved baseline plan included in the 17th February report to Council however there has been adjustments to programme area totals within the Plan to reflect current investment strategies, notably directing the Incentive Fund at unclassified roads.

2.6 Council Funding

Council capital investment in the 2016/17 Highways Capital Plan amounts to £4.898m funded through prudential borrowing. The average revenue cost of financing this level of borrowing is 6.7% per annum, which equates to £328k per annum.

2.7 Other points to Note

- Highways schemes are sometimes delayed to allow works by 3rd parties, notably utility companies, so in some programme areas additional schemes are shown below the cut off line as contingency schemes and introduced to the programme if other schemes are deferred.
- In addition to works within the Highways Capital Plan a number of major transport improvement schemes are being developed for implementation in future years as part of the £1bn. West Yorkshire Plus Transport Fund.

3. Implications for the Council

The delivery of the Capital Programme can be delivered within existing legal, financial, human resources and information technology framework.

4. Consultees and their opinions

Strategic Finance, the Capital Delivery Board and Assistant Director's Group have been consulted and are in agreement with the contents of this report.

5. Next steps

Highways will continue to manage the delivery of schemes within the Capital Plan by updates throughout the financial year to Cabinet.

6. Officer recommendations and reasons

- a) That Cabinet approve the detailed Capital Plan in the sum of £13.683m as shown in Appendix 1
- b) That authority is delegated in accordance with the Council's Financial Procedure Rules 3.12 - 3.13 dated April 2015, to the Director of Place to manage the Highways Capital Plan.
- c) That authority is delegated in accordance with the Council's Financial Procedure Rules 3.14 - 3.16 dated April 2015, to the Director of Place to exercise virement within the Highways Capital Plan.

7. Cabinet portfolio holder recommendation

The portfolio holder, Councillor Steve Hall, thanks officers for their work improving efficiencies and good asset management practise to meet Incentive Fund grant conditions, and welcomes measures to reduce congestion.

8. Contact officer and relevant papers

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Papers: Appendix 1 - Highways Detailed Baseline Capital Plan 2016-17
Appendix 2 - Business Case for each programme area

9. Assistant Directors responsible

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Kim Brear
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10. Background Papers

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
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HIGHWAYS CAPITAL PLAN 2016/17

Total Planning Allocation	13683
Borrowing	4898
Self/Service Funded	0
Grant/Contribution	8785
Receipts	0

ASSET MANAGEMENT												
Jon Evans	1A - Principal Roads								01/04/2016	31/03/2021	B	
											G	1,864
											T	1,864
Jon Evans	1B - Roads Connecting Communities								01/04/2016	31/03/2021	B	
											G	2,278
											T	2,278
Jon Evans	1C - Unclassified Roads								01/04/2016	31/03/2021	B	2,086
											G	339
											T	2,425
Farhad Khatibi	1D - Structures								01/04/2016	31/03/2021	B	
											G	1,900
											T	1,900
Andy Bullen	1F Street Lighting Replacement Strategy								01/04/2016	31/03/2021	B	1,764
											G	265
											T	2,029
Graham Mallory	1J - Unadopted Roads								01/04/2016	31/03/2021	B	50
											G	
											T	50

Maintenance Total	T	10,546
External Funding	T	6,646
Net Maintenance Total	T	3,900

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
INTEGRATED TRANSPORT												
Steven Hanley	2A - Integrated Public Transport								01/04/2016	31/03/2021	B G T	80 70 150
David Caborn	2B - Network Management								01/04/2016	31/03/2021	B G T	80 715 795
Steven Hanley	2C - Cycling and Walking								01/04/2016	31/03/2021	B G T	43 600 643
Liz Twitchett	2E - Safer Roads								01/04/2016	31/03/2021	B G T	195 754 949
Paul Hawkins	2J - Town Centre Car Parking								01/04/2016	31/03/2021	B G T	150 150
Tom Ghee	2K - Flood Management and Drainage Improvements								01/04/2016	31/03/2021	B G T	450 450

IT Total	T	3,137
External Funding	T	2,139
Net IT Total	T	998

GRAND TOTAL

Gross Programme Total	13,683
External Funding	8,785
Net Programme Total	4,898

External Funding Summary

Asset Management	
LTP Maintenance Needs Grant	5607
LTP Maintenance Incentive Grant	339
Challenge Fund DfT maintenance grant	700
Integrated Transport	
LTP IT Grant ***	1469
Bus hot spot	70
CCAG 2 Cycling Grant	600
Total	8785

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
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Total Planning Allocation	13683
Borrowing	4898
Self/Service Funded	0
Grant/Contribution	8785
Receipts	0

ASSET MANAGEMENT

1A - Principal Roads												
Programme Manager: Jon Evans												
80441	Principal Road Surfacing Dressing Programme	Road Surfacing	Various								T	550
81043	Minor Maintenance - Pre Surface dressing patching	Minor Repairs / Patching	Various								T	220
84772	A638 Bradford Road, Littletown	Road Resurfacing	U								T	525
	A641 Bradford Road slip	Road Resurfacing	O								T	35
	A58 Whitehall Road, Birkenshaw	Road Resurfacing	E								T	90
	A652 Bradford Road, Dewsbury	Road Resurfacing	K								T	90
	A62 Leeds Road, Huddersfield	Road Resurfacing	I								T	104
	Priority footway programme	Footway schemes										
	A642 Wakefield Road, Lepton	Footway scheme	A								T	50
	A62 Leeds Road, Mirfield	Footway scheme	V								T	50
	A6107 Bradley Road, Bradley	Footway scheme	B								T	50
	A652 Bradford Road, Birstall	Footway scheme	D								T	30
	A62 Huddersfield Road, Liversedge	Footway scheme	P								T	20
C.61106	A629 Wakefield Road, Dalton	Footway scheme	A,I								T	50
											B	
											G	1,864
SUB TOTAL (1A)											T	1,864

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
1B - Roads Connecting Communities												
Programme Manager: Jon Evans												
80636	B & C Road Surface Dressing Programme	Road Surfacing	Various								T	500
81044	Minor Maintenance - Pre surface dressing patching	Minor Repairs / Patching	Various								T	250
C.12997	C546 Whitechapel Road, Cleckheaton	Road Resurfacing	F								T	150
C.12998	C664 Willow Lane, Birkby	Road Resurfacing	O								T	240
C.13000	C638 Bradford Road, Oakenshaw	Road Resurfacing	F								T	200
C.63672	C6107 East Street, Lindley	Road Resurfacing	T								T	100
C.63673	C557 Morley Lane, Milnsbridge	Road Resurfacing	N								T	150
C.63674	C575 Fearnley Lane	Road Resurfacing	R								T	90
C.63675	C565 Thurstonland Bank Road	Road Resurfacing	Q								T	210
	Scheme to be determined										T	138
	Priority footway programme	Footway schemes									T	100
C.63676	C554 Heaton Moor Road	Footway scheme	V								T	60
C.63677	C629 Gledholt Road	Footway scheme	O								T	90
											B	
											G	2,278
SUB TOTAL (1B)											T	2,278

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
1C - Unclassified Roads												
Programme Manager: Jon Evans												
	Pavement repairs	Footway Surfacing	Various								T	150
C.63459	Thornton Lodge Road, Crosland Moor	Footway Surfacing	H								T	50
C.63460	Moorlands Road, Lindley	Footway Surfacing	T								T	50
	Brookfoot Avenue, Birkenshaw	Road Resurfacing	E								T	25
	Almond Way, Batley	Road Resurfacing	D								T	41
	Clarkson Ave, Heckmondwike	Road Resurfacing	P								T	43
	Hillcrest Ave, Batley	Road Resurfacing	D								T	27
	Claremont Street, Cleckheaton	Road Resurfacing	F								T	25
	Church Road, Birstall	Road Resurfacing	D								T	88
	Fern Close, Batley	Road Resurfacing	C								T	25
	Hayburn Road, Batley	Road Resurfacing	D								T	81
	Dale Lane, Heckmondwike	Road Resurfacing	P								T	216
	Crossley Lane, Mirfield	Road Resurfacing	V								T	115
	Oastler Street, Dewsbury	Road Resurfacing	M								T	29
	Back Lane, Mirfield	Road Resurfacing	V								T	34
	Lee Road, Ravensthorpe	Road Resurfacing	M								T	35
	Park Parade, Westtown	Road Resurfacing	M								T	68
	Wormald Street, Almondbury	Road Resurfacing	A								T	43
	Whitehead Lane, Primrose Hill	Road Resurfacing	W								T	216
	St Helens Gate, Almondbury	Road Resurfacing	A								T	73
	The Knowle, Shepley	Road Resurfacing	S								T	60
	Lydgate, Little Lepton	Road Resurfacing	S								T	35
	Bedale Avenue, Skelmanthorpe	Road Resurfacing	J								T	27
	Bradshaw Ave, Honley	Road Resurfacing	Q								T	40
	Schemes to be identified	Road Reconstruction	all								T	829
											B	2,086
											G	339
SUB TOTAL (1C)												2,425

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
1D - Structures												
Programme Manager: Farhad Khatibi												
	Minor Retentions										T	25
1877	Minor Structural Maintenance	Cyclical Works	Various								T	400
2438	Walling Works	Walling Works	Various								T	400
80622	Interim Measures	Installations	Various								T	130
C.635045	Upperhead Row Multi Storey CP	Car park maintenance	W								T	85
	Challenge Fund Schemes										T	700
	Schemes to be identified										T	160
											B	
											G	1,900
											T	1,900
SUB TOTAL (1D)												
1F Street Lighting Replacement Strategy												
Programme Manager: Andy Bullen												
-	Carbon Reduction Projects to be developed	Sleeving / Column Replacements	All								T	464
	Structural and energy saving measures to be developed	Sleeve existing concrete columns and install LEDs	All								T	1,565
											B	1,764
											G	265
											T	2,029
SUB TOTAL (1F)												
1J - Unadopted Roads												
Programme Manager: Graham Mallory												
	Hill Top Road, Dalton	Unadopted road improvement	I								T	50
											B	50
											G	
											T	50
SUB TOTAL (1J)												

Maintenance Totak	T	10,546
LTP Maintenance Grant	T	6,646
Net Maintenance Total	T	3,900

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
INTEGRATED TRANSPORT												
2A- Integrated Public Transport												
Programme Manager: Steven Hanley												
	Bus Hot Spots											
C.63523	Lockwood Road bus lane	Extension of operating hours	W								T	9
C.63524	Thornccliffe Street, Lindley	One-way link	T								T	15
C.63525	A641 Bradford Road	Slip road widening to two lanes	O								T	25
C.63526	Whitehall Way, Dewsbury	New 'queueing lane' to car park	K								T	20
C.63527	A62 Leeds Road, Deighton	Bus stop relocation	B								T	9
	Dewsbury Railway Station										T	100
	less planned overexpenditure										T	-28
											B	80
											G	70
											T	150
SUB TOTAL (2A)												

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
2B - Network Management												
Programme Manager: David Caborn												
Junction Improvements												
	Huddersfield Ring Road, Chapel Hill to Halifax Road	Improved signing and lining	W								T	100
	less planned overexpenditure										T	-20
Network Management												
C.12523	Replacement of Obsolete Traffic Signal Poles	Traffic Signals Maintenance	Various								T	70
C.12634	Air Quality and Bluetooth Sites to be identified	West Yorkshire Improved Data Network	Various								T	20
C.12639	Additional 30 wireless Nodes to be identified	West Yorkshire Improved Data Network	Various								T	20
	A652 Bradford Road - Batley Convert to IP communication	West Yorkshire Improved Data Network	C								T	30
	A638 Bradford Road - Heckmondwike Convert to IP communication	West Yorkshire Improved Data Network	P								T	35
	A638 Bradford Road - Staincliffe Convert to IP communication	West Yorkshire Improved Data Network	P & D								T	25
	A629 Wakefield Road / Somerset Road	Improve Signals Operation	I								T	150
	A629 Penistone Road / Morrisons	Improve Signals Operation	I								T	60
	A652 Bradford Road - Jack Lane	Improve Signals Operation	C								T	70
	Castlegate Scoot - Revalidation after new lining Scheme	Improve Signals Operation	I								T	25
C.12646	West Yorkshire Combined Information signs Network	WY Variable Message signs	Various								T	210
											B	80
											G	715
											T	795
SUB TOTAL (2B)												

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
2C Mobility, Walking and and Cycling Initiatives												
Programme Manager: Steven Hanley												
8238	Neighbourhood Paths	Various	Various								T	10
81968	Disabled Crossing Facilities	Various	Various								T	5
82032	Urban Path Improvements	Various	Various								T	10
	Cycle and Walking Development										T	10
	Cycle Route and Facilities enhancements	Bulk provision									T	8
C.63358	Huddersfield Town Centre	Cycle Infrastructure	W								T	600
											B	43
											G	600
SUB TOTAL (2C)											T	643
2E - Safer Roads												
Programme Manager: Liz Twitchett												
	Casualty Reduction schemes	Casualty Reduction	Various								T	449
	Low Bridge Warning signs	Casualty Reduction	Various								T	25
	B6116 Bellstring Lane, Upper Hoptan	Casualty Reduction	I,V								T	20
	A635 New Mill Road	Casualty Reduction	Q								T	30
	VAS upgrade / refurbishment	Casualty Reduction	Various								T	25
	Community Projects	Community Projects	Various								T	375
	Threelands, Birkenshaw	Community Traffic Project	E								T	25
											B	195
											G	754
SUB TOTAL (2E)											T	949
OTHER PROGRAMMES												
2J - Town Centre Car Parking												
Programme Manager: Paul Hawkins												
C.635045	Upperhead Row Multi Storey CP	Car park maintenance	W								T	150
											B	150
											G	
SUB TOTAL (2J)											T	150

Programme and Lead Service/ Officer	Project Name / Location	Project Works	Ward	Business Case reference	Capital Delivery Board Date	AD Group Date	Cabinet Approval Date	C.O.R. Reference	Expected start date	Expected end date (practical completion)	Funding	2016/17 Budget £000's
2K - Flood Management and Drainage Improvements												
Programme Manager: Tom Ghee												
81820	Minor Drainage Works	Bulk Provision -- minor works	Various								T	225
81820	Contributions to surfacing schemes	Contributions	Various								T	25
	Flood Management Schemes	Drainage improvement schemes	Various								T	200
											B	450
											G	
SUB TOTAL (2K)											T	450

IT Programme Total	T	3,137
LTP IT Grant	T	2,139
Net IT Programme Total	T	998

Gross Programme Total		13,683
External Funding		8,785
Net Programme Total		4,898



1A & 1B

PLACE - STREETSCENE AND HOUSING
MARCH 2016
BUSINESS CASE FOR PROGRAMME
WITHIN HIGHWAYS CAPITAL PLAN 2016/17 – 2020/21

PROGRAMME AREA: ASSET MANAGEMENT

1A, 1B – PRINCIPAL ROADS AND ROADS CONNECTING COMMUNITIES

Name and Description of Programme/Project

Principal Roads and Roads Connecting Communities

Works within this programme cover the repair and maintenance of the A, B, and C classified road network (448 km). This includes the major transportation arteries within the district. The total network (1898km) comprises Principal A roads (210km), Non Principal B & C roads (Roads Connecting Communities) (238 km) and the Unclassified road network (1450 km).

Each programme is split into 3 different types of work:-

- (1) Major roadworks on lengths of road with minimal residual life.
- (2) Patching and surface dressing roads to provide new surfaces and to improve ride quality and skidding resistance.
- (3) Footway Schemes

Funding for this programme is through LTP grant allocation.

Strategy

National Performance Indicators NI 168 and NI 169 that show an authorities backlog of classified road repairs by reporting the percentage backlog of the road network in need of major maintenance.

Our historic performance on these national indicators is:

	2010 / 2011	2011/2012	2012/2013	20013/2014	2014/15	2015/16
NI 168 A Roads	8%	7%	5%	5%	5%	5%
NI 169 B & C Roads	9%	9%	7%	8%	9%	8%

The classified network has been assessed and prioritised for repairs. A spend strategy has been adopted that targets funds at Principal roads as the most heavily trafficked routes and Non-Principal B & C roads where survey results have shown the greatest need for investment to improve condition.

The strategy aims to halt the deterioration of A roads maintaining the reported backlog to a steady 5%

APPENDIX 2

Total estimated cost:

£18.482m over the next 5 years

Timescale:

This is a 5 year programme.

Spend profile:

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	Total
LTP Grant	4,142,000	3,972,000	3,456,000	3,456,000	3,456,000	18,482,000

Split

£	2016/17	2017/18	2018/19	2019/20	2020/21	Total
A Roads	1,864,000	2,037,000	1,805,000	1,805,000	1,805,000	9,316,000
B/C Roads	2,278,000	1,935,000	1,651,000	1,651,000	1,651,000	9,166,000

Outcomes/Outputs

The programme is directed at halting the deterioration and reducing the backlog as identified in National Performance Indicators NI168 and NI169

Programme - Criteria for choosing individual projects

The proposed 2016/17 programme is set out in the detailed 1 year capital plan. The sites are selected based on condition indicators from external machine and walked surveys. A forward programme of schemes is determined but is subject to year on year change due to the impact of annual road surveys, weather, developments and works by utilities.

Lifecycle Planning Toolkits have been used to determine the optimum scheme programme and level of investment needed to maintain current condition of roads. As the available budget is around £3m less than the optimum level of investment the length of roads surface dressed has been maintained at the optimum to maximize the treated length. This has been effective in maintain overall condition although there is a backlog of major roadworks sites.

Performance Measures/Indicators (criteria for success)

National Performance Indicators NI168 and NI169 give opportunity to compare performance within the West Yorkshire Authorities and nationally. Annual public satisfaction surveys determine a view of stakeholder satisfaction with road condition.

How the Programme/Project meets the Council's Objectives

The programme will improve the state of repair of the districts road and pavement network thus improving transport links with neighbouring cities and major towns making it easier for businesses to succeed and for people to access work helping to foster a strong economy. By integrating other measures and facilities into the larger schemes, safety of pedestrians and drivers will improve, as will improving access to public transport and encouraging the public to walk and cycle more, thereby improving the health of the community.

Risks

All scheme programmes are subject to possible delay by unforeseen site conditions, utility works or adjacent developments. Additionally, due to the complex nature and length of the larger elements of the programme, detailed consultation could result in significant changes to the programme.

Additional risks can be determined in the strategy failing to meet its targets due to the prediction of "expected life" for the Road Network. This figure can substantially change on any classification of road with the effects of shifting traffic patterns, bus routes, industrial developments and the activities

APPENDIX 2

of the Utility companies.

There is a reliance on surface dressing to maximize the length treated. This increases the length requiring major works

Stakeholder Consultation

Detailed consultation with all stakeholders and local Ward Members will be undertaken on all the major schemes as they are developed.

Other options appraised

The options available are between expenditure on the various classification of road (each having its own PI for condition) and the balance of spends between reconstruction and surface treatment.

Spreading grant evenly across the classified network was considered but this fosters a deterioration of each road classification. With a shortfall in budget, maintaining investment in surface dressing provides a good return in terms of length treated rather than proportionally reduce all treatments

Sponsoring Service: **Streetscene and Housing**

Programme/Project Manager: **Jon Evans**

Date of submission: March 2016

Contact Officer: Jon Evans

Assistant Director: Joanne Bartholomew

PLACE - STREETSCENE AND HOUSING
MARCH 2016
BUSINESS CASE FOR PROGRAMME
WITHIN HIGHWAYS CAPITAL PLAN 2016/17 – 2020/21

PROGRAMME AREA: ASSET MANAGEMENT
1C - UNCLASSIFIED ROADS

Name and Description of Programme/Project

Unclassified Roads

Works within this programme cover the repair and maintenance of the unclassified road network (1450km). The network has been assessed and prioritised for repair and this money will be allocated to fund improvements to roads to assist in removing the maintenance backlog.

Strategy

Year on year manual, visual surveys determine that 12% of the unclassified road network is in poor condition. Lifecycle Planning Toolkits show that £10m investment is needed each year to maintain the unclassified road network in its present condition compared with our £2.4m investment. It is evident that the roads in poor condition are deteriorating.

Reports to Cabinet on 3rd June 2014 and 2nd June 2015 determined the strategy for unclassified roads summarized as follows:

- a prioritised list of roads to resurface, that reflects the asset management need will be prepared for each District Committee which will include officer recommendations. The Districts Committees will have the opportunity to add roads that they feel should be a priority for resurfacing and consider relative usage, all in the context of applying asset management principles that are essential to minimise reductions in the incentive grant. District Committee will establish and rank a forward programme for Cabinet approval
- that a sum of £250,000 will be set aside within the Unclassified Roads budget for spending on pavements where the condition presents a risk to the Council in terms of the potential for accidents and subsequent claims.

Total Estimated Cost

The total programme is £12.125m over 5 year (including £9.789m of Kirklees Capital Funding). The capital element is the LTP Incentive Grant

APPENDIX 2

Timescale

This is a 5 year programme.

Spend Profile

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	Total
LTP Grant	339,000	458,000	718,000	513,000	308,000	2,336,000
Kirklees	2,086,000	1,967,000	1,707,00	1,912,000	2,117,000	9,789,000
Total	2,425,000	2,425,000	2,425,000	2,425,000	2,425,000	12,125,000

The capital charges on this Kirklees Capital investment will be:-

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	onwards
Charges	70,000	205,000	330,000	450,000	585,000	655,000

The Service cannot accommodate these costs within existing revenue budgets so they will need to be met from Central Reserves.

Outcomes/Outputs

The £2.132m expenditure will improve around 8kms of the 1450km network of unclassified roads.

Programme

The overall programme will be monitored within updates of the Highways Capital Plan.

Performance Measures/Indicators (Criteria for success)

The works will improve the Authority's performance in Performance Indicators that relate to road condition across the network and are used to benchmark against other West Yorkshire Authorities.

How the Programme/Project meets the Council's Objectives

The programme will improve the state of repair of the District's unclassified road and pavement network thus improving roads within local communities. Safety of pedestrians and drivers will improve as will access to public transport. Improved surfaces will encourage the public to walk and cycle more thereby improving the health of the Community.

The programme will help in supporting local community initiatives and economies by helping towards local regeneration.

Risk

Such scheme programmes are subject to possible delay by utility works or adjacent developments. Details consultation externally or internally may highlight issues that have significant impact on the ability to deliver the programme.

The available investment only allow a 180 year cycle of road resurfacing, way beyond the design life and an unfavourable comparison with public expectation.

APPENDIX 2

Stakeholder Consultation

Detailed consultation with all stakeholders and Local Ward Members will be undertaken on all the major schemes as they are developed.

Other Options Appraised

The alternatives are to carry out works with funding split equally across wards without consideration of priority or to target schemes in Wards with the greatest backlog of maintenance. The conclusion is that splitting budget by Ward does not give adequate funding for sizeable schemes so the priority order with devolved District Committee choice is preferred.

Sponsoring Service: Streetscene and Housing

Programme/Project Manager: Jon Evans

Date of submission: March 2016
Contact Officer: Jon Evans
Assistant Director: Joanne Bartholomew

**PLACE - INVESTMENT & REGENERATION SERVICE
MARCH 2016
BUSINESS CASE FOR PROGRAMME WITHIN CAPITAL PLAN 1D
2016/17 – 2020/21**

1D

**PROGRAMME AREA: ASSET MANAGEMENT
1D - STRUCTURES**

Name and Description of Programme/Project

Structures

This business case covers the Structures programme which includes the inspection, assessment, maintenance and strengthening of all bridges, culverts, footbridges and retaining walls within Kirklees ranging from major river crossings to small timber footbridges on public footpaths.

We currently manage 895 highway related structures and approximately 400km of highway retaining walls.

This comprises:-

- 245 Bridges
- 118 Large Culverts (1.5m-3.0m span)
- 161 Culverts less than 1.5m span and >0.9m
- 35 Footbridges
- 200 PROW Footbridges
- 5 Subways
- 5 Sign Gantries
- 157 Bridges third party owned by Network Rail, BR Property Board, British Waterways, Highways Agency and Others.

Strategy

1. Assessment work already undertaken to date indicates that a number of bridges (20 no.) have failed the DfT assessment criteria and now require strengthening or imposing restrictions. Whilst formal interim measures in the form of weight restrictions, lane restrictions, closures are in place / being implemented it is felt that besides the Council still bearing a certain level of risk, these are publicly unacceptable as they cause significant disruption to the transport network which has a significant impact on the communities, industry and economy of Kirklees.
2. Inspections Programme (Statutory Duty as part of the National Code of Practice) has also revealed that several structures are in need of essential repairs to maintain their structural integrity. If nothing is done, the bridge stock will deteriorate further, causing safety concerns and higher costs of remedying a situation at a later date.
3. Highway walling is another key area of concern due to the nature of the lie of the land and age of existing dry stone walling (over 100 years old) which are upholding our highways. These failing walls, if left unattended leading to collapse will lead to very disruptive traffic management measures and more costly solutions.

Total estimated cost

The programme of works is funded through the LTP Highway Maintenance Grant, supported by additional Challenge Fund Grant in 2016/18, and for the next 5 years is anticipated as follows:-

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	Total
LTP Grant	1,200,000	1,500,000	1,200,000	1,200,000	1,200,000	7,200,000
Challenge Fund Grant	700,000	500,000				
Total	1,900,000	1,700,000	1,200,000	1,200,000	1,200,000	7,200,000

Total over 5 years - £7.200m

Outcomes / Outputs

The Structures programme aims to achieve:-

- The Bridge Assessment Programme has identified and will further identify the extent of bridges requiring strengthening / restricting. This will help in having a safe and well maintained highway network by making progress towards the bridge strengthening programme thereby decreasing interference with the movement of goods and people.
- Maintenance work on structures as part of the maintenance programme will enhance the structural integrity and safety and also savings on more costly solution in the future.
- Wall strengthening schemes (collapses / potential collapses) as part of this programme will immensely benefit all groups, local areas, communities and businesses by reducing congestion, improving public safety and ensuring continued use of all roads.
- Overall the programme will help and continue to help to maintain good management practices in the inspection, assessment, maintenance and strengthening of highway structures in line with the "Management of Highway Structures" Code of Practice.

Performance Measures / Indicators

The main national indicators that this programme contributes to is:-

- N1 5 – Overall Satisfaction with Local Area
- N1 167 – Congestion

How the Programme Meets the Councils Objectives

The works programme helps and promotes:-

- Infrastructure – making it easier for businesses to succeed and people to access work
- Quality Places – Locations of choice for people, business and investment
- Quality of Life – Decent Physical Environment Within a Supportive Community

Bridges and other highway structures are fundamental to the transport infrastructure because they form essential links in the highway network. Therefore the management, operation, preservation and enhancement of our highway structures is essential to meet the needs of our communities.

The programme will help strengthen local economy / regeneration by maintaining suitable routes for all forms of transport through strengthening and reconstruction of highway structures and improving the Streetscene.

Risks

The following risks which all can have financial and time implications apply to the works within this programme:-

1. Bridge schemes are often complex projects involving a number of parties e.g. statutory undertakers, landowners and third party owners.
2. Unforeseen conditions may arise such as ground conditions or unrecorded statutory undertakers plant etc.
3. Emergency and unprogrammed works often arise.
4. Interim measures to address emergency situations are often needed.
5. Shortfall of resources to deliver the full programme of intended schemes / initiatives.

Stakeholders

- Internal Partners / Stakeholders – Councillors and other services recognise the importance of a well maintained highway network to support effective and efficient delivery of their service. Detailed consultation is undertaken with all stakeholders and local ward members on all schemes.
- External Partners / Stakeholders – The programme forms part of the West Yorkshire Local Transport Plan linking to the wider Yorkshire and Humber Regional Plans. It adds value to the overall network.

Options

Highway structures form a key part of the highway network.

Assessment work has identified bridges in need of strengthening. If these are not strengthened, any interim measures will cause massive disruption to transport with significant impact on communities, industry and the economy in terms of delays, extra costs and loss of business.

Failure to undertake remedial / strengthening works to the failing walls will lead ultimately to their collapse leading to disruptive traffic management measure being imposed and more costly solutions.

The programme also has wider key links to the West Yorkshire Local Transport Plan and Regional Partnerships.

The Principal Inspection and General Inspection programme is in line with the Code of Practice “Management of Highway Structures” and it is a statutory duty to carry them out.

Both these programmes identify the need for essential and preventative maintenance of structures. The option of doing minimum or do nothing will make the bridge stock deteriorate further causing safety concerns and higher costs of remedying the situation at a later date.

Walling is another key area of concern within Kirklees due to the nature of the lie of the land and the age of the existing dry stone walling. Options in this respect are limited as walls have to be inevitably reconstructed for

the safe passage of highway users.

The ongoing inspection programme of retaining walls in Kirklees has revealed that many walls are in poor condition and are in need of maintenance and strengthening. To leave these walls in their current state and failure to undertake remedial work to these distressed and failing walls will ultimately lead to collapse resulting in very disruptive traffic management measures and more costly solutions.

Sponsoring Service Investment and Regeneration Service

Programme / Project Manager Farhad Khatibi

Contact Officer: Farhad Khatibi

Assistant Director: Kim Brear



**STREETSCENE AND HOUSING SERVICE
BUSINESS CASE FOR PROGRAMME
WITHIN HIGHWAYS CAPITAL PLAN 2016/17 – 2020/21**

**PROGRAMME AREA: HIGHWAYS – ASSET MANAGEMENT
STREET LIGHTING**

Name and description of Programme/Project:

Street Lighting

This budget will fund the continuation of the current approved programme to replace or refurbish potentially dangerous and life expired street lighting columns across the district. This will also allow the inclusion of energy saving lanterns and equipment which will significantly reduce the future maintenance costs.

Strategy

The council's network comprises almost 52,000 street lights and more than 7000 illuminated signs and bollards. It provides a valued service for residents, businesses and visitors to Kirklees; contributing to the wellbeing of communities through improved safety, appearance and use of the streetscene as well as reducing crime and fear of crime.

The street lighting network accounts for over 11,840 tonnes of CO₂ and 19% of the total CO₂ generated by the council's operations. The council has also set a target to reduce the CO₂ generated by its activities by 40% by 2020.

The council is currently undertaking a programme of street lighting upgrades aimed at reducing the risk of structural failure and reducing the energy consumption of this major Council asset. Since 2013, over 12,000 streetlights have been targeted under this programme, with the majority of the columns most at risk of structural failure having been replaced or upgraded. The programme aims to continue this process to target further columns requiring structural attention and additionally the street lighting units with the most inefficient light units in order to maintain the continuous reduction of energy consumption. Officers will continue to keep abreast of technical developments and will review the equipment used to ensure maximum efficiencies are gained.

The council remains highly exposed to rapidly rising and fluctuating energy costs with the resulting budget pressures. Energy costs in 2011/12 were £1.8m per year and despite reducing energy consumption year on year the energy cost for 2015/16 will be £1.9m. The council anticipates that significant inflationary increases will continue to impact adversely on energy costs in the future. Kirklees still has over 30,000 columns supporting highly energy inefficient light units with a mix of SOX (orange) and SON (pink gold) light sources which are unpopular with the community and cause significant light pollution.

In 10 years' time, without significant investment in energy saving measures, the energy costs (including the carbon tax) are predicted to be over £3.6m.

The maintenance budget provides for the programmes of block change and clean, structural and electrical testing/ inspections, non-recovered damage by third parties and reactive fault repairs (about 8000 per year). The increasingly aging stock is costing the council more to maintain the asset in a serviceable condition at a time of declining budgets. There is therefore a high risk that the level of service that is currently provided will have to reduce significantly so potentially increasing complaints and reducing the community benefits that a well maintained efficient street lighting network can provide.

Total estimated cost:

Spend Profile

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	Total
LTP Grant	265,000	265,000	265,000	265,000	265,000	1,325,000
Kirklees	1,764,000	1,764,000	1,764,000	1,764,000	1,764,000	8,820,000
Total	2,029,000	2,029,000	2,029,000	2,029,000	2,029,000	10,145,000

The capital charges on this Kirklees Capital investment will be:-

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	onwards
Charges	60,000	180,000	295,000	415,000	530,000	590,000

The Service cannot accommodate these costs within existing revenue budgets so they will need to be met from Central Reserves.

Outcomes/Outputs:

All new columns will be fitted with high quality, energy efficient lanterns to current British Standards. These lanterns have been chosen to reduce our energy consumption and also carry the technology to enable us to dim them in the future, further reducing our energy consumption and carbon footprint. Improved levels of lighting will reduce road accidents, crime and fear of crime. Better lighting will also provide a safer, more attractive environment for residents and visitors to Kirklees.

Programme - Criteria for choosing individual projects

Column condition survey information, age profile and continual risk assessment techniques will be used to identify those units at most risk, of causing death or injury.

Performance Measures/Indicators (criteria for success):

The new equipment will be energy efficient and more reliable than the obsolete units replaced. This will mean fewer faults and will contribute to the following BV indicators:
NI185 - CO2 reduction from Local Authority operations over 1% reduction in the CO2 generated by

street lighting

BV215a – Average number of days to repair a street light- the installation of LED lamps last for about 25 years and have a very low failure rate compared to the existing lamps in general used by the council, which means that most of the faults applicable to street lighting would no longer occur.

LI67 - % of street lights repaired within 7 working days. Street lighting faults will reduce with greater opportunity to maintain this service level as budgets diminish.

LI70 – Number of new columns installed.

How the Programme/Project meets the Council's objectives:

- Reduces crime and fear of crime through a higher quality environment
- Encourages the use of public transport and after dark activity, in turn contributing to the local economy
- Reduces accidents and makes the road network safer
- Encourages walking and after dark activity, staying healthy and producing community strength
- Creates quality places making Kirklees a choice for people, business and investment
- Reduced CO2 and carbon emissions, contributing to NI 185
- Meet EMAS obligations
- Contributes to Carbon Star Chamber targets
- Beacon for green living by using state of the art equipment to reduce our energy consumption

Risks:

There are risks that the work programme could be delayed if there is adverse public reaction, budget constraints, engineering difficulty, problems with delivery of equipment or cable alterations by Northern Powergrid (Yorkshire Electricity)

Stakeholders:

Members
Residents and drivers
Police
Emergency services
Statutory Undertakers

Consultations undertaken:

The 'your place your say' consultation showed that street lighting is one of the most important services provided by the council.

Feedback on the previous projects involving white light and LED's has been very positive. The Facebook discussion on street lighting held in 2011 demonstrates that street lighting is important with white light the much preferred option and night time light pollution is a concern (a particular problem with orange low pressure sodium street lights).

Sponsoring Service:

Streetscene and Housing

Programme/Project Manager: Andy Bullen

Date of submission: March 2016

Contact Officer: Kathryn Broadbent

Assistant Director: Joanne Bartholomew

**PLACE - STREETSCENE AND HOUSING
MARCH 2016
BUSINESS CASE FOR PROGRAMME
WITHIN HIGHWAYS CAPITAL PLAN 2016/17 to 2020/21**

**PROGRAMME AREA: ASSET MANAGEMENT
1J - UNADOPTED ROADS**

Name and description of Programme/Project:-

Unadopted Roads

Works within this programme cover the improvement of a prioritised list of private streets within Kirklees. – Works include kerbing, drainage, surfacing of footways and carriageways and street lighting.

There are approximately 90 miles of these roads in Kirklees and to bring them all up to the standard of the adopted road network would cost in excess of 100 million pounds.

The prioritised list is composed sites from the former West Yorkshire Metropolitan County Councils priority list of private streets in Kirklees in addition to those streets nominated by the Ward Councillors as being of particular concern at local level and additional streets highlighted through petitions or service requests.

Strategy

The Private Street Strategy was approved at Cabinet on 03/07/02 and was to assist the street managers in their maintenance liability by producing a prioritised list of private streets using the approved prioritisation matrix to enable an annual works programme to be carried out. The proposed 5 year programme is set out below.

Total estimated cost

A 5 year programme of £250,000

Spend profile:

£50,000 per year

Timescale:

5 years

Spend profile

Works will be undertaken throughout each year in accordance with the above programme. The capital charges on this investment will be:

2016/17	£1,000
2017/18	£4,000
2018/19	£7,000
2019/20	£11,000
2020/21	£14,000
2015/16 onward	£17,000

The Service cannot accommodate these costs within existing revenue budgets and will need to be met from central reserves

Outcomes/Outputs

To provide an improved service on private streets for the benefit and safety of all users.

Programme - Criteria for choosing individual projects

The proposed 5 year programme is set out in Appendix A. This includes designs that will progress in the next 5 years. The approved prioritisation matrix is set out below.

Performance Measures/Indicators (criteria for success)

The current low level of funding does not allow for a meaningful private streets programme. Around 200m of road is improved each year with an annual budget of £50,000. The success of schemes within the programme is determined by questionnaires to frontage properties.

How the Programme/Project meets the Council's objectives (Links to Vision)

The programme will support and strengthen the local community by improving the state of repair of some of the private streets thus creating healthier, safer, cleaner and more attractive environments whilst improving access and reducing fear of crime for residents living on these streets.

Risks

All scheme programmes are subject to possible delay by unforeseen site conditions, utility works or adjacent developments. Additionally, due to the complex nature and detail of the consultation which involves obtaining agreement with all the street managers before undertaking works, this could also result in significant delay to individual streets. Consequently more than £50,000 worth of works are designed and consulted upon to ensure a full programme is achieved each year.

Stakeholders

Stakeholders involved in decision making/consultation on initiatives are determined using the consultation matrix.

Consultations undertaken

Detailed consultation with all stakeholders and Local Ward Members will be undertaken on all schemes as they are developed.

Other options appraised

Other options considered were to carry out works to different levels of quality from providing a standard of construction to adoptable standards (allowing for 1 small street per year with current budget) to providing a patching and potholing standard (15 streets per year).

Sponsoring Service: Streetscene and Housing

Programme/Project Manager: Graham Mallory

Date of submission: March 2016

Contact Officer: Graham Mallory

Assistant Director: Joanne Bartholomew

FORWARD PROGRAMME

Priority	Street	Ward	Start date	Properties	Access	Condition	Use	Ranking
1	Hill Top Road, Dalton	Dalton		1.5	1	1.5	1.5	3.375
2	James Street, Slaithwaite	Colne Valley		1.5	1	1.5	1	2.25
2	Heights Lane, Heckmondwike	Heckmondwike		1	1	1.5	1.5	2.25
2	Quarryside Road, Mirfield	Mirfield		1.5	1	1	1.5	2.25
2	Woodbine Terrace, Clayton West	Denby Dale		1.5	1	1	1.5	2.25

PRIVATE STREET PRIORITY ASSESSMENT		
NB i)	A street will not be considered for work of any kind unless it forms the primary access to properties.	
ii)	No work will be carried out on Private Streets unless they are a priority on this priority ranking system	
A	PROPERTIES WITH SOLE ACCESS	RANKING
	No of frontagers for which private street provides sole access	
	0 to 10 dwellings	1
	11 to 29 dwellings	1.5
	30 or more dwellings	2
B	OBVIOUS MOBILITY ISSUES	
i)	Major school access/community centre/OAP's or other mobility issues	2
ii)	Minor access issues i.e. route to school, part mobility issues, gradient issues.	1.5
iii)	No access issues	1
C	CONDITION (factor of 1 to be added for history of injury accidents)	
i)	Large potholes, craters endangering pedestrians	2
ii)	Minor trips and poor/rough surface endangering pedestrians	1.5
iii)	General unevenness causing nuisance to vehicles	1
D	USEAGE	
i)	Busy thoroughfare	2
ii)	Lightly used thoroughfare	1.5
iii)	Cul-De-Sacs	1
	To obtain priority ranking:	
	a) Determine number of frontagers benefiting from direct access a	
	b) Assess key access issues and allocate ranking B	
	c) Assess condition and allocate ranking C	
	d) Assess useage and allocate ranking D	
	Multiply AxBxCxD to give priority ranking	

**INVESTMENT AND REGENERATION SERVICE
BUSINESS CASE FOR PROGRAMME
WITHIN HIGHWAYS CAPITAL PLAN 2016/17 - 2020/21**

**PROGRAMME AREA: INTEGRATED TRANSPORT
2A PROMOTING SUSTAINABLE TRANSPORT**

Name and description of Programme / Project

Promoting Sustainable Transport.

This programme is funded from the Integrated Transport Block allocation from LTP3. The approach for LTP3 is a more strategic, whereby funding is allocated to priority themes identified for LTP3 rather than to specific local authorities.

There are 4 priority themes identified:

- **Transport Assets-** Effective management to ensure maximum value for money. This will be delivered by investing in more preventative maintenance prioritised according to use and condition.
- **Travel Choices-** Support customers in making their travel choices more sustainable. This includes better targeted information covering all modes of transport, to enable customers to make informed travel choices.
- **Connectivity-** Delivering an integrated, financially sustainable, reliable transport system that enables people and goods to move around as efficiently and safely as possible. It aims to maintain and improve the links into and around urban centres and other employment areas.
- **Enhancements-** Get the most out of the existing transport network and infrastructure. Investment will be made to support strategic economic objectives and ensure that the main centres are better connected (thereby increasing productivity), focused where it can have the greatest impact in supporting local economic, employment and housing priorities and Local Development Frameworks.

To avoid the negative impacts that increased car-borne commuting will have on productivity, quality of life and environment, there will need to be an improvement and take up of public transport and other alternatives across Kirklees. In addition, transport is an integral part of an investment programme to deliver the district's plans for regeneration and economic growth for the next 20 years.

A forward programme of schemes has been developed that aligns with these priority themes. After considerable investment in Huddersfield Town centre, future year's schemes will concentrate on Dewsbury. Thus there is a proposal in 2016/17's programme to undertake improvement works outside Dewsbury Station and congestion relief works on Whitehall Road, adjacent to Dewsbury Market.

The Dewsbury Station scheme provides a welcoming gateway into Dewsbury. This will include

improved public realm and landscaping, removal of guard railing, reduced highway width, footway repaving, improved pedestrian crossing points, rationalisation of street furniture and signing improvements, better bus waiting facilities and improved motorcycle and cycle parking. Taxi operations at the station will also be looked into. The scheme will include footway and public realm improvements to better link the station to the town centre. The scheme will cost in excess of the proposed allocation, but it is anticipated that funding will come forward from the emerging Single Transport Plan (which will replace LTP3)

The Whitehall Way scheme will provide a second lane on Whitehall Way between the junction with Foundry Street and Whitehall Way Car Park. The aim is to relieve a traffic bottleneck which currently leads to unreliable bus services on Dewsbury market days.

In addition to the above schemes, the programme promotes some minor traffic management improvements that will not only facilitate reliable bus journeys but also (in the case of Thorncliffe Street Lindley) address an issue of vehicle bus conflicts on a residential street.

Strategy

The West Yorkshire Local Transport Plan sets out the strategy for this Programme Area

Total estimated cost

£1,718K

Timescale

2016/17 to 2020/21

Spend profile:

2016/17- £70k
 2017/18- £412k
 2018/19- £412k
 2019/20- £412k
 2020/21- £412k

Outcomes / Outputs

Three key objectives have been identified for the achieving the Local Transport Plan vision. These objectives take into account the national, regional and local policy contexts.

1	Economy- to improve connectivity and to support economic activity and growth in West Yorkshire and the Leeds City Region
2	Low Carbon. To make substantial progress towards a low carbon, sustainable transport system for West Yorkshire, while recognising transport’s contribution to national carbon reduction plans.
3	Quality of life. To enhance the quality of life of people living in, working in and visiting West Yorkshire

Programme - Criteria for choosing individual projects

The projects have been developed from studies that were undertaken in previous years.

Performance Measures/Indicators (criteria for success)

Six key indicators and targets have been developed which will be used to measure the performance of the local Transport Plan in general and these have been adopted as Strategy in delivering the Objectives.

The selection of indicators and targets provides the framework for monitoring performance in delivering the LTP. The development of the indicators and targets followed DfT guidance and built on West Yorkshire’s previous experience

A key feature of the monitoring framework is the division into key indicators supported by a basket of other indicators.

Key Indicators and Targets

A small, balanced, core set of key outcome indicators provides an overview of progress. These 6 indicators have been devised to cover each of the 3 LTP objectives

Objective	Key indicator
Economic growth	<ul style="list-style-type: none"> • Journey time reliability • Access to employment
Low Carbon	<ul style="list-style-type: none"> • Mode share • Emissions of CO₂ from transport
Quality of life	<ul style="list-style-type: none"> • All road casualties – people killed or seriously injured • Satisfaction with transport

These indicators are reported on yearly and summaries can be found on the West Yorkshire LTP3 website

How the Programme / Project meets the Council’s objectives (Links to Vision)

The Council’s vision is for the residents and communities of Kirklees is: 'A district which combines a strong, sustainable economy with a great quality of life - leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.'

Strong and sustainable economy	<ul style="list-style-type: none"> • Increase the efficiency with which the workforce and goods move around the district through the introduction of bus lanes, junction improvement schemes and smarter choice initiatives, decreasing congestion –which is a cost to the economy and its subsequent recovery. • Encourage town centres to thrive by cutting congestion and making the physical and the natural environment more attractive to shoppers and new investment.
Great quality of life	<ul style="list-style-type: none"> • Providing the opportunity to access efficient and reliable transport system for employment and leisure opportunities • Create quality places where people are the priority
Thriving Communities	<ul style="list-style-type: none"> • Provide transport infrastructure for new housing and regeneration initiatives. • Raise the profile of public transport and by working with the Operators and entering into Agreements- contribute towards an improved and more efficient service.
Low Inequality	<ul style="list-style-type: none"> • Reduce rural isolation by connecting people with services and increasing mobility.
Better health	<ul style="list-style-type: none"> • Promoting sustainable forms of transport and travelling that improve the air quality for future generations • Provide effective travel planning for new and existing workforces, reducing reliance on the private car thereby improving air quality.

Risks

The public and press often view the seemingly arbitrary and isolated introduction of bus lanes as negatively. There is therefore the risk that a percentage of this year’s capital plan will remain undelivered. Any unspent capital cannot be reallocated across the Kirklees Plan, it must be returned to the West Yorkshire allocation, where it will be reallocated to similar deliverable schemes across the remaining districts.

Notwithstanding the loss of funding, by not delivering schemes that offer a viable, low carbon alternative to the private car in terms of travel choices Kirklees risks increasing congestion and worsening air quality as development and traffic levels increase.

The primary risks to on-time delivery of the Dewsbury Station scheme are the proposed Traffic Regulation Orders and consultations with Network Rail. Factoring in the TRO and the need to engage with Network Rail the scheme could be constructed in quarter 4 of 2017/2018.

Consultation on the Bus Hotspot schemes has already taken place and risk to delivery is relatively low.

Stakeholders

Bus Companies operating in Kirklees, Network Rail, The Combined Authority

Consultations undertaken

- **Internal Partners**- Local Councillors.
- **External Partners (public/voluntary sector)**- Combined Authority involvement and commitment through West Yorkshire Local Transport Plan Steering Group.
- **Private Sector Partners** -Bus companies.

Other options appraised

The programme presents a number of different options to deliver the priority themes identified in the West Yorkshire Local Transport Plan 3 (see paragraph 1). These range from physical demand management measures, such as public transport priority and the reallocation of road space from highway to public realm, through camera enforcement, traffic light priority and softer measure such as working with businesses to offer travel planning advice and finally working in partnership with public transport operators and other stakeholders to deliver service improvements such as improved information and accessible and safer routes to stops and interchanges.

Previous Capital Plans have concentrated on feasibility design, during which a number of alternative schemes were considered and tested using microsimulation modelling and a simple First Year Rate of Return calculation, to assist in option appraisal.

Many of the schemes are part of an iterative design process, during which alternations and amendments are undertaken all the time, based on comments from Ward Members, stakeholders and partners.

Sponsoring Service: Investment and Regeneration

Programme / Project Manager: Tim Lawrence

Date of submission: March 2016

Contact Officer: Steven Hanley

Assistant Director: Kim Brear

**INVESTMENT AND REGENERATION SERVICE
MARCH 2016
BUSINESS CASE FOR PROGRAMME
WITHIN HIGHWAYS CAPITAL PLAN 2016/17 - 2020/21**

<u>PROGRAMME AREA:</u>	INTEGRATED TRANSPORT NETWORK MANAGEMENT- 2016/17 TO 2020/21
<u>Name and description of Programme/Project:</u>	
Network Management	
Lengthening queues and increasing congestion has a significant impact on the travel experience of those using the Kirklees highways network. The UTMC section must take positive actions to increase the efficiency of the highway network, deliver 21 st century UTMC control and utilise intelligent transport systems to improve network capacity.	
<u>Strategy</u>	
To investigate the most effective ways of delivering UTMC enabling the service to :-	
<ul style="list-style-type: none"> ○ Manage congestion and unlock capacity on the highways network ○ Deliver improved network resilience ○ Integrate a more effective management of strategic routes irrespective of boundaries ○ Deliver a more efficient, predictable highway network that supports users with reliable, contextual information to inform travel mode judgements. ○ Seek to maximise journey time reliability across the network for all road users ○ Seek to maximise journey time reductions for targeted road users such as public transport and freight ○ Support targeted improvement's in air quality ○ Deliver targeted asset management improvements as per the approved West Yorkshire HMEP UTMC Asset Management Strategy 	
<u>Total estimated cost:</u>	
A 5 year programme of £2,167,000	
<u>Timescale:</u>	
5 years.	

Spend profile:

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	Total
LTP Grant	715,000	163,000	163,000	163,000	163,000	1,367,000
Kirklees	160,000	160,000	160,000	160,000	160,000	800,000
Total	875,00	323,000	323,000	323,000	323,000	2,167,000

Works will be undertaken throughout each year in accordance with the above programme.

The capital charges on this investment will be:

2016/17	£5,000	2019/20	£38,000
2017/18	£16,000	2020/21	£49,000
2018/19	£27,000	2021 onwards	£54,000

The Service cannot accommodate these costs within existing revenue budgets and will need to be met from central reserves

Outcomes/Outputs:

Supported by an effective maintenance regime this strategy will reduce congestion, give more predictable journey times, improve air quality and promote.

By using the latest traffic control techniques and technology congestion will be managed more effectively and network efficiency improved.

Programme - Criteria for choosing individual projects

The programme will be decided through a technical appraisal of congestion/delay benefits from individual projects in addition to the approved HMEP WY UTMC Asset Management Strategy. Local Members will be advised/ consulted through Ward/Local Area Committee meetings as appropriate.

Performance Measures/Indicators (criteria for success):

The main national indicators that this programme contributes to is:-

- NI 5 – Overall satisfaction with local area
- NI 167 – Congestion

How the Programme/Project meets the Council's objectives (Links to Vision):

- To be a modern, flexible and emotionally intelligent organisation able to work with our diverse communities to sustain the services they need, the outcomes we choose and the opportunities they want.

- Assist to deliver a strong, sustainable economy with a great quality of life - leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Risks:

- Increases in traffic growth combined budgetary pressures maximises the need to utilise our existing network to its maximum efficiency.
- Failure to deliver leads to reputational risk for the authority
- By not maximising the use of the newer technologies will be unable to deliver a reliable highways network and be unable to assist in the creation of jobs and growth to the Kirklees economy.

Stakeholders:

- **Internal Partners / Stakeholders** – Councillors and other council services recognise the importance of a well traffic signal network; consultations when required are undertaken as part of the capital plan approval process.
- **Internal Partners / Stakeholders** – The programme forms part of the West Yorkshire Local Transport Plan and as such discussed at a regional level with WYCA and other regional bodies.

Consultations undertaken:

The small-scale, unobtrusive nature of the completed work doesn't justify extensive consultations. Occasional, larger-scale work will be managed with local community/member consultation and support.

Other options appraised:

Simply not doing anything to improve efficiency on the highway network is not an option, we have a duty of care to our councillors, residents and business community. We are actively introducing newer more reactive means of control, more modern traffic signal control measures and technology to best maximise our existing infrastructure..

Sponsoring Service: Investment and Regeneration

Programme/Project Manager: David Caborn

Date of submission: March 2016

Contact Officer: David Caborn

Assistant Director: Kim Brear

**INVESTMENT AND REGENERATION SERVICE
BUSINESS CASE FOR PROGRAMME
WITHIN HIGHWAYS CAPITAL PLAN 2016/17 - 2020/21**

**PROGRAMME AREA: INTEGRATED TRANSPORT
2C MOBILITY, WALKING AND CYCLING INITIATIVES**

Name and description of Programme / Project

Mobility, Walking And Cycling Initiatives

As in previous years, this programme is a combination of two former programme areas - '2D Encouraging Cycling' and '3C Walking and Mobility' into a single Programme Area. The works in this programme area are funded by £43k of Council borrowing over 5 years and £75k of Local Transport Plan Grant of r the final 3 years.

The £43k borrowing and £75k grant is for a modest selection of district-wide works, measures of which include:

- Improvements to the Councils network of Neighbourhood Paths and Bridleways that connect residential areas with local services.
- Dropped kerb installations to provide greater accessibility to local services for wheelchair users, pushchair users and visually impaired.
- Integration of the PROW network within the urban environment by upgrading existing pedestrian routes and creating new links.

In addition there is a direct grant of £1325k profiled over 2 years from the cycle city ambition grant. The grant is a direct award from the Department for Transport to West Yorkshire as a result of a competitive bid process. The whole programme aims to deliver a transformational package of cycle infrastructure and a comprehensive engagement and encouragement programme across West Yorkshire. This package is known as the 'CityConnect2' Programme.

The funding in this Capital Plan is for the Huddersfield Town Centre Project, which is expected to deliver:

- Improved permeability throughout the town centre by bike
- Up to 5km of new routes to and within Huddersfield Town Centre
- Improved connectivity across the ring road
- Improved connectivity to residential, retail, and educational zones
- New cycle parking facilities within Huddersfield Town Centre

In addition the work associated with the programme will also:

- Encouraging and promoting walking and cycling as an alternative mode, in conjunction with the use of public transport, as an alternative to the private car.
- Develop partnerships with other council services, schools and organisations to maximise the impact of infrastructure improvements through promotional activities.

APPENDIX 2

Strategy

The West Yorkshire Local Transport Plan and in particular the West Yorkshire Cycle Prospectus set out the strategy for this programme area

Total estimated cost

£1765K

Timescale

2016/17 to 2020/21

Spend profile:

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	Total
LTP Grant	600,000	725,000	75,000	75,000	75,000	1,550,000
Kirklees	43,000	43,000	43,000	43,000	43,000	215,000
Total	643,00	768,000	118,000	118,000	118,000	1,765,000

The capital charges on this investment will be:

2016/17	£1,000	2019/20	£10,000
2017/18	£4,000	2020/21	£13,000
2018/19	£7,000	2021 onwards	£14,000

The Service cannot accommodate these costs within existing revenue budgets and will need to be met from central reserves

Outcomes / Outputs

Outputs expected from this programme are:

- Increased levels of walking and cycling
- Lengths of existing paths improved,
- Lengths of new pedestrian or shared (pedestrian/cycle) paths created;
- Number of communities connected,
- No of Advanced Stop Lines created,
- Lengths of cycle lane created
- No of cycling parking places provided
- No of dropped kerbs installed,
- Area of derelict land reclaimed.
- Area of new community green space created,
- Reduction in outstanding requests for dropped kerbs at road crossings.
- A reduction in the number of cyclists and pedestrians killed or seriously injured.
- Lengths of PROWs improved in accordance with the PROW improvement plan

Outcomes expected are:

- Improved health and fitness of Kirklees residents
- improved social cohesion
- Improved sense of well-being;
- Increased public awareness of the role of cycling and walking in tackling climate change;
- People traveling more sustainably
- Improved collaboration with internal services and external organisations (private and third sector) to meet council objectives.
- Improved connectivity

There are specific desired outcomes for the Huddersfield Town Centre Project:

- Increased number of cyclists into and out of Huddersfield centre using the new and upgraded facilities;
- Increase the number of cyclists travelling through Huddersfield town centre
- Improved options for cycle parking within Huddersfield town centre
- To improve access to employment, education and training opportunities by low cost means;
- To provide a safe environment for active modes, for commuting as well as recreational and leisure purposes;
- To increase cycling so that it becomes part of residents' healthy living plan;

Programme - Criteria for choosing individual projects

- Council priorities, policies and strategies.
- Local Transport Plan objectives
- Public Rights of Way Improvement Plan (where applicable)
- Local user/community/stakeholder consultation
- Funding and planning opportunities (e.g. Department for Transport grant initiatives).

APPENDIX 2

Performance Measures/Indicators (criteria for success)

Cycling levels in Kirklees, as shown by the Huddersfield town centre cordon counts for total number of cyclists, have been on a general upward trend since 1998, figures for 1998, 2007 and 2008 are shown below:

1998 - 80

2007 - 120

2011- 178

2013- 287

The Active People Survey carried out by Sport England reveals the following statistics about cycling in Kirklees and West Yorkshire as a whole:

Geography	Year 2010/11	Year 2011/12	Year 2012/13	Year 2013/14	Trend
	Baseline (%)	(%)	(%)	(%)	
CYCLING at least once per month					
West Yorkshire	10.0	11.0	10.4	9.5	down
Bradford	11.0	8.0	10.7	7.4	-
Calderdale	8.0	11.0	9.8	13.8	-
Kirklees	9.0	11.0	10.4	7.8	down
Leeds	11.0	13.0	11.6	11.2	down
Wakefield	10.0	10.0	7.5	8.5	-
CYCLING at least once per week					
West Yorkshire	6.0	6.0	6.5	5.5	-
Bradford	6.0	4.0	7.4	4.5	-
Calderdale	5.0	7.0	5.1	10.3	-
Kirklees	7.0	6.0	6.1	4.9	-
Leeds	7.0	8.0	7.6	5.2	down
Wakefield	6.0	4.0	3.9	5.5	-
CYCLING at least 3 X per week					
West Yorkshire	2.0	3.0	2.6	2.5	down
Bradford	1.0	2.0	2.6	1.6	-
Calderdale	2.0	2.0	1.2	2.0	-
Kirklees	3.0	3.0	3.3	2.7	-
Leeds	3.0	4.0	2.8	2.8	-
Wakefield	1.0	2.0	2.6	2.9	up
CYCLING at least 5 X per week					
West Yorkshire	1.0	1.0	1.4	1.5	up
Bradford	1.0	0.0	1.8	1.0	-
Calderdale	0.0	1.0	0.8	1.7	-
Kirklees	1.0	2.0	2.0	2.0	-
Leeds	2.0	2.0	1.2	1.5	-
Wakefield	0.0	1.0	1.0	1.6	-

We also know that walking and cycling within Kirklees has substantially increased where, particularly, off-road routes have been provided.

The Spenn Valley Greenway continues to be a successful project, and is one of the most well used Sustrans routes in an urban area in the UK. As you would expect, usage is highest where the number of access points is greatest. Therefore, the highest levels of use are recorded in the middle section (Cleckheaton to Liversedge to Heckmondwike) where the route passes through a densely populated residential area. At the 'Headlands Road Access' survey point, Liversedge, usage increased by 23% (to 202,000 trips a year) in 2 years from autumn 2004 to autumn 2006.

Also, for the Spenn Valley Greenway, since 2004, data reveals:

- a bigger increase in cycling levels (30%) than walking levels (11%);
- an increase in usage by women in particular – a rise from 56,000 trips to 73,000, a 31% increase;
- usage by children has increased by 31% to 50,000 trips a year.

(Sustrans: The National Cycle Network Route User Monitoring Report 2006).

Greenway routes are particularly useful at attracting new or returning cyclists. On the Calder Valley Greenway, 34% of cyclists say that they are new or returning to cycling, or occasional cyclists.

Automatic counters show an increasing use of the Calder Valley Greenway. Usage at Thornhill Road (the survey point on the Dewsbury Moor to Thornhill to Dewsbury town centre route section) is 51,000 trips a year, and is varied, with trips for commuting to work and shopping particularly prominent. Cyclists account for 31% of all trips, and of these trips 44% are to work. *(NCN Route User Monitoring Report 2006)*

The West Yorkshire Cycling Prospectus 2014 aims to increase the proportion of trips made by sustainable modes such as bus, rail, cycling and walking. It looks for cycling to make a big contribution with an increase of 300% on current levels of cycling.

How the Programme / Project meets the Council's objectives (Links to Vision)

This programme stands alongside all of the programme areas within the Integrated Transport section of the Highways and Transportation Service Capital Plan to collectively deliver the objectives of the West Yorkshire Transport Plan 2011 to 2026 to which the Council is a partner.

The programme facilitates delivery of the recently developed Green Infrastructure Plan.

Provision and improvement of walking and cycling infrastructure will enable active travel, which contributes to improving the health and activity levels of the population, including enabling Older People to be Healthy and Active

A well connected, good quality walking and cycling environment will help the council promote and sustain jobs and growth by enabling local employees to easily and quickly reach employment sites.

Risks

- a) Off-highway cycle routes – significant land issues which may affect delivery programme. Significant capital costs necessitating significant, and increasing, route maintenance costs, for which there is no secure revenue funding.

b) On-highway cycle routes– reallocating general use of road space for cycling with little immediate use by cyclists, because a large number of factors influence whether people choose to cycle; which can generate some adverse public/political opinion.

Funding:

Three elements of funding support this programme:

- Council
- Direct Dft Grant “City Connect2”, administered through the West Yorkshire Local Transport Plan Partnership
- External – various as and when

A proportion of the capital budget is spent on elements of the ‘Cycling Development Work Programme’ that are not capital schemes, e.g. provision of advice/ information; general cycle promotion/ marketing; administrative support of Cycling Public Meetings etc.

Stakeholders

Programme Partners:

- The West Yorkshire Combined Authority;
- Kirklees Metropolitan Borough Council including relevant internal officers and affected Ward Councillors;
- Cycle Kirklees Consultation Group – encompassing local cycling clubs, CTC, Sustrans, members of the public, volunteer groups etc.
- Cycle Kirklees Delivery Group

Users:

- Existing commuter and leisure cyclists;
- Potential commuter and leisure cyclists who may be encouraged to cycle more with the correct provision;
- Existing and potential pedestrians;
- Residents and business who have frontages on the segregated cycle routes – it is important to make sure that they are not adversely impacted; and,
- Businesses located within a short distance of the route – it is important to encourage their employees to take advantage of the new and improved infrastructure.

Consultations undertaken

Consultations are undertaken on individual measures accordingly both internally and external to the Council.

External to the Council we consult with a wide range of individuals and partner organisations, including: White Rose Forest Partnership; Leeds City Region Local Authorities; Area Committees; Cycling England; Sustrans; CTC (nationally & locally); private sector (e.g. bike shops/ businesses); Yorkshire Forward; Natural England; British Waterways; Yorkshire Water; special interest groups (e.g. Kirklees Cycling Forum, local cycling clubs, Kirklees Bridleways Group, Spen Valley Line Forum, Crank-it-Up); Green Business Network etc.

Other options appraised

Alternative approaches to addressing identified issues and meeting local circumstances are considered within the scheme development process.

Sponsoring Service: Investment and Regeneration

Programme / Project Manager: Tim Lawrence

Date of submission: March 2016

Contact Officer: Steven Hanley

Assistant Director (acting): Paul Kemp

2E – Safer Roads

Casualty Reduction and Community Projects

Name and description of Programme / Project:

Casualty Reduction (70% of Yearly LTP Fund)

This programme sets out the Council’s 5 year plan to improve safety on our roads and to reduce the number of accidents that happen to members of our community on the highway network, particularly those where people are killed or seriously injured.

Community Projects (30% of Yearly LTP and Kirklees Funding)

The aim of this programme is to reduce the risk potential at locations identified by our communities and local Councillor’s through committee meetings/reports, letters, local meetings, petitions and other enquiries to promote a customer focused approach in our service delivery.

It will address significant safety or local concerns that exist across our communities including many instances where casualty numbers would not automatically justify intervention but the issues identified are important to improving the road environment for our customers.

Both local Communities and local Councillors have high expectations of the Service to deliver projects or introduce measures which address local needs and concerns by engaging with our customers and resolving issues.

Strategy

Casualty Reduction (70%)

We are currently working towards the current LTP target to reduce the number of people killed or seriously injured by 50% between 2010 and 2026 which is based on 2005-09 averages.

Casualty Reduction Targets - 2010 to 2026 (all based on 2005-09 averages)

1	Reduce total no. of casualty KSI by 50%
2	Reduce total no. of children and young people killed or seriously injured by 50% (under 16)
3	Reduce total no. of pedestrians killed or seriously injured by 50%
4	Reduce total no. of cyclists killed or seriously injured by 50%
5	Reduce total no. of PTW killed or seriously injured by 50%
6	Reduce total no. of car occupants killed or seriously injured by 50%
7	Reduce total no. of other casualty killed or seriously injured by 50%

	2005-09 ave	2026 Target	Difference
1	200.0	100.0	100.0
2	28.0	14.0	14.0
3	60.0	30.0	30.0
4	15.0	7.0	8.0
5	41.0	21.0	20.0
6	77.0	39.0	38.0
7	8.0	4.0	4.0

Within the West Yorkshire Local Transport Plan, there is a clear objective to improve safety for all road users, reduce the number and severity of road casualties and tackle problems facing vulnerable road users.

The strategy is to develop programmes of initiatives that target maximum casualty savings to maximise performance and value for investment. Education, publicity and enforcement projects also help to support these programmes.

Further casualty savings can be targeted by incorporating safety improvements into the wider service processes and programmes by embracing partnership working, within the Council and also both regionally and nationally.

The Casualty Reduction Unit continuously interrogate local personal injury accident data to identify the causation and nature of collisions within Kirklees. The main tool is to investigate locations and areas where higher rates of collisions occur and introduce improvements to the road user environment along with associated driver/user information to address the problem issues. Engineering continues to be a cost effective form of reducing casualties, but further work is being done to target road safety education, training and publicity at key locations.

Collisions however continue to be spread over longer lengths/and wider areas than previously and remaining cluster sites are proving more expensive to treat, with lower rates of return on investment, but still generating value for money and impact on casualty numbers.

Extensive and varied programmes of remedial projects continue to be developed by analysis of up to date data from personal injury collisions and over the last 5 - 10 years to identify collision cluster sites, routes and areas which offer the greatest potential and value in reducing casualties.

Community Projects (30%)

The Service has acknowledged the importance of engaging and empowering local Communities in the decision making process by involving them in consultations it will allow them to work with their communities and officers to determine priorities and future programmes.

Although many projects/measures funded from this programme area may not directly contribute to specific the progressive casualty reduction targets which drive LTP funding they do however provide community and environmental benefits associated with delivering the Council's ambition e.g.

- Improving Community cohesion
- Reducing severance caused by "traffic"
- Promoting safer and stronger communities
- Promoting a Healthy, Safe and Sustainable Environment
- Reducing risk potential

- Promoting customer excellence

The focus and emphasis of projects/measures will be regularly reviewed to ensure they align with the Council's priorities.

Total estimated cost of programme and spend profile

Casualty Reduction

70% of the 5 year programme of LTP grant (currently £2.154m) totalling £1.529m.

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	Total
LTP Grant	549,000	245,000	245,000	245,000	245,000	1,529,000

Community Projects

30% of the 5 year programme of LTP grant (currently £2.154m) totalling £625,000 and 5 year Kirklees funding of £975,000.

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Kirklees	195	195	195	195	195	975
LTP Grant	205	105	105	105	105	625
Total	400	300	300	300	300	1,600

The capital charges on this Kirklees Capital investment will be:-

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	onwards
Charges	6,000	19,000	32,000	45,000	58,000	65,000

The Service cannot accommodate these costs within existing revenue budgets so they will need to be met from Central Reserves.

Timescale:

This is a 5 year programme

Individual projects will be undertaken regularly throughout the year. However, due to public consultation, scheme development, resource availability or other programmes this may not always be possible so annual over-programming of projects is necessary to ensure that a full safety programme is delivered (10% over-programme anticipated). Over-programming is not included in the above figures.

Outcomes / outputs:

Casualty Reduction

We have been working towards the 2026 targets since 2011. In this time the yearly numbers have fluctuated above and below the progressive targets, however we have seen a reduction in the number of overall KSI casualties between 2011 and 2015. Whilst only 2 of the progressive targets

were met in 2015 they all, bar one (child KSI up 30%) saw a reduction in numbers on the 2014 casualties.

Community projects

The aim of the programme is to resolve justifiable concerns raised by communities, the public, Local Area Committees and local Councillors which are not able to be funded through other LTP/Council programme areas.

The programme allows the service to target more specific areas above and beyond the main stream casualty reduction programme. This programme targets the more vulnerable road users in local communities and offers further support to the overall casualty reduction strategy.

Hard outcomes, other than numbers of schemes are difficult to quantify. However there are casualty reduction benefits, based around reductions in the risk of accidents at sites that have been treated and the increase in public satisfaction around schemes that have been installed to deal with specific and sometimes long standing problems.

Programme – Criteria for choosing individual projects:

Casualty reduction

The Service develops a yearly programme of studies and engineering measures aimed at principally reducing KSI's in the following areas:-

- A programme of investigation and remediation works for accident cluster sites where high rates of return on accidents saved can be achieved.
- A programme to carry out investigation and remediation works where there is a spread of injury accidents and the rates of return on accidents saved are lower, but where specific accident patterns are prevalent.

Community Projects

Funding has been made available for schemes which have been identified as a result of officers scoring requests received from Councillors / members of the public / petitions etc. The scoring is done using a Cabinet Approved Matrix and any scheme scoring +4 and above is put forward for funding and further investigation into road safety measures.

Performance Measures / Indicators (criteria for success):

Casualty Reduction

Assessments are made against each individual scheme in terms of accident trends, causation factors, severity and frequency. Schemes are prioritised based on potential to reduce casualties.

Speed data can also be used to determine whether schemes have had an impact.

Where there has been damage to private property of council assets such as street lighting, then monitoring can also determine the level of improvement against predicted outcomes.

Overall performance of the programme is measured against casualty reduction targets and predictions for the end of each year.

Community Projects

A key indicator of success is the medium/long term customer/public acceptance of projects introduced within this programme. It is difficult to measure these directly as their issues are mainly perception based however, short term acceptance can be measured by the level of response to consultations and requests received after scheme completion.

Although projects are not directly targeted at reducing casualties, a gauge of this programmes success can be drawn from its contribution to a reduction in overall casualty numbers.

The responses and support from residents and ward councillors on schemes also helps to express the high expectations and levels of support for projects within this programme.

How the Programme / Project meets the Council's objectives (Vision):

Economic Resilience – In 2015 there were 1329 people injured on Kirklees Roads. The cost to society as a result of these accidents can be calculated at £65.5 million. This includes costs associated with lost output, emergency services and hospital costs, insurance costs and property damage costs. By aiming to keep people safe and reduce accidents on our roads, the programme will reduce such costs and maintain the ability for our communities to participate in social activity, education, training and employment.

Personal injury collision data is the focus of prioritising 70 % of the expenditure from this budget. The prioritisation process for the remaining monies aims to reduce congestion through better facilities to manage speeds, parking and traffic movement, as well as improving traffic issues that can impact community cohesion and segregation. It also considers the impact of projects on commerce and industry, particularly around access to premises and improving opportunities for passing trade to business premises.

Early Intervention and Prevention – This casualty reduction programme is predominately prioritised based on the potential to reduce casualties which will in turn, create safer healthier communities. By reducing hazard, perceived or otherwise, these communities will then be more empowered to embrace active travel options, recognise reduced congestion and enjoy better air quality. By creating a healthier population in Kirklees, there will be a reduction in reliance on external agencies to support them

The Community projects programme is prioritised based on Councillors and customers' requests, it will address significant safety or local concerns that exist across our communities including many instances where casualty numbers would not automatically justify intervention but the issues identified are important to improving the road environment for our customers. By progressing these schemes the risk potential for accidents will be reduced therefore early intervention and prevention of accident reduction will have been considered.

Risks

Project development is generally community led and the proposals often involve high levels of public consultation and formal legal advertising. Public reaction to proposals can be unpredictable as individuals or groups have wide ranging views on the impact of a particular solution within their community which may result in objections.

Objections often result in extended consultation and/or a Cabinet decision, causing delay whilst consensus is sought. On rare occasions projects may have to be abandoned which can lead to disappointment within sections of a community if the engagement process does not achieve an overall consensus of support.

The primary risk is that programmed schemes may not be completed or implemented within a relevant financial year. This risk is mitigated by above normal levels of over programming in this area.

Stakeholders

Stakeholders involved in decision making/consultation on initiatives are determined using the consultation matrix “Capital Scheme Approval Process” approved by Cabinet on 9 July 2003. West Yorkshire Police Authority and National Health Service, West Yorkshire casualty Reduction Partnership.

Consultations undertaken:

Consultations are undertaken using the consultation matrix “Capital Scheme Approval Process” approved by Cabinet on 9 July 2003

Other Options appraised

Casualty Reduction

The programme of investigations and projects will be complemented by publicity and education at locations and on routes where accident numbers are high or where there are specific patterns (eg. Children).

Potential lower levels of funding will require targets to be revisited and a greater risk that targeted reductions in casualties would not be achieved.

Other options for reducing casualties would be to increase funding and deploy targeted enforcement through West Yorkshire Police.

Further types of measures that could have a more immediate community impact are to increase road safety education, training and publicity. These are less effective in terms of reducing current levels of casualties in the short term, but they offer a vital tool in sustaining current levels of casualties and building on this to provide safer roads for the communities of Kirklees in the longer term. However, engineering still offers the greatest return on investment in terms of casualty reduction measures.

Community projects

Projects in this programme area arise directly from Community engagement at a local level. Before introducing projects into this programme, an alternative source of LTP funding is examined.

With project development, options are explored with communities to ensure the most cost effective solution is provided which meets the needs of local people. Also the Service will work more closely with District Committees to

- Allow better prioritisation of projects locally
- Take forward partnership working to allow more resources to be deployed to tackle problems which are clearly significant in the public's opinion.

**INVESTMENT AND REGENERATION SERVICE
BUSINESS CASE FOR PROGRAMME
WITHIN HIGHWAYS CAPITAL PLAN 2016/17 - 2020/21**

PROGRAMME AREA: Integrated Transport
2J Town Centre Car Parking

Name and description of Programme / Project

Alfred Street multi storey car park will continue to require investment to ensure it is maintained to acceptable and safe standards. The car park has 588 spaces over 10 decks/levels.

Strategy

In April 1999 a formal Consultancy Agreement between Kirklees Council and Hill Cannon was established, which included a collateral warranty, underwritten by Hill Canons insurers, which guarantees the longevity of the structure subject to their recommendations for ongoing repairs and maintenance. This agreement will expire in April 2019.

March 2015 – works were undertaken to close the top two levels (loss of 120 spaces).

Twice yearly inspections and implementation of remedial works identified

The Council has an ongoing commitment to the maintenance of the structure up to 2019.

Options currently being explored regarding future provision.

Total estimated cost

£750K (over 5 years)

Timescale

2016 to 2021

Spend profile:

A 5 year programme of £750,000 Kirklees Capital investment.

Spend profile:

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Kirklees	150,000	150,000	150,000	150,000	150,000	750,000

The capital charges on this Kirklees Capital investment will be:-

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	onwards
Charges	5,000	15,000	25,000	35,000	45,000	50,000

The Service cannot accommodate these costs within existing revenue budgets and will need to be met from central reserves

Outcomes / Outputs

Well planned and managed parking can help the town centre to achieve its economic, social and environmental objectives. A managed approach to parking supports the local economy (by making it easy for shoppers, commuters and tourists to visit the town centre and in particular the town hall and theatre).

As the second car park of choice for customers (after Kingsgate), market hall is ideally placed for customers to head off into the town centre.

Programme - Criteria for choosing individual projects

The priority in terms of car park structures is Market Hall, followed by the Bus Station. In addition the Consultancy Agreement between Kirklees Council and Hill Cannon is due to end in 2019, with little scope for extending the agreement without significant investment.

Performance Measures/Indicators (criteria for success)

- Occupancy
- Income
- Maintainability
- Environmental
- Safer parking award

How the Programme / Project meets the Council’s objectives (Links to Vision)

The programme ambitious vision of thinking big – wanting to become a new council, which means:

- supporting communities to do more for themselves and each other
- keeping vulnerable people safe and helping them to stay in control of their lives
- providing services – but focusing on the things that only the Council can do.

<p>Early Intervention and Prevention</p>	<ul style="list-style-type: none"> • Improve and provide better transport infrastructure • Raise the profile of public transport by working with the Operators • Create quality places where people are the priority
<p>Economic Resilience</p>	<ul style="list-style-type: none"> • Ensuring our town centres are safe, accessible and well connected to enable people to move around easily and within a pleasant environment. • Encourage town centres to thrive by making the physical and the natural environment more attractive to shoppers and new investment.

Risks

- Car park owners/operators have a duty of care to maintain their assets in a safe condition. This is a requirement of the Occupiers’ Liability Act 1957 and the Occupiers’ Liability Act 1984.
- Failure to maintain the car park will lead to further deterioration of the car park to the point of closure. The top two levels were closed off in 2015 to prevent/reduce further water ingress into the structure.
- Loss of income due to increase periods of maintenance works.

Stakeholders

Town centre businesses, public, visitors to the Town hall, theatre, university

Consultations undertaken

The level and type of consultations varies subject to the nature and scope of works and likely impact.

Other options appraised

Proposals beyond 2019 are to be considered. In the interim twice yearly inspection and identified remedial works continue to be undertaken.

Sponsoring Service: Investment and Regeneration

Programme / Project Manager: Paul Hawkins

Date of submission: March 2016

Contact Officer: Paul Hawkins

Assistant Director: Kim Brear

PLACE - INVESTMENT AND REGENERATION
MARCH 2016
BUSINESS CASE FOR PROGRAMME
WITHIN HIGHWAYS CAPITAL PLAN 2016/17 - 2020/21

PROGRAMME AREA: INTEGRATED TRANSPORT
2K - FLOOD MANAGEMENT AND DRAINAGE IMPROVEMENTS

Name and description of Programme/Project

Flood Management and Drainage Improvements

Investigation of drainage related customer service requests, feedback from the road gully emptying operation and proposals from drainage/flooding investigations, form a programme of work to improve the capacity and efficiency of the existing highway drainage infrastructure. Works in this programme area complement revenue-funded drainage maintenance work, with a balance of maintaining the efficient operation of the existing drainage network and identifying cost-effective capacity improvements to the system, where necessary.

The Councils statutory responsibility for local flood management requires the Council to develop a programme of flood mitigation measures which could be funded through the Environment Agency's national and local funding programmes. The EA's partnership approach encourages "match funding" to improve the likelihood of receiving national funding. The Council has been successful over the last 2-3 years using council capital to secure substantial external funding for flood mitigation schemes and initiatives. Typically, the return on the council capital contribution has been around 4 to 1.

Strategy

The Council has legal obligations under the Flood and Water Management Act 2010 to manage local flood risk and these have been outlined in the Kirklees Flood Risk Management Strategy approved by Cabinet in January 2013. The Council as Highway Authority has a legal duty to reduce flooding from ineffective highway drainage. The Councils formal Flood Strategy has a variety of measures which rely on council capital funding to help reduce flood risk across the district.

Total estimated cost

A 5 year programme of £2,250,000

Spend profile:

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Kirklees	450,000	450,000	450,000	450,000	450,000	2,225,000

The capital charges on this Kirklees Capital investment will be:

Funding £	2016/17	2017/18	2018/19	2019/20	2020/21	onwards
Charges	15,000	45,000	75,000	105,000	135,000	150,000

The Service cannot accommodate these costs within existing revenue budgets and will need to be met from central reserves.

Timescale

5years

Spend profile

Works will be undertaken throughout each year in accordance with the above programme.

Outcomes/Outputs

To improve the safety of the public highway network for all road users. To reduce the risk of flooding to residential and business properties.

Programme - Criteria for choosing individual projects

Drainage Improvements - The programme is a combination of reactive and planned work, generally made up of several hundred “jobs” a year. The bulk of the programme is developed several weeks in advance of the work, carrying out immediate, urgent works as a priority.

Flood Management – The Council is carrying out ongoing investigation and flood risk analysis work which highlights the areas in the district at highest risk of flooding. This work identifies and prioritises a programme of schemes that could attract EA funding using with match funding from this capital budget.

Performance Measures/Indicators (criteria for success)

Drainage Improvements – The Council maintains a record of where flooding is likely to cause problems for road users and residents and this is used to prioritise improvements to the highway drainage system.

Flood Management - Performance measures are included in the Local Flood Strategy to demonstrate reduced flooding in the highest risk areas. Progress against these measures is assessed annually through the Councils Overview and Scrutiny process.

How the Programme/Project meets the Council’s objectives (Links to Vision)

The programme contributes to ensuring that towns and villages are safe. It is responsive to local needs, achieving outcomes for local people by resolving local flooding problems.

Risks

The highway drainage system is generally 100-150 years old and is in a deteriorating condition. Lack of continuing investment in its efficient operation will result in a reduced capacity to carry floodwater and an increase in the risk of local flooding. Climate change will increase the frequency and severity of future flooding, increasing general flood risk across the district. The Council’s investment in drainage improvement and flood mitigation will help to reduce this risk.

Stakeholders

The vast majority of works are carried out following requests from the local communities, members and road users. Responsibility for necessary works is often discussed and agreed with the councils flood management partners, the Environment Agency and Yorkshire Water.

Consultations undertaken

The small-scale, unobtrusive nature of the drainage improvement work doesn't justify extensive consultations. Flood mitigation projects will be developed with local community/member consultation and support.

Other options appraised

Do Nothing – The frequency of flooding will increase

Sponsoring Service: Investment and Regeneration

Programme/Project Manager: Tom Ghee

Date of submission: March 2016

Contact Officer: Tom Ghee

Assistant Director: Kim Brear

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Name of meeting:- Cabinet

Date:- 8th March 2016

Title of report: Capital Investment Plan 2015/16 – 2019/20
Quarter 3 Capital Monitoring 2015/16

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
Is it in the Council's Forward Plan?	Yes
Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Director	David Smith, Director of Resources 22 January 2016
Is it signed off by the Director of Resources?	Yes - 22 January 2016
Is it signed off by the Assistant Director – Legal and Governance?	No legal implications
Cabinet member portfolio	Resources

Electoral [wards](#) affected and ward councillors consulted: All

Public or private: Public

1. Purpose of report

- 1.1 The Cabinet is responsible for implementing the Capital Investment Plan within the resources allocated. In compliance with current Financial Procedure Rules (FPRs) and the Prudential Code for Capital Finance, the Cabinet is presented with the Capital Monitoring Report for Quarter 3 (2015/16).
- 1.2 At the end of the third quarter of 2015/16 actual expenditure is £48.7m, representing 42.4% of budget.
- 1.3 Projected year-end expenditure stands at £83.4m against a current budget allocation of £114.9m. This variance of -£31.5m represents 27.4% of the total budget.

- 1.4 The majority of the reported variance relates to slippage rather than anticipated scheme underspends. However, a review of 2015/16 capital schemes is currently being undertaken in order to identify any 'uncommitted' resources that could potentially be used to reduce overall corporate borrowing costs. The outcome of this review will be presented to AD Strategic Investment Group on the 16th March 2016.

2. Key points

- 2.1 Current Financial Procedure Rules (FPRs) relating to 'Capital Investment Plan Preparation and Management' state the following;

- a) The Cabinet is responsible for implementing the Capital Investment Plan within the resources allocated. (FPR 3.8)
- b) The Director of Resources will report to the Cabinet on the overall management of the Capital Investment Plan at least four times per year. The Cabinet will provide summary monitoring information to the Council at least twice a year. (FPR 3.16)
- c) The Cabinet may delegate its authority under Financial Procedure Rules 3.10 and 3.11 to individual Cabinet members, to District Committees, to Directors or, in the case of the Housing Investment Plan, to the Board of Kirklees Neighbourhood Housing Limited. The Cabinet is required to determine arrangements for delegation, which may differ between service areas. These delegations should be agreed annually by the Cabinet. (FPR 3.12).

3. Implications for the Council

3.1 Capital Budget

- 3.1.1 The Capital Plan for 2015/16 (inclusive of rolled over funds from 2014/15) was revised by Council on 29th July 2015 and totalled £111.8m (excluding partner expenditure on Housing PFI). At Quarter 2, this had been adjusted to £113.5m. The following subsequent adjustments have been made, taking the total to £114.9m by the end of Quarter 3;

- (a) Revenue Contribution to Capital Outlay (RCCO) – (+£173k)
 - Asset Rationalisation - £80k for Beck Lane modular building
 - Investment in Buildings - £41k for George Street metal fence, £15k the Victoria Tower staircase and landing lighting, £12k for Oakwell Hall roof repair and £10k for Claremont kitchenette.
 - Parks and Open Spaces - £15k for the demolition of public conveniences at Wilton Park
- (b) Additional Funding – (+£1.2m)
 - Local Growth Funding for Kirklees Housing Sites - £1m West Yorkshire Combined Authority loan agreement for site preparation and access works to three large council owned housing sites in Ashbrow, Batley

East and Newsome. Approval given at Cabinet on the 20th October 2015.

- Housing Private – £205k for the demolition of properties on Wakefield Road, Moldgreen, to be funded from Capital Allowances.
- Parks and Open Spaces – £11k Section 106 monies received for St Pegs Play Area in Cleckheaton

3.2 Monitoring of Corporate Capital Expenditure 2015/16 - Overall Position

3.2.1 The Council's Capital Investment Plan is structured between strategic investment needs, risks & pressures and baseline programmes of work. Assistant Directors and capital budget contacts have been asked to produce figures for expenditure to date and an estimate of the year end outturn. Appendix 1 contains details (analysed by individual strategic priority or baseline work programme) of total budget, actual spend to date, total projected spending and any subsequent variances.

3.2.2 An explanation of the major variances from the 2015/16 Capital Plan are summarised in Appendix 2.

3.2.3 At the end of the third quarter of 2015/16 actual expenditure stands at £48.7m, representing 42.4% of the budget. Projected year-end expenditure is £83.4m against a current budget allocation of £114.9m, representing 72.6% of the total budget. The underspend of £31.5m represents 27.4% of the total budget.

Table 1 - Summary of Monitoring Position

	Adjusted Budget	Actual to Date	Year End Projection	Variance
	£'000	£'000	£'000	£'000
Strategic Priorities	25,094	7,395	17,159	-7,935
Baseline	60,172	25,465	43,292	-16,880
One-Off Projects	640	526	568	-72
Risks & Pressures	2,500	0	0	-2,500
TOTAL	88,406	33,386	61,019	-27,387
HRA	26,487	15,327	22,358	-4,129
OVERALL TOTAL	114,893	48,713	83,377	-31,516
		42%	73%	-27%

3.2.4 One source of funding for the Capital Plan is through asset disposal and the generation of capital receipts. As at the third quarter, £1.0m has been generated through completed sales against a the target £5m non-earmarked capital receipts. It is estimated that £2.5m will be generated in total, with a further £2m of potential sales currently being worked on falling into 2016/17.

3.2.5 Of the overall variance, £18.3m relates to schemes funded by corporate borrowing. The underspend will have a marginal effect on the Treasury Management Budget for 2015/16 due to the timing of principal repayments on new borrowing and because interest rates are currently so low.

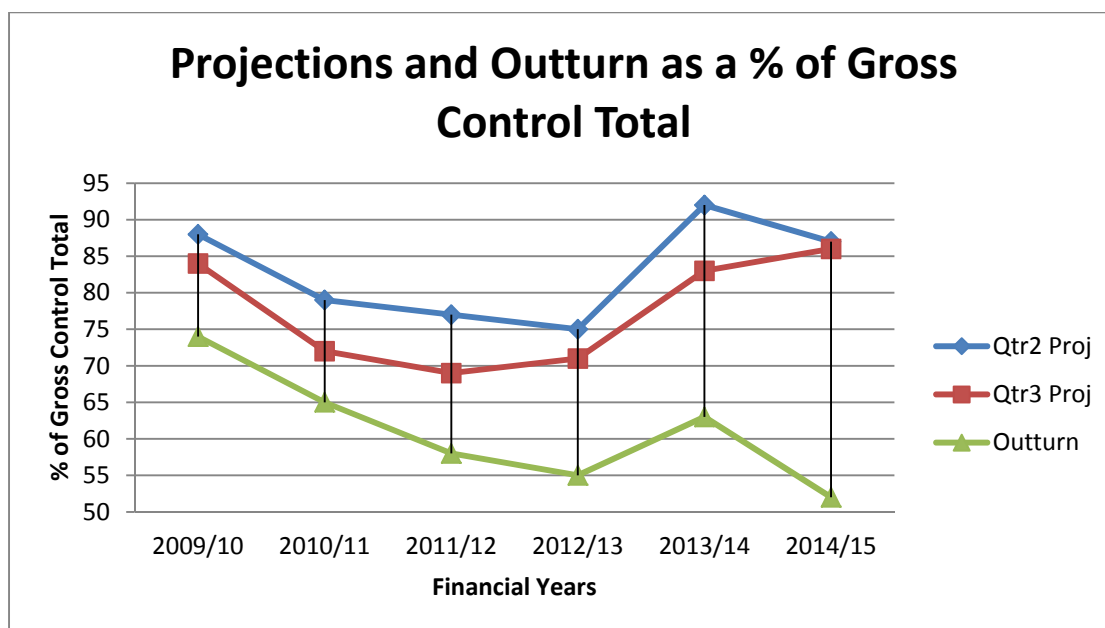
3.2.6 Currently, the Capital Plan assumes that all rollover is carried forward within the Plan. A review of 2015/16 capital schemes is currently being undertaken in order to identify any 'uncommitted' resources that could potentially be used to reduce overall corporate borrowing costs. The outcome of this review will be presented to AD Strategic Investment Group on the 16th March 2016.

3.2.7 Based on the variance explanations highlighted in Appendix 2, the majority of large variances appear to be slippage rather than 'uncommitted' resources.

3.2.8 It should be noted that for every £10m of prudential borrowing removed from the Plan, the PI reduces by approx. 0.3% by 2020/21.

3.3 Historical Trend of Monitoring to Outturn

3.3.1 Experience of managing a capital programme of this size shows actual outturn positions are often lower than projections provided at both Quarter 2 & Quarter 3. This is illustrated in the graph below, which shows projections and outturn as a % of gross capital budget. There are a number of unforeseen issues that can lead to slippage on capital schemes such as adverse weather conditions, changes in legislation, issues with planning permission, changes in external funding conditions, procurement issues etc.



3.3.2 The 2015/16 projection at Quarter 3 i.e. 72.6% of total capital budget is roughly the same as levels estimated at the same quarter in 2012/13. 2013/14 was the first year of the newly adopted approach in having a targeted and integrated Investment Plan e.g. resources prioritised to meet the strategic investment needs of the Council and minimum baseline levels set to ensure the asset base and service delivery is maintained.

3.3.3 The above graph demonstrates that if the historic profile is maintained the outturn variance may be 15-20% higher than projections reported at Quarter 3. This implies the actual variance at year end could be approx. 45% of the capital budget, i.e. a variance of £52m.

3.4 Retrospective reporting on Capital virements approved at Director Level

3.4.1 This section of the report collates all applications of the virement rule (FPR 3.14) from within the Corporate Capital Investment Plan in Quarter 3 of the financial year 2015/16.

3.4.2 There are no capital virements that require approval at this stage.

3.5 Prudential Indicators Monitoring Report

3.5.1 The new Prudential Code for Capital Finance in local authorities began on 1 April 2004 and introduced a greater freedom for the Council's capital expenditure. Part of the requirements of the Code is for reporting procedures to be implemented to monitor the progress and status of capital expenditure plans. This report is the third monitoring report for 2015/16. The monitoring information is shown in Appendix 3.

4. **Consultees and their opinions**

This report has been prepared by the Director of Resources after consultation with Capital Delivery Group, AD Strategic Investment Group, and Directors Group.

5. **Next steps**

Cabinet will be updated about the progress of the Capital Investment Plan for the current year at the end of the financial year.

6. **Officer recommendations and reasons**

It is recommended that:

- i) The third quarter Capital Monitoring Report is noted.
- ii) The Prudential Indicators information be noted

7. **Cabinet portfolio holder recommendation**

Support the officer recommendations.

8. **Contact officers and relevant papers**

David Smith Director of Resources	01484 221124	(72300)
Philip Deighton Strategic Council Finance Manager	01484 221000	(72734)
Tim Mitchell Finance Manager	01484 221000	(73675)
Safaira Majid Senior Finance Officer	01484 221000	(73634)

9. Assistant Director responsible

Debbie Hogg-
Assistant Director for Resources
- Financial Management, Risk and
Performance

01484 221000 (76018)

ANALYSIS OF VARIANCES FROM CAPITAL PLAN 2015/16 – QUARTER 3

Overall Capital Plan	Revised Budget	Actual to Date	Total Expected Cost less Overprogramming	Variance	Variance
	£'000	£'000	£'000	£'000	%
Strategic Priorities	25,094	7,395	17,159	-7,935	-32%
Baseline	60,172	25,465	43,292	-16,880	-28%
Risks & Pressures	2,500	0	0	-2,500	-100%
One-Off Initiatives	640	526	568	-72	-11%
Housing Revenue Account	26,487	15,327	22,358	-4,129	-16%
Overall Total	114,893	48,713	83,377	-31,516	-27%

Strategic Priorities Capital Plan	Revised Budget	Actual to Date	Total Expected Cost	Variance	Variance
	£'000	£'000	£'000	£'000	%
WYTF - A644/A62 Cooper Bridge	300	49	300	0	0%
WYTF - A644/A62 Corridor Improvements	350	105	350	0	0%
WYTF - A653 Dew to Leeds Corridor incl Chidswell	80	20	80	0	0%
WYTF - A629 Hudds to Halifax Corridor	100	15	100	0	0%
Development of South Dewsbury Strategic Location	0	10	0	0	0%
Bringing Commercial Properties into use	552	472	552	0	0%
Pioneer House	250	-46	250	0	0%
Town & Village Centres	110	0	110	0	0%
Huddersfield Town Centre Action Plan	350	0	350	0	0%
European Grant Funding Opportunities	500	0	500	0	0%
New Pupil Places in Primary Schools	5,500	1,964	5,571	71	1%
Reprovision of Lydgate Special School	3,105	188	2,500	-605	-19%
New Huddersfield Sports Centre	4,644	3,320	4,200	-444	-10%
Huddersfield Sports Centre Connectivity	220	0	220	0	0%
Spensorough Pool	1,000	31	100	-900	-90%
Powerhouse	276	102	276	0	0%
KSDL - HD-One	2,250	0	250	-2,000	-89%
Kirklees College Loan	4,200	1,100	1,100	-3,100	-74%
Organisational Risks	307	65	150	-157	-51%
Local Growth Fund	1,000	0	200	-800	-80%
Strategic Priorities Total	25,094	7,395	17,159	-7,935	-32%

APPENDIX 1 (cont'd)

One-Off Initiatives Capital Plan	Revised Budget	Actual to Date	Total Expected Cost	Variance	Variance
	£'000	£'000	£'000	£'000	%
Almondbury Through School	640	526	568	-72	-11%
One-Off Initiatives Total	640	526	568	-72	-11%

Baseline Capital Plan	Revised Budget	Actual to Date	Total Expected Cost less Overprogramming	Variance	Variance
	£'000	£'000	£'000	£'000	%
Childrens					
Basic Need	2,766	896	1,678	-1,088	-39%
Capital Maintenance	5,111	4,211	4,866	-245	-5%
Devolved Formula Capital	1,722	0	1,290	-432	-25%
One-off Initiatives	3,325	-72	2,073	-1,252	-38%
Childrens Total	12,924	5,035	9,907	-3,017	-23%
Adults Total	1,167	40	114	-1,053	-90%
Place					
Housing (Private)	4,281	2,051	2,985	-1,296	-30%
Highways	17,681	10,128	15,072	-2,609	-15%
Economic Delivery	2,332	455	1,019	-1,313	-56%
Parks & Open Spaces	1,228	421	716	-512	-42%
Environment and Strategic Waste	328	238	328	0	0%
Bereavement Services	406	-7	212	-194	-48%
Transport Services	6,270	2,979	4,923	-1,347	-21%
Investment in Buildings	3,299	1,183	2,257	-1,042	-32%
Asset Utilisation/Rationalisation	2,853	630	1,988	-865	-30%
KAL KC-Funded	872	407	871	-1	0%
School Catering	200	42	163	-37	-19%
Place Total	39,750	18,527	30,534	-9,216	-23%
Communities, Transformation & Change					
KAL Self-Funded	2,001	371	589	-1,412	-71%
Area Neighbourhood Teams	743	118	435	-308	-41%
Communities, Transformation & Change Total	2,744	489	1,024	-1,720	-63%
Resources					
Information Technology	1,713	1,374	1,713	0	0%
Resources Total	1,713	1,374	1,713	0	0%
Leeds City Region Revolving Fund	1,874	0	0	-1,874	-100%
Baseline Total	60,172	25,465	43,292	-16,880	-28%

ANALYSIS OF MAJOR VARIANCES FROM CAPITAL PLAN 2015/16

These are summarised in column 5 of Appendix 1. The principal variations are described below:

Strategic Priorities (-£7.9m)

Kirklees College Loan (-£3.1m) – The College is not expected to fully utilise the short term loan facility this year.

HD-One (-£2m) – Delayed progress on KSDL's development plans mean that drawdown of loan funding will slip into future years.

Spensborough Pool (-£900k) – Only professional fees & survey work to be charged this year. The scheme is not due to start on site until mid 2017.

Local Growth Fund (-£800k) – Work not to start on two sites until 2016/17.

Reprovision of Lydgate Special School (-£605k) – the variance is due to slippage in the start on site date for construction.

Baseline Programmes (-£16.9m)***Directorate of Children and Young People (-£3m)***

Basic Need (-£1m) – The 2015/16 Basic Need programme was approved at Cabinet on 24th March 2015 Cabinet. Any underspend in funding will be required to rollover to 2016/17 to enable the rolling programme to be delivered and borrowing on DCYP Strategic Priorities to be reduced.

Section 106 (-£647k) – Some contributions not received from developers. Majority of funds remain unallocated either whilst discussions occur to identify schools to benefit or funds held pending emergence of new Investment Needs Strategy.

Devolved Formula Capital (-£432k) – Devolved Formula Capital is a ring-fenced grant and effectively schools' money. The expenditure is dependent on schools agreeing the level of contributions and is therefore difficult to accurately forecast.

Adults (-£1.0m)

Plans with partners not yet fully developed as to how the ringfenced Better Care Fund social care capital allocation can best be used to deliver its objectives.

Directorate of Place (-£9.2m)

Highways (-£2.6m) - Various schemes having fallen behind schedule across the programme areas, some as a result of the weather but others are in various stages of

the tender process, legal consultation or subject to other practical delays which are hoped to be addressed as soon as possible.

Transport (-£1.3m) – Mainly due to slippage in schemes.

Economic Delivery (-£1.3m) - A number of carbon reduction schemes are progressing more slowly than anticipated due to uncertainty created by recently announced changes to the level of central government support for such schemes. Major property based regeneration schemes are being reviewed in order to ensure that they align with the proposals that emerge from the Economic Resilience theme work as part of the development of the New Council model.

Housing Private (-£1.3m) – Slippage of Section 106 monies (-£693k) which are to be rolled over and applied on the Large Housing Sites programme in 2017/18. Underspend of £403k on CASSH Project for supported housing at Golcar & Mirfield which is expected to spend a small amount this financial year with the balance required to be rolled into 2016-17 for continuation of scheme. £200k relating to demolition of properties at a Moldgreen scheme which has slipped to 2016-17

Investment in Buildings (-£1m) - A number of individual schemes have not yet commenced and are not currently committed. It is envisaged that several of these will be committed by the end of the financial year, otherwise bids for the schemes will be made as part of the rollover process.

Directorate of Communities, Transformation & Change (-£1.7m)

KAL Self-funded (-£1.4m) – Underspend due to schemes currently at the development stage

District Committees (-£308k) – New schemes which have been approved are not projected to be fully spent by the end of the financial year.

Leeds City Region Revolving Fund (-£1.9m)

No spend has been incurred on this initiative, nor is any anticipated for the remainder of the year.

Housing Revenue Account (-£4.1m)

PV Programme (-£3.2m) - Reduction in Feed-in-Tariff rates applying from 15 January 2016 has resulted in project being put on hold pending a decision by members on whether to proceed.

New Build Phase 1 (-£1m) - Construction of new build properties is now expected in later years of the capital programme.

APPENDIX 3

1. Prudential indicators for affordability (mandatory indicators highlighted)

Capital Expenditure and External Debt

The table below draws together the main elements of Capital Plan expenditure, highlighting borrowing and other financing arrangements. It contains the following prudential indicators:

- 1) Capital expenditure – sets out the latest actual spend and the estimated spend in the plan period, split between General Fund and HRA.
- 2) Capital Financing Requirement (CFR) – this is the Council’s underlying need to borrow to fund capital investment.
- 3) External debt – sets out the latest actual debt for the Council. The difference between external borrowing and the CFR in each year reflects the amount of internal balances that are being “borrowed” to finance capital indebtedness.

	2014/15	2015/16	
	Actual	Approved Indicator	Revised Estimate
	£000s	£000s	£000s
<u>Capital Expenditure</u>			
General Fund	60,534	88,406	61,019
General Fund - PFI	1,692	1,526	1,526
HRA	24,033	26,487	22,358
HRA - PFI	-76	151	151
Total	86,183	116,570	85,054
<u>Financed by -</u>			
Borrowing	5,056	44,325	24,569
PFI	1,616	1,677	1,677
Other Resources	79,511	70,568	58,808
Total	86,183	116,570	85,054
<u>CFR as at 31 March</u>			
General Fund excl PFI	422,263	440,064	422,962
General Fund PFI	60,834	58,029	58,047
HRA excl PFI	196,579	192,406	192,406
HRA PFI	60,918	58,910	58,910
Total	740,594	749,409	732,325
<u>External debt as at 31 March</u>			
Borrowing	443,715	474,622	455,206
Other LT Liabilities	126,285	121,330	121,350
Total	570,000	595,952	576,556

A further two Prudential Indicators control overall level of borrowing. These are the Authorised Limit and the Operational Boundary. The Authorised Limit represents the limit beyond which borrowing is prohibited. It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3(1) of the Local Government Act 2003.

The Operational Boundary is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during this year.

	2015/16 £m
<u>Authorised limit for external debt</u>	
Borrowing	543.7
Other Long Term Liabilities	126.3
Total	670.0
 <u>Operational boundary for external debt</u>	
Borrowing	495.3
Other Long Term Liabilities	126.3
Total	621.6
 <u>Estimated maxima for external debt</u>	
Borrowing	455.2
Other Long Term Liabilities	126.3
Total	581.5

The Council is expected to comfortably remain within its Authorised Limit.

There is also a limit on HRA indebtedness set by the Department for Communities and Local Government under the recent HRA self-financing reform. The limit is set at £247.6 million for the HRA CFR excluding PFI liabilities. The estimated HRA CFR excluding PFI liabilities as at 31 March 2015 is £192.4 million which is well within the limit.

Estimates of ratio of financing costs to net revenue stream

This prudential indicator measures the impact of borrowing costs on the General Fund and the HRA. It expresses financing costs as a percentage of the “net revenue stream” (taxation and non-specific grant income for General Fund and gross income for HRA).

	2014/15 Actual	2015/16	
		Approved Indicator	Revised Estimate
General Fund	12.88%	13.76%	12.93%
General Fund (excl. PFI)	10.79%	11.74%	10.85%
HRA	34.31%	30.19%	30.51%
HRA (excl. PFI)	29.90%	27.75%	28.11%

The lower percentages for General Fund reflect lower financing costs mainly due to a slower anticipated rise in interest rates and capital slippage.

2. Prudential indicators for prudence

Net Borrowing and the Capital Financing Requirement (CFR)

In order to ensure that over the medium term, net borrowing will only be for a capital purpose, the authority should ensure that net external borrowing does not, except in the short term, exceed the total CFR. The Council comfortably complied with this requirement in 2014/15 and no difficulties are envisaged for current or future years.

3. **Prudential indicator for treasury management**

Treasury Management

The prudential indicator in respect of treasury management is that the local authority has adopted the CIPFA *Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes*. The aim is to ensure that treasury management is led by a clear integrated forward treasury management strategy, and a recognition of the pre-existing structure of the authority's borrowing and investment portfolios. The Council adopted the Code in February 2002.

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Name of meeting: Cabinet
Date: 8th March 2016

Title of report: Corporate Revenue Financial Monitoring Report, Quarter 3, 2015-16

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
Is it in the Council's Forward Plan?	Yes
Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by <u>Director</u> & name	David Smith, 9 February 2016
Is it signed off by the Director of Resources?	Yes
Is it signed off by the Acting Assistant Director - Legal & Governance?	No legal implications
Cabinet member portfolio	Resources

Electoral [wards](#) affected: All
Ward councillors consulted: None

Public or private: Public

1. Purpose of report

- 1.1 This report is the third in an agreed quarterly cycle of consolidated revenue budget monitoring statements to be presented to Cabinet during the course of the financial year.
- 1.2 This report, and the accompanying Appendices presents an overall forecast revenue outturn for 2015-16, as at Quarter 3, including commentary on emerging developments and risks.
- 1.3 The report also includes a summary update on Council reserves included at Appendix A.

2. Key points

GENERAL FUND

- 2.1 The Council's general fund net controllable revenue budget for 2015-16 is **£314.1million (m)**, and includes a (net) budget reduction of £10m.
- 2.2 There is a reported Quarter 3 **forecast overspend of £7.1m or 2.8% at Directorate level** against a **£254.9m** net budget.
- 2.3 Headline Directorate pressures include demand led pressures on Adults at £2.7m, Children & Young People at £3.5m, and Waste Services at £0.8m.
- 2.4 The £2.7m demand led pressures in Adults are 'net' of £2.2m Better Care Funding applied in-year against Adult Social Care services; £0.9m Older People, £1m Learning Disabilities, £0.3m Contracts and Commissioning.
- 2.5 There is also a specific pressure on Public Health budgets of £1.6m, impacted on by the government clawback of Council public health grant allocations in-year.
- 2.6 Elsewhere, schools transport is reflecting a current overspend of £1.0m; this was also acknowledged as part of the formal budget approval process for 2015-18 to be a continuing area of budget risk.
- 2.7 The above pressures are mitigated in-year partly through Central (contingency) budget set aside to mitigate Directorate pressures, totalling £1.6m.
- 2.8 There is also a balance of £2.5m Central budget forecast underspend; mainly £1.8m Treasury Management, and this reflects the impact of previous Cabinet approvals to apply available capital receipt, grant and revenue funding to service debt.
- 2.9 Cabinet has previously approved the drawdown of "one-off" earmarked reserves, to mitigate in-year pressures; both the volume element of demand led pressures, and other service pressures. As at Quarter 3, in-year earmarked reserves drawdowns total £6.7m, and these are set out in more detail at Appendix D attached.
- 2.10 After taking into account mitigations as outlined in paras. 2.7 to 2.9 above, **there is an overall reported Quarter 3 forecast net underspend position of £4.2m or -1.3%**, against the **£314.1m** net controllable revenue budget, as summarised at Appendix A. This represents a favourable shift from the forecast position reported at Quarter 2, by £3.2m.
- 2.11 As previously set out in the Quarter 2 revenue monitoring report to Cabinet on 17 November 2015, the Chair of the New Council Programme Board (Director of Economy & Skills) has been given delegated overall budget management responsibility for approved budgets in scope as part of the economic resilience and early intervention and prevention theme work. This is referred to at Appendix A as Cross-Directorate Themes. Appendix B attached gives a more detailed breakdown of the budgeted activity in scope here.

- 2.12 At Quarter 3 there is a projected underspend of £383k or -50% on New Homes Bonus funded schemes against a budget of £766k. Commitments to date include £100k for the provision of a modular building for community activities at Bradley recreation ground, and £70k for improved security at 21 Council owned sites across the 4 wards in the Dewsbury district. Appendix C attached shows the full list of schemes that have been approved to date.
- 2.13 Appendix D to this report summarises key forecast variances across Directorate and Central budget activity, as at Quarter 3.

COLLECTION FUND

- 2.14 The Collection Fund forecasts here are based on Council shares of Collection Fund income due. There is a forecast in-year surplus of £2.5m on Council tax; equivalent to 1.8% against budget income of £141m; mainly due to council tax income collection performance in excess of targeted.
- 2.15 There is a current £3.6m in year forecast deficit against business rates income of £51.4m. This is 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. In addition there is an emerging risk in relation to appeals for Doctor's Surgeries and Virgin Media which if successful could result in a one off cost to Kirklees of £1.1m for backdated payments plus reduced rates income of £300k per annum going forward.

HOUSING REVENUE ACCOUNT (HRA)

- 2.16 There is a forecast surplus of £5.9m against the ring-fenced HRA; equivalent to 6.1% against annual budgeted turnover (income) of £96m. The HRA is a statutory ring-fenced account, and this means that this forecast surplus would automatically transfer to HRA general reserves at year end.

The most significant variance is (£4.1m) relating to the following; repairs and maintenance, less than anticipated costs on empty homes (£1.1m), responsive repairs (£0.2m) and reduced volume of planned repairs (£0.8m). There is also an anticipated year end (£1.5m) re-allocation of building services forecast trading surplus to HRA. This is an accounting requirement for Council trading services; operating surpluses or deficits relating to internal customers (if material) are re-allocated to internal customers at each year end.

EMERGING DEVELOPMENTS / RISKS

- 2.17 The Council Budget Report to full Council in on 17 February 2016 set out a range of emerging national government funding developments and the impact of these on Council budgets going forwards. The report makes reference to in-year financial performance as at Q2; in particular demand led budget risks and business rates backdated appeals volatility. While Q3 reflects an overall slightly improved position on both general fund &

HRA, underlying budget risks previously highlighted at Q2 remain as at Q3 monitoring.

NEW COUNCIL DEVELOPMENTS RESERVE

2.18 As at Quarter 3, commitments against the £2.85m total an estimated £805k to date:

- £200k additional temporary senior management capacity within Commissioning, Adult & Public Health to backfill for existing senior management capacity supporting the cross-Directorate Early Intervention & Prevention theme work.
- Up to £605k Programme Management Resources within New Council Programme Management Office; Immediate recruitment of a Programme Manager and a Project Officer and recruitment of up to three further Project Managers and four Project Officers for allocation to specific New Council programmes or projects – e.g. aspects of ‘Early Intervention and Prevention’ and ‘Economic Resilience’

3. Implications for the Council

- 3.1 The Council Budget Report 2016-19 to full Council on 17 February 2016 includes the use of £15.0m available Council general fund “one-off” balances and a further £2.5m earmarked reserves to achieve a balanced budget for 2016-17; £17.5m in total. There is a forecast underlying budget gap of £16m in 2017-18, increasing to £30m in 2018-19 and £38m in 2019-20, and this will need to be addressed through future budget rounds.
- 3.2 The use of available “one-off” balances is part of the medium term budget strategy and is intended to buy the Council time to be able to invest in change programmes and smooth budget reductions required over the 2016-19 period and beyond.
- 3.3 If the Council’s revenue outturn position for 2015-16 is an overall revenue overspend, the ‘overspend’ will reduce balances currently assumed available to support the Medium Term Financial Plan (MTFP) 2016-19.
- 3.4 The Quarter 3 forecast underspend 2015-16, has not been anticipated as available (all or part) to add to the £15.0m available “one-off” balances to support the 2016-19 MTFP budget plans approved at full Council on 17 February.
- 3.5 The updated reserves position of the Council, as at Quarter 3, 2015-16 is shown at Appendix A. The proposed drawdown of £6.7m earmarked reserves in-year to mitigate volume/service pressures reflects the Council’s continued approach to the management of budget risk in-year.
- 3.6 While the 2015-16 Council overall general fund position is a projected underspend, within the overall forecast position there are a number of significant in-year pressures being mitigated by a combination of one-off reserves, central contingency budgets and external funding contribution in conjunction with health partners through Better Care Funding (BCF); the Department of Communities and Local Government have recently

announced their continuing commitments to BCF in 2016-17 notwithstanding that the distribution formula and associated conditions will be subject to a forthcoming government consultation.

In order to ensure that the longer financial position is affordable, the council will need to deliver in line with the MTFP which means continuing to explore additional service redesign and transformation proposals to bridge the anticipated financial shortfall over the medium term, and address the longer term demographic and service volume pressures.

- 3.7 The forecast revenue outturn position as set out in this report will be subject to further review through the remainder of the financial year, and the actual outturn position and rollover options for the Council will be considered as part of the outturn and rollover report to full Council later in the year.

4. Consultees and their opinions

This report has been prepared by the Director of Resources in consultation with the Executive Team.

5. Next steps

Cabinet to consider officer recommendations below.

6. Officer recommendations and reasons

Members are asked to:-

- i) note the forecast position at Quarter 3 for the general fund, housing revenue account and collection fund,
- ii) note the approved drawdown of £6.7m from earmarked reserves for volume/service pressures,
- iii) note up to £805k commitments to date against the £2.85m New Council Developments Reserve.

7. Cabinet portfolio holder recommendation

The portfolio holders support the officer recommendations.

8. Contact officer and relevant papers

Eamonn Croston, Strategic Council Finance Manager
01484 221000

9. Director responsible

David Smith, Director of Resources
01484 221000

Directorate	Net Controllable Budget £000s	Forecast Outturn £000s	Variance £000s	Pressures offset by Reserves £000s	Adjusted Forecast Outturn £000s	Adjusted Variance £000s	%	Movement from Q2 £000s
Children & Young People	57,941	62,018	4,077	(3,401)	58,617	676	1.2%	(146)
Commissioning, Public Health & Adults	84,229	88,640	4,411	(3,261)	85,379	1,150	1.4%	(1,056)
Place	34,289	35,493	1,204	0	35,493	1,204	3.5%	(726)
Resources	33,600	32,808	(792)	0	32,808	(792)	-2.4%	(415)
Communities, Transformation & Change	6,353	6,084	(269)	0	6,084	(269)	-4.2%	73
Cross-Directorate Themes	38,489	37,002	(1,487)	0	37,002	(1,487)	-3.9%	(764)
Sub-total	254,901	262,045	7,144	(6,662)	255,383	482	0.2%	(3,034)
Central Budgets - contingencies offsetting Directorate pressures	1,616	0	(1,616)	0	0	(1,616)		264
	256,517	262,045	5,528	(6,662)	255,383	(1,134)		(2,770)
Other Central Budgets	62,954	60,408	(2,546)	0	60,408	(2,546)	-4.0%	(64)
Public health grant contribution to MTFP	(6,403)	(6,403)	0	0	(6,403)	0	0.0%	0
Sub-Total	313,068	316,050	2,982	(6,662)	309,388	(3,680)	-1.2%	(2,834)
District Committee managed budgets	1,034	505	(529)	0	505	(529)	-51.2%	(383)
General Fund Total	314,102	316,555	2,453	(6,662)	309,893	(4,209)	-1.3%	(3,217)
Memo Item (HRA)	(9,740)	(15,666)	(5,926)	0	(15,666)	(5,926)	60.8%	(2,360)

Collection Fund forecast (Council Share)	Council Tax £000s	Bus. Rates £000s	Total £000s
Actual Opening balance 1 st April 2015	(4,342)	5,234	892
Planned contribution to/(from) General Fund 2015/16	1,200	(5,200)	(4,000)
In-year forecast	(2,500)	3,600	1,100
Forecast Closing balance 31st March 16	(5,642)	3,634	(2,008)

UPDATED RESERVES POSITION*Appendix A / continued***GENERAL FUND**

	Reserves as at 1/4/15	Reserves commitments over MTFP period 15-18	Remaining reserves	Comments
	£m	£m	£m	
Statutory	(24.0)	-	(24.0)	Schools related reserves
Earmarked	(63.4)	56.0	(7.4)	Commitments include £6.3m drawdown against in-year pressures
Risk based	(10.0)	-	(10.0)	Contingency reserve
General Reserves (balances)	(38.0)	33.0*	(5.0)	Remaining reserves reflects minimum balances held
Grand Total	(135.4)	89.0	(46.4)	

HOUSING REVENUE ACCOUNT

	Reserves as at 1/4/2015	Reserves commitments over MTFP period 15-18	Remaining reserves	Comments
	£m	£m	£m	
General reserves (1)	(35.8)	34.3	(1.5)	See note (1)
Major Repairs reserve (2)	-			See note (2)
Grand Total	(35.8)	34.3	(1.5)	

Notes

- (1) includes £9m set aside to support strategic HRA Council priorities, £8.5m set aside for business income risks (welfare reforms – direct payments to tenants); £16.8m to support current & longer term HRA capital plan requirements; £1.5m working balance
- (2) opening balance of nil reflects the fact that there is an in-year contribution from HRA (annual depreciation charge - currently £15.6m) which is then fully committed in-year to support HRA capital plan and pay down HRA debt. Statutorily this reserve cannot be used for any other purpose.

	Net Controllable Budget £000s	Forecast Outturn £000s	Variance £000s	Movement from Q2 £000s
<u>Early Intervention and Prevention</u>				
Access to Services - CSC	1,292	1,145	(147)	0
Care Navigation	814	737	(77)	(13)
Child with Disability	580	583	3	4
Community Liaison	1,364	1,336	(28)	(8)
Early Intervention & Targeted Support	8,435	7,999	(436)	0
Early years SEN support	576	576	0	0
Engaging communities & building capacity	535	604	69	14
Gateway to care	51	51	0	0
Health Trainers	(7)	(9)	(2)	(2)
Healthwatch	435	331	(104)	(1)
international new arrivals	74	74	0	46
Sensory Services	204	206	2	(16)
Single Point of Access	471	434	(37)	(4)
Support for Carers	449	349	(100)	(3)
Supporting People	6,509	6,813	304	(186)
Voluntary Sector Support	246	229	(17)	1
Young People Service	4,277	4,119	(158)	(88)
Total Early Intervention & Prevention	26,305	25,577	(728)	(256)
<u>Economic Resilience</u>				
Adult Learning	59	59	0	0
Allotments	35	35	0	0
CCTV	249	209	(40)	(20)
Comm Safety & ASB	386	353	(33)	1
Connexions	283	283	0	0
Creative Economy Support	463	462	(1)	0
Events & Concerts	196	196	0	0
Grant to KAL	2,307	2,382	75	75
Kirklees Advice Service	724	724	0	0
Kirklees Benefits Service	665	728	63	(15)
Lawrence Batley	267	267	0	0
Museums & Galleries	1,103	1,096	(7)	(7)
PCSO's	636	416	(220)	0
Physical Activity	0	0	0	0
School Crossing Patrols	349	259	(90)	(20)
Sport & Physical Activity	504	453	(51)	(29)
Strategic Regeneration	1,822	1,517	(305)	(493)
Uniformed staff	1,200	1,050	(150)	0
Total Economic Resilience	11,248	10,489	(759)	(508)
Total EIP and ER	37,553	36,066	(1,487)	(764)
<i>Memo Item</i>				
<i>EIP new offer (reshaped services)</i>	495	495	0	0
<i>ER new offer (reshaped services)</i>	441	441	0	0
Themes Total	38,489	37,002	(1,487)	(764)

Breakdown of New Homes Bonus Funded Schemes Approved to Date

Scheme	Amount Approved £
Install roof-mounted solar photovoltaic panels at Yorkshire Wildlife Trust premises at Stirley Community Farm	18,509
Provision of a modular building for community activities and events including provision of replacement changing facilities at Bradley Recreation Ground, Wilton Avenue	100,000
Improved security at 21 Council owned sites across the four wards in the Dewsbury district.	69,440
Funding granted to the Dewsbury Pioneers CIC towards the costs of the purchase and installation of lighting to the Arcade off Market Place, Dewsbury	1,700
Funding towards Hostingley Lane Zebra Crossing.	9,259
Funding to raise awareness of dementia and its impacts and to make Huddersfield District a dementia aware and friendly place	2,500
Funding for footpath development as a direct impact from all the new build, Weatherhill Road, Lindley	28,000
TOTAL	229,408

Highlight Variances

Directorate	Activity	Highlight Variances (before BCF/reserves) £000	Earmarked Reserves applied £000	Additional comments on Highlight variances (before BCF/reserves applied)
Children & Young People	Safeguarding & family support; demand led activity	+3,460	(3,281)*	+£1,149k fostering; +£1,578k external placements (includes £319k less Clinical Commissioning Groups income than expected)
	Disabled Children's Services	+324		Mainly +£269k Direct Payments, +£142k Short Breaks
	Child Sexual Exploitation Team	+120	(120)	Additional costs arising from CSE; to be met from reserves in 15/16
	Safeguarding & family support; Legal Costs	+550		Overspend on external Legal costs
	Sub-total	+4,454	(3,401)	
Commissioning, Public Health & Adults	Placement equivalent demand	+2,739	(2,067)*	(£0.8m) Older People; +£0.3m Physical Disabilities; +£2.1m Learning Disabilities; +£1.1m mental health. BCF funding allocation not factored into budget plans
	(Older People) In-house residential	+490		Mainly agency costs re sickness/ vacancies
	Best Partnering	+197		Savings not realised
	Public health expenditure	+189		Includes £1,132k timing issue on sexual health and substance misuse new contracts, (£219k) Smoking and Tobacco reduced demand and (£223k) staff turnover and vacancies.
	Public Health Income	+1,645	(1,194)	In-year PH grant clawback; part offset by 'uncommitted' PH grant reserves (balance of £0.8m PH reserves committed)
	Sub-total	+5,260	(3,261)	
	Place	Waste Services	+815	
Cleansing		+755		Changes to working practices & employee reductions – slippage on MTFP savings
Seasonal Weather		(200)		Projected winter maintenance underspend due to current forecasting of fewer grits than budgeted
Parking		+250		Delayed to February 2016 - +£133k Residents Permits, +£218k moving Traffic Enforcement. Part offset by vacancy savings (£83k) and other operational savings.
Schools Transport		+990		Includes increased volumes +£617k and slippage on procurement savings
Schools Facilities Management		(747)		Mainly catering saving due to increased efficiency on labour and food costs of supplying Universal Free School Meals.
Building services		(200)		Improved income levels
Sub-total		+1,663	-	

Directorate	Activity	Variance (before reserves) £000	Earmarked Reserves applied £000	Additional comments on variances
Resources	Customer & Exchequer services	(243)		(£94k) Welfare & Exchequer includes some vacancy management and additional recovery of Housing benefit overpayments. (£150k) Kirklees Direct employee costs.
	Legal & Governance	(215)		(£314k) support for Council as democratic organisation; offset by +£99k Legal
	Corporate & Democratic Core	(237)		(£72k) DRM, (£165k) Corporate Management – including (£71k) External Audit Fee.
	Sub-total	(695)	-	
CTC	Support services	(520)		(£200k) Communications and Marketing additional income and staffing savings, (£320k) HR Professional vacancies held and additional income.
	Communities & Leisure	(147)		Includes (£105k) Organisational change service redesign - savings achieved early, (£104k) Healthwatch savings made ahead of likely grant reduction 16-17, £158k Engaging Communities & Building Capacity employees overspend.
	Sub-total	(667)	-	
Cross-Directorate themes	Economic resilience & early intervention & prevention	(1,487)		(£728k) EIP, (£759k) ER
	Sub-total	(1,349)	-	
	Central budget contingencies used to offset Directorate pressures	(1,616)		£1.2m Base budget set aside as part of approved MTFP to support Directorate pressures (balance of uncommitted Care Act new Burdens gov't grant) plus £618k supplementary revenue support grant allocation
Central Budgets	Treasury Management	(1,800)		Net effect of £10.5m capital receipt/revenue contribution/capital grant applied to service debt, plus underspend on capital plan.
	Joint committees	(753)		Mainly one-off refund from ITA (combined authority) re previous years contributions not used, plus joint services charge less than expected
	Sub-total	(4,169)	-	
Ringfenced corporate budgets	CTC Activity Budgets	(529)		Slippage into future years. Includes (£383k) on New Homes Bonus funded schemes.
	Grand total (highlight variances)	3,968	(6,662)	

*reserves applied here to volumes element of demand led pressures

Appendix D (Continued)

Directorate	Activity	Variance (before reserves) £000	Earmarked Reserves applied £000	Additional comments on variances
HRA	Repairs & Maintenance	(4,054)		Includes (£0.8m) planned repairs reduction in volume of work, (£1.1m) empty homes, (£0.2m) responsive repairs, (£1.5m) Building Services year end internal trading surplus transfer to HRA.
	Housing Management	(1,228)		Includes (£622k) reduced projection in PFI in line with reductions in unitary charges, (£386k) temporary accommodation savings due to late implementation of Universal credit
	Other	(246)		Mainly (£280k) reduced bad debt provision due to delayed implementation of Welfare reform
	Income	(399)		(£235k) Lower voids and (£230k) leaseholder charges , part offset by District heating Income and other rents.
	Total (highlight variances)	(5,927)	-	



Name of meeting: Cabinet
Date: 8th March 2016

Title of report: Pioneer House and land at Bradford Road, Dewsbury

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
Is it in the Council’s Forward Plan?	Yes
Is it eligible for “call in” by Scrutiny?	Yes
Date signed off by Director & name	Jacqui Gedman - 29.02.16
Is it signed off by the Director of Resources?	David Smith - 29.02.16
Is it signed off by the Assistant Director - Legal, Governance & Monitoring?	Julie Muscroft - 29.02.16
Cabinet member portfolio	Councillor P McBride – Place (Transportation, Skills Jobs and Regional Affairs)

Electoral wards affected: Dewsbury East and Dewsbury West

Ward councillors consulted: Dewsbury East - Cllrs Scott, Firth and Kane and Dewsbury West - O’Donovan, Rowling and Hussain.

Public or private: Public with private appendix

The Appendix (one) 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. Purpose of report

This report seeks approval for the Council to support Kirklees College in the creation of a new education facility in Dewsbury incorporating the Council owned properties at Pioneer House and the land at Bradford Road, Dewsbury which has recently been marketed.

2. Key points

The Council acquired Pioneer House (grade 2) on 19 July 2011 following a Compulsory Purchase Order process from Stayton Developments Ltd.

The first priority was to protect the building from further deterioration by making it wind and water tight. Phase one was a £2,500,000 envelope works programme completed in September 2013. The works to building included: repairs to roof; rain water goods; refurbishment of clock tower and clock mechanism; stabilising structure works; new windows; installation of alarm and removal of asbestos. The phase one programme “cleansed” the building and removed pigeons and detritus associated with a decaying structure. The works did not deal with defective flooring, install new stairs, nor prepare the building for reoccupation or redevelopment.

The acquisition, preservation and reuse of Pioneer House can deliver and support the transformation of Dewsbury town centre. The Council are faced with a number of potential options for Pioneer House. Soft market testing has yielded limited interest from the private sector in the building. Another option considered was occupation by the Council, but current office requirements can be accommodated within existing stock.

Officers have been pursuing interest from Kirklees College to occupy Pioneer House as part of an improvement to service provision. Kirklees College are seeking to relocate from Halifax Road (main campus and Wheelwright Centre) to consolidate education provision in Dewsbury town centre.

The College currently occupy 18,000m² on Halifax Road. The proposed relocation would reduce the accommodation requirement to 8,100m². This comprises 3,600m² in Pioneer House, which will become the focus for higher level skills, apprenticeships and post-19 education, specialising in creative and digital media, art & design, healthcare, business & finance and construction technologies.

A new 16-18 building of c.3,500m² will be developed on Bradford Road to create The Dewsbury Learning Village, focused on 16-18 provision. The Dewsbury Learning Village will cater for Levels 1 and 2, as well as foundation and employability skills provision. In addition, an additional 1,000m² purpose-built new construction and motor vehicle training centre will be provided. The Dewsbury Learning Village will also provide scope for further expansion of both skills and academic post-16 education in the heart of the town centre.

The project will rationalise the College’s existing Dewsbury campus with a reduction of 52% of existing floor-space. In addition, the relocation will enable the College’s existing sites to be redeveloped for residential use in line with Council priorities. The new facility will enhance education provision in North

Kirklees as a facet of the Strategic Area Review (SAR) expected to report in late April 2016.

The relocation will see the consolidation of 1,600 daytime students on Bradford Road and a further 1,000 students in Pioneer House. The College will seek to run evening classes, to be delivered mainly in Pioneer House. The College are targeting the opening of the Dewsbury Learning Village in September 2017.

Kirklees College has submitted an application for financial support from the Local Enterprise Partnership (LEP) Skills Capital Fund. The application seeks a capital grant to undertake a fit-out programme to Pioneer House and development of the Dewsbury Learning Village (working title). The business case is subject to appraisal and if successful the outcome of the application could be known in June 2016.

To facilitate the College occupation, the Council will undertake a landlord's work programme. This will provide a platform level for subsequent fit-out for the College.

To inform the schedule of works, a number of surveys have been commissioned, with FAS Heritage appointed to assess and prepare survey of significance for Pioneer House. Mason Clark have undertaken a structural and condition assessment of Pioneer House. The information contained in the surveys will inform the landlord's schedule of works and provide a cost envelope, which will be referred to Cabinet in subsequent report.

Former Safeway site, Bradford Road, Dewsbury

The relocation and development of the new educational provision in Dewsbury is based on split-site development, including the requirement to develop on the site of the former Safeway supermarket on Bradford Road.

Members will recall that Cabinet on 25th August 2015 approved the sale of the land, subject to the requirement that the land must be sold, by way of tender, on the open market. The land was subsequently marketed with offers to be received by 29th January. The offers received have been assessed by Officers in conjunction with the Council's external marketing agent taking account of the restrictive covenant, site conditions as evidenced by the site investigation (construction methodology) and requirement to provide a shared access. It is therefore considered that the unrestricted market value has been established for the site. The details of the offers received are contained in the private appendix to today's report.

The Council is under a statutory duty to obtain the *best consideration* that can reasonably be obtained when disposing of land and property. Circular 06/03: Local Government Act 1972 General Disposal Consent (England) 2003, issued by the Department for Communities and local Government (DCLG), states that best consideration is generally the unrestricted Market Value (MV) and is the best price reasonably obtainable for the disposal where the principal aim was to maximise the value of the receipt. The unrestricted value should take account of whatever uses might be permitted by the local planning authority. It is proposed that Kirklees College will acquire the site, at best consideration, in accordance with the Council's statutory duty.

3. Implications for the Council

Due to the nature of Pioneer House, being an iconic listed building in Dewsbury town centre, the redevelopment of the asset has a number of implications. As the landlord's work package is developed and confirmation (or otherwise) of LEP funding is received, further Cabinet reports will be tabled and decisions sought.

3.1 Legal Implications

The redevelopment of Pioneer House and the creation of the Dewsbury Learning Village will be the subject of funding approvals from LEP. The basis of these are unknown at this stage, the implications will be presented to Cabinet in due course.

The Council will enter into a legal agreement capturing the working relationship with Kirklees in the delivery of the proposal.

Pioneer House was acquired from Stayton Developments Ltd following a Compulsory Purchase Order in July 2011. DTZ Cushman Wakefield, the Council's appointed external advisors, are resolving the settlement.

3.2 Financial Implications

The redevelopment of Pioneer House by Kirklees College requires the Council to undertake a programme of landlord's works. The programme of works is currently in preparation, and will be reported separately to Cabinet. The Council has identified £2,000,000 investment from the Capital Plan and a further £850,000 is available through the Dewsbury Townscape Heritage Initiative. As the project is in early stage, the total project costs are unknown.

The Council is under a statutory duty to obtain *best consideration* that can reasonably be obtained when disposing of land and property. The land on Bradford Road, Dewsbury, has recently been marketed and it is considered the unrestricted market value of the site has been established. It is proposed that Kirklees College will acquire the site, at best consideration, in accordance with the Council's statutory duty.

3.3 Human Resources Implications

None.

3.4 IT Implications

None.

3.5 Strategy and Partnership Implications:

The Kirklees Economic Strategy (KES) identifies the transformation of Dewsbury town centre as a major priority. The redevelopment of Pioneer House and the creation of the Dewsbury Learning Village will provide the turn-key required to start this transformation journey.

The working LEP Strategic Economic Plan (2016 - 2036) identifies the North Kirklees Growth Zone as a priority (see Cabinet 17th November 2015 for background report). The NKGZ proposal seeks to deliver between 7,000 and 7,500 new homes, generating 5,000 new jobs, securing over a 25 year period a total Gross Value Added (GVA) of £1.9 billion and thereby critically revitalising the urban centre of Dewsbury.

The redevelopment of Pioneer House, on its own, is significant to Dewsbury town centre, but as part of the NKGZ is anticipated to kick-start the programme.

In addition, the College's existing campus sites form part of the asset development strategy within the NKGZ. Finally, the Council and College are undertaking an ongoing study of the labour and skills requirement of the NKGZ to ensure that provision in Dewsbury is aligned with the projected needs of the market, especially those associated with the NKGZ.

As part of the College's funding application to the LEP, an analysis of Economic (GVA) impact was undertaken. The projected additional (employment-related) GVA, created by these proposals, is £82.4m, representing a transformational opportunity for the economic and physical regeneration of Dewsbury.

4. Consultees and their opinions

The LEP have confirmed commitment to the NKGZ and are supportive of seeing Pioneer House redeveloped as part of a package of assistance to Dewsbury and Kirklees.

Local Councillors opinions are supportive of redeveloping the building thereby providing a transformational economic boost to Dewsbury town centre.

Portfolio holders and Asset Board have been consulted and were supportive of working with Kirklees College to redevelop Pioneer House as a new education base in Dewsbury.

5. Next steps

Investment & Regeneration and Physical Resources & Procurement will prepare the landlord's schedule of work and support Kirklees College with funding applications to deliver the proposal. Further Cabinet reports will be tabled and decisions sought as the proposal develops.

6. Officer recommendations and reasons

It is recommended that Cabinet:

- a) Endorses the Council's commitment to work with Kirklees College with a view to bringing Pioneer House back in to use as a new education facility
- b) Agree that while the Dewsbury Learning Village is being progressed it will not take forward any of the offers received for the disposal of the land at Bradford Road.

- c) Requests that further reports on the detailed terms of any disposal of Pioneer House and the land at Bradford Road be brought to a future Cabinet meeting for consideration, before a final decision is taken on its future use.

The reasons for the recommendation are that the proposed developments by Kirklees College will not only provide a visible statement on the future of the town but also have a major impact on the transformation of Dewsbury.

The proposed College relocation and consolidation will introduce a significant level of footfall to the town centre with the resultant impact stimulating further investment.

The creation of the Dewsbury Learning Village will yield significant regeneration benefits. As a consequence, the land at Bradford Road should be withdrawn from the open market and reserved for redevelopment by Kirklees College.

7. Cabinet portfolio holder recommendation

The portfolio holders, Cllrs Peter McBride and Cathy Scott, agree with the officer proposals and recommendations and would ask Cabinet to do the same.

Cllr McBride – “the creation of a new educational village in Dewsbury meets the Council’s commitment to regenerate North Kirklees in partnership with key stakeholders including Kirklees College.”

Cllr Scott – “Pioneer House is an iconic building that defines the town. The investment in the building is a statement of the Council’s transformational plans for Dewsbury town centre.”

8. Contact officer and relevant papers

Andrew Jackson, Principal Project Manager
Email: andrew.jackson@kirklees.gov.uk
Tel: 01484 221000

Papers: Appendix 1 (private)

9. Assistant director responsible

Paul Kemp, Assistant Director – Place
Email: Paul.kemp@kirklees.gov.uk
Tel: 01484 221000



Name of meeting: Cabinet

Date: 8th March 2016

Title of report: Dewsbury Townscape Heritage Initiative (THI) - Grant Applications: Northgate House, 38 Northgate/47 Foundry Street & 13-17 Corporation Street.

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
Is it in the Council's Forward Plan ?	Yes
Is it eligible for "call in" by Scrutiny ?	Yes
Date signed off by <u>Director</u> & name	Jacqui Gedman - 22.02.16
Is it signed off by the Director of Resources?	David Smith - 22.02.16
Is it signed off by the Assistant Director - Legal Governance and Monitoring?	Julie Muscroft - 26.02.16
Cabinet member portfolio	Councillor McBride - Transportation, Skills, Jobs and Regional Affairs

Electoral [wards](#) affected: Dewsbury East
 Ward councillors consulted: Cllrs E. Firth, P. Kane, and C. Scott

Public or private: Public (Appendix 2 - Private)

The reason that Appendix 2 is private, is that the information in it relates to the financial or business affairs of persons (or the Authority holding that information), specifically information relating to the applicant's financial status and contractors' tender prices. It is considered that disclosure of the information would adversely affect the companies concerned. The public interest in maintaining the exemption, which would protect the interests of the Council and the company concerned, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making.

1. Purpose of report

- 1.1 To seek approval in principal for three Dewsbury Townscape Heritage Initiative (THI) grants towards improving the properties of: Northgate House, 38 Northgate/47 Foundry Street and 13-17 Corporation Street. All properties are part of the Heritage Lottery Fund (HLF) / Council funded THI programme, which covers part of Dewsbury town centre.
- 1.2 To seek delegated authority for the Assistant Director - Place, who is also Project Executive of the THI, to authorise payment of the grants upon receipt of a completed application form and all necessary supporting information.

2. Background

- 2.1 Dewsbury Townscape Heritage Initiative (THI) is a five year, Heritage Lottery Fund (HLF) regeneration programme in partnership with Kirklees Council which aims to:
 - Preserve and enhance certain key buildings located within the Conservation Area, through grant assistance;
 - Stimulate economic activity through creating a quality environment;
 - Raise awareness of Dewsbury's heritage through training and education.
- 2.2 Following the successful bid, Kirklees Council awarded £2m by the HLF, matched by a further £1.7m from Kirklees Council to make a total fund of £3.7m over five years. The Dewsbury THI was formally launched in June 2014 and will run until July 2018.
- 2.3 The project aims to protect and enhance heritage buildings within the scheme's area, creating a smart and welcoming environment within Dewsbury's conservation area.
- 2.4 The investment will in turn, encourage new businesses and help boost the economy and profile of the town, making the area a better place to live, work and visit.
- 2.5 The bid identified major buildings, of various categories, which will be eligible for grant funding, and include:

The Critical Project:

- Pioneer House

Priority Projects:

- 23 Northgate (the former co-op funeral parlour),
- Northgate House (currently Families relief charity shop),

- Northgate Block (group of properties between Queensway Arcade, Northgate and Foundry Street),

Reserve Properties:

- Specifically identified

2.6 Property owners and tenants (with a minimum of a 10 year lease) can apply for grant aid funding for works on their properties which could include:

- i. Exterior repairs to properties, including structural works;
- ii. The restoration and reinstatement of architectural features, such as traditional shop fronts;
- iii. Bringing empty space within buildings back into use, such as unused space above shops or derelict parts of buildings.

2.7 The grants rates as set by the THI are as follows:

- where a property is in use the grant may cover up to 75% of the cost of eligible repair/structural works and 90% for reinstatement of architectural features
- for vacant properties/ floor space the grant could cover an average of 50% of the cost of eligible works

2.8 All applications for funding are considered by the Dewsbury THI Programme Board; which subsequently makes a recommendation for to Cabinet for the grant to be approved.

Key points

2.9 This Report seeks approval for grants to be made in relation to 3 properties:

- Northgate House
- 38 Northgate/47 Foundry Street
- 13-17 Corporation Street

2.10 The projects comprise external improvements to the three properties, to include the following:

- replacing existing modern shop fronts with traditional shop fronts
- external decoration
- external repairs including replacement of defective gutters and fall pipes
- replacement/refurbishment of upper floor windows
- structural repairs
- reinstatement of architectural features and restoration of stonework

- and in relation to 38 Northgate/47 Foundry Street, bringing upper floors back into use.
- 2.11 All three applications have received full planning permission, with the design of the new shop fronts following the guidance of the Dewsbury Design Guide and Conservation Area principles, in aiming to achieve a quality environment that will stimulate the local economy.
- 2.12 Subject to Cabinet's approval of the three grants detailed in this report and its appendices, the THI Project Board, and Assistant Director of Place will subsequently authorise a grant payment to each applicant of up to, but not exceeding the amount detailed in this report, subject to their completion of a satisfactory application form and provision of all necessary supporting information.

The application process has received approval from the Council's Audit, Procurement and Legal teams, as well as HLF approval.

- 2.13 An outline of the grant applications can be found in Appendix 1 of this report. Appendix 2 which is private, outlines the financial aspects of each grant application.

3. Implications for the Council

Legal Implications

- 3.1 The legal implications relate to the Council agreeing to the conditions applied by the HLF for release of the grant funding. A grant agreement has been drawn-up by the Council's legal team, which incorporates both the conditions of the Council and the HLF. The conditions are not onerous and are similar to previous funds delivered successfully by the Council and focus on the areas of delivery of an eligible scheme, 'clawback' and keeping the property in good repair.
- 3.2 The 'clawback' is there, to ensure that no profit is made as a result of the grant, should the property be sold. For grants above £15,000 clawback operates if the property is sold within 10 years of the grant award and is calculated on a diminishing scale over the 10 year period. Applicants are made aware of the risk of clawback which is a part of the grant agreement, and the Council subsequently takes a legal charge on the property.
- 3.3 Whilst the applicant will enter into an agreement with the Council for the funding, the agreement for the actual works is between the applicant and contractor. The applicant's architect will sign off works and compile payments for authorisation by the THI Officer. The applicant is then responsible for paying the contractor and upon receipt of payment a proportion of grant will then be made to the applicant. A 10% retention is also held until final completion of the project.

Financial Implications

- 3.4 The THI programme is a five year programme due to end June 2018. The Council is committed to providing £1.70m match funding to the project from the Place baseline and Strategic Investment Plans.
- 3.5 The Council is committed to paying the grant to the applicant in full, of which the Council will then claim 54% back from the HLF. Claims are made to the HLF each quarter, at the end of the quarter.
- 3.6 The THI programme was given approval to commence third party grant payments, as approved by Cabinet on 23rd September 2014. Under that decision, grants in excess of £50,000 must be individually approved by Cabinet - hence this report.

Human Resources Implications

- 3.7 None

I.T Implications

- 3.8 None

4. Consultees and their opinions

- 4.1 Ward Councillors are in support of the application, with no comments or amendments.

5. Next steps

- 5.1 Following Cabinet approval, grant offers will be made to the applicants to improve their properties. Upon acceptance of the offer, a grant agreement will be drawn up. Both grant offers and legal agreements are drawn-up by the Council's legal team.

Applicants must then appoint their contractor for a start on site within three months of acceptance of the grant offer. It is anticipated that all three grants will start works in the summer of this year.

6. Officer recommendations and reasons

It is recommended that:

- 6.1 Cabinet approve the award of THI grants as per the amounts specified in Appendix 2, for:
- Northgate House,
 - 38 Northgate/47 Foundry Street
 - 13-17 Corporation Street

- 6.2 Subsequent to Cabinet's approval in principal of the grants contained within this report, delegated authority is given to the Assistant Director for Place to authorise actual payment of the grants, upon receipt of a completed application form and all necessary supporting information and delegated authority is also given to the Assistant Director, Legal Governance & Monitoring to enter into and seal all grant agreements legal charges and ancillary documents relating to the grants.

7. Cabinet portfolio holder recommendation

- 7.1 The portfolio holder, Councillor Peter McBride has no further comment to add, is in agreement with the officer recommendations, detailed above in 6.1 and 6.2 and would like the report to proceed to Cabinet.

8. Contact officer and relevant papers

John Lambe
Dewsbury THI Project Officer
john.lambe@kirklees.gov.uk
Tel: 01484 221000

9. Assistant Director responsible

Paul Kemp
Assistant Director - Place/THI Project Executive
paul.kemp@kirklees.gov.uk
Tel: 01484 221000

APPENDIX 1 (Public)

Dewsbury Townscape Heritage Initiative (THI) – Grant Applications, Cabinet Report 8th March 2016

1.1 Northgate House

Grant Overview Form

Property Grant Ref: DTHI-003 (Priority Property)

Northgate House, Northgate, Dewsbury, WF13 1DX

Applicant(s): Mr Brian Kunz (trading as Wharfedale Finance Co.)

Contact:

Simon Kunz 01924 452525 simon@wharfedaleproperty.co.uk
Wharfedale House, 28-34 Smithies Lane, Birstall, WF17 9HR

Architect

Daryl Le-Vine (Architectural Consultant)
Martin Walsh Architectural, 99 -103 Leeds Road, Dewsbury, WF12 7BU

Works

The project comprises generally of the following:
Replacing existing modern shop fronts with traditional shop fronts, to all 3 elevations front, Halifax Road and Northgate, re-roof of flat roof, replacement of all metal 'crittall' type windows, pointing, replacing stonework, replacement of concrete deck / roof membrane, replacement railings RWGs SVP repairs and all decoration.

Planning Approval

Full planning permission: granted 2015/62/90431/E <http://goo.gl/0lpxln>
Listed Building Consent: N/A
Building Regs: to be applied for
Conditions: no conditions

Contractors tendered

ILLINGWORTH & GREGORY
WALTER WEST
ROEBUCK AND HOLMES

Tenders revised following further structural investigation and review of original submissions 27th March 2015.

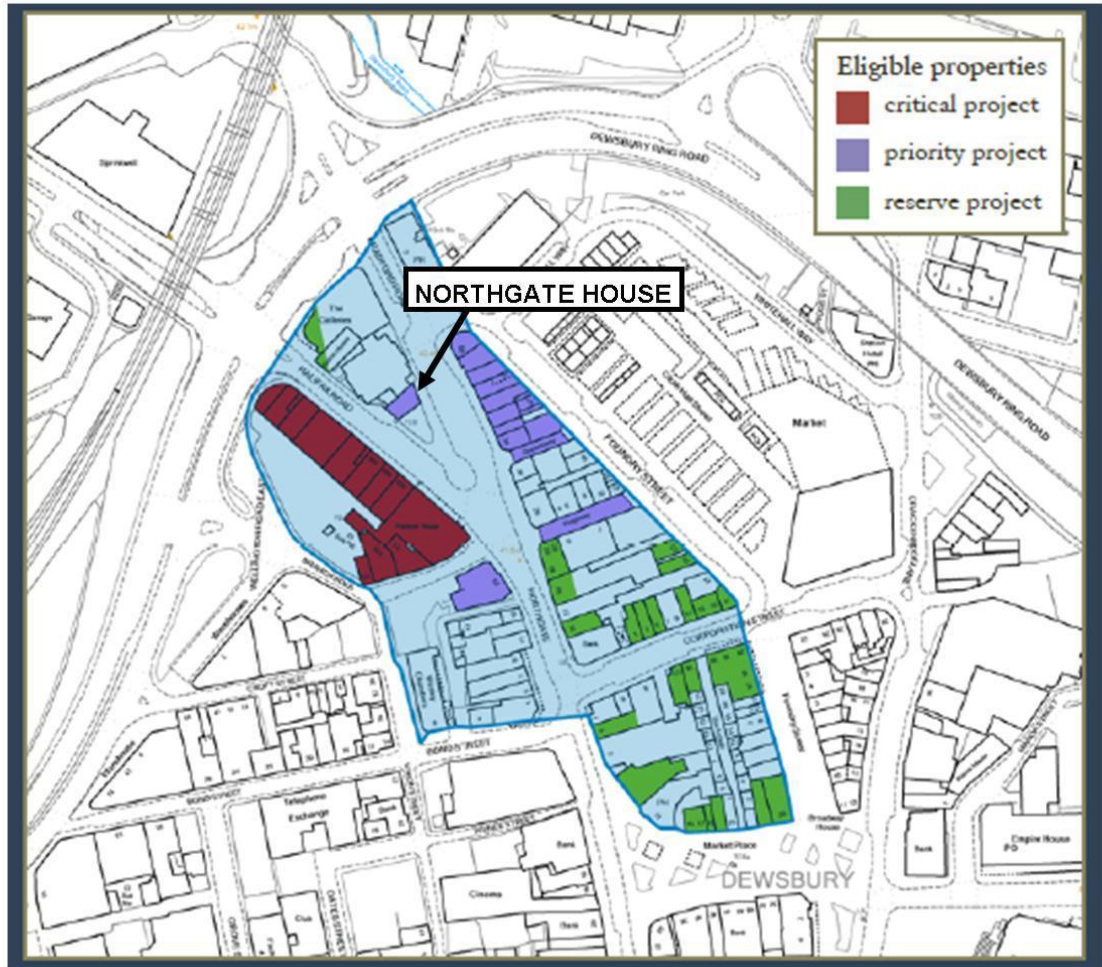
Contractor Selection

To proceed with appointment of **WALTER WEST** based on being lowest price and ability to undertake the works.

Officer Recommendation

THI Grant to be awarded to Mr Brian Kunz (trading as Wharfedale Finance Company), for the property of Northgate House, based on WALTER WEST undertaking the works.

Property Location



Property:



1.2 38 Northgate/47 Foundry Street

Grant Overview Form

Property Grant Ref: DTHI-002 (Priority Property)

38 Northgate / 47 Foundry Street Dewsbury, WF13 1DX

Applicant (s): Ms Noorjahan Begum

Contact:

Noorjahan Begum 07872 325503 noorjahanb@gmail.com
38 Northgate / 47 Foundry Street Dewsbury, WF13 1DX

Architect

Daryl Le-Vine (Architectural Consultant)
Martin Walsh Architectural, 99 -103 Leeds Road, Dewsbury, WF12 7BU

Works

The project comprises generally of the following:

Replacing existing modern shop fronts with traditional shop fronts, front and back, on Northgate and Foundry Street, re-roof of flat roof, installation of metal 'crittall' type windows to part of Foundry street, structural repair to corner of Foundry Street, pointing, RWGs SVP repairs and all decoration, installation of new staircase and refurbishment of upper floors to facilitate extension of ground floor take away for dining.

Planning Approval

Full planning permission: granted 2015/62/91066/E <https://goo.gl/2Eux5L>
Listed Building Consent: N/A
Building Regs: currently being applied for
Conditions: no conditions

47 Foundry Street - Contractors tendered

ROEBUCK AND HOLMES
WALTER WEST
ILLINGWORTH & GREGORY
PACY and WHEATLEY

38 Northgate and upper floors currently out to tender, for return 18th February

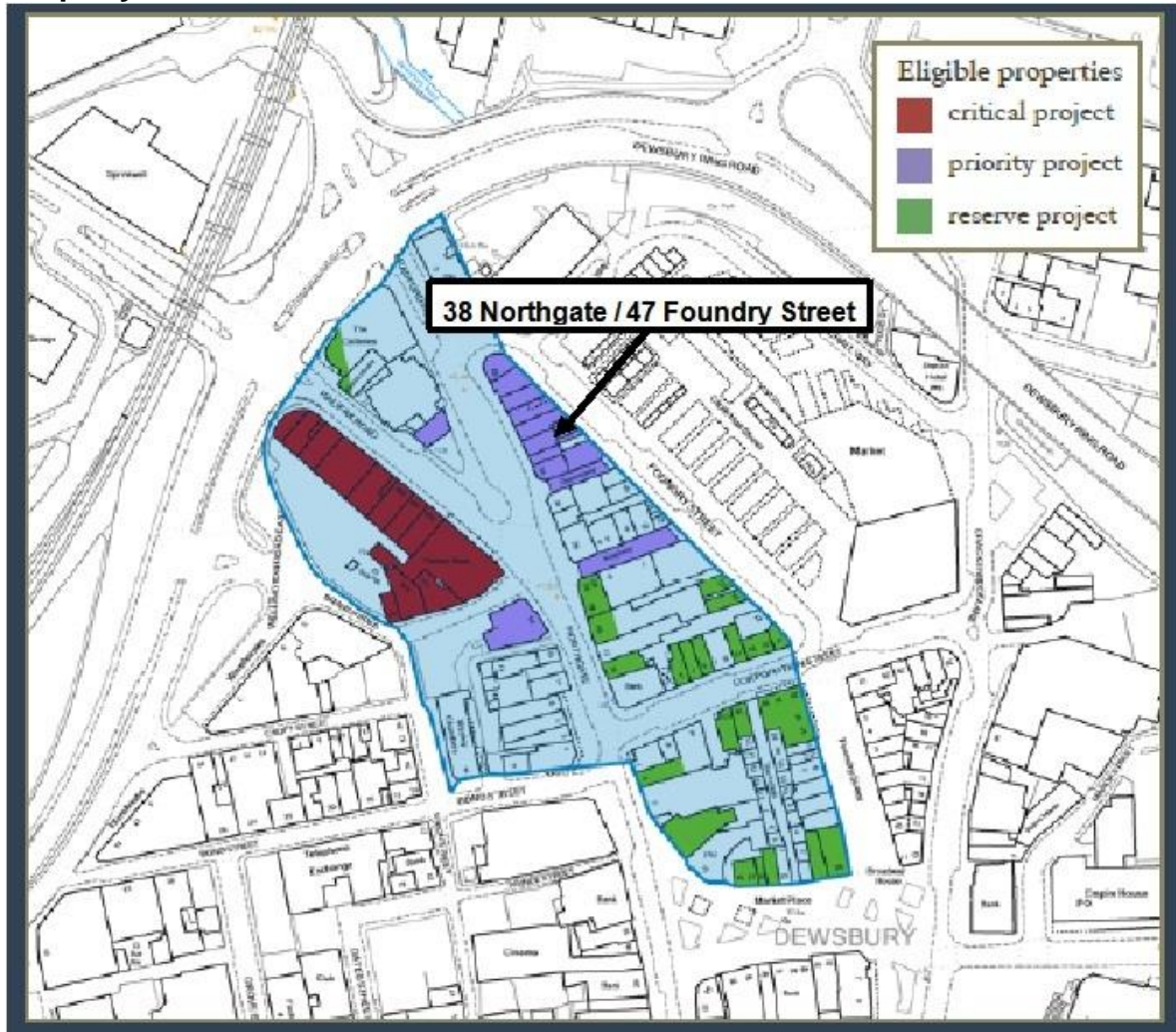
Contractor Selection

To proceed with appointment of **WALTER WEST** based on being lowest price and ability to undertake the works.

Officer Recommendation

To award a THI Grant to Ms Noorjahan Begum for the property of 38 Northgate /47 Foundry Street based on WALTER WEST undertaking the works.

Property Location



Property:



Northgate Elevation

Foundry Street Elevation

1.3 13-17 Corporation Street

Grant Overview Form

Property Grant Ref: DTHI-005 (Reserve Property)

13-17 Corporation Street, Dewsbury, WF13 1QN

Applicant(s): Mrs Anisa Nurgat

Contact:

Mr Shahid Nurgat 07788 506596 s_nurgat@hotmail.co.uk
14 Ashcroft Close, Batley, WF17 7DP

Architect

Hamid Dhorat (Director) DK Architects
Suite 4, Batley Business Park, Technology Drive, Batley, WF17 6ER

Works

The project comprises generally of the following:
Replacing existing modern shop fronts with traditional shop fronts, to two elevations of Corporation Street and Foundry Street, potential roof replacement, window refurbishment, reinstatement of stained glass, stonework restoration, replacement of RWGs & SVP repairs and all decoration.

Planning Approval

Full planning permission:	2015/62/93603/E: https://goo.gl/4ZVvHq
Listed Building Consent:	N/A
Building Regs:	granted
Conditions:	no conditions

Contractors Tendered

ROEBUCK AND HOLMES
PEARSON Builders
WALTER WEST
ILLINGWORTH & GREGORY

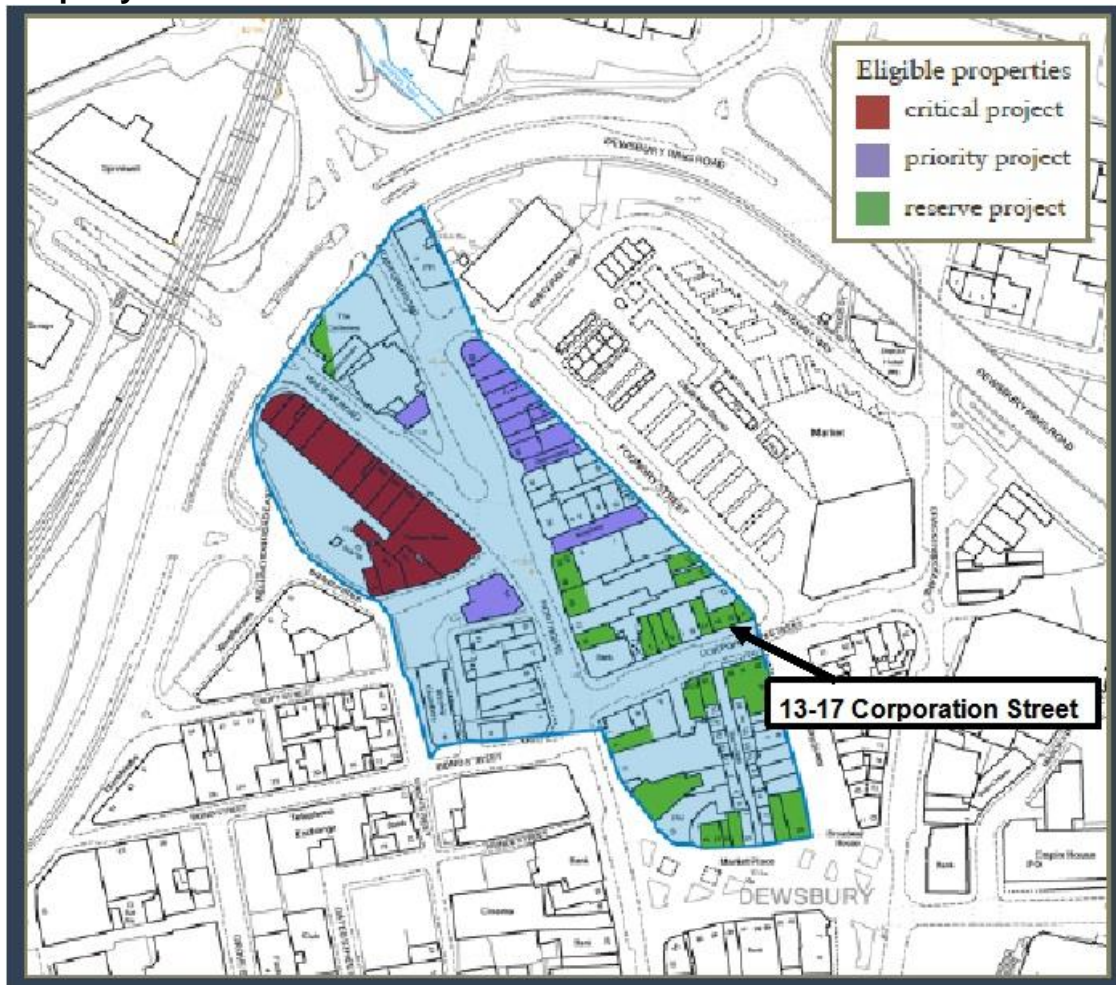
Contractor Selection

To proceed with appointment of **ROEBUCK AND HOLMES** based on being lowest price and ability to undertake the works.

Officer Recommendation

To award a THI Grant to Mrs Anisa Nurgat for the property of 13-17 Corporations Street based on ROEBUCK AND HOLMES undertaking the works.

Property Location



Property:



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Name and date of meeting: Cabinet 8th March 2016

Title of 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.

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
Is it in the Council's Forward Plan?	Yes
Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by <u>Director</u> & name	Jacqui Gedman – 25 February 2016
Is it signed off by the Director of Resources?	David Smith - 23 February 2016
Is it signed off by the Assistant Director – Legal, Governance & Monitoring?	Karl Larrad – 26 February 2016 (Deputy Head)
Cabinet member portfolio	Cllr Graham Turner – Portfolio Holders for Resources Cllr Shabir Pandor – Portfolio Holder Children's Services

Electoral [wards](#) affected: All
Ward councillors consulted: No

Public or private: Public Report with Private Appendix – This Report includes an Appendix (**Appendix B**) which 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. Purpose of report

- 1.1 This report will identify potential projects to be funded from the DCYP baseline sections of the Capital Plan which was approved by Council on 17th February 2016.
- 1.2 Members will be asked to consider and approve the Condition Programme along with named projects so that they can be delivered in 2016/17 and to authorise delegated powers for officers to manage the programme.
- 1.3 This report will also update Members regarding the delivery of the 2015/16 DCYP Condition and New Pupil Place Programmes. It will report retrospectively on amendments and virements authorised by officers using delegated powers.

2. Key Points

(a) Background

- 2.1 A five year capital plan for 2016/17 to 2020/21 was considered at Council on 17th February 2016 and includes a baseline budget provision of £4.243m in 2016/17 for maintenance and condition works in schools.
- 2.2 Members should note that this is an indicative allocation and subject to a Department for Education (DfE) announcement expected sometime in March 2016.
- 2.3 On 9th February 2015 the DfE announced a fixed allocation for 2015/16 and indicative allocations for 2016/17 and 2017/18. The methodology for calculating the allocations had been changed to take account of the following 3 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 Allocations will be 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 six primary schools converted to Academy status during 2015/16 and that a reduction in Core Condition Funding for 2016/17 can therefore be expected to reflect the reduction in pupil numbers. Subject to approval Officers will amend the programme as required using delegated authority outlined in para.2.18 and 2.19 below to meet the expected lower capital grant in 2016/17.

(b) Capital Maintenance for schools - Condition based projects 2016/17

2.5 The proposed budget allocation is summarised in the table below:

Allocation	2015/16 (Revised) £m's	2016/17 (Proposed) £m's
Condition Projects including disability adaptations	£3.818m	£3.943m
Capital Plan preparation, advance surveys, feasibility studies, advance design, and condition surveys in relation to delivery of DCYP projects	£0.150m	£0.100m
Risk pot for emergency additions to the capital plan/balance for high tenders and asbestos	£0.275m	£0.200m
TOTAL	4.243m	£4.243m

2.6 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 £50m (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 2016/17 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.

Appendix A also 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.

2.7 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 2016/17 has been identified. This is attached at **Appendix B**. All of the works proposed have scored 26-30 on the matrix scoring system, 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.

2.8 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 window replacements and re-roofing works.

The total value of new condition works proposed is £3.943m.

2.9 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 2016/17 programme along with advance feasibility and design costs for the 2017/18 programme;
- £200K 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 2015/16 Condition Works Programme

2.10 The approved capital allocation of £4.243m was increased in year to £4.397m through the addition of schemes funded via Revenue Contributions to Capital Outlay (RCCO).

2.11 The current 2015/16 Capital Maintenance programme is almost complete with approximately 90% of schemes successfully delivered over the 2015 summer holiday period with the remaining 10% to be delivered or contractually committed before the end of the financial year.

2.12 The six week summer programme of condition works included:

- 10 boiler and/or heating system replacement projects at an approximate value of £1.126m;
- 17 roof replacement projects at an approximate value of £1.181m;
- 8 electrical rewire projects at a cost of approximately £1.391m;
- 1 school that had a full kitchen refurbishment at an approximate value of £251K;
- 3 schools that had disability works completed at an approximate value of £191K.

In total, around £4.140m out of £4.397m of works were undertaken across 33 school sites over the summer period – all schools reopened on time for the new academic year in September 2015.

2.13 Officers have used delegated powers provided by Cabinet on 24th March 2015 to ensure the smooth delivery of the 2015/16 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 2015/16 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.

2.14 **Appendix C** attached shows a list of amendments and additions to the original programme set within the overall Cabinet approved budget for 2015/16. Any savings made through lowest tenders, schools' capital contributions 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).

2.15 All changes to the programme are being reported retrospectively in accordance with the Council's Financial Procedure Rules.

(c) Update on delivery of the 2015/16 Basic Need Programme

2.16 The 2015/16 programme was approved by Cabinet on 24th March 2015 and aimed to address pressure on places by providing a total of 317 places at five schools – Marsden Infants and Nursery School, Marsden Junior School, Heaton Avenue Primary School, Headfield Junior School and Leaside Community School.

A brief update on programme delivery is included below:

i) Marsden Infants & Nursery School

Work has been phased across two financial years due to the need to develop a scheme that would allow the kitchen to reopen and deliver urgent partial heating distribution replacement works.

Minor remodelling works have been undertaken on the first floor to create small break out rooms for small group teaching and alleviate some of the pressure on internal teaching space along with improved storage solutions.

During summer 2016 the teaching accommodation will be expanded through the provision of a modular building along with works to increase the external play area using the site of the disused public toilets which adjoins the school site. In addition the kitchen will be remodelled and expanded so that it can reopen as a cooking kitchen and minor internal remodelling will take place to allow office space to be reprovided. The increased scope of works has resulted in a revised project budget requirement of £360K.

Officers will use delegated authority to vire funds from the proposed Condition Programme for 2016/17 and rollover funds (which is subject to a rollover bid and approval at Council in June 2016) from the Catering baseline capital plan in order to deliver a fully funded scheme.

ii) Other schools

Marsden Junior School became a sponsored Academy on 1st April 2015 and the sponsor - Mirfield Free Grammar Multi Academy Trust - will expedite the additional school places with revenue budget support from School Organisation and Planning as needed.

Heaton Avenue Primary School converted to Academy status on 1st April 2015 and additional classbases and associated toilet provision have been delivered for September 2015. The school has now accommodated the final intake of pupils.

Cabinet has approved the use of s106 developer contributions to support the funding of this project, which will be applied when they are received.

Leeside Community Primary School (now known as the John Curwin Cooperative Primary Academy) is housed in a former Secondary School building and is part of the Spenborough Co-operative Trust and became a sponsored academy with the School Co-operative Society on 1st April 2015. The school also accommodates a Children's Centre and play group. The school has accommodated the first intake of pupils from September 2016 without the need for Capital investment. A desk top exercise and school visit has been undertaken to consider how additional places could be introduced from September 2017. It is anticipated that some remodelling and refurbishment will be required and officers continue to explore options with the school, Trust and academy sponsor, to implement measures to accommodate the additional 105 pupil places that in total are being proposed.

- 2.17 Officers will continue to explore options to identify solutions for the further places that are needed from September 2017 in the wider Heckmondwike Area and North Huddersfield in particular, and will bring forward a further report later in the year.

(d) Financial Delegations

- 2.18 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 requested to delegate authority, in accordance with the Council's Financial Procedure Rules 3.10 to 3.12 dated April 2015, to the Director of Economy, Skills and the Environment to manage the implementation of the identified works within the respective agreed total programme budgets.
- 2.19 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 to 3.16.

3. Implications for the Council

- 3.1 The capital investment outlined in this report of £4.243M is funded from the DfE grant allocation for 2016/17, and will be reduced if as expected the level of grant is lower than this figure and not from prudential borrowing; therefore it has no revenue cost implications.
- 3.2 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.
- 3.3 The detailed list of proposed schools' condition works for 2016/17 is listed in **Appendix B** and are 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.
- 3.4 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 2.6 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.
- 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. 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 2016/17 attached at **Appendix B**.

- (c) consider and approve delegated powers in accordance with the Council's Financial Procedure Rules 3.10 to 3.12 dated April 2015, to the Director of Economy, Skills and the Environment 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 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 virements, additions and deletions would be reported retrospectively to Cabinet in accordance with Financial Procedure Rule 3.14 to 3.16.

- (d) note the revised amendments / allocations applied by Officers using delegated powers to the detail of the 2015/16 Schools Capital Maintenance and Basic Need programmes, as stated in **Appendix C**.

6. Cabinet Portfolio Holders Recommendation

Portfolio Holders for Children's Services and Resources considered this report on 8th February 2016 and are supportive of the proposals contained within it.

7. Next Steps

Subject to approval of the proposed projects and final business cases, officers from PRP will ensure the 2016/17 Capital Plan is updated and the projects concerned are developed, designed, procured and implemented.

8. Contact Officer and Relevant Papers

David Martin - Capital Development and Delivery Manager - Physical Resources and Procurement Service Tel: 01484 221000 Email: david.martin@kirklees.gov.uk

Bob Doyle - Capital Development Manager - Physical Resources and Procurement Service Tel: 01484 221000 Email: bob.doyle@kirklees.gov.uk

9. Assistant Director Responsible

Paul Kemp - Assistant Director - Physical Resources and Procurement Service

10. Attachments

Appendix A: Final Business Case for the Capital Maintenance Schools' condition programme.

Appendix B (Private): Detailed list of proposed 2016/17 DCYP Capital Maintenance Schools' condition programme.

Appendix C: Revised allocations for the 2015/16 DCYP Capital Maintenance Schools' condition and Basic Need programmes.

Project Title:	Capital Maintenance for Schools – Baseline Condition Programme	
Project Manager:	Kath Micklethwaite	
Client Service:	Directorate for Children & Young People Service (DCYP)	
Date of this OBC:	March 2016	
KMC Capital total (Gross) (£000s):	£4.243M	

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 17th February 2016 the Council approved a 5 Year Investment Plan, which included a proposed programme of works under Capital Maintenance for Schools totalling £4.243M.

(a) A programme of urgent condition works in schools totalling £3.583M. 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;
- 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 kitchen at Marsden I&N School. 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 2016/17 and 2017/18 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 £200K 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 2016/17 prompting the need to bring some projects back into the 2016/17 programme in order to tackle serious H&S issues or potential school closures. Because the DDA allocation for 2016/17 has already been identified the risk pot will also cover any emerging in-year needs.
- (e) An allocation of £30K for physical adaptations to Diamond Wood Community Academy has been made to enable pupils with disabilities to access school buildings, grounds and the curriculum. When considering the works to be undertaken at any school, careful thought is always given as to what is a "reasonable adjustment". Working with the parents, the DCYP Special Educational Needs and Assessment Team and the PRP Schools FM team consider each request and compare this to the two nearest neighbouring similar schools to ensure the pupils needs can be met and at the same time value for money can be achieved through making reasonable adjustments.

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.

- (f) An allocation of £200K to make phased alterations to Longley school to start 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 Ph3 Crossley Fields rewire has a budget cost estimate of £231K and Fixby J&I Rewire £221K. Further schemes may be added either through the Council Capital Plan in July 2016 or authorised by officers 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 represent 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, windows and doors. 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 £50m 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	<input type="text" value="16/17"/>
	Sum	£4.243M

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.

Funding for 2016/17 has been reassessed by the DfE at £4.243m, not taking into account further changes for schools which have changed to attain academy status.

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 £3.583m 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) will act as the Client, ordering feasibility studies, agreeing design briefs etc. The Link Asset Management Officer for each school will work with the allocated PRP surveyor / external framework consultant / external framework contractor / PRP Technical Advisor / PRP Project Manager (the actual combination will dependent 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.

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 Building Services – 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**

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This FBC approved by: Cabinet 8th March 2016

PROPOSED AMENDMENTS TO 2015/16 DCYP CAPITAL MAINTENANCE AND BASIC NEED PROGRAMMES

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 effect 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.

Programme Area	Project	Approved Capital Budget £	New Figure £	Variance £	Reasons for Change/Variance	Source of Additional Funds (if required)
	DCYP CAPITAL MAINTENANCE PROGRAMME 2015/16 - CONDITION PROJECTS					
Capital Maintenance	2015/16 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 2016/17 programme. .	£150,000	£80,000	£-70,000	Budget reduced to reflect the level of advanced design and surveys undertaken. Balance added into the programme risk pot.	Savings made added into the programme risk pot.
Capital Maintenance	Risk pot for emergency additions to the Capital Plan/balance for high tenders.	£200,000	£0	£-200,000	Budget has reduced, vired to support high tenders on programme schemes and emergency additions.	
Capital Maintenance	Fund to support the removal of asbestos from schools when identified during 2015/16 capital projects.	£75,000	£0	£-75,000	Budget has reduced, vired to support the removal of asbestos included in individual schemes.	
Capital Maintenance	Physical adaptions of school building and grounds to improve access for pupils with disabilities to mainstream schools.	£40,000	£990	£-39,010	Budget has reduced, vired to individual DDA schemes added to the programme with only an individual item being charged to the general fund.	
Capital Maintenance	Kitchen Refurbishment Programme - Heckmondwike Primary School	£130,000	£251,260	£121,260	Lowest competitive tender returned was higher than the pre-tender estimate.	Virement of £16,260 from the risk pot and an RCCO of £105,000 from Schools Catering
Capital Maintenance	Priority School Building Programme - Master planning	£65,000	£8,000	£-57,000	Budget has reduced to reflect the level of survey work to be undertaken in this financial year.	Savings made added into the programme risk pot.
Capital Maintenance	Battleyford CE (VC) Primary School - DDA access to Reception class (lift installation included)	£0	£21,570	£21,570	New addition to programme - urgent DDA works identified by the school.	Virement of £21,570 from the risk pot.

Programme Area	Project	Approved Capital Budget £	New Figure £	Variance £	Reasons for Change/Variance	Source of Additional Funds (if required)
Capital Maintenance	Bywell CE (C) Junior School - Replace fan convectors, heating distribution system & auto controls	£133,900	£96,850	-£37,050	Lowest competitive tender returned was lower than the pre-tender estimate.	Savings made added into the programme risk pot.
Capital Maintenance	Chickenley Community J I & N School - DDA adaptations	£0	£14,240	£14,240	New addition to programme - urgent DDA works identified by the school.	Virement of £14,240 from the risk pot.
Capital Maintenance	Cowlersley Primary School - Replace fan convectors & heating distribution system & auto controls	£120,000	£100,500	-£19,500	Lowest competitive tender returned was lower than pre-tender estimates and the final cost of scheme reduced due to a reduction in scope of works.	Savings made added into the programme risk pot.
Capital Maintenance	Crossley Fields J & I School - Rewire KS1 & KS2	£157,000	£190,057	£33,057	Competitive negotiated price was higher than the pre-tender estimates.	Virement of £15,000 from the risk pot.
Capital Maintenance	Crow Lane Primary and Foundation Stage School - Re-roof	£0	£15,000	£15,000	New addition to programme - urgent works identified by the school.	Virement of £33,057 from the risk pot.
Capital Maintenance	Crowlees CE (VC) J & I School - Rewire including extension & admin areas	£107,601	£155,879	£48,278	Lowest competitive tender returned was higher than the pre-tender estimate due to the levels of asbestos found on site.	Virement of £48,164 from the Asbestos Removal line and £114 from the risk pot.
Capital Maintenance	Dalton School - Sump pumps	£50,000	£50,000	£0	No change to the original plan figure as the scheme has not yet been financially committed.	
Capital Maintenance	Healey J I & N School - Re-roof flat roofs 10 & 12	£79,000	£69,085	-£9,915	Final cost of scheme reduced due to the school's DFC contribution.	Savings made added into the programme risk pot.
Capital Maintenance	Highburton CE (C) First School - Re-roof flat roof 04, inner pitches 03 and patent glazing to roof 05	£80,750	£81,190	£440	Final cost of scheme increased slightly due to a increase in scope of works and time charges.	Virement of £440 from the risk pot.
Capital Maintenance	Hightown Junior Infant & Nursery School - Heating distribution	£0	£126,765	£126,765	New addition to programme - reserve list scheme	Virement of £126,765 from the risk pot.
Capital Maintenance	Hightown Junior Infant & Nursery School - Re-roof areas 02a, 02b & 01a	£69,000	£97,400	£28,400	Final cost of scheme increased due to the number of additional slates required to complete the roofing works.	Virement of £28,400 from the risk pot.

Programme Area	Project	Approved Capital Budget £	New Figure £	Variance £	Reasons for Change/Variance	Source of Additional Funds (if required)
Capital Maintenance	Holmfirth J I & N School - Replace aluminium radiators with LST's	£147,500	£151,625	£4,125	Lowest competitive tender returned was higher than the pre-tender estimate due to the levels of asbestos found on site. Since savings have been made on the final cost through the reduced scope of works and the school's DFC contribution.	Virement of £6,329 from the Asbestos Removal line. Savings made added into the programme risk pot.
Capital Maintenance	Honley Junior School - DDA adaptations	£0	£10,188	£10,188	New addition to programme - urgent DDA works identified by the school.	Virement of £10,188 from the risk pot.
Capital Maintenance	Kirkburton Middle School - Modular roof	£0	£16,860	£16,860	New addition to programme - urgent works required.	Virement of £16,860 from the risk pot.
Capital Maintenance	Kirkheaton Primary School - Rewire	£122,656	£240,000	£117,344	Lowest competitive tender returned was higher than the pre-tender estimate which had not anticipated the level of asbestos removal required.	Virement of £117,344 from the risk pot.
Capital Maintenance	Kirkroyds Infant School - Rewire & domestic pipework distribution	£196,072	£188,145	-£7,927	Final cost of scheme reduced from the tender figure and the school's DFC contribution made savings on the scheme costs.	Savings made added into the programme risk pot.
Capital Maintenance	Longley School - Works for ASD Provision	£175,000	£138,744	-£36,256	Scheme costs have reduced due to slippage in the phase 2 programme of works.	Savings made added into the programme risk pot.
Capital Maintenance	Manorfield I & N School - Re-roof flat roofs 07, 08, 08a,08b & 09	£65,000	£46,640	-£18,360	Final cost of scheme reduced from the tender figure due to savings made and the school's DFC contribution.	Savings made added into the programme risk pot.
Capital Maintenance	Marsden I & N School - Heating & domestic distribution	£145,800	£92,489	-£53,311	Final cost of scheme reduced from the tender figure due to savings made and the school's DFC contribution.	Savings made added into the programme risk pot.
Capital Maintenance	Meltham CE (VC) Primary School - Rewire	£157,300	£253,365	£96,065	Lowest competitive tender returned was higher than the pre-tender estimate due to the levels of asbestos found on site.	Virement of £18,467 from the Asbestos Removal line and £77,598 from the risk pot.

Programme Area	Project	Approved Capital Budget £	New Figure £	Variance £	Reasons for Change/Variance	Source of Additional Funds (if required)
Capital Maintenance	Meltham CE (VC) Primary School - Re-roof flat roofs 02, 03, 11, 13, 15, 17, 18 & 20	£120,000	£109,388	-£10,612	Final cost of scheme reduced from the tender figure due to reduction in the scope of works on site.	Savings made added into the programme risk pot.
Capital Maintenance	Meltham CE (VC) Primary School - Drainage works	£0	£66,650	£66,650	New addition to programme - scheme deferred from 2014/15 programme, priority scheme for 2015/16.	Virement of £66,650 from the risk pot.
Capital Maintenance	Meltham Moor Primary School - Re-roof flat roof 05 incl 08 & 09	£21,000	£106,000	£85,000	Scope of works increased to include roofs 05 & 08 from the reserve list scheme, addition to programme.	Virement of £85,000 from the risk pot.
Capital Maintenance	Moorlands Primary School - Replacement boiler	£0	£25,000	£25,000	New addition to programme.	Virement of £25,000 from the risk pot.
Capital Maintenance	Newsome High School - Roofing works	£62,000	£75,712	£13,712	Lowest competitive tender returned was higher than the pre-tender estimate.	Virement of £13,712 from the risk pot.
Capital Maintenance	Norristhorpe J & I School - Re-roof 01, 02, 03 & 04 areas	£95,000	£121,355	£26,355	Lowest competitive tender returned was higher than the pre-tender estimate.	Virement of £26,355 from the risk pot.
Capital Maintenance	Norristhorpe J & I School - Partial distribution system	£99,000	£79,050	-£19,950	Final cost of scheme reduced from the tender figure due to a reduction in scope of works and the school's DFC contribution.	Savings made added into the programme risk pot.
Capital Maintenance	Nortonthorpe Hall School - Re-roof flat roofs 03 & 04	£54,000	£51,265	-£2,735	Lowest competitive tender returned was lower than the pre-tender estimate.	Savings made added into the programme risk pot.
Capital Maintenance	Nortonthorpe Hall School - CCTV	£20,000	£19,071	-£929	Lowest competitive tender returned was lower than the pre-tender estimate.	Savings made added into the programme risk pot.
Capital Maintenance	Old Bank J I & N School - Rewire	£144,963	£144,920	-£43	Lowest competitive tender returned was higher than the pre-tender estimate due to the levels of asbestos found on site. Since savings have been made on the final cost through the reduced scope of works and the school's DFC contribution.	Virement of £1,065 from the Asbestos Removal line. Savings made added into the programme risk pot.

Programme Area	Project	Approved Capital Budget £	New Figure £	Variance £	Reasons for Change/Variance	Source of Additional Funds (if required)
Capital Maintenance	Paddock J I & N School - Re-roof 04 & 05 areas	£170,000	£76,530	£-93,470	Savings made to the pre-tender estimate through the reduction in scope of works and the school's DFC contribution.	Savings made added into the programme risk pot.
Capital Maintenance	Paddock J I & N School - Boiler including DHW cylinder and controls	£121,000	£137,297	£16,297	Lowest competitive tender returned was higher than the pre-tender estimate.	Virement of £16,297 from the risk pot.
Capital Maintenance	Savile Town CE (VC) I & N School - Replace 2 Ideal RS10 Mexico boilers in the Nursery building	£103,600	£51,995	£-51,605	Savings made to the pre-tender estimate through the reduction in scope of works.	Savings made added into the programme risk pot.
Capital Maintenance	Savile Town CE (VC) I & N School - Re-roof flat roof 01a	£60,000	£60,000	£0	No change to the original plan figure as the scheme has not yet been financially committed.	
Capital Maintenance	Scholes (Holmfirth) J & I School - Rewire	£182,828	£197,780	£14,952	Final cost of scheme increased due to additional asbestos removal required and consultants costs incurred.	Virement of £975 from the Asbestos Removal line and £13,977 from the risk pot.
Capital Maintenance	Scholes Village Primary School - Boiler replacement	£0	£26,960	£26,960	New addition to programme - urgent works required.	Virement of £26,960 from the risk pot.
Capital Maintenance	Shelley First School - Re-roof 01c	£50,000	£34,126	£-15,874	Lowest competitive tender returned was lower than the pre-tender estimate.	Savings made added into the programme risk pot.
Capital Maintenance	Shelley First School - Re-roof 01, 01a & 01b	£0	£65,400	£65,400	New addition to programme - scheme deferred from 2014/15 programme, priority scheme for 2015/16.	Virement of £65,400 from the risk pot.
Capital Maintenance	Shelley First School - Boiler replacement	£0	£96,000	£96,000	New addition to programme - urgent works required.	Virement of £96,000 from the risk pot.
Capital Maintenance	Spenn Valley High School - Re-roof flat roof 05, 08 & 20	£48,000	£38,755	£-9,245	Savings made to the pre-tender estimate through the reduction in scope of works and the school's DFC contribution.	Savings made added into the programme risk pot.
Capital Maintenance	Thornhill J & I School - Re-roof flat roof 11 & pitched roofs 01d & 01e	£56,000	£147,900	£91,900	Final cost of scheme increased considerably due to the emergency rebuild of an unsafe external wall.	Virement of £91,900 from the risk pot.

Programme Area	Project	Approved Capital Budget £	New Figure £	Variance £	Reasons for Change/Variance	Source of Additional Funds (if required)
Capital Maintenance	Upperthong J & I School - Replace fan convectors with LST's and heating distribution	£123,000	£166,338	£43,338	Lowest competitive tender returned was higher than the pre-tender estimate. Since savings have been made on the final cost through the reduced scope of works and the school's DFC contribution.	RCCO of £48,968 from Schools Repairs & Maintenance budget.
Capital Maintenance	Warwick Road J I & N School - Phase 1 re-roof 01, 02, 03, 05, 07, 08, 09, 10, 11, 13 & 14	£208,000	£150,755	-£57,245	Savings made to the pre-tender estimate through the reduction in scope of works and the school's DFC contribution.	Savings made added into the programme risk pot.
Capital Maintenance	Warwick Road J I & N School - Phase 2 Main building roofs 20, 23 & 25	£38,000	£0	-£38,000	Scheme deferred to later years to allow for higher priority works to be added into the programme.	Savings made added into the programme risk pot.
	DCYP BASIC NEED PROGRAMME 2015/16					
Basic Need (New Pupil Places)	Risk pot to cover unforeseen circumstances, high tenders etc.	£50,000	£80,147	£30,147	Budget has increased to reflect the saving made to date within the programme.	
Basic Need (New Pupil Places)	Advance surveys/feasibility studies/asbestos surveys/condition surveys/ costs in relation to the delivery of DCYP projects and Advanced Design of projects for the 2016/17 programme.	£50,000	£40,000	-£10,000	Budget has reduced to reflect the level of advanced design and surveys undertaken.	Savings made added into the programme risk pot.
Basic Need (New Pupil Places)	Heaton Avenue Primary School	£145,000	£124,853	-£20,147	Lowest competitive tender returned was lower than the pre-tender estimate.	Savings made added into the programme risk pot.

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