

Public Document Pack



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Monday 15 August 2016

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **4.00 pm** on **Tuesday 23 August 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', on a light-colored background.

Julie Muscroft

Assistant Director of Legal, Governance and Monitoring

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

The Cabinet Members are:-

Member

Councillor David Sheard

Councillor Shabir Pandor

Councillor Peter McBride

Councillor Naheed Mather

Councillor Musarrat Khan

Councillor Erin Hill

Councillor Viv Kendrick

Councillor Masood Ahmed

Councillor Graham Turner

Responsible For:

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

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

Economy, Skills, Transportation & Planning

Housing & Enforcement Management

Highways & Neighbourhoods

Family Support & Child Protection

Adults, Health & Activity to Improve Health

Community Cohension & Schools

Asset Strategy, Resources & Creative Kirklees

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

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

**Wards
Affected:**

2: Minutes of previous meeting

1 - 6

To approve the Minutes of the meeting of the Committee held on 26 July 2016.

**Wards
Affected:**

3: Interests

7 - 8

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.

**Wards
Affected:**

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.

**Wards
Affected:**

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.

**Wards
Affected:**

6: Public Question Time

The Committee will hear any questions from the general public.

**Wards
Affected:**

7: Member Question Time

To consider questions from Councillors.

**Wards
Affected:**

8: Sustainable communities - A draft policy statement from the Policy Committee in 2015/16 9 - 14

A report seeking approval of the Cabinet to the work undertaken to draft a policy statement on "Sustainable communities"

Officer: Steve Copley 01484 221000

**Wards
Affected:**

9: Highways Capital Plan 2016/17 15 - 32

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

Officer: Graham Mallory: 01484 221000

**Wards
Affected:** All Wards

10: Local Development Scheme 33 - 46

A report informing Cabinet of the need to revise the Council's Local Development Scheme for the Local Plan and seeking approval of the revised version.

Officer: Richard Hollinson

**Wards
Affected:** All Wards

11: Proposed Changes to the Current Payment period for Kirklees Council Housing Tenancies. 47 - 54

A report seeking approval to replace the current weekly payment (debit) period with a monthly one.

Officer: Helen Geldart: 01484 221000

Wards

Affected: All Wards

12: District Committee New Homes Bonus Funding 55 - 58

A report seeking consideration and approval to an amendment to the 2016/17 New Homes Bonus (NHB) budget devolved to District Committees.

Officer: Vina Randhawa: 01484 221000

Wards

Affected:

13: Transformation of Council Pre-school Daycare Services - Phase 6 59 - 74

A report providing an update about proposals for delivering the requirements of the Medium Term Financial Plan 2015-18 within the Council's agreed Childcare Commissioning and Market Management Framework and seeking approval to proceed with proposals at Tiddlywinks Nursery, Deighton, Huddersfield.

Officer: Carol Lancaster: 01484 221000

Wards

Affected: Ashbrow

- 14: Request for approval to engage and consult on the proposals for the future service offer for the Young People's Activity Team (YPAT) in Kirklees.** 75 - 88

A report seeking approval to commence a consultation and engagement exercise with current users of the YPAT service, along with their parents and carers, staff and key stakeholders, in order to reduce and redesign the future service offer.

Officer: Michelle Cross

Wards

Affected: All Wards

- 15: Corporate Revenue and Capital Financial Monitoring Report, Quarter 1, 2016-17** 89 - 110

A report providing the Council's 2016-17 forecast financial outturn position for General Fund revenue, Housing Revenue Account and Capital Plan, as at Quarter 1

Officer: Eamonn Croston: 01484 221000

Wards

Affected: All Wards

- 16: Corporate Performance Management Report, Quarter 1, 2016-17** 111 - 174

A report providing members with an overview of the Council's Performance at the end of Quarter 1, 2016-17.

Officer: Sue Grigg

Wards

Affected:

17: 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.

**Wards
Affected:**

18. Review of Kirklees College Review of Short Term Loan Facility

175 -
178

A report setting out a proposal and seeking approval to make a variation to the existing terms of the Short Term Loan Facility available to Kirklees College.

(The report is recommended for consideration in private because the information contained in it is exempt information within Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006. It is considered the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption, which would protect the interests of the Council and third party organisations concerned, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making.)

Officer: Paul Kemp 01484 221000

**Wards
Affected:**

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 26th July 2016

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

Apologies: Councillor Peter McBride

Observers: Councillor Donna Bellamy

1 Membership of the Committee

Apologies for absence were received on behalf of Councillor McBride.

2 Minutes of previous meetings

RESOLVED - That the Minutes of the meetings held on 9 May and 24 May 2016 be approved as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

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

5 Deputations/Petitions

No deputations or petitions were received.

6 Public Question Time

No questions were asked.

7 Member Question Time

No questions were asked.

8 Amendments to Parking Tariffs within Wellington Road Station, Wellington Road West and Railway Street Car Parks in Dewsbury

Cabinet gave consideration to a report which sought approval for amendments to parking tariffs at Wellington Road Station and Wellington Road West Car Parks, near Dewsbury Town Centre. The report advised that requests had been made by local businesses and members of the public to introduce a tariff for shorter car park visits, in addition to the two existing commuter tariffs. It was proposed (Option 1) that the existing tariffs of up to and over 5 hours remain, and that an additional option of 50p per hour also be introduced. An alternative (Option 2) would be that a charge of £1 for up to two hours be introduced, in addition to the existing tariffs. The report advised that the proposal would cost the Council £5,000 to implement, by way of amendment to the existing parking places order and changes to signage, and that if approved, would be operational from August/September 2016.

RESOLVED -

(1) That Option 1, as detailed in the report be approved, and that the car parking tariff for Wellington Road West and Wellington Road Station, Dewsbury, be amended to include a payment option of 50p per hour, in addition to the existing tariffs.

(2) That, pursuant to 1 above, the changes be advertised, the Parking Places Order be amended, and that the revised tariff be implemented as soon as is possible.

9 Regionalisation of Adoption Services

Cabinet received a report which set out information regarding adoption reform proposals contained within the Education and Adoption Act 2016, and the proposal for all local authorities to be part of a Regional Adoption Agency (RAA), or to have delegated their adoption functions to an RAA, by 2020. The report set out details of plans to develop a hub and spoke model of delivering adoption services in the region and explained that the intention was that the regional hub would fulfil some functions and that there would be three spokes of West Yorkshire, South Yorkshire and North and Humber, which would deliver adopter recruitment, assessment and adoption support at a local level. It explained that there were proposals for the five West Yorkshire Authorities to form a Regional Adoption Agency, to be hosted by Leeds City Council, and that agreement was sought in principle to implement the proposed model subject to the satisfactory resolution of matters as detailed at Paragraph 2.1 of the considered report.

Cabinet noted that one of the likely benefits of the regionalised approach would be the realisation of economies of scale and that the management of the Kirklees adoption responsibilities were likely to require fewer resources once the RAA was established. It was noted that a further update report would be submitted to Cabinet during December 2016.

RESOLVED -

(1) That approval be given to the formation of a Joint Committee, comprising the five West Yorkshire Councils, to include sub-regional adoption agency arrangements for West, South and North Yorkshire.

(2) That the Director of Children's Services be authorised to continue to work with the other participating Councils to progress the formation of the Hub and Spoke model for the regionalisation of adoption.

10 Update on the implications of the Supreme Court Ruling on Deprivation of Liberty Safeguards

Cabinet received a report which set out an update on the impact and risks of the 2014 Supreme Court judgement on Deprivation of Liberty Safeguards (DoLS), pursuant to the report previously considered on 30 June 2015. The report advised that, since the report was submitted, there had been more than double the number of applications anticipated in 2015/2016, totalling 1,752, in relation to persons living in care homes and hospitals. In addition, there were up to 100 people with a learning disability living in the community who could potentially be deprived of their liberty, and therefore subject to application to the Court of Protection for authorisation of a DoL. It was noted that work was currently taking place to identify the number of people with dementia living in the community who may require Court of Protection consideration.

The report provided an update on the impact and risks to the Council from the continued increase in the number of applications and details of the national response and local action taking place to deal with the consequential workload. It explained that the average cost of a DoL in a care home or hospital was £1,300, although a single non-complex case could incur up to £4,000 costs if it needed to be considered by the Court of Protection, and a complex case would cost considerably more.

Cabinet noted the cost implications of DoLs, which were set out at paragraph 4.1 of the report. Information regarding the DoLS process for people living in care homes was attached at Appendix 1 of the considered report, and Appendix 2 set out the process for those living in the community.

RESOLVED -

(1) That the update on the implications of the Supreme Court Ruling on Deprivation of Liberty Safeguards, and the contribution of DoLS activity to pressure on service provision be noted.

(2) That any overspend in this area be drawn down from reserves as a volume pressure, consistent with the approved principle of drawing down volume pressures from reserves in other areas.

11 Proposals to update the Council's RIPA Policy

Cabinet received a report which outlined the use of the Regulation of Investigatory Powers Act 2000, and sought approval for the adoption of an amended Regulation of Investigatory Powers Act 2000 (RIPA) Policy and Guidance document. Cabinet was asked to give consideration to the RIPA Policy attached at Appendix 2 of the report, which was proposed to replace the RIPA Policy previously approved by Cabinet on 4 June 2013, and incorporated the amendments recommended by the Office of the Surveillance Commissioners and an update to the list of statutory instruments relevant to the policy.

The recommendations of the Office of Surveillance Commissioners were set out at paragraph 3 of the considered report.

RESOLVED -

(1) That the actions being taken to implement the recommendations of the Office of the Surveillance Commissioners be noted.

(2) That the adoption of the revised RIPA Policy and Guidance document, as detailed at Appendix 2 of the report, be approved.

(3) That authority be delegated to the Chief Executive to nominate officers who are to be Authorising Officers for the purposes of the RIPA regime, and to remove officers from the role of Authorising Officer.

12 Freehold Asset Transfer of Howden Clough Community Centre, Leeds Road, Birstall

Cabinet received a report which set out a proposal for a freehold transfer of the land and buildings which currently make up Howden Clough Community Centre, Leeds Road, Birstall, to the Howden Clough Community Association. The report set out the background to the Community Association's request and the Council's proposed response to transfer the asset at nil consideration but with restrictive covenants in place to ensure that the Centre remained available for community use only.

The report advised that the Community Association had submitted a robust application and business plan in line with the requirements of the Asset Transfer Policy which had been assessed based on five main areas of financing, community impact, risk, organisation strength and the asset.

Cabinet noted that the Centre was in an acceptable state of repair and that current building running costs were £4,750 due to the lease currently holding over and having a shared responsibility for repairs and maintenance. It was noted that the freehold transfer would result in a £4,750 revenue saving to the Council.

RESOLVED -

(1) That Officers be authorised to transfer the freehold of Howden Clough Community Centre to Howden Clough Community Association for nil consideration and to include covenants to ensure that the centre can be used for Community Use with an exception of up to 30% of commercial use in line with previous asset transfers.

(2) That it be noted that the Assistant Director – Place, and the Assistant Director – Legal, Governance and Monitoring, have delegated authority to negotiate and agree the terms and red line boundary of the freehold transfer that relate to the transfer of the Howden Clough Community Centre to Howden Clough Community Association.

13 Freehold Asset Transfer of Marsden Mechanics Hall, Peel Street, Marsden

(Under the provision of Council Procedure Rule 37, Cabinet received a representation from Fiona Russell, on behalf of Marsden Community Trust. Under the provision of Council Procedure Rule 36 (1), Cabinet received a representation from Councillor Bellamy.)

Cabinet received a report which set out a proposal for a freehold transfer of the land and buildings which currently make up Marsden Mechanics Building , Peel Street, Marsden, to Marsden Community Trust Ltd. The report set out the background to the Community Association's request and the Council's proposed response to transfer the building and courtyard at nil consideration but with restrictive covenants in place in order to protect community use.

The report advised that the Community Association had submitted a robust application and business plan in line with the requirements of the Asset Transfer Policy which had been assessed based on five main areas of financing, community impact, risk, organisation strength and the asset.

Cabinet noted that the Centre was in a reasonable state of repair and that current revenue running costs were £25,600 due to the Association holding a partial lease of the Hall which has meant that the Council is responsible for all repair, maintenance and general running costs of the building. It was noted that the freehold transfer would result in a £25,600 revenue saving to the Council.

RESOLVED -

(1) That Officers be authorised to transfer the freehold of Marsden Mechanics Building and Courtyard to Marsden Mechanics Trust for nil consideration, subject to (i) the requirement that there should be a formally agreed license of part of the building for use of the library and information centre and (ii) covenants to ensure that the centre can be used for Community Use with an exception of up to 30% of commercial use in line with previous asset transfers.

(2) That it be noted that the Assistant Director – Place, and the Assistant Director – Legal, Governance and Monitoring, have delegated authority to negotiate and agree

Cabinet - 26 July 2016

the terms of the freehold transfer, including the red line boundary, that relate to the transfer of the Marsden Mechanics Building to Marsden community Trust.

(3) That the Marsden Mechanics Trust be invited to submit a business case requesting the asset transfer, at a future date, of the area currently occupied by the public toilets and that the business case should meet the needs of both the school and the building.

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: 23 August 2016
Title of report: Sustainable communities – A draft policy statement from the Policy Committee in 2015/16

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Director</u> & name Signed off by Director of Resources? Is it also signed off by Assistant Director (Legal Governance and Monitoring)?	David Smith – 26 July 2016
Cabinet member	Cllr David Sheard & Cllr Shabir Pandor, Strategy and Strategic Resources, New Council & Regional Issues

Electoral wards affected: N/A
Ward councillors consulted: N/A
Public or private: Public

1. Purpose of report

To seek the views of the Cabinet on the work undertaken to-date to draft a policy statement on “Sustainable communities”

This report and its recommendations are based on the work of the Policy Committee in 2015/16, and a decision taken by the Policy Committee on 14 April 2016.

2. Summary

The Policy Committee was established as a result of a decision taken at the Council meeting on 24 June 2015, and held meetings in the period from Sept 2015 to April 2016.

At the meetings in Sept and Oct 2015, members of the Policy Committee reviewed the list of items which are part of the current policy framework of the council, and, as a result,

agreed that they would like to spend some time reviewing the policies associated with the following areas of work in 2015/16:-

- Equality and diversity
- Sustainable communities
- Passive housing
- Schools and their roles as hubs in the local communities.

At the Policy Committee (23 September 2015), members agreed to undertake a review in order to try to create a policy statement on “Sustainable communities” in Kirklees. This item is not part of the policy framework of the council.

The Policy Committee established an informal task and finish group to do this, which was chaired by Councillor Naheed Mather. Councillors Andrew Marchington, Hilary Richards and Gemma Wilson were also involved. The task and finish group held three ad hoc meetings in the period from January to March 2016, to review the topic, and to draft a policy statement. The work of the task and finish group was supported by John Heneghan, Head of Policy and Strategy.

Progress reports on the development of the work were shared with the Policy Committee, resulting in the following recommendation at the last meeting on 14 April 2016:-

“The draft policy statement to be referred to Cabinet for consideration as a draft and working document, following which it should be released for public consultation and development via the District Committee meetings in 2016/17. The outcome and the work on the final version of the policy statement will be reported back to Cabinet for approval. News of that decision will then be shared with Council”

The work on the draft policy statement to-date is described in an appendix to this report.

It was completed in April 2016, with the aim of presenting it to a Cabinet meeting in June 2016. However, consideration of the item had to be deferred until the decisions on the election of the Leader of the Council and the appointment of a Cabinet for the 2016/17 municipal year were resolved. These decisions were taken at Council on 29 June 2016.

The decision on the development and use of the policy statement now rests with the Cabinet

3. Implications for the Council

If adopted, the application of the new policy statement will have implications for the policies, strategies and work of the council and its services in 2016/17. It will mean:

- An expectation on services and decision-makers to consider the impact of their activities on the sustainability of communities and, where appropriate, how their approaches could be adapted to maximise or improve sustainability
- A commitment to align social and economic aims (i.e. developing our stated objective of ensuring the complementarity of our two core strategies – the Joint Health and Wellbeing Strategy and the Kirklees Economic Strategy). For example: by pursuing opportunities to explore new social policy agendas such as Inclusive Growth
- A commitment to further develop our ability to assess and measure impacts

Officers will need time to consider all of these implications in detail.

4. Consultees and their opinions

The work on the draft policy statement was developed in the period from January to March 2016. Early drafts of the final document, which is now appended to this report, were shared with the following:-

- Members of the Policy Committee - Task and finish group on sustainable communities
- Policy Committee on 14 April 2016

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

5. Next steps

Cabinet is asked to consider the work on the draft policy statement to-date.

If approved, officers will:

- Develop practical tools and frameworks to support its implementation
- Develop a framework and methods to assess and measure impacts.
- Develop internal communications on the implications of the policy and what it means for services and decision makers

Officers will brief Councillor Rob Walker, Chair of the Policy Committee, about how the work on the development of the draft policy statement will progress.

6. Officer recommendations and reasons

The Cabinet is asked to consider and support further work on the draft policy statement in 2016/17.

The outcome and the work on the final version of the policy statement will be reported back to Cabinet for approval. News of that decision will then be shared with Council

7. Cabinet portfolio holder's recommendations

Cllr David Sheard supports the recommendation to refer details of the draft policy statement to Cabinet for consideration

8. Contact officers

Steve Copley, Principal Governance and Democratic Engagement Officer 01484 221000
John Heneghan, Head of Policy and Strategy 01484 221000

9. Background papers and history of decisions

Agenda, reports and minutes of the Policy Committee meeting on 14 April 2016

10. Assistant Director responsible

Julie Muscroft – Assistant Director for Legal, Governance and Monitoring

Policy Committee – ‘sustainable communities’

Draft Policy Statement

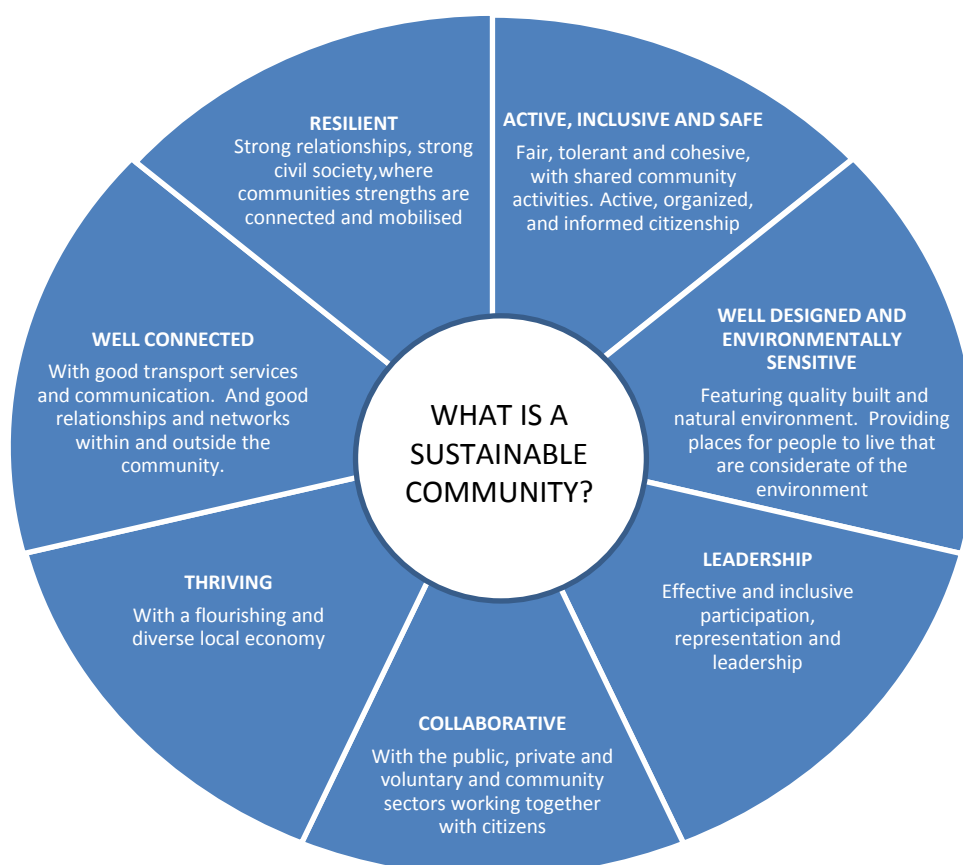
A sustainable community is one that is economically, environmentally and socially healthy and resilient. It meets challenges in an integrated way rather than through fragmented approaches that meet one of those goals at the expense of the others. And it takes a long-term perspective – one that’s focused on both the present and future.

The intention of this policy statement is to ensure that sustaining and improving the sustainability of communities becomes one of the criteria on which we base success on.

A range of existing policy already contributes to ‘sustainable communities’. This includes:

- Community Safety Partnership Plan
- Social Value Policy
- Cohesion Statement of Intent

This policy statement focusses on adding value to what is already in place. It aims to ensure that we understand and consider the overall impact our activities have on the sustainability of communities at different levels; and are able to connect the dots between policy impacts to see these through a ‘sustainable communities’ lens.



This policy statement restates our commitment to approaches which:

Consider the collective impact - of our decisions and strategies across the factors shown above.

Seek to increase community resilience: Resilient communities can call upon the myriad of resources that make them a healthy community. This makes them less susceptible to external shocks and adverse situations. Where these do occur they are more capable of bouncing back. Community resilience is built primarily through relationships, not just between members of the community but also between organisations, specifically between the voluntary sector, the local economy and the public sector.

Support communities to do more for themselves and each other: Genuinely empowered citizens and stronger civil society, where the communities' strengths are connected and mobilised. The abilities and insights of local residents become valuable resources, which we seek to recognize and build on, creating a synergy between the actions of the state, citizens and other stakeholders. By being a more enabling council - getting out of the way when we need to and giving up control where this is appropriate - and through different types of support and intervention in order to help make social action the norm.

Promote safe and cohesive communities: Kirklees has proud, diverse and distinct communities. The area owes much of its economic success and the vibrancy of its cultural life to the diversity of the backgrounds and lifestyles of its inhabitants. However, it is a strength that cannot be taken for granted, particularly at a time when our economy is changing and the needs and aspirations of our communities are changing with it. It is crucial we embed promoting community cohesion and supporting stronger communities through everything we do.

Align social and economic aims – so that communities are supported to both contribute to and benefit from economic growth and so that inequalities in social and economic outcomes are reduced.

Develop ways of assessing and measuring impacts – this includes:

- a more sophisticated understanding of the underlying conditions needed for resilient, sustainable communities;
- the 'baseline' below which communities resilience is compromised; and
- 'what works' in terms of effective interventions to improve resilience and connectedness.

We will seek to develop measures and metrics which provide a more complete picture, one which recognises economic, social and environmental outcomes. Once developed and approved this will form the basis for assessing this policy statement.



Name of meeting: Cabinet
Date: 23rd August 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 - 12.08.16
Is it signed off by the Director of Resources?	David Smith - 08.08.16
Is it signed off by the Assistant Director - Legal & Governance?	Julie Muscroft - 11.08.16
Cabinet member <u>portfolio</u>	Councillor M Khan - Highways and Neighbourhoods

Electoral wards affected: All
Ward councillors consulted: N/A

Public or private: Public

1. Purpose of report

For Cabinet to consider and approve a detailed Highways Capital Plan for 2016/17.

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 8th March 2016 Cabinet considered a report on a detailed Highways Capital Plan for 2016/17. The Plan included a sum of £13.683m for Highways Service.
- On 29th June 2016 Council considered a report on an updated 5 Year Capital Investment Plan that included rolled over funds from 2015/16. The Plan included an updated sum of £16.316m for Highways Service in 2016/17.

- The attached detailed Highways Capital Plan (Appendix 1 to this report) adds individual scheme detail to the approved summary programme for 2016/17 as set out in Appendix H of the 29th June 2016 report to Council.
- Since the 29th June 2016 approval a further £405,000 has been added to the Capital Plan. This comprises a Department for Transport specific grant from the Pothole Action Fund (£325,000) and £80,000 virement of Council funding for highway schemes approved by Huddersfield District Committee on 2nd February 2016.
- The revised Capital Plan total is £16,721,000.

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.

2.3 Capital Rollover

The 2015/16 programme of Integrated Transport Schemes has been delayed. Programmed schemes now continue into the new financial year or are programmed to start early in 2016/17. The West Yorkshire Combined Authority held back £693,000 from our approved 15/16 allocation

i) Integrated Transport Grant Rollover	£
a) Huddersfield Town Centre Access and connectivity scheme	494,000
b) Network Management	199,000
Total	693,000

Other grant work in progress at the financial year end, grant paid retrospectively or programmes delayed / deferred

ii) Other Grant rollover	
c) LTP Maintenance grant for road and footway surfacing	64,000
d) Challenge Fund maintenance grant for structures walls	400,000
e) Road Safety grant rolled forward for schemes in 2016/17	274,000
f) Insurance paid for damage to CCTV control	72,000
g) Flood Alleviation grant	71,000
h) Cycle City Ambition Grant	19,000
i) External Developer contribution rolled over to fund 2016/17 scheme	6,000
Total	906,000

iii) Council Funding Rollover	£
j) Kirkgate / Westgate, Huddersfield. Resurfacing works on these roads rescheduled to June / July 2016 after extensive works by utility companies	350,000
k) Contractually committed street lighting works rolled forward into 2016/17	73,000
l) Un-adopted roads budget rolled forward into 2016/17 pending landowner agreement to works at James Street, Slaithwaite	93,000
m) Environment Agency slipped the Kirklees Culverts Programme (£300k per year) so our contribution deferred	75,000
n) Springwood Road Car Park, Holmfirth – Delays due to difficulties getting approval for a car park on school land	120,000
o) Unclassified Road works issued and not completed 2015/16	216,000
p) Overspend in Network Management	-80,000
q) Market Hall Car Park	73,000
r) Flood Management schemes	11,000
s) Balance of other minor rollover	-1,000
Total	930,000

2.4 Additional Grant

iv) Integrated Transport Additional Grant	£
t) Network Management	16,000
u) Ecostars carbon reduction project	45,000
v) Air Quality Management	33,000
Total	94,000
v) Other additional grant	£
w) Bus Hot Spots	31,000
x) Local Sustainable Transport Fund	64,000
y) Road Safety Grant expenditure deferred to 2018/19	-100,000
z) Developer contributions	15,000
aa) Pothole Action Fund	325,000
Total	335,000

The Pothole Action Fund is a specific grant award by the Department for Transport for permanent pothole repairs or road resurfacing to help prevent potholes from forming. It is determined pro rata of the national award on road length maintained.

2.5 Virements (Council Funding)

vi) Virement for schemes funded through District Cttee investment	£
bb) District Committee approved highway schemes	80,000
Total	80,000

2.6 Summary of revisions to the 2016/17 Capital Plan

Since the February 2016 Highways Capital Plan was approved, as part of the Council's Corporate Capital Plan, the following funding allocations have been added:

	£
<u>February approved Baseline Capital Plan</u>	<u>13,683,000</u>
i. Integrated Transport Grant rollover	693,000
ii. Other Grant rollover	906,000
iii. Council Funding rollover	930,000
iv. Additional Integrated Transport Grant	94,000
v. Other grant	335,000
vi. Virements	80,000
Revised Capital Plan	16,721,000

The Highways Capital Plan 2016/17 now totals £16.721m

2.7 Council Funding

Council capital investment in the 2016/17 Highways Capital Plan amounts to £5.908m funded through prudential borrowing. The average revenue cost of financing this level of borrowing is 6.7% per annum, which equates to £395k per annum.

2.8 Other points to Note

- Highways schemes are frequently 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.

2.9 Financial Delegations

To aid the speedy implementation of works and substitution of delayed projects, Cabinet is requested to delegate authority, in accordance with 3.12 of the Council's Financial Procedure Rules dated June 2016, to the Director of Economy Skills and the Environment, to manage the implementation of the identified works within the respective agreed total programme budgets.

Additional delegated powers include the authority to:

- transfer resources between projects within the Capital Plan funding stream/ programmes without restrictions;
- add new urgent projects under £250K to the programmes without prior Cabinet approval providing that the total cost of the programmes remain within the approved capital allocations set by Council (All new works above £250K would require the approval of a business case by Cabinet before being added to a programme);
- slip or delete projects during the course of the financial year to enable the effective management of the programmes concerned
- Such decisions will be taken as appropriate and recorded in accordance with Standing Orders as well as Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

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 £16.721m as shown in Appendix 1.
- b) That authority is delegated in accordance with 3.12 of the Council's Financial Procedure Rules dated June 2016, to the Director of Economy, Skills and the Environment, to manage the Highways Capital Plan as set out in 2.9 above.

7. Cabinet portfolio holder recommendation

The Cabinet Portfolio Holder for Highways and Neighbourhoods, Cllr Musarrat Khan, agrees with the officer's recommendations, as detailed in this report, at 6 above and would ask, that Cabinet approve the detailed Capital Plan in the sum of £16.721m as shown in Appendix 1 and delegate authority to manage the Highways Capital Plan in accordance with the 3.12 of the Council's Financial Procedure Rules dated June 2016, to the Director of Economy, Skills and the Environment.

8. Contact officer and relevant papers

Graham Mallory
Group Engineer - Highways & Operations
Tel: 01484 221000
graham.mallory@kirklees.gov.uk

Papers: Appendix One - Highways Detailed Baseline Capital Plan 2016-17

9. Assistant Directors responsible

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

10. Background Papers

- a) Report to Cabinet - 8th March 2016
- b) Report to Council - 29th June 2016

HIGHWAYS CAPITAL PLAN 2016/17 - APPENDIX ONE

CAB-16-002

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
Total Planning Allocation												16721	13683	3038	
Borrowing												5908	4898	1010	
Self/Service Funded												0	0	0	
Grant/Contribution												10813	8785	2028	
Receipts												0	0	0	

ASSET MANAGEMENT															
Jon Evans	1A - Principal Roads									01/04/2016	31/03/2021	B			0
												G	1,985	1,864	121
												T	1,985	1,864	121
Jon Evans	1B - Roads Connecting Communities									01/04/2016	31/03/2021	B			0
												G	2,504	2,278	226
												T	2,504	2,278	226
Jon Evans	1C - Unclassified Roads									01/04/2016	31/03/2021	B	2,732	2,086	646
												G	668	339	329
												T	3,400	2,425	975
Farhad Khatibi	1D - Structures									01/04/2016	31/03/2021	B			0
												G	2,034	1,900	134
												T	2,034	1,900	134
Andy Bullen	1F - Street Lighting Replacement Strategy									01/04/2016	31/03/2021	B	1,837	1,764	73
												G	265	265	0
												T	2,102	2,029	73
Graham Mallory	1J - Unadopted Roads									01/04/2016	31/03/2021	B	145	50	95
												G			0
												T	145	50	95
Graham Mallory	1K - CCTV									01/04/2016	31/03/2021	B		0	0
												G	72		72
												T	72	0	72

Maintenance Total	T		12,242	10,546	3,724
External Funding	T		7,528	6,646	2,910
Net Maintenance Total	T		4,714	3,900	814

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
INTEGRATED TRANSPORT															
Steven Hanley	2A - Integrated Public Transport								01/04/2016	31/03/2021	B		80	80	0
											G	637	70	567	
											T	717	150	567	
David Caborn	2B - Network Management								01/04/2016	31/03/2021	B			80	-80
											G	1,032	715	317	
											T	1,032	795	237	
Steven Hanley	2C - Cycling and Walking								01/04/2016	31/03/2021	B		43	43	0
											G	683	600	83	
											T	726	643	83	
Liz Twitchett	2E - Safer Roads								01/04/2016	31/03/2021	B		312	195	117
											G	862	754	108	
											T	1,174	949	225	
Paul Hawkins	2J - Town Centre Car Parking								01/04/2016	31/03/2021	B		223	150	73
											G			0	
											T	223	150	73	
Tom Ghee	2K - Flood Management and Drainage Improvements								01/04/2016	31/03/2021	B		536	450	86
											G		71	71	
											T		607	450	157

IT Total	T	4,479	3,137	1,342
External Funding	T	3,285	2,139	1,146
Net IT Total	T	1,194	998	196

GRAND TOTAL

Gross Programme Total		16,721	13,683	3,038
External Funding		10,813	8,785	2,028
Net Programme Total		5,908	4,898	1,010

External Funding Summary

Asset Management				
LTP Maintenance Needs Grant		5602	5607	-5
LTP Maintenance Needs Grant	c/o	64		64
LTP Maintenance Incentive Grant		343	339	4
DfT Pothole Action Fund		325		325
Challenge Fund DfT maintenance grant		1100	700	400
Developer - Structures		22		22
Insurance		72		72
Integrated Transport				
LTP IT Grant		2256	1469	787
Road Safety Grant		174		174
Bus hot spot		101	70	31
CCAG 2 Cycling Grant		619	600	19
LSTF		64		64
Environment Agency		71		71
Total		10813	8785	2028

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
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Total Planning Allocation		16721	13683	3038
Borrowing		5908	4898	1010
Self/Service Funded		0	0	0
Grant/Contribution		10813	8785	2028
Receipts		0	0	0

ASSET MANAGEMENT

1A - Principal Roads																
Programme Manager: Jon Evans																
C.61131	Principal Road Surfacing Dressing Programme	Road Surfacing	Various								T	550	550		0	
C.61132	Minor Maintenance - Pre Surface dressing patching	Minor Repairs / Patching	Various								T	200	220		-20	
C.61109	A638 Bradford Road, Littletown	Road Resurfacing	U								T	450	525		-75	
C.62860	Anti skid sites within surface dressing	Road resurfacing	Various								T	30	0		30	
C.63363	A641 Bradford Road slip	Road Resurfacing	O								T	35	35		0	
C.63721	A62 Leeds Road, Hillhouse, Huddersfield	Road Resurfacing	I								T	144	104		40	
C.63722	A58 Whitehall Road, Birkenshaw	Road Resurfacing	E/F								T	90	90		0	
C.63723	A652 Bradford Road, Dewsbury	Road Resurfacing	K								T	90	90		0	
	A6107 Bradley Road, Huddersfield	Road Resurfacing	B								T	75	0		75	
	Priority footway programme	Footway schemes														
C.61106	A629 Wakefield Road, Dalton	Footway scheme	A,I								T	71	50		21	
C.62833	A6107 Bradley Road, Bradley	Footway scheme	B								T	50	50		0	
C.63724	A642 Wakefield Road, Lepton	Footway scheme	A								T	50	50		0	
C.63725	A62 Leeds Road, Mirfield (Stocks Bank)	Footway scheme	V								T	100	50		50	
C.63726	A62 Leeds Road, Mirfield (Sunnybank)	Footway scheme	V								T	0			0	
C.63727	A652 Bradford Road, Birstall	Footway scheme	D								T	30	30		0	
C.63728	A62 Huddersfield Road, Liversedge	Footway scheme	P								T	20	20		0	
											B				0	
											G	1,985	1,864		121	
SUB TOTAL (1A)											T	1,985	1,864		121	

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
1B - Roads Connecting Communities															
Programme Manager: Jon Evans															
C.61178	B & C Road Surface Dressing Programme	Road Surfacing	Various								T		500	500	0
C.61179	Minor Maintenance - Pre surface dressing patching	Minor Repairs / Patching	Various								T		250	250	0
C.62997	C546 Whitechapel Road, Cleckheaton	Road Resurfacing	F								T		150	150	0
C.62998	C664 Willow Lane, Birkby	Road Resurfacing	O								T		174	240	-66
C.63000	C638 Bradford Road, Oakenshaw	Road Resurfacing	F								T		200	200	0
C.63529	C577 Cross Gate Road, Holmfirth	Road Resurfacing	R								T		33	0	33
C.63672	C6107 East Street, Lindley	Road Resurfacing	T								T		207	100	107
C.63673	C557 Morley Lane, Milnsbridge	Road Resurfacing	N								T		150	150	0
C.63674	C575 Fearnley Lane	Road Resurfacing	R								T		90	90	0
C.63675	C565 Thurstonland Bank Road	Road Resurfacing	Q								T		210	210	0
C.63705	Dale Street, Longwood	Road Resurfacing	N								T		210	0	210
C.63706	Benn Lane, Longwood	Road Resurfacing	N								T		80	0	80
	Scheme to be determined										T			138	-138
	Priority footway programme	Footway schemes									T		100	100	0
C.63676	C554 Heaton Moor Road	Footway scheme	V								T		60	60	0
C.63677	C629 Gledholt Road	Footway scheme	O								T		90	90	0
											B				0
											G		2,504	2,278	226
											T		2,504	2,278	226
SUB TOTAL (1B)															

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
1C - Unclassified Roads															
Programme Manager: Jon Evans															
	Pavement repairs	Footway Surfacing	Various								T			150	-150
C.63453	Birkenshaw Lane, Birkenshaw	Footway Surfacing	E								T		40		40
C.63454	Latham Lane, Gomersal	Footway Surfacing	U								T		25		25
C.63456	Roberttown Lane, Liversedge	Footway Surfacing	U								T		35		35
C.63458	Peel St at Carrs Rd, Marsden	Footway Surfacing	G								T		30		30
C.63459	Moorlands Road, Lindley	Footway Surfacing	T								T		50	50	0
C.63460	Thornton Lodge Road, Crosland Moor	Footway Surfacing	H								T		80	50	30
C.63891	Weatherhill Road, Lindley (DC)	Footway	T								T		28		28
C.63992	St Paul's Rd, Kirkheaton	Footway Surfacing	I								T		60		60
C.64001	Dog Kennel Bank, Huddersfield	Footway Surfacing	W								T		25		25
	Woodhouse Hall Road, Fartown	Footway Surfacing	B								T		30		30
C.61091	Steanard Lane, Mirfield	Road Resurfacing	V								T		25		25
C.63180	Kirkgate, Huddersfield	Road Resurfacing	W								T		180	0	180
C.63181	Westgate, Huddersfield	Road Resurfacing	W								T		170	0	170
C.63461	Thornhill Road, Marsh	Road Reconstruction	O/T								T		70		70
C.63707	Dale Lane, Heckmondwike	Road Resurfacing	P								T		215	216	-1
C.63708	Lydgate, Little Lepton	Road Resurfacing	S								T		35	35	0
C.63709	The Knowle, Shepley	Road Resurfacing	S								T		60	60	0
C.63739	The Paddock, Kirkheaton (DC)	Road Resurfacing	I								T		28		28
C.63740	Woburn Drive, Waterloo (DC)	Road Resurfacing	I								T		24		24
C.63751	Almond Way, Batley	Road Resurfacing	D								T		65	41	24
C.63752	Back Lane, Mirfield	Road Resurfacing	V								T		30	34	-4
C.63753	Bedale Avenue, Skelmanthorpe	Road Resurfacing	J								T		55	27	28
C.63754	Bradshaw Ave, Honley	Road Resurfacing	Q								T		100	40	60
C.63755	Brookfoot Avenue, Birkenshaw	Road Resurfacing	E								T		40	25	15
C.63756	Church Road, Birstall	Road Resurfacing	D								T		85	88	-3
C.63757	Claremont Street, Cleckheaton	Road Resurfacing	F								T		35	25	10
C.63758	Clarkson Ave, Heckmondwike	Road Resurfacing	P								T		70	43	27
C.63759	Crossley Lane, Mirfield	Road Resurfacing	V								T		115	115	0
C.63760	Fern Close, Batley	Road Resurfacing	C								T		40	25	15
C.63761	Hillcrest Ave, Batley	Road Resurfacing	D								T		60	27	33
C.63762	Hayburn Road, Batley	Road Resurfacing	D								T		85	81	4
C.63763	Lee Road, Ravensthorpe	Road Resurfacing	M								T		150	35	115
C.63764	Oastler Street, Dewsbury	Road Resurfacing	M								T		40	29	11
C.63765	Park Parade, Westtown	Road Resurfacing	M								T		65	68	-3
C.63766	St Helen's Gate, Almondbury	Road Resurfacing	A								T		200	73	127
C.63767	Whitehead Lane, Primrose Hill	Road Resurfacing	W								T		220	216	4
C.63768	Wormald Street, Almondbury	Road Resurfacing	A								T		65	43	22
C.63783	Dewsbury East, various	Road Resurfacing	K								T		25	0	25
	Town Street, Batley	Road Resurfacing	C								T		100	0	100
	Wentworth Avenue, Emley	Road Reconstruction	J								T		100	0	0
	Judy Haigh Lane / Carr Lane, Thornhill	Road Resurfacing	L								T		110	0	0
	Minor carry over to complete 15/16 programme										T		10	0	10
	Pothole Action Fund	Specific DfT Grant	all								T		325	0	325
	Schemes to be identified	Road Reconstruction	all								T		0	829	-829
											B		2,732	2,086	646
											G		668	339	329
											T		3,400	2,425	975
SUB TOTAL (1C)															

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
1D - Structures															
Programme Manager: Farhad Khatibi															
	Minor Retentions										T		1	25	-24
C.61210	Minor Structural Maintenance	Cyclical Works	Various								T		400	400	0
C.61216	Walling Works	Walling Works	Various								T		400	400	0
C.61221	Interim Measures	Installations	Various								T		130	130	0
C.63504	Upperhead Row Multi Storey CP	Car park maintenance	W								T		260	85	175
C.63407	Challenge Fund Schemes	Walling Works									T		843	700	143
	Schemes to be identified										T			160	-160
											B				0
											G		2,034	1,900	134
											T		2,034	1,900	134
SUB TOTAL (1D)															
1F Street Lighting Replacement Strategy															
Programme Manager: Andy Bullen															
	Carbon Reduction Projects to be developed	Sleeving / Column Replacements	All								T		464	464	0
	Structural and energy saving measures to be developed	Sleeve existing concrete columns and install LEDs	All								T		1,565	1,565	0
C.63422	Greenhead Ward 2015 - LED Lantern Upgrade	Sleeve existing concrete columns and install LEDs	O								T		30		30
C.63430	Newsome Ward 2015 - LED Lantern Upgrade	Sleeve existing concrete columns and install LEDs	W								T		43		43
											B		1,837	1,764	73
											G		265	265	0
											T		2,102	2,029	73
SUB TOTAL (1F)															

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
1J - Unadopted Roads															
Programme Manager: Graham Mallory															
	Hill Top Road, Dalton	Unadopted road improvement	I								T		50	50	0
C.63462	James Street, Slaithwaite	Unadopted road improvement	G								T	95	95	0	95
											B		145	50	95
											G				0
											T		145	50	95
SUB TOTAL (1J)															
1K - CCTV															
Programme Manager: Graham Mallory															
	Schemes to be identified										T		72		72
											B				0
											G		72		72
											T		72	0	72
SUB TOTAL (1K)															
												T	12,242	10,546	1,696
												T	7,528	6,646	882
												T	4,714	3,900	814

Maintenance Totak	T	12,242	10,546	1,696
<i>LTP Maintenance Grant</i>	T	7,528	6,646	882
Net Maintenance Total	T	4,714	3,900	814

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
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INTEGRATED TRANSPORT

2A- Integrated Public Transport															
Programme Manager: Steven Hanley															
C.61014	Huddersfield Town Centre	Town Centre Improvement Works	W								T	1,512	494	0	494
	Bus Hot Spots														
C.63523	Lockwood Road bus lane	Extension of operating hours	W								T		9	9	0
C.63524	Thorncliffe Street, Lindley	One-way link	T								T		15	15	0
C.63525	A641 Bradford Road	Slip road widening to two lanes	O								T		25	25	0
C.63526	Whitehall Way, Dewsbury	New 'queueing lane' to car park	K								T		20	20	0
C.63527	A62 Leeds Road, Deighton	Bus stop relocation	B								T		9	9	0
	Ecostar Low Carbon	Carbon reduction									T		45		45
	Air Quality Management	Installation of equipment									T		33		33
	Dewsbury Railway Station		K								T		100	100	0
	less planned overexpenditure										T		-33	-28	-5
											B		80	80	0
											G		637	70	567
											T		717	150	567
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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
2B - Network Management															
Programme Manager: David Caborn															
Junction Improvements															
	Huddersfield Ring Road, Chapel Hill to Halifax Road	Improved signing and lining	W								T		100	100	0
	less planned overexpenditure										T		0	-20	20
Network Management															
C.62523	Replacement of Obsolete Traffic Signal Poles	Traffic Signals Maintenance	Various								T		66	70	-4
C.62634	Air Quality and Bluetooth Sites to be identified	West Yorkshire Improved Data Network	Various								T		20	20	0
C.62639	Additional 30 wireless Nodes to be identified	West Yorkshire Improved Data Network	Various								T		20	20	0
C.63839	A652 Bradford Road - Batley Convert to IP communication	West Yorkshire Improved Data Network	C								T		30	30	0
C.63840	A638 Bradford Road - Heckmondwike Convert to IP communication	West Yorkshire Improved Data Network	P								T		35	35	0
C.63841	A638 Bradford Road - Staincliffe Convert to IP communication	West Yorkshire Improved Data Network	P & D								T		25	25	0
C.63842	A629 Wakefield Road / Somerset Road	Improve Signals Operation	I								T		100	150	-50
C.63843	A629 Penistone Road / Morrisons	Improve Signals Operation	I								T		60	60	0
C.63844	A652 Bradford Road - Jack Lane	Improve Signals Operation	C								T		70	70	0
C.63845	Castlegate Scoot - Revalidation after new lining Scheme	Improve Signals Operation	I								T		25	25	0
C.62646	West Yorkshire Combined Information signs Network	WY Variable Message signs	Various								T		481	210	271
											B			80	-80
											G		1,032	715	317
											T		1,032	795	237
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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
2C Mobility, Walking and and Cycling Initiatives															
Programme Manager: Steven Hanley															
8238	Neighbourhood Paths	Various	Various								T		10	10	0
81968	Disabled Crossing Facilities	Various	Various								T		5	5	0
82032	Urban Path Improvements	Various	Various								T		10	10	0
	Cycle and Walking Development and Enhancements	Bulk provision									T		12	18	-6
C.62840	Wilton Park, Batley	Cycle Route	D								T		40		40
C.63358	CCAG2	Cycle Infrastructure	Various								T		619	600	19
C.63544	Berry Brow	Cycle Route									T		30		30
											B		43	43	0
											G		683	600	83
											T		726	643	83
SUB TOTAL (2C)															
2E - Safer Roads															
Programme Manager: Liz Twitchett															
	Casualty Reduction schemes	Casualty Reduction	Various								T		0	449	-449
C.63846	A640 New Hey Road	Casualty Reduction	Various								T		35		35
C.63847	Low Bridge Signing - Various	Casualty Reduction	I,V								T		25	25	0
C.63848	B6116 Bellstring Lane	Casualty Reduction	Q								T		60	20	40
C.63849	A635 New Mill Road	Casualty Reduction	Various								T		30	30	0
C.63850	VAS refurb / upgrade	Casualty Reduction	Various								T		50	25	25
C.63852	A643 Westgate, Cleckheaton	Casualty Reduction	F								T		15		15
C.63854	A62 Gelderd Road by nos. 80-84	Casualty Reduction	E								T		10		10
C.63855	A638 Wakefield Road Cutting	Casualty Reduction	K								T		10		10
C.63856	A643 Spen Lane junction of Woodlands Rd	Casualty Reduction	F								T		10		10
C.63857	Butchers Arms Crossroads	Casualty Reduction	Various								T		12		12
C.63858	Lower Fitzwilliam St j/w Great Northern S	Casualty Reduction	W								T		24		24
C.63859	Common lane j/w Westfield Lane, Emley Moor	Casualty Reduction	J								T		15		15
C.63860	2017/18 Cas Reduction Feasibility	Casualty Reduction	Various								T		15		15
C.63861	2017/18 Pedestrian Feasibility	Casualty Reduction	Various								T		15		15
C.63877	2016/17 Casualty Reduction Lining	Casualty Reduction	Various								T		50		50
C.63878	SIDs infrastructure upgrade	Casualty Reduction	Various								T		25		25
C.63879	B6117 Station Road approach to Brewery Lane	Casualty Reduction	L								T		10		10
C.63880	Yates Lane / Market Street, Milnsbridge	Casualty Reduction	N								T		10		10
C.63862	Road Safety Education Programme	Casualty Reduction	Various								T		10		10
C.63881	2015/16 Schemes overspend	Casualty Reduction	Various								T		20		20
C.63862	Casualty Reduction small schemes allocation	Casualty Reduction	Various								T		173		173
	Community Projects	Community Projects	Various								T		0	375	-375
C.63591	Threelands, Birkenshaw	Community Traffic Project	E								T		25	25	0
C.62847	Springwood Road, Springwood	Community Traffic Project	R								T		120		120
C.63882	New Mill Road, Honley	Community Traffic Project	Q								T		10		10
C.63883	Steanard Lane	Community Traffic Project	V								T		20		20
C.63328	Park Lane	Community Traffic Project	W								T		10		10
C.63884	A62 / Morley Lane	Community Traffic Project	N								T		20		20
C.63885	Knowler Hill	Community Traffic Project	U								T		25		25
C.63886	Moor End Lane	Community Traffic Project	M								T		40		40
	Carr Lane, Slaitwaite	Community Traffic Project	G								T		25		25
	Schemes to identify	Community Traffic Project	Various								T		255		255
											B		312	195	117

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase
SUB TOTAL (2E)															
											G		862	754	108
											T		1,174	949	225
OTHER PROGRAMMES															
2J - Town Centre Car Parking															
Programme Manager: Paul Hawkins															
C.61258	Market Hall Car Park	Car park maintenance	W								T		73		73
C.63504	Upperhead Row Multi Storey CP	Car park maintenance	W								T		150	150	0
											B		223	150	73
											G				0
SUB TOTAL (2J)											T		150	150	0

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	Expected total cost of the project £000's	August 16 Proposed 2016/17 Budget £000's	Mar 16 Approved 2016/17 Budget £000's	Increase	
2K - Flood Management and Drainage Improvements																
Programme Manager: Tom Ghee																
C.60999	Minor Drainage Works	Bulk Provision -- minor works	Various								T		225	225	0	
C.60999	Contributions to surfacing schemes	Contributions	Various								T		25	25	0	
C.62530	Flood Management Schemes	Drainage improvement schemes	Various								T		200	200	0	
C.63012	Kirklees Culverts Programme	culvert improvements	Various								T		75		75	
C.63484	A62 Leeds Road	Flood alleviation viability study									T		82		82	
											B		536	450	86	
											G		71		71	
											T		607	450	157	
SUB TOTAL (2K)																
												IT Programme Total	T	4,479	3,137	1,342
												LTP IT Grant	T	3,285	2,139	1,146
												Net IT Programme Total	T	1,194	998	196
												Gross Programme Total		16,721	13,683	3,038
												External Funding		10,813	8,785	2,028
												Net Programme Total		5,908	4,898	1,010



Name of meeting: Cabinet
Date: 23 August 2016

Title of report: Local Development Scheme (LDS)

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 Development Scheme sets out the timetable for preparing the Local Plan, which is a district wide plan likely to have implications for all wards.
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 -12.08.16
Is it signed off by the Director of Resources?	David Smith - 09.08.16
Is it signed off by the Assistant Director - Legal, Governance and Monitoring	Julie Muscroft - 11.08.16
Cabinet member portfolio	Councillor Peter McBride - Economy, Skills, Transportation & Planning

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

Public or private: Public

1. Purpose of report

The purpose of this report is to request Cabinet approval of a revised version of the Council's Local Development Scheme (LDS) for the Local Plan.

2. Key points

The LDS is the timetable for producing planning documents that will make up the Local Plan. The LDS informs interested parties when documents will be produced, the broad remit of documents and when interested parties can expect to get involved. A LDS is required under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).

National Planning Practice Guidance confirms that the LDS must specify (among other matters) the documents which, when prepared, will comprise the Local Plan for the area. It must be made available publically and kept up-to-date and local planning authorities should publish their LDS on their website. It is also a legal compliance test for the Local Plan at its Examination in Public that its content is in accordance with the LDS.

Following changes in Legislation in 2011 and 2012 (through the Localism Act 2011 and the Town and Country (Local Plan) (England) Regulations 2012), there is no longer a requirement for local planning authorities to specify the timetables for producing other planning documents such as Supplementary Planning Documents (SPD's), the Community Infrastructure Levy (CIL) and the Statement of Community Involvement (SCI) in the LDS. Where these are referenced they are simply for information.

The current LDS, requires to be revised, to reflect the most up to date information re timescales and specific information regarding the documents that will be submitted for examination to the Secretary of State.

3. Implications for the Council

The main implications for the Council in agreeing to the revised LDS is to ensure that existing project management continue to be supported and that sufficient resources are made available for the Local Plan programme as far as is reasonable and practicable within current resource constraints.

Specific actions and activities regarding further public consultation on the Local Plan, the content of any revisions to the Local Plan and actions required to prepare the Local Plan for submission to the Secretary of State will be set out in a later Cabinet/Council reports. The proposed timetable for this is set out in the LDS.

4. Consultees and their opinions

There is no requirement to consult on the LDS.

5. Next steps

Once approved by Cabinet the LDS will be placed on the Council's website and will form part of the technical documents in the Local Plan evidence base when the Local Plan is submitted to the Secretary of State.

6. Officer recommendations and reasons

It is recommended that Cabinet approve the revised LDS.

7. Cabinet portfolio holder recommendation

Councillor Peter McBride, the portfolio holder, for Economy, Skills, Transportation and Planning, is in agreement with this report and asks Cabinet, to approve a revised version of the Council's Local Development Scheme (LDS) for the Local Plan, which is appended to this report.

8. Contact officer and relevant papers

Richard Hollinson - Policy Group Leader, Planning Services
richard.hollinson@kirklees.gov.uk
(01484) 221000

9. Assistant Director responsible

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

Background Papers:

- Local Development Scheme - dated August 2016 (attached)



Kirklees Local Plan

Draft

Local Development Scheme

August 2016

Contents

- 1.0 Introduction
- 2.0 The current Development Plan
- 3.0 The Kirklees Local Plan
- 4.0 The Local Plan – Timetable
- 5.0 Resource Management
- 6.0 LDS Timelines

1.0 Introduction

- 1.1 The Local Development Scheme is the timetable for producing the planning documents that will make up the Local Plan. The Local Development Scheme (LDS) tells you when documents will be produced and when you can expect to get involved. A LDS is required under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).
- 1.2 Following changes in Legislation in 2011 and 2012 (through the Localism Act 2011 and new Town and Country (Local Plan) (England) Regulations 2012), there is no longer a requirement for local planning authorities to specify the timetables for producing other planning documents such as Supplementary Planning Documents (SPD's), the Community Infrastructure Levy (CIL) and the Statement of Community Involvement (SCI) in the LDS. However, the Council is aware that this is useful information that should be publicly available. Consequently, a list of those the Council is proposing to prepare and review will be included in future revisions of the LDS as appropriate.
- 1.3 The Local Plan for an area sets the rules for how the area will develop over time. Local Plans are the key to delivering sustainable development that reflects the vision and aspirations of our area. These documents taken together will set a clear vision for the area, together with a strategy for delivering it.
- 1.4 The LDS also sets out the resources that will be required and an approximate timetable for preparing each component of the document plan. The LDS will be kept up to date - considering the need to revise it on, at least, an annual basis.
- 1.5 The LDS must specify:
 - the local development documents which are to be development plan documents;
 - the subject matter and geographical area to which each development plan document is to relate;
 - which development plan documents (if any) are to be prepared jointly with one or more other local planning authorities;
 - any matter or area in respect of which the authority have agreed (or propose to agree) to the constitution of a joint committee;
 - the timetable for the preparation and revision of the development plan documents; and
 - such other matters as are prescribed.
- 1.6 The LDS will be published and kept up to date on the Council's website: www.kirklees.gov.uk/localplan

2.0 The Current Development Plan

- 2.1 Legislation states that planning applications must be determined in accordance with the development plan unless material considerations indicate otherwise.
- 2.2 The statutory development plan for Kirklees is currently comprised of saved policies from the Kirklees Unitary Development Plan (1999) and national policy and guidance.

Unitary Development Plan (1999)

- 2.3 The Unitary Development Plan (UDP) sets out the council's policies and proposals for the use and development of land and buildings. The plan was adopted on 1 March 1999 and constitutes the statutory development plan for Kirklees, except for that part of the District which is within the Peak District National Park (where the national park plans are in force).

Saved Policies

- 2.4 As a result of a direction issued by the Secretary of State for Communities and Local Government, from 28 September 2007 some of the policies in the UDP continue to have effect - these are called saved policies. The planning system allows the Council to 'save' existing policies until they are replaced by policies in the Local Plan (although they will continue to have full effect until the Local Plan is formally adopted by the council as the new development plan). The Council has received Directions from the Secretary of State setting out those policies from the Unitary Development Plan that are 'saved'. The list of saved policies can be viewed at: www.kirklees.gov.uk/udp

3.0 The Kirklees Local Plan

The Local Plan

- 3.1 The Local Plan is the new development plan being produced for Kirklees.
- 3.2 The Local Plan will also set out the areas of Kirklees that need protection, including valuable open spaces, areas with high environmental quality and historic value. It will set out the infrastructure needed to make sure that any new developments are sustainable.
- 3.3 The Local Plan will contain a map of the district showing where land has been identified for different uses such as housing, employment and open space. Planning policies will also be set out to make sure that development which comes forward will be sustainable. The Local Plan, once it has been adopted, will form part of the statutory Development Plan covering Kirklees, which is the basis for all planning decisions.
- 3.4 The Kirklees Local Plan will comprise a number of documents, including:

Local Plan: Strategy and Policies: The Local Plan will establish the vision, strategic objectives for the development of Kirklees up to 2031 and a spatial strategy setting out how development will be accommodated across the district. It also confirmed how many new homes and jobs are needed in the future for the district and provides policies which will determine how development proposals are determined.

Local Plan: Allocations and Designations (and Proposals Maps): Part 2 of the Local Plan sets out the different allocations and designations that are included subdivided into different categories and areas depending on their strategic nature. The Proposals Map illustrates geographically, on an Ordnance Survey base, the application of policies in the Local Plan and where planned development is expected to take place.

Other Planning Policy Documents

- 3.5 In addition to the Local Plan the council is also preparing other planning policy documents which will supplement the policies and assist the delivery of the Local Plan:

Community Infrastructure Levy (CIL): To support the production and implementation of the Local Plan, the Council will introduce a Community Infrastructure Levy (CIL). This is a locally set planning charge which can be used to help deliver infrastructure to support the development of the area. The relevant charges for different types of development in different parts of Kirklees will be set out in a charging schedule.

Supplementary Planning Documents (SPD's): These documents provide further guidance and information relating to one or more specific policies or proposals set out in the Local Plan. As they are not part of the statutory development plan, the LDS is not required to programme the preparation of SPDs. However, they will be a material consideration in considering relevant planning proposals and it is intended that a series of SPDs will be produced to provide further guidance on Local Plan policies.

In addition the Council intends on reviewing all current SPD's and guidance. This is an ongoing process and the LDS will be updated to reflect any changes in current or future plans for SPD's. Up to date details will be published and maintained on the council's planning policy web pages.

Area Action Plans (AAP's): The purpose of Area Action Plans are to help shape the future of particular parts of Kirklees which area expected to significantly change over time by developing a shared direction for the area and co-ordinating development proposals across a number of significant sites. AAP's will provide a detailed planning framework for areas that are subject to significant development and change, provide guidance on delivery tools and mechanisms for growth in homes and jobs and infrastructure needs.

Neighbourhood Development Plans: Since April 2012, local communities have been able to produce Neighbourhood Plans for their local areas, putting in place planning policies for the future development and growth of the neighbourhood. Similar to a local plan, it can contain a vision, aims, planning policies, proposals for improving an area or providing new facilities, or allocation of key sites for specific kinds of development. A neighbourhood plan will be subject to examination and referendum. Where they are brought into force, they will form part of the development plan. This statutory status gives neighbourhood plans more weight than other community documents such as parish plans, community plans and village design statements.

- 3.6 The Council also produces the following documents which do not contain planning policies but which national planning policy and legislation requires the council to produce:

Statement of Community Involvement (adopted 2015) – The revised Statement of Community Involvement (SCI) was adopted by the Council on 22nd September 2015 and this document replaces the SCI adopted in 2006. The purpose of the document is to set out how we will work with local communities and stakeholders to develop planning policy documents such as the Kirklees Local Plan or guidance on specific issues. You can view the SCI on the Council's website:

www.kirklees.gov.uk/localplan/communityinvolvement

The Annual Monitoring Report – The Annual Monitoring Report (AMR) assesses the progress towards the Local Plan and monitors the effectiveness of policies. The report covers a number of indicator areas including progress towards the Local Development Scheme, housing, employment, open space and flooding. You can view the AMR on the Council's website:

www.kirklees.gov.uk/localplan/annualMonitoringReport

Monitoring and Review

- 3.7 This LDS will be reviewed and updated regularly to maintain a flexible and realistic timetable for document production, ensuring that production programmes are aligned with resources. Updates will be published on the Kirklees web-site and progress on delivery of plans will be tracked through the Annual Monitoring Reports (AMR). To check for the latest update to the LDS at any time and key updates to specific stages in the preparation of the Local Plan visit the council's website:

www.kirklees.gov.uk/localplan

4.0 The Local Plan - Timetable

- 4.1 A profile for each of Local Plan submission documents is provided below, setting out the scope of the document and the proposed timetable for its preparation between the current stage and the formal adopted of the documents.

Local Plan Part 1 - Strategy and Policies	
Overview	
Role and content	The Local Plan will establish the vision and strategic objectives for the development of Kirklees up to 2031 and a spatial strategy setting out how development will be accommodated across the district.
Geographical Area	District wide
Chain of conformity	National Planning Policy Framework
Local Plan Part 2 - Allocations and Designations (and Proposals Maps)	
Overview	
Role and content	Part 2 of the Local Plan sets out the different allocations and designations that are included, subdivided into different categories and areas depending on their strategic nature.
Geographical Area	District wide
Chain of conformity	National Planning Policy Framework
Timetable and milestones	Dates
Publication Consultation	November 2016
Submission to Secretary of State	March 2017
Examination	April – December 2017
Adoption	Early 2018

Community Infrastructure Levy – Charging Schedule	
Overview	
Role and content	The CIL Charging Schedule will set out standard charges that the Council will levy on specified types of development to contribute towards the delivery of essential infrastructure across the district. The CIL charging schedule will not set out the governance arrangements which will dictate CIL expenditure.
Geographical Area	District wide
Chain of conformity	National Planning Policy Framework, Kirklees Local Plan and CIL Regulations
Timetable and milestones	Dates
Publication	November 2016
Submission to Secretary of State	March 2017
Examination	April - December 2017
Adoption	Early 2018

5.0 Resource Management

Resources

- 5.1 The Planning Policy Group in the Investment and Regeneration Service has the responsibility for the preparation and review of the Local Plan, the CIL charging schedule and the maintenance and development of the evidence base and of the representations database. The team is assisted by staff from other teams across the council.
- 5.2 Current team structures/resources have been satisfactorily managing initial evidence gathering, early engagement/consultation on the Local Plan, and initial expressions of interest from neighbourhood planning. As demands for neighbourhood planning, area action planning and supplementary planning documentation increase appropriate resources will need to be made available, alongside resourcing the Examination in Public, which can include venue hire, additional office equipment and the appointment of an independent Programme Officer to run formal proceedings. The council will need to enter into a service level agreement with the Planning Inspectorate regarding the Examination in Public and the Inspector's Reporting stage.
- 5.3 In addition the preparation of the Local Plan is particularly reliant on resources outside of the team, including colleagues involved in the following work areas:
- Planning Policy and Development Management
 - Highways and Transport
 - Flood/drainage
 - Education
 - Public Health
 - Minerals and Waste
 - Housing strategy and delivery
 - Economic development
 - Town centres/Retail
 - Environmental Health
 - Green Infrastructure
 - Legal
 - Business Support
 - Energy
 - Conservation and Heritage
 - Environmental protection, air and water quality and noise

It is important that the council provides continued support and resource for these teams to ensure the Local Plan is robust and credible.

6.0 LDS Timelines

	2015												2016												2017												2018																														
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D																			
Local Plan Documents																																																																			
Local Plan Part 1 - Strategy and Policies	P	P	P	P	P	P	P	P	P	P	C	C	C	R	R	R	R	R	R	R	R	R	R	P	P	R	R	S	E	E	E	E	E	E	E	E	E	E	E	E	I	A																									
Local Plan Part 2 - Allocations and Designations	P	P	P	P	P	P	P	P	P	P	C	C	C	R	R	R	R	R	R	R	R	R	R	P	P	R	R	S	E	E	E	E	E	E	E	E	E	E	E	E	E	I	A																								
Community Infrastructure Levy – Charging Schedule	P	P	P	P	P	P	P	P	P	P	C	C	C	R	R	R	R	R	R	R	R	R	R	P	P	R	R	S	E	E	E	E	E	E	E	E	E	E	E	E	E	I	A																								
Area Action Plans (TBC)																																																																			
Supplementary Planning Documents (TBC)																																																																			
Neighbourhood Plans (TBC)																																																																			

KEY:
P: Plan Preparation **R:** Responding to the consultation **E:** Examination in Public
C: Consultation **P:** Publication Consultation (6 week period) **S:** Submission to Secretary of State **I:** Inspectors Report **A:** Adoption

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Name of meeting: CABINET
Date: 23 August 2016

Title of report: Proposed changes to the current payment period for Kirklees Council housing tenancies.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes - affects all wards
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Key Decision - Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name	Jacqui Gedman - 12.08.16
Is it also signed off by the Director of Resources?	David Smith – 15.08.16
Is it also signed off by the Assistant Director (Legal, Governance & Monitoring)?	Julie Muscroft – 12.08.16
Cabinet member portfolio	Housing and Enforcement Management - Cllr Naheed Mather

Electoral [wards](#) affected: All

Ward councillors consulted: None

Public or private: PUBLIC

1. Purpose of Report

- 1.1 To seek Cabinet approval to vary the Council's secure tenancy agreement in order to replace the current weekly payment (debit) period with a monthly one. It is proposed that this change takes effect from Thursday 1st December 2016.
- 1.2 To provide details of the context and practical implications.

2. Summary

- 2.1 Weekly debits have been used in the social housing sector for decades because historically this represented the frequency that employees were paid their wages and it made commercial sense to align the two. Rent was charged in this way so that priority bills could be paid as soon as the income was received, thus allowing people to budget effectively until the next pay day. Times have changed and the majority of people are

now paid a salary into a bank account on a four-weekly or monthly basis. The full introduction of Universal Credit (UC) will mean that the majority of Kirklees Council tenants will also receive their benefits on a calendar month basis.

- 2.2 The alignment between income and rental periods is required to allow tenants to budget effectively for rent due in accordance with their income cycle, whilst helping KNH to maximise the collection of rental income

3. Information Required to take a Decision

3.1 Background

- 3.1.1 The introduction of monthly debit periods would complement and help to support a number of key Government, Council and KNH priorities. The key policy changes driving the move towards a monthly debit period are the introduction of UC and a reduction in central funding for local authorities, which has increased the need to deliver savings through efficiencies. The key KNH priority met by this proposal is to minimise the negative impact of welfare reform whilst maximising income.
- 3.1.2 When the roll-out of UC is complete within Kirklees, approximately 10,000 tenants currently in receipt of Housing Benefit (HB) will begin to receive their income on a monthly basis as a 'surrogate salary'. Tenants who have become used to budgeting on a weekly or fortnightly basis to match their benefits income will suddenly receive a whole month's worth of benefit payments in one lump sum and be expected to budget effectively for the rest of the month. This will be a challenge for many tenants and will have a significant impact on the collection of rental income. Introducing a monthly debit period that aligns the period over which income is received with the period over which rent is charged will benefit both the tenant and the organisation by helping to make it clear how much rent is due over the period for which income is received. Equal monthly debits can be charged as UC payments will not be varied according to the number of days in each assessment period.
- 3.1.3 The expectation and ability for tenants to pay a month's rent on receipt of their UC payment is a key element of KNH' response to the significant risk that welfare reform poses to income collection. Tenants making a claim for UC will not receive their first payment until at least a full calendar month and seven days has passed with their first payment intended to be used to cover their rent for the month in front. KNH are currently considering ways to mitigate the impact of this delay in payment on income collection.
- 3.1.4 A move to monthly debit will also resolve the issue of matching up a monthly charge to the monthly benefit payment as currently the UC the calendar month benefit payment does not match cases with the 4 or 5 weeks debits raised through the month.

3.2 Timescales

- 3.2.1 Monthly debits can be introduced at any time of the year but there are a number of factors which will influence the decision. They include:
- **Part apportionment of weekly rent during changeover** - This is one of the most complex parts of changing the system from weekly to monthly debits. It has now been thoroughly tested.
 - **Progress of Universal Credit roll-out** – The Department of Work and Pensions (DWP) have indicated that UC will not be rolled out to other claimant groups within Kirklees until at least April 2017. On this basis UC may not have a significant impact on arrears cases until 2017.

- **The cost of implementation** - Costs could be minimised by co-ordinating the legal notification process with the Pay to Stay notification.

3.2.2 Further details on the proposed implementation can be found in Appendix A

3.3 Cost of Implementation

3.3.1 The costs of implementation are estimated as follows:

DESCRIPTION	COST
Civica Consultancy (min. 15 days + expenses)	£16,000
Printing and postage(23,000 x 60.24p x 2)	£27,710
Staff time (30 days @ £143.12 per day (£19.34 per hour) for System Consultant)	£4,300
KIT	TBC
Contingency (10%)	£5,000
TOTAL	£53,010

*Civica is the software supplier of the KNH Universal Housing and Contact Manager housing management systems

3.4 Practical Implications

The Variation of the Tenancy Agreement

3.4.1 Each Council tenant has a tenancy agreement with the Council which is in a standard form. This tenancy agreement is a legal document and states the period for which rent is due. To introduce a monthly debit period a formal legal process under Section 103 Housing Act 1985 would have to be instigated to change the tenancy agreement. This includes consultation with all existing tenants. The outline implementation plan is fully set out in Appendix A.

3.4.2 It is a three stage process to vary the Council's tenancy agreement. The first stage is to serve what is called a Preliminary Notice on each tenant. The notice must set out the proposed changes to the Council's tenancy agreement and inform the tenant of the nature and effect of the changes. The notice must also invite the tenant to comment upon the proposed changes and give sufficient time for such changes to be made. This consultation requirement is in addition to any requirement for consultation with tenant representatives.

3.4.3 The second stage is the analysis and evaluation of the comments received in response to the Preliminary Notice. All comments received within the consultation period must be considered and evaluated by the Council and in the light of the evaluation the Council must then consider whether it is appropriate to proceed with the proposed changes. Officers recommend that the evaluation of the consultation and the decision of whether to proceed to proceed with the proposed changes should be delegated to the Portfolio Holder.

3.4.4 The third stage is if and when the Council decides to proceed with the changes to the secure tenancy then the Council must serve a notice of variation on each tenant not less than four weeks before the change is to take effect

System Implications

- 3.4.5 Monthly debiting has now been implemented in the test environment of the Universal Housing and Contact Manager housing management systems. We have tested that the concept works by raising the rent debit over several periods, starting and ending tenancies and generating rent statements. These are all working as expected.
- 3.4.6 In order to implement monthly debits on the 1st December 2016 a part weekly apportionment charge needs to be applied. This has been successfully run in the test environment.
- 3.4.7 From a resourcing point of view, monthly debits would help to spread the workload of the Arrears Recovery Team over a longer time period and focus recovery interventions at the right time with the right people. The rent debit would be raised at the start of each month. Software has been developed to incorporate analysis of arrears based on an expected payment date. This would allow arrears recovery officers to send reminders and to monitor missed payments on a daily basis allowing timely intervention throughout the month.

4. Implications for the Council

Transaction Costs

- 4.1 Reducing the number of debit periods each year from 52 to 12 will result in up to 73% less rent payment transactions and generate cost savings of £122k per annum based on the 12,400 tenants not currently on full housing benefit. It is anticipated that the realisation of such savings will be maximised over time as more tenants move to making one monthly payment.

Universal Credit

- 4.2 Universal Credit was rolled out for new single claimants within Kirklees in June 2015. When it is fully rolled out to all benefit claimants the approximate value of rental income considered to be at risk from working age tenants is £30m per annum or 37% of the 2015/16 annual rent debit. To ensure that rent continues to be viewed as a priority payment for tenants and to maximise rent collection it needs to be charged on a basis consistent with the income being received.

Interface with Customer and Exchequer Services (C&E)

- 4.3 During discussions it has been identified that to implement a monthly debit C&E would have to assign new claim numbers to all existing claimants. This is a significant task that would require input from Northgate, who are the main software supplier of the C&E management systems. Following the change a high volume of manual changes would need to be made to claimant accounts in order to backdate claims and recover overpayments. This would be time consuming and expensive and would potentially affect the accuracy of the Housing Subsidy claim. Due to the risk associated with this piece of work a further option has been put forward as per 4.4.
- 4.4 The Housing Benefit export has been tested to ensure that the monthly debit can be converted into a weekly amount for transfer on the interface with Northgate. In this way KNH could achieve the benefits of implementing monthly debits without requiring C&E Services to change their own systems.

Equalities

- 4.5 Monthly debits will end the inequality between tenants receiving HB and those who are not as everyone will be required to meet a monthly debit. Providing the rent account is clear at the end of the month no recovery action will be necessary. If tenants choose to continue to pay their rent weekly they will still be able to do so.

5. Consultees and their opinions

- 5.1 Consultation has taken place with Communities Who Can (CWC) in January 2016 and Tenant and Resident Committees in March 2016. CWC were happy with the proposals but wanted assurances that customers could still pay weekly if they wanted. They also wanted communications in an easy to understand format.
- 5.2 Tenant and Resident Committees fully understood why we would want to move to a monthly debit. They believe tenants are already familiar with the concept of monthly payments through Council Tax and other utilities which charge monthly. They believed a monthly charge would be easier for tenants to manage. The only concern raised was how the elderly or vulnerable would be affected. We assured them that tenants paying weekly could continue to do so.

6. Next steps

- 6.1 Subject to Members approval Council and KNH officers will prepare for the implementation of Monthly Debits from 1 December 2016 as set out in Appendix A.

7. Officer Recommendations and Reasons

- 7.1 It is recommended that Cabinet:
- 7.1.1 Approves the service of a Preliminary Notice under Section 103 Housing Act 1985 informing Council tenants of the proposals to vary the Council's tenancy agreement to require tenants to pay rent monthly, such rent to be due at the end of each monthly period.
- 7.1.2 Delegates to the Cabinet Portfolio Holder for Housing and Enforcement Management the decision, following her evaluation of consultation received in response to the Preliminary Notice, on whether the Council should proceed to implement the proposals to vary the Council's secure tenancy to require tenants to pay rent monthly, such rent to be due at the end of each monthly period
- 7.2 The change from weekly to monthly debits is largely a systems and administrative change. Monthly debit periods will not have an impact on the value of rent due from a tenant over the course of a year it will merely change the individual periods over which the same rent is charged. Tenants may still choose to pay rent weekly but as long as expected payments are received during the month, no recovery action will be necessary.
- 7.3 The introduction of monthly debits will produce a reduction in the number of debit periods from 52 to 12 thus reducing transaction costs.
- 7.4 Once UC is fully rolled out the potential rental income at risk is £30m. By introducing monthly debits the alignment between income and rental periods will be maintained. This will allow tenants to budget effectively for rent due in accordance with their income cycle, whilst helping KNH to maximise the collection of rental income.

8. Cabinet portfolio holder recommendation

The Cabinet Portfolio Holder, for Housing and Enforcement Management, Councillor Naheed Mather, recommends that Cabinet:

- Approves the proposed introduction of a monthly debit period for housing tenancies from 1 December 2016.
- Notes that the change from weekly to monthly debits is largely a systems and administrative change. Monthly debit periods will not have an impact on the value of rent due from a tenant over the course of a year it will merely change the individual periods over which the same rent is charged. Tenants may still choose to pay rent weekly but as long as expected payments are received during the month, no recovery action will be necessary.
- Notes that the introduction of monthly debits will produce a reduction in the number of debit periods from 52 to 12 thus reducing transaction costs.
- Notes that by introducing monthly debits the alignment between income and rental periods will be maintained. This will allow tenants to budget effectively for rent due in accordance with their income cycle, whilst helping KNH to maximise the collection of rental income.

9. Contact officer

Helen Geldart, Head of Housing Services

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helen.geldart@kirklees.gov.uk

Jacky Thomas, KNH Acting Head of Neighbourhood Services

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10. Background Papers and History of Decisions

January 2016 - Portfolio Briefing

11. Assistant director responsible

Kim Brear - Assistant Director, Place

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kim.brear@kirklees.gov.uk

Appendix A

OUTLINE IMPLEMENTATION PLAN FOR MONTHLY DEBITS

DATE	ACTION REQUIRED
MAR – JUN 2016	Test the set-up and working of monthly debits for a sample group of 100 tenants within the Universal Housing (UH) test system
MAY-JUN	Review arrears policy in UH to ensure it can be made to work effectively on a monthly basis. Confirm that the new functionality within UH based on expected payment dates works as intended for mid-month account monitoring.
JUN-AUG	Further testing and amendment to scripts as required.
JUL	KNH and KC Legal to agree the wording of the preliminary notice and amended tenancy agreement
	Detailed implementation plan to be agreed with stakeholders and go live date confirmed.
5 SEPT	STAGE 1 legal consultation period with tenants begins (4 weeks)
3 OCT	STAGE 1 legal consultation period with tenants ends
5 -10 OCT	Feedback from consultation presented to the Portfolio Holder and a decision made on whether to proceed with implementation.
18-26 OCT	STAGE 2 - Legal notice of variation to the tenancy agreement printed and posted to all tenants
2 NOV	STAGE 2 deadline for tenants to be notified of the change to their tenancy agreement (28 day notice period)
NOV	Staff training
24/26/27 NOV	Joint Civica/KNH work to prepare for the system to go live.
1ST DEC	LIVE IMPLEMENTATION OF MONTHLY DEBITS - change to tenancy agreement takes effect

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Name of meeting: Cabinet

Date: 23rd August 2016

Title of report: District Committee New Homes Bonus Funding

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 - 11.08.16
Is it signed off by the Director of Resources?	David Smith - 10.08.16
Is it signed off by the Assistant Director - Legal, Governance & Monitoring?	Julie Muscroft - 10.08.16
Cabinet member portfolio	Cllr David Sheard - Leader - Cllr Shabir Pandor - Deputy Leader Strategy and Strategic Resources - New Council and Regional Issues

Electoral [wards](#) affected: N/A

Ward councillors consulted: N/A

Public or private: Public

1. Purpose of report

Cabinet are requested to consider an amendment to the 2016/17 New Homes Bonus (NHB) budget devolved to District Committees.

2. Key points

Background

2.1 On 24 March 2016 Cabinet approved a set of criteria and principles for District Committee budgets for 2016/17 which included criteria for the NHB budget devolved to District Committees.

2.2 On 4 July 2016 a report was taken to Overview and Scrutiny Management Committee to provide an update on progress made to implement the NHB criteria and seek support on how NHB could be used to support New Council priorities.

The report was well received and it was recognised that a flexible approach was needed to support both New Council and local priorities.

2.3 In light of Overview and Scrutiny Management Committee discussion and comments received from portfolio holders, the Leader and Deputy Leader of the Council are proposing an amendment that allows District Committees greater flexibility to spend their NHB budget as follows:-

2.3.1 The following criteria is applied to 10% of the 2016/17 NHB budget:

- 2.3.1.1** Awards should not be made to individuals.
- 2.3.1.2** Wider community benefits must be demonstrated.
- 2.3.1.3** Schemes must adhere to the Council's Financial Procedure Rules.

2.3.2 The criteria approved by Cabinet 24 March 2016 remains unchanged is applied to the remaining 90% of the 2016/17 NHB budget.

2.4 The 2016/17 NHB budget allocated to each District Committee, along with the proposed 10% of this allocation is set out below:-

District Committee	NHB Budget Allocation	10% of NHB Allocation
Batley and Spen	£282,059.00	£28,205.90
Dewsbury and Mirfield	£148,170.00	£14,817.00
Huddersfield	£320,568.00	£32,056.80
Kirklees Rural	£175,203.00	£17,520.30
Total	£926,000.00	£92,600.00

3. Implications for the Council

There are no specific implications at this time.

4. Consultees and their opinions

The views of portfolio holders have been sought, in regard to the proposed amendment to the NHB criteria.

5. Next steps

Subject to approval from Cabinet, the amendment to the 2016/17 New Homes Bonus budget will be implemented.

6. Officer recommendations and reasons

Cabinet is requested to consider the proposed amendment to the NHB criteria set out in paragraph 2.3 of this report and make a decision as to whether to support it.

7. Cabinet portfolio holder recommendation

Cllr David Sheard the Leader and Cllr Shabir Pandor the Deputy Leader, portfolio holders, for Strategy and Strategic Resources - New Council and Regional Issues, support the proposed amendment set out in paragraph 2.3 above and would ask that Cabinet approves the amendment.

8. Contact officer and relevant papers

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9. Assistant Director responsible

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Name of meeting and date: Cabinet Committee – 23rd August 2016

Title of report: Transformation of Council Pre-school Daycare Services - Phase 6

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	Sarah Callaghan 20 th July 2016
Is it signed off by the Director of Resources?	David Smith (Debbie Hogg) 15 th July 2016
Is it signed off by the Assistant Director – Legal, Governance & Monitoring	Julie Muscroft 29 th July 2016
Cabinet member portfolio	Cllr Masood Ahmed, Portfolio Holder for Community Cohesion and Schools

Electoral wards affected: Ashbrow

Public or private: Public

1. **PURPOSE**

- 1.1 This report provides an update about proposals for delivering the requirements of the Medium Term Financial Plan (MTFP) 2015-18 within the Council's agreed Childcare Commissioning and Market Management Framework. It specifically seeks approval to proceed with proposals at Tiddlywinks Nursery, Deighton, Huddersfield.

2. **INTRODUCTION**

- 2.1 The provision of childcare has two key objectives. Firstly, to support child development and improve long term outcomes for children; secondly, to support parents into employment or training, thereby reducing poverty and disadvantage in both the immediate and long term. The provision of high quality childcare services underpins the Kirklees Economic Strategy; Health and Well Being Strategy and supports the key planks of new council activity around economic resilience; and early intervention and prevention.

- 2.2 In January 2011, Cabinet agreed to take a phased review of all Council pre-school childcare services within an approved Childcare Commissioning and Market Management Framework. This allowed for decisions about future pre-school daycare services to be made based on sufficiency data, statutory duties and the Councils priorities. Phase 1, 2, and 3 of the review resulted in new models of delivery at Paddock, Staincliffe and Healey, Thornhill (Overthorpe), and the merger of Tiddlywinks and Chestnuts nurseries. Phase 4 resulted in the closure of Batley nursery. Phase 5 related to Little Jacks where approval was given to operate a term-time only model and open up discussion with Moor End Academy Trust to transfer the management of the daycare over to the trust; this is due to be implemented before the end of the calendar year. The focus of this paper is Tiddlywinks Nursery. Tiddlywinks is the last remaining LA managed nursery without an agreed, long term viable solution.

3. STATUTORY CHILDCARE SUFFICIENCY DUTIES

- 3.1 Currently all 3 and 4 year olds are entitled to 15 hours of free early education and care provision; this was extended to 20% of 2 year olds from September 2013 and 40% of two year olds from September 2014. From 2017, 3 and 4 year olds whose parents work (subject to certain exceptions and conditions) will be entitled to 30 free hours. This expansion will increase the demand for pre-school places.
- 3.2 Statutory duties require local authorities to secure free early learning provision for each young child of a prescribed age. In addition, local authorities are required to secure, so far as is reasonably practicable, the provision of childcare, which is sufficient to meet the requirements of parents in order to enable them to take up, or remain in work; or undertake education or training. The duty does not require local authorities to directly deliver pre-school daycare services.
- 3.3 From September 2017, working parents of children aged 3-4 years old will be entitled to '30 hours free childcare' (subject to certain conditions and exceptions). This is in effect an additional 15 hours to the current free early education entitlement, of 15 hours a week, for 38 weeks per year for all 3 and 4 year olds. This new entitlement will place extra demand upon the Kirklees childcare market, however, new demand will be limited by the fact that around half of families who will be expected to be entitled to 30 hours will already be working and therefore already accessing and paying for childcare. It is therefore likely that the introduction of 30 hours free childcare will result in lower childcare fees for many families rather than creating high levels of new demand.

4. CURRENT CHILDCARE SUFFICIENCY POSITION

- 4.1 In common with many areas of Kirklees, the Ashbrow childcare market is both diverse and vibrant. Sufficiency of places for 2, 3 & 4 year olds in the Ashbrow ward area does not significantly rely on the provision at Tiddlywinks nursery. An assessment of places carried out in June 2016 (the busiest time of year) indicates that good quality childcare providers in Ashbrow are holding a number of vacant places. Vacant childcare places result in sustainability pressures for childcare providers and poses a risk their viability.
- 4.2 Term time vacancies and spare capacity exist at Christ Church CE Academy which is based on the same site as Tiddlywinks. Sufficient alternative all year round childcare places are also available locally (within walking distance).
- 4.3 Playmates playgroup which was also situated on the same site have very recently announced their closure due to insufficient demand (only 2 children booked for the autumn term 2016). The playgroup offered morning only sessions for up to 16 children

and a lunch club. The classroom they used within Christ Church CE Academy is located adjacent to the academy's nursery and could therefore be used to expand their provision if there were sufficient demand in future.

- 4.4 Estimates published in the 2015 Kirklees Childcare Sufficiency Assessment suggest that 27 new 15 hour places would be required to meet the new demand for "30 hours free childcare" in September 2017. Using the same methodology, excluding the Tiddlywinks provision, resulted in a requirement for 57 new 15 hour places.
- 4.5 A recent opportunity was launched to all Kirklees childcare providers to express an interest in expanding places to meet the new demand for '30 hours free childcare'. Expressions of interest in Ashbrow have been received for 114 additional 15 hour places. This suggests that the childcare market in the Ashbrow area is able to meet future mid-term demand.
- 4.6 Should the childcare sufficiency position change it is expected that the market will react accordingly in line with the Kirklees Childcare Commissioning and Market Management Framework.
- 4.7 Further Childcare Sufficiency information can be found in Appendix A.

5. TIDDLYWINKS CONTEXT

- 5.1 Tiddlywinks nursery is located in a bespoke modular building which is situated on the grounds of Christ Church CE Academy. The school has a nursery class and Playmates Playgroup are based on the same site. Tiddlywinks currently requires a budget (subsidy). In 2015/ 2016 this was £97,559. The budget for 2016/2017 is £96,286. As a small, localised traded service , Tiddlywinks financial results are sensitive to fluctuation in demand.
- 5.2 Current data suggests that with a few exceptions it is local parents (those living within 1km) who take up provision at Tiddlywinks. (Appendix A). The majority of parents who use Tiddlywinks do so because they are working, although there are some children who attend purely to take their free entitlement.
- 5.3 In addition to this specific contextual information, the proposals in this paper also take account of:
 - The move towards New Council and the Council priorities to focus on early intervention and economic resilience.
 - The latest childcare sufficiency assessment and the duties placed on the Local Authority to secure sufficient childcare so far as is reasonably practical.
 - The MTFP requirements.
 - The practicalities of implementing change over time.
 - The expansion of free childcare places for 3-4 year olds, from September 2017.

TIDDLYWINKS OPTIONS

The following options are presented for consideration by Cabinet:

- 5.4 **Model A - No change** (service open 7.30 am – 6 pm. The nursery closes for 2 weeks over Christmas and 1 week at Spring Bank.
- 5.4 A similar requirement to last year of a £96,286 subsidy is likely if no change is made to service delivery. Without change to service delivery, there will be a need for a long term subsidy. Continuing without change ignores the requirements of the Council's mid-term financial plan 2015/16

Continuing to deliver services without change can therefore not be recommended.

Model B - Delivery of a sustainable model managed by the host school which removes the requirement of future subsidies

- 5.5 There is a proven track record of successfully transferring the delivery of the council's childcare services to schools on three other sites. Benefits of this model have been:
- The Council's statutory duty to secure sufficient provision has been met and high quality provision continues to be delivered.
 - The Council has made expected savings without loss of needed services for children and parents.
 - Loss of staff jobs has been minimised by the transfer (TUPE) of staff to schools
 - Self-sustainable models have been delivered through economies of scale, financially and operationally;
 - Single admissions criteria and induction approaches for children along with the reduced impact of transition into school.
- 5.6 Tiddlywinks Nursery is on the same site as Christ Church CE Academy who are a member of the Enhance Academy Trust. Initial dialogue with the Trust has included sharing the childcare sufficiency information contained in this report.
- 5.7 Overthorpe C of E Academy who successfully received the transfer of the council's local childcare services in an earlier phase of service transformation are also members of Enhance Academy Trust. There is therefore already expertise and a willingness to support local services already within the Trust.
- 5.8 The Trust have considered the information provided alongside their local knowledge of the pupils of their school and the surrounding community. They have indicated that the evidence available in this case suggests that accepting the transfer of Tiddlywinks to the Trust would present unacceptable risks.

Transfer of Tiddlywinks to the Christ Church CE Academy is not a viable option.

- 5.9 However it is worth noting that the Trust have committed to using spare capacity within the school to help meet any future early learning and childcare needs in the area and based on evidence of parental demand will consider:
- offering early learning and childcare sessions on a flexible basis to meet the needs of parents
 - offering a lunch time service to link morning and afternoon sessions
 - adjusting the length of the day they offer to meet the needs of parents
 - expanding the number of places offered using space vacated by Playmates playgroup

Model C: - Transfer the service to an external party

- 5.10 There has been some initial, exploratory discussion with another party about the potential of transfer. However, after serious consideration; this opportunity is not being pursued because a sustainable business model could not be found within a reasonable threshold of risk. The business modelling took account of evidence of local demand, competition and the responsibility for transferring existing staff (TUPE).

Transfer of Tiddlywinks to an external party is therefore not considered a viable option.

Model D: - Closure

- 5.11 As a result of the analysis of the current position, it has become apparent that there is no compelling rationale for continuing to subsidise Tiddlywinks Nursery. The level of childcare vacancies held locally would suggest that closure of Tiddlywinks would not compromise the Council’s statutory childcare sufficiency duties. There are also solutions identified to meet future demand resulting from “30 hours free childcare”. This means that if Tiddlywinks was to close there will continue to be a place for every child eligible to access their free early education and sufficient places to support parents in work or training.
- 5.12 A number of families would need to find alternative childcare; however, there are a number of options available for parents. The attendance patterns of current children suggest over half of these would be able to be accommodated on the same site, either within Christchurch Academy or Playmates pre-school if this was the choice made by parents. Local Authority Officers will work closely with all affected families to provide an individual brokerage service to ensure they are able to find provision to suit their needs. It is recommended that if a closure decision is made, all fees associated with the notice period be waived to reduce barriers for parents in securing alternative provision.
- 5.13 In September 2016, 24 children will leave Tiddlywinks to take up their place in school. This will leave 21 children (based on current occupancy figures) who need alternative provision. At present there are no names on the waiting list for new admissions in September 2016. See **Appendix B** for further information.
- 5.14 A number of staff will need to be supported to secure alternative employment, where possible, within the council. Some may need to be supported through the redundancy process if there are insufficient employment opportunities within the council.

In Summary

- 5.15 Key considerations associated with these proposals are attached at **Appendix C** and a summary is presented below.
- 5.16 All models take account of the childcare sufficiency information including current and predicted levels of supply and demand for places.

Appraisal of the Models

	MODEL A (no change)	MODEL B (transfer to the Academy Trust)	MODEL C (alternative provider)	MODEL D (closure)
Focus on things that only the council can do	X	✓	✓	✓
Sufficiency for early education for 2, 3 & 4 year olds	✓	✓	✓	✓
Meets Mid Term Financial Plan requirements	X	✓	✓	✓
The practicalities of implementing change over time	✓	X	X	✓

Therefore the only viable model that meets council priorities and the MTFP is model D Closure.

6. IMPLICATIONS FOR THE COUNCIL

6.1 Legal Implications

The proposals support the requirements to meet the Council's statutory childcare sufficiency requirements. The Council has a duty to secure the provision of childcare where reasonably practical. It does not require the Council to directly deliver childcare services. Any failure in the childcare market now or in the future will require appropriate intervention by the Council's Childcare Sufficiency officer to ensure that the childcare market is managed effectively and that provision is commissioned through open and transparent arrangements.

6.2 Financial Implications

The proposed recommended option is forecast to generate required MTFP savings for 2017. Any risks to achieving this will be reported as appropriate.

6.3 HR Implications

It is anticipated that these proposals will require a service review. Phase 1 to 5 of the transformation of the Council's daycare services did not result in any compulsory redundancies and all reasonable steps will be taken to avoid this in phase 6, however, the possibility cannot be fully ruled out, particularly as we move to New Council and opportunities are much reduced. The nursery currently has 15 employees, some of which are part-time and/or term-time:

1 x Manager, 1 x Deputy Manager, 12 x Nursery Practitioners,
1 x Cook, 1 x Domestic Assistant.

6.4 IT Implications

N/A.

6.5 Asset Implications

The modular building is less than two years old and the initial capital borrowing of c £250k (new build modular building) on a 20 year payback has an annual commitment of c£16,750 p.a. There could be other options for transfer and re-use of the building in line with corporate priorities.

Other costs associated with the potential close down of the modular building are legal fees for the dissolution of the lease between Kirklees Council, the school and diocese – this was in the region of £8k when initially set up and there would also be disconnection / move costs for the modular in the region of £3-5k.

On the plus side there would be a revenue saving in the region of £20k for the operation of the modular based on estimated full year costs

6.6 Impact on Councils Priorities

The options proposed would secure childcare services and ensure sufficiency of high quality childcare services for 2, 3 & 4 year olds. The proposals support the Council's early intervention and economic resilience priorities and new council approach.

6.7 Equality Impact Assessment

A stage 1 Equality Impact Assessment has been completed and is available on request from the contact officer (see below). The level of impact is low. It is anticipated that the majority of existing parents using affected services will experience minimal change and the legal requirements for childcare providers to comply with equalities legislation remains.

7. CONSULTEES AND THEIR OPINIONS

- 7.1 The CHYPS Portfolio Holder has been consulted and is supportive of this proposal. Further consultation regarding implementation with stakeholders including parents, staff and trade unions will be undertaken as appropriate.

8. NEXT STEPS

- 8.1 The implementation of the proposals within agreed timescales, which ensure:
- a) Effective communication and consultation with parents, children and staff
 - b) Effective communication and consultation with trade unions
 - c) Effective support for parents and children to manage any change
 - d) Effective support for staff
 - e) Effective publicity and communication with the wider community and the press
- 8.2 Any variations to this proposed course of action will be reported to Learning and Skills Management Team and Portfolio Holder as appropriate.

9. OFFICER RECOMMENDATIONS AND REASONS

- 9.1 For members to approve the proposal in Model D, which will result in the closure of the service. This proposal would meet the MTFP savings, Councils priorities and statutory duties.
- 9.2 For members to approve the proposals associated with implementation which will secure effective support for children, families and staff.

10. CABINET PORTFOLIO HOLDER'S RECOMMENDATIONS

- 10.1 That Cabinet consider the recommendations given by officers and make an informed decision which is appropriate for the children, families & staff affected

11. CONTACT OFFICER AND RELEVANT PAPERS

Carol Lancaster, Head of Programme - Schools as Community Hubs
E-mail: carol.lancaster@kirklees.gov.uk

12. ASSISTANT DIRECTOR RESPONSIBLE

Gill Ellis - Assistant Director Learning & Skills

Appendix A

Distance Travelled to take up childcare at Tiddlywinks Nursery (km)

Age group	Daycare	Funded Only
2 year olds	3.2 (distorted by a low no. of children [4] and one child travelling a large distance [8.6km])	0.3
3 and 4 year olds	0.7	1.2
Average(for all children)		1.1km

Childcare Sufficiency Information

Current level of pre-school childcare vacancies within 1 mile (1.6km) of Tiddlywinks					
Full Time			Part Time (15 hour)		
Group settings	Good	18	Schools (summer term)	Good	9
Childminders	Good	10	Schools (summer term)	Requires Improvement	32
Childminders	Requires Improvement	5			
Total		33	41		
Current demand (Tiddlywinks June 2016 role)		20	25		
Remaining vacant capacity if Tiddlywinks closed		13	16		

Take – up of early education for eligible 2 year olds (summer 2016):

Ashbrow – 78 % (Kirklees average – 71%)

Future Estimates: “30 hours free childcare” (No. of new 15 hour places required from Sept. 2017)

With Tiddlywinks & Playmates	Without Tiddlywinks & Playmates
------------------------------	---------------------------------

Expressions of interest received to expand 3 – 4 year old places to meet the 30 hour demand:

Ashbrow – Expression of interest from 5 providers to create **98** extra 15 hour places.

Further capacity is also now available in the space vacated by Playmates Playgroup for up to **48** extra 15 hour places should these be need in the future.

Appendix B – Potential Number of Displaced Children

Number of children affected based on current occupancy (Summer 2016 term)

45 children in total attending Tiddlywinks. Of which 32 are 3-4 year olds/ 13 are 2 year olds

Funded only	Term time	Full Year	Total for age group	Notes
2 year olds	7		7	24 move to school in September 2016
3 – 4 year olds	18		18	
Daycare				
2 year olds	2	2	4	
3 – 4 year olds	3	11	14	
		Total children	45	21 children needing alternative provision.

APPENDIX C - Key Considerations

Model	Opportunities	Risks	Action to mitigate risks
A: No change.	<ul style="list-style-type: none"> • Service remains the same • Consistency for staff, parents and children. 	<ul style="list-style-type: none"> • Mid-term Financial plan savings not met • Continuation of subsidy in current form could be challenged as it is based on historical practice and is not compliant with the Councils agreed childcare commissioning and Market Management Framework 	These risks cannot be effectively managed.
B: Delivery of a sustainable model managed by the host school which removes the requirement of future subsidies. (currently not an option)	<ul style="list-style-type: none"> • Links to Council Priorities • Statutory duties met • Contributes to Medium Term Financial Plan by removing the need for subsidy . • Continues to offer services for parents taking up training or those who work term-time only • Single working culture and ethos • Reduced impact of transition into school for children and families. 	<ul style="list-style-type: none"> • Staff may feel unsettled about the changes. • A sustainable financial model may not be possible 	<ul style="list-style-type: none"> • Effective monitoring and reporting of business effectiveness and flexibility of approach to service management and delivery • Stimulate the growth of alternative provision if required • Promote the high quality of provision in the nursery • Ensure staff are supported through change.
C: Transfer to an external organisation (currently not an option)	<ul style="list-style-type: none"> • Links to Council Priorities • Statutory duties met • Contributes to Medium Term Financial Plan by removing the need for subsidy through economies of scale. • Continues to offer services for parents taking up training or those who work term-time only 	<ul style="list-style-type: none"> • Staff may feel unsettled about the changes. • A sustainable financial model may not be possible 	<ul style="list-style-type: none"> • Ensure staff are supported through change
D: Closure	<ul style="list-style-type: none"> • Budget savings made • Increased potential for sustainability of other providers in the area 	<ul style="list-style-type: none"> • Loss of provision in the area • Impact on young children and families currently accessing the service at Tiddlywinks • Staff reduction and redundancies 	<ul style="list-style-type: none"> • Support parents to find alternative provision. • Individual brokerage service to ensure families are supported in finding new provision, suitable to their needs • Supportive and focussed transition for the children • Support staff through deployment /redundancy process.

EQUALITY IMPACT ASSESSMENT FRONT COVER

Service Details

Ref No.

(to be allocated by the equality and diversity team)

Directorate:	Service:
CHYPS	Learning Service
Lead Officer:	Service Area/Team:
Carol Lancaster	Early Learning and Childcare Daycare
Officers responsible for Assessment:	Date:
Carol Lancaster	Update August 2016

About the proposal

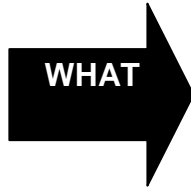
What are you planning to do?

X Change/Reduce

Remove

Introduce or charge

Review



X Service provision to the public

Policy

Employment Practice/Profile

Assessed level of Impact

High

Medium

X Low

Budget Affected

Capital

x Revenue

How has this issue come about?

x Budget Proposal

New funding/Grant Aid

Service Plan

Legal Duty

Loss/reduction in funding
(inc. end of funding period)

Other (please state) _____

Proposal detail (give a brief outline of what this is about – no max words)

Enter text here: For the Council to no longer directly deliver daycare for under 5's but to ensure statutory sufficiency duties through alternative providers.

Who is the proposal likely to impact?

Age

Marriage & Civil Partnership

Religion & Belief

Disability

Pregnancy & Maternity

Sex

Gender Reassignment

Race

Sexual Orientation

Other (please state) –

Enter Text Here:

Which ward area(s) is this likely to affect? Ashbrow

Have any of the following been completed? Y N

Stage 1 Screening Tool x

Stage 2 Legal Compliance

Stage 3 Customer focus assessment

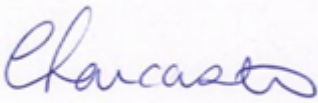
Is the proposal likely to have an adverse impact on compliance with the Public Sector Equality Duty?

	Y	N
Ending Unlawful Discrimination, harassment & Victimisation	<input type="checkbox"/>	x <input type="checkbox"/>
Promoting Equality of opportunity	<input type="checkbox"/>	x <input type="checkbox"/>
Foster Good Relations	<input type="checkbox"/>	x <input type="checkbox"/>

List any supporting documents

Enter Text Here:

Authorisation

Sign off by lead officer (name)	Signature	Date
Carol Lancaster		22 nd July 2016
Sign off by Assistant Director (name)	Date	
Gill Ellis		22 nd July 2016
Proposed Review Date		

Further Authorisation

Authorising Body	Signature	Date

EQUALITY SCREENING TOOL

This screening tool has been developed to assist you to make an initial assessment on the priority you may give to a proposal about, or review of a service, function, or policy in your area. It acts to indicate the likely impact this proposal could have on groups of people. Multiple proposals, or alternate options, can be run individually through this tool. It should be completed by someone who has knowledge of both the issue and the employees who will be carrying out the work. **[If you feel that there is likely to be a high impact then you can go straight to Stage 2 Document (Ensuring Legal Compliance)]**

LEVEL OF IMPACT Is an indication of the likely impact your proposal could have upon communities &/or employees.

GREEN = low; YELLOW = medium rising to - AMBER = high medium; RED = High;

RISK This is an indication of the chance of not being able to mount a successful defence if challenged.

GREEN =low; YELLOW = medium; AMBER = high medium; RED = High;

NB There is always a risk of challenge. A lack of evidence leads to a high score.

Directorate:
CHYPS
Lead Officer:
Carol Lancaster
Officers responsible for Assessment:
Carol Lancaster

Service:
Learning service
Service Area:
Early Learning and Childcare - Tiddlywinks Nursery
Date of Review:
22nd July 2016

Impact Scores (max = 100)

30 and below - your proposal is likely to have little if any impact.

31 - 40 An EIA could be considered

41 - 54 your proposal is likely to have a **wide impact**. An EIA is advised

55 and above An EIA is **STRONGLY** advised


RISK (see above)

Irrespective of the impact score; **IF risk background is GREEN less than 30%** then there is **likely to be sufficient evidence** demonstrate that **DUE REGARD** has been taken.


LEVEL OF IMPACT	RISK (%)
29	11

QUESTION No.	WHAT IS YOUR PROPOSAL?	type y or n	Comments (please explain your answer)
1	To withdraw a service, activity or presence	y	The local authority has a statutory duty to ensure sufficient childcare services are available. The outcome of this review must therefore meet the requirements of this statutory duty and ensure that childcare provision is available to meet the needs of working parents and to ensure that all 3 & 4 year olds and eligible 2 year olds are able to access their free entitlement to early education. Childcare services will still be available but will be delivered by other providers in the sector i.e. schools and other private, voluntary providers. There are approximately 18,000 childcare places in Kirklees. The Council is currently offering places to 45 children at Tiddlywinks in the Ashbrow area. The continued provision of childcare services through alternative means in the Ashbrow area will ensure that there is still sufficient childcare provision.
2	To reduce a a service, activity or presence	n	
3	To introduce or increase a charge for Service	n	
4	To change to a commissioned service	n	
5	To introduce, review or change a policy or procedure	n	
6	To introduce a new service or activity	n	
7	Is this about improving access to, or delivery of a service.	n	
8	Will you require supporting evidence on this issue	y	
	WHO WILL IT AFFECT?		
9	Does this affect Employees? If YES please list	y	Staff working in the daycare will be affected by the closure. Ashbrow ward will not be adversely affected since there is sufficient alternative provision in the ward and surrounding area. Approximately 21 children and families who are expected to take up a place in September 2016 will be affected.
10	Does this affect a <u>Single Ward or Locality ONLY</u>	y	
11	Does this affect most of Kirklees or its Residents	n	
12	Does this issue concern ANY Protected Characteristic Group.	n	
13	Can you foresee a negative impact on any Protected Characteristic Group(s)? If YES please state what these could be.	n	
14	If IMPACT at this stage is less than 15 answer Y to this question	n	IF YOU CAN ANSWER YES HERE THEN DO NOT ANSWER ANY FURTHER QUESTIONS

TAKING DUE REGARD			
<i>Where consultation was needed:</i>			
15	Have you got any general intelligence (research, consultation, etc.)? If YES please list any related documents.	y	Childcare Sufficiency Assessments, level of income and expenditure at the nursery, levels of subsidy required. Further information can be found at http://www.kirklees.gov.uk/you-kmc/partners/childrenFamilies/childcareSufficiency.aspx support will be offered to families to enable them to find alternative suitable childcare.
16	Have you got any specific intelligence (research, consultation, etc.)? If YES please list any related documents.	y	
17	Have you taken specialist advice? (Legal, E&D Team, etc). If YES please state.	y	
18	Have You considered your Public Sector Equality Duty? Please provide a rationale	y	
19	Can the Public access a "Decision Report"? If YES state where and how it can be accessed.	y	
20	Can you mitigate any negative effect? Please state how	y	
21	Do you have any supporting evidence? If YES please list the documents	y	
22	Have you published your information? If YES state where.	y	

 **ONLY IF** your proposal is likely to have **little or no impact** upon groups and you are confident that you have evidence to support your proposal and this document. (RISK less than 30% [GREEN])

- 1) Save this scoresheet;
- 2) Complete and save a 'Front Sheet';
- 3) Make sure you have gathered any supporting evidence documents and they are listed above
- 4) SEND Electronic copies of this tool and a front sheet to equalityanddiversity@kirklees.gov.uk

 **IF** your proposal is likely to have **medium or above impact** upon groups **AND** you are not confident that you have evidence to support your proposal and this document. (RISK greater than 30% [yellow, amber, red])

- 1) Save this scoresheet;
- 2) Proceed to Stage 2 document (Ensuring Legal Compliance)

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Name of meeting: Cabinet
Date: 23 August 2016
Title of report: Request for approval to engage and consult on the proposals for the future service offer for the Young People’s Activity Team (YPAT) in Kirklees

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name	Sarah Callaghan & Richard Parry, 10 August 2016
Is it also signed off by the Director of Resources?	David Smith, 5 August 2016
Is it also signed off by the Assistant Director (Legal, Governance & Monitoring)?	Julie Muscroft, 5 August 2016
Cabinet member portfolio	Family Support & Child Protection AND Adults, Health and Activity to improve Health

Electoral wards affected: All wards affected

Ward councillors consulted: None

Public or private: Public

1. Purpose of report

1.1 This report has been drafted in response to the need to make a total of £584k savings, expected to be made from the Young People’s Activity Team (YPAT) budget for 2017/18- whole service savings. The report outlines the current offer and proposals to seek Cabinet approval to carry out engagement and consultation with current users of the service (YPAT) and the wider short breaks provision, along with their parents and carers, staff and key stakeholders, in order to redesign the future service offer. It also proposes some specific early saving.

Whilst the savings are planned in YPAT services, this report needs to be viewed in the context of the overall support to parents of disabled children.

2. Summary

2.1 Early intervention and prevention is all about working across the council, partners and communities to support people to have the lives they want with support from the council only when they need it. It is all about giving people the right support at the right time whilst making the best use of money and preventing people needing expensive care and unnecessary support in the future. It is also about how we work together differently to improve people's quality of life. This is important for us all.

2.2 The council is facing increasing costs and demand for care and support services for children, young people and adults with a disability, whilst having significantly less funding available. We need to ensure the funding we do have is spent on the most appropriate service, ensuring that we:

- Demonstrate value for money, with savings made as appropriate;
- Better meet individual and families' needs;
- Have a key focus on developing life skills and maximising independence - ensuring continued development, working closely with families;
- Are better co-ordinated and joined up with our partners, independent, voluntary sector and communities;
- Provide a clear offer – across all ages - with clear and robust criteria, policies, pathways and processes.

2.3 All Age Disability Service

For many years we have been told by parent carers, children and adults with a disability that joined up 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.

The Council has commenced a programme of work to develop an All Age Disability Service. Some of the underpinning principles for the service;

- Better prevention and early intervention to promote independence and prevent family breakdown
- Adopting a whole family and life long approach
- Enable all people with disabilities to live safer lives and protect the most vulnerable
- Promote equal access to community opportunities and a whole range of universal services
- Make all of our processes, personalised, flexible, transparent and cost effective

2.4 Kirklees Children's Special Educational needs and Disabilities (SEND) Vision

The Kirklees Children's Special Educational needs and Disabilities (SEND) Strategy sets out the following aim. Children and young people with SEND will:

- have a positive part to play in their communities and Kirklees should be a place where they are able to participate fully alongside others in the life of their community

- with their families and carers being actively involved in the planning and delivery of services from all agencies;
- able to get the best positive start in life and have the opportunity to achieve their full potential;
- be able to access holistic, flexible services that work in an integrated way with all agencies.

We will work across Kirklees with children, young people and their families to ensure that need is identified early and appropriate action is taken to achieve high outcomes and maximise independence.

2.5 Respite and Short breaks

Respite and Short breaks come in many different forms. They give children and young people the opportunity to have a fun experience with or without their parents or carers.

Examples of respite and short breaks can include:

- Support in the home (day or night)
- Activities outside of the home
- Services that offer help and support to carers in the evenings or during school holidays

Currently, a range of respite/short breaks provision exists for disabled children, young people and adults Kirklees. Examples of these include:

- Universal – open access community based activities e.g. after school clubs, youth clubs, holiday playschemes;
- Buildings and community based provision for those with complex/specialist needs e.g. YPAT, Orchard View & Mill Dale;
- Family based – e.g. Shared Lives (Adults with a Disability), fostering (Disabled Children), domiciliary care type support;
- Direct Payments.

2.6 Work has been undertaken to review the current offer, including the take up and costings, in order to support the work required to redesign/develop the future Early Intervention and Prevention (EIP), All Age Disability respite/short breaks offer.

2.7 A report was drafted for the Early Intervention and Prevention Programme Board on 7 June 2016, outlining the findings following the review. Following that we now seek approval from Cabinet to go out to consultation on the review/reduction/redesign of the current YPAT offer.

3. **Information required to take a decision**

Review of the Service / Work to Date

3.1 Kirklees Council commissioned Healthwatch to carry out an independent review in autumn 2015 to ask people their views on having an all age disability service for the area. The final report was made public in February 2016.

3.2 A range of methods were used by Healthwatch to engage with people, including an online survey and focus groups. In addition, council officers have attended various focus groups, partnership boards and meetings, to talk to people about their view of the service.

- 3.3 Resident feedback included the need for children and young people activity services - especially during school holidays and weekends. Care and support provided in the family home was also top of the agenda with many seeing this as essential.
- 3.4 People also want to see new types of care services developed in Kirklees and help given to local communities to come together to develop community support solutions. Findings also suggested that it was important for people to feel included and able to access the full range of services in their communities. This links positively with the direction of early intervention and prevention.
- 3.5 As part of ongoing engagement, the programme board have set up a carer forum, regular updates are provided on the Council's internet pages, along with the use of Involve (online tool).
- 3.6 Briefings have been held with staff and Trade Unions and regular internal updates have been provided via the Council's intranet pages, internal bulletins and blogs.

Review of the current respite and short breaks offer and findings

- 3.7 In line with these findings outlined above, the Early Intervention & Prevention Programme board are looking to develop proposals for the future respite/short breaks offer in Kirklees. At this stage consideration is being given to:
 - A move towards family/home based/personalised support solutions
 - An expansion of the inclusive offer in the community
 - A refocus of the buildings based offer with the creation of specialisms in the buildings based offer in order to meet demand; to meet the needs of those with autism/behavioural problems, profound and multi learning disabilities and complex health needs.
- 3.8 Consideration needs to be given as to what the future place in the market for in-house respite/short breaks provision is, in order to ensure best value.
- 3.9 The Resource Allocation System (RAS) is critical to ensuring that the correct amount of funding is allocated following assessments. This will ensure that assessors, families and individuals are clear on the decision making process and that packages are reviewed to demonstrate best value and outcomes for individuals.

Young People's Activity Team (YPAT) - service offer

- 3.9 YPAT provides sessional leisure and recreational activities for children and young people aged 5 to 18 years who have a wide range of disabilities and have been assessed as having a need by a Disability Team Social Worker.

The service

- Is a Council managed service that provides after school, youth, weekend and holiday clubs for disabled children and young people in Kirklees;
- Is accessed at present, by approximately 180 disabled children and young people and 18 disabled adults;
- Has a controllable budget of £590,263 (including inflation provision) for 2016/17. The unit costs for the sessions provided range from £57 to £161 per child per session. The time period for each session ranges between 2.5hrs and 7 hrs;

- Currently employs; 23 staff on a substantive contract, 1 staff member on a fixed term contract, 1 apprentice and 61 staff on a casual basis. The service also has 15 volunteers;
- Is based in Ravensthorpe in Dewsbury.

General findings - wider respite and short breaks offer

- Gaps have been identified – offer for children and young people in transition and specialist provision- e.g. autism/behavioural needs;
- There is a need to consider better use of existing assets- across Children, Adults and Health;
- The market is not sufficiently developed to allow for flexibility, choice and best value options.

Proposals:

- 3.10 As a result of the work done by the Healthwatch we now have sufficient feedback to enable us to start to consult with stakeholders, members of the public, users, etc. There is no specific statutory duty to consult, however as this may result in a major change to a service affecting a protected characteristic group we are keen to ensure that we engage with people to reshape the offer.
- 3.11 Cabinet approval is sought to commence a consultation and engagement exercise with current users of the YPAT service, along with their parents and carers, staff and key stakeholders, in order to redesign the future service offer. It is critical that those accessing the service are engaged in the design of the future offer.
- 3.12 The service needs to be reviewed as priority, given the MTFP savings identified for 2017/18 and potential options need to be agreed for future offer. It should be clearly noted that a reduction/ redesign of service, will not achieve the whole service savings expected in the MTFP. The shift of any shortfall in expected savings will lead to pressure in other service areas.
- 3.13 It is clear that further market shaping and partnership development work is required and this will take some time. Retaining and redesigning elements of the service, at this time, would ensure a continued offer for those with the greatest need.
- 3.14 The All Age Disability Programme Board (which reports to the EIP Programme Board) is currently liaising with local special schools and partner organisations, about the potential to work in partnership to further develop the offer. This fits with the visions for New Council and Early Intervention and Prevention.
- 3.15 As the full savings are unlikely to be made in 17/18, some immediate changes are being proposed to offset this:
- Cease provision of meals at the YPAT after school club- offer of drinks and snacks only. Children accessing the service should have had a full meal at school. Risk - potential for complaints from parents and carers. Need to consider individuals' dietary needs;
 - Cease the YPAT Adults provision - not cost effective and not provided as part of an assessed need. There is a waiting list for children requiring weekend places. Potential for complaints from service users, parents and carers. There is no service level agreement in place, there would be a need to consider giving sufficient notice (3-6 months). 18 young people access this separately funded provision;

- Immediate review of management and Business Support Office arrangements; more effective use of resources required to ensure flexibility and cover during service operational hours. HR/TU issue;
- Review of current Service Level Agreements to ensure cost effective.

Legislative Framework

Short Breaks

3.15 The Breaks for Carers of Disabled Children Regulations 2011 provides further detail on how local authorities must perform their duty under the Children's Act 1989, to provide, as part of the range of services they provide for families, breaks from caring for carers of disabled children to support them to continue to care for their children at home and to allow them to do so effectively. These regulations require local authorities to;

- ensure that, when making short breaks provision, they have regard to the needs of different types of carers, not just those who would be unable to continue to care without a break;
- provide a range of short breaks, as appropriate, during the day, night, at weekends and in the school holidays;
- provide parents with a short breaks services statement, detailing the range of available breaks and any criteria attached to them;
- have regard to the views of carers in the area when preparing or revising its Short Breaks Statement.

3.16 The regulations also state that Local authorities should ensure that;

- parents are engaged in the design of local short breaks services
- they are working in partnership with Health Services to understand the range of short breaks services in their area and to train the workforce

3.17 The Care Act 2014 states that adults will only be eligible for adult social care support if they meet all three of the conditions outlined below. We take into consideration the three criteria for eligibility outlined below:

- If an individual has a disability, health need or impairment
- As a result of this disability, health need or impairment the individual is unable to manage some important aspects of their life without support
- And this is having a significant impact on the individual's wellbeing - physical, mental, emotional or social

3.18 Carers eligibility criteria

There is national guidance to work out if, as a carer, an individual is eligible for support in addition to that of other services. The criteria is used to make sure everyone, who is a carer, is treated fairly.

3.19 Public Sector Equality Duty (PSED)

The Council must have due regard to the need to:

- eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act;

- advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
- foster good relations between people who share a relevant protected characteristic and those who do not share it.

The protected characteristics covered by PSED are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership (only in respect of eliminating unlawful discrimination).

3.20 Consultation Principles

The legislation does not prescribe what form the consultation must take or prescribe the consultees but the consultation must meet the overriding legal requirements of fairness for it to be lawful.

- The consultation must be at a time when proposals are at a formative stage;
- The proposal must be set out in an intelligible way and give sufficient reason for intelligent consideration and response;
- Adequate time must be allowed for consideration and response;
- The results of the consultation must be conscientiously taken into account in finalising the proposals and making a decision.

4. **Implications for the Council**

- Financial - A total of £584k savings are expected to be made from the Young People's Activity Team (YPAT) budget for 2017/18 - whole service savings
- Industrial Relations - may be some staff affected
- Any changes to the current service may be unpopular with disabled children and young people and their parents and carers.

4.1 An Equality Impact Assessment has been completed.

A review of the current service will ensure the development of new opportunities for the future:

- Much more personalised and flexible solutions for families;
- Further development of the workforce - modern, flexible, emotionally intelligent and able to support new ways of working;
- More efficient and effective use of Council resources and assets;
- A better co-ordinated and joined up offer with our partners, independent, voluntary sector and communities;
- Better prevention and early intervention services; inclusive, outcome focussed services, with a clear focus on maximising independence;
- Adoption of a whole family approach;
- Continued offer for those with the greatest levels of need.

4.2 Risks and Issues

- Concerns over any proposed changes to services may result in resistance to change from service users, families & carers- may lead to negative media coverage and political objections;
- May lead to situations requiring more costly services, if a suitable alternative is not sourced;

- Significant risk that the market will not be shaped sufficiently by the end of this financial year, in order to meet demand, therefore there is potential for Legal challenge;
- There is a need for a clear Disabled Children’s Commissioning Strategy and Market Position Statement;
- Any reduction in the service will impact on staffing- redeployment or potential redundancies;
- No change in service will lead to savings not being achieved.

4.3 Mitigation Planning

- In order to ensure that effective communication and engagement takes place, a detailed Communications and Engagement plan is being developed;
- Additional resources have been identified to support the work to carry out the reviews of all of current users of the service. These reviews will ensure that those eligible will have their needs met as appropriate;
- The Disabled Children’s Commissioning Strategy has been drafted and is now ready for sign off. The Market Position Statement is being developed. Commissioners will work with providers to ensure that the market is shaped sufficiently and encourage the development of new, innovative ways of delivering support, stimulating new businesses and organisations;
- The service will look to minimise any impact on staffing by looking at options including voluntary redundancies and redeployment in line with the Council’s redundancy framework;
- We will work with families to ensure that they fully understand the Resource Allocation System (RAS) and support individuals, carers and their families to make best use of all the resources available to them and to develop a plan which best meets their needs.

5. Consultees and their opinions

See section 3 above

6. Next steps

Timeline

Action	Date complete
Present report to Cabinet	23 August 2016
Formal consultation to commence with service users, parents and carers (subject to approvals)	31 August 2016
Formal consultation to commence with staff and trade unions (subject to approvals)	31 August 2016
Formal consultation closes with service users, parents and carers (subject to approvals)	14 October 2016
Formal consultation closes with staff and trade unions (subject to approvals)	14 October 2016
Present report to Cabinet	17 January 2017

7. Officer recommendations and reasons

- 7.1 Cabinet approval is sought to commence a consultation and engagement exercise with current users of the YPAT service, along with their parents and carers, staff and key stakeholders, in order to reduce and redesign the future service offer.

8. Cabinet portfolio holder's recommendations

Portfolio Holders are broadly supportive of the proposal to commence a consultation and engagement exercise with current users of YPAT, their parents and carers, staff and key stakeholders and have suggested effective engagement with local Councillors to support this.

9. Contact officer

Michelle Cross, Head of All Age Disability Service

10. Background Papers and History of Decisions

- Appendix A – Healthwatch report – Kirklees Executive Summary, Proposal for an All Age Disability Service

Full report available at: <http://healthwatchkirklees.co.uk/wp-content/uploads/2015/07/FINAL-report-AADS-2.pdf>

11. Assistant Director responsible

Sue Richards, Assistant Director for Early Intervention & Prevention

ournewcouncil

Early Intervention & Prevention (EIP)
All Age Disability Service



Healthwatch Survey

Executive Summary
Proposal for all age
disability service

Background

Kirklees Council commissioned an independent review in autumn 2015 to ask people their views on having an all age disability service for the area.

The final report was made public in February 2016 on Kirklees Healthwatch website.

The aims and objective of the engagement work was to influence and shape services for people with disabilities and to maximise the independence of children and young people in preparation for adult life.

Methodology

Healthwatch Kirklees sought feedback in various ways from people with a range of disabilities and their carers. This included:

- An [online survey](#) which asked how important various things are to people in relation to the eight principles identified as critical for the formation of an all age disability service.
- Focus group workshops with people with a disability and their carers. Kirklees Sensory Services developed a BSL video to promote the workshops to the Deaf community
- Healthwatch staff visited disability groups and individuals to gather their views and concerns.

Summary of engagement responses

The findings outlined below are in the full report.

- 135 online survey responses , 19 easy read survey responses
- Eight group discussions and one to one work

The following quotes are taken from the report and outline the key concerns and issues that have been raised in the feedback:

- Children and young people activity services are especially important during school holidays/weekends
- Care and support provided in the family home is essential.
- There are new types of care services people would like to see developed in Kirklees and other forms of support the council could provide to help local communities come together to develop community support solutions. This links positively with the direction of early intervention and prevention and could include menu of resources in the community.
- Parents and carers came up with the following ideas for new approaches, facilities and support they would like to see. This included:

“A purpose built disability information centre and training for staff under one roof would be wonderful.”

“Activities bringing families together like ‘Strong Parents Reaching Out’ (SPROUT). We need more behaviour support, resilience training for parents.”

- Findings suggested that it was important for people to feel included and able to access the full range of services in their communities. People talked about how they wanted others to have a better awareness of disability to help alleviate misconceptions and improve understanding of some of the issues faced by people with a disability:

“Being allowed and able to go to “normal” people’s groups.” “We need more services closer to home.”

“Would love local services to embrace social media more.”

- People felt it was very important to develop and maintain independence. There is a need for an enablement approach to assist people to live and travel safely and independently.

“I can’t drive and can’t manage to use buses.”

“If only I could live independently...I know I’ll have to one day, I will have to move out.”

- People felt that they want to contribute to society in their own ways and felt it was most important to support with employment and to support people in attending an education setting. A number of very positive comments were received for REAL Employment:

“Real employment for adults with learning disability (REAL) has helped with my confidence and have organised many activities for me to do to help me feel included and have something meaningful to do and given me the opportunity to build my skills while I look for work.”

“I want a personal assistant to support me to work/volunteer because I want to be a part of society and pay my own way and not get everything free.”

- Being fully involved in decisions about care and support is very important to people. They want to feel in control and empowered to make choices around all aspects of their life:

“Everyone with a disability should be able to reach their full potential and live as full a life as possible. The service should focus on what they CAN do, rather than what they can’t, and they should have as full a say as possible in what the system provides them with.”

- There are a number of issues and barriers people face when attempting to access health-related services:

“GPs should highlight all carers young and old who attend their practice.”

“I have not had any support for access to specialist services.”

- It is important to have the right support when planning for the future and having a seamless transition between services for children, young people and adults:

“I worry massively about how my children will cope as adults and who they would be cared by if anything was to happen to me.”

“I want some information when I’m ready to move out, about different places that I could live. And maybe to look around the different places, I live with family now.”

“Support was lacking at transition to adult services and should be ongoing.” “Moving from childhood to adulthood was the most scary and difficult transition.”

“There’s nothing for siblings of children with a disability.”

“Often carers can feel lonely and isolated and it is important that they receive relevant information at the time of need, not by chance.”

Some people felt positive about the idea of an all age disability service and want to be involved in the shaping of the service, while others were concerned that it is a cost-cutting exercise. A number of comments made suggested that people had misunderstood what an all age disability service might mean, highlighting that clear communication and articulation of what the service entails is essential.

Recommendations

Kirklees Council is committed to listening to the views of Kirklees residents and stakeholders regarding the reshaping and repurposing of its disability services. The stakeholders have been mapped and divided into groups and a detailed Communications strategy for each group will be included within the Communications Plan.

What next

Further development work engagement with relevant stakeholders will continue.

Further information

Please contact Balwinder.Kaur@kirklees.gov.uk on 01484 221000



Name of meeting: Cabinet
Date: 23 August 2016

Title of report: Corporate Revenue and Capital Financial Monitoring Report, Quarter 1, 2016-17

Key decision – is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Key decision - is it in the Council's Forward Plan (key decisions and private reports)?	Key decision - Yes Private report/private appendix - no
The Decision - Is it eligible for “call in” by Scrutiny?	No
Date signed off by Director and name	David Smith, 2 Aug 2016
Is it signed off by Director of Resources?	Yes (see above)
Is it signed off by the Assistant Director (Legal, Governance & Monitoring)?	Julie Muscroft, 4 Aug 2016
Cabinet member portfolio	Cllrs Sheard & Pandor, Strategy and Strategic Resources

Electoral [wards](#) affected: All

Ward Councillors consulted: All

Public or private: Public

1. Purpose of the Report

The purpose of this report is for Council to receive information on the Council's 2016-17 forecast financial outturn position for General Fund revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 1 (month 3).

2. Summary

2.1 The Council's General Fund (net) revenue budget for 2016-17 was set at **£310.8m**. The Council's forecast net revenue spend is **£317.0m** in 2016-17, resulting in an overspend of **£6.2m**, equivalent to 2.0%, against budget. The forecast net revenue spend position is summarised in Table 1 below.

Table 1 – Overview of 2016-17 general fund forecast revenue outturn position, as at Quarter 1 (month 3) :

Description	Net Revenue Budget	Forecast Revenue Outturn	Variance
	£m	£m	£m
Directorates	264.6	277.0	12.4
Reserves Drawdown	-	(2.9)	(2.9)
Directorate Sub-total	264.6	274.1	9.5
Central Budgets	44.9	42.5	(2.4)
District Committee managed budgets	1.3	0.4	(0.9)
Grand Total	310.8	317.0	6.2

- 2.2 The forecast revenue outturn position set out in Table 1 above includes a proposed drawdown of “one-off” revenue funding (Corporate Reserves) in-year, totalling £2.9m, to offset Directorate budget pressures relating to Children’s service developments (see also, Section 3 below).
- 2.3 Estimated movements in general fund balances and earmarked reserves in-year, including those referred to in paragraph 2.2 above, are forecast to total £36m. This includes a budget approved drawdown of £17.5m to support the delivery of a balanced budget in 2016-17.
- 2.4 The balance of estimated in-year drawdowns total £18.5m. These relate to earmarked reserves previously set aside from previous years, to fund a number of specific “one-off” spend commitments materialising in the current year, including approved revenue rollover, staff severance costs (workforce restructure reserve) and specific projects funded from grants reserve, including Stronger Families Project. These are early year drawdown forecasts, and will continue to be reviewed and updated in subsequent quarterly monitoring reports to Cabinet.
- 2.5 Overall, general fund corporate reserves are forecast to reduce from about £93m as at April 2016, to about £57m as at 31 March 2017; equivalent to a 39% reduction over the year.
- 2.6 These figures exclude statutory reserves held by the Council on behalf of local authority controlled schools. These reserves cannot be used by the Council for other purposes, and as at 31 March 2016 totalled about £20m.
- 2.7 The £6.2m Quarter 1 projected overspend, if not corrected, will be a further call on available reserves.
- 2.8 Of the remaining £57m forecast reserves at year end, there are a number of significant future year commitments against these intended to support the level of service re-design and change required within current approved budget plans, working to a New Council. These include set asides for future severance costs and Transformation reserves, plus the balance of deferred spend commitments against approved revenue rollover. These also included a minimum balances requirement of £5m. In total these come to about £28m, and effectively leaves just

£29m corporate reserves available to support the Council's budget plans going forward; equivalent to just 9% of the current year net budget.

- 2.9 The Council's Housing Revenue Account (HRA) accounts for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account. The HRA forecast revenue outturn is a small deficit of £57k against an annual turnover of £94.5m in 2016-17; equivalent to just 0.1%. HRA reserves at 31 March 2016 were £42.8m, and it is anticipated that this will roll forward into future years to resource future year HRA business plan requirements.
- 2.10 The Council's capital budget for 2016-17 is £82.1m, net of £20.2m assumed slippage and the forecast capital outturn position is £80.5m, resulting in a relatively small underspend of £1.6m (1.9% variance compared to budget). This is summarised in Table 2 below.

Table 2 – Forecast Capital Outturn 2016-17

Description	Budget	Outturn	Variance
	£m	£m	£m
Strategic Priorities	24.8	16.8	(8.0)
Baseline	52.9	46.6	(6.3)
Risks & Pressures	5.1	0.1	(5.0)
Assumed slippage	(20.2)	0.0	20.2
General Fund	62.6	63.5	0.9
Housing Revenue Account	19.5	17.0	(2.5)
Total	82.1	80.5	(1.6)

- 2.11 As per Quarter 1 monitoring, it is anticipated that the actual performance indicator for debt charges as a proportion of budget, will be on line with budgeted assumptions, at 10.7%.
- 2.12 The 2016-17 Capital Plan assumes that £5.5m of non-earmarked capital receipts will be generated through asset disposal. Actual receipts generated currently as the first quarter stand at £0.7m.

3. Information required to make a decision

- 3.1 Appendix A, Sections 1 & 2 attached, set out in more detail the forecast financial outturn position of the Council in 2016-17, as at Quarter 1 (month 3) in relation to the Council's general fund revenue, HRA revenue and Council capital budgets.
- 3.2 The forecast general fund revenue £6.2m overspend as at Quarter 1, is net of £2.9m proposed drawdown from corporate (risk) reserves to resource temporary additional staffing requirements in-year as part of the Children's Services Development Programme; follows on from in principle member approval as part of the early review of 2015-16 general fund outturn report to Cabinet on 24 May 2016, which at the time included early estimates of likely costs requiring reserves drawdown in 2016-17, of about £1.6m.

- 3.3 Appendix A, Section 1, sets out in more detail reasons for the more significant forecast Directorate overspends, along with an overall sensitivity analysis of potential variations from current outturn forecast, based on recent year trends.
- 3.4 The accelerated pace at which earmarked reserves are reducing overall is set out in paragraphs 2.3-2.5 above, and Appendix B. The estimated level of remaining reserves at the year end, at £59m, includes future year spend priority commitments totalling £28m, leaving remaining reserves available to support the MTFP from 2017 onwards, at about £29m.
- 3.5 The current year forecast net overspend position of £6.2m as at Quarter 1, would reduce this further to just £23m. In light of this, and the continuing extent of financial challenges facing the Council over the medium term (see also section 3 below) it is proposed that officers consider a range of management actions to ensure that in-year forecast overspend will at least be brought in line with budget, and other actions to build up available reserves to support the medium term financial plan from 2017 onwards.

4. Implications for the Council

- 4.1 The Council continues to face significant financial challenges and must ensure it can achieve a sustainable balanced budget over the medium term and beyond.
- 4.2 Current approved budget plans include a planned saving requirement of £31m over the 2016-19 period; of which about £10m falls in 2016-17.
- 4.3 Current approved budget plans already reflect an underlying 'unbalanced budget' i.e. budget gap, at £16m from 2017-18, increasing to £38m by 2019-20. The budgeted gap will be re-freshed through the forthcoming budget strategy update report to Cabinet/Council on 20 September/12 October 2016, and further savings options will need to be considered to balance the books over the 2017-21 period.
- 4.4 Quarter 1 monitoring forecasts reflect underlying budget pressures in particular against demand led activity, the financial implications of which will need to be considered as part of the forthcoming re-refresh of the resourcing and spend assumptions underpinning the Council's budget strategy update, and will add to the current budget gap assumptions set out in para 4.3 above.
- 4.5 The forecast overspend as at quarter 1, at £6.2m (net of proposed drawdown of risk reserves), if not addressed, will be a further draw on the forecast remaining £29m available reserves to support the medium term financial plan from 2017 onwards (see also para 2.3 earlier).
- 4.6 The Council's updated budget plans will include consideration of Government's offer for a multi-year (4 year) financial settlement, conditional on Councils publishing an efficiency plan, by 14 October 2016. The efficiency plan will be combined with Council updated budget plans and strategies. Councils who do not produce a plan may receive a lower grant settlement on an annual basis. A plan is also likely to require a balanced budget over 4 years.
- 4.7 Similar to the general fund, the majority of the HRA revenue surplus in 2015-16, at £6m, reverted to HRA general reserves, and is available to support the HRA business plan re-refresh in preparation for the forthcoming budget round.

- 4.8 When the Capital Plan was presented to Council in February 2016, the proportion of overall budget taken up with interest and debt repayment was estimated to reach 12.81% by 2020-21. At 2015-16 outturn the actual prudential indicator (PI) rate for 2015-16 was 10.6% and after taking account of rollover, the re-phasing of schemes and changes to grant assumptions, the PI was estimated at a lower figure of 11.86% by 2020-21.
- 4.9 As revenue resources are under considerable pressure, close scrutiny will need to continue to ensure borrowing fulfils the criteria of being affordable, prudent and sustainable. As part of the forthcoming budget strategy update a further review of existing 5 year capital baseline allocations will be undertaken to assess the scope of reducing overall borrowing levels.

5. Consultees and their opinions

This report has been prepared by the Director of Resources in consultation with the Executive Team.

6. Next Steps

Subject to member approval, revenue and capital rollover proposals, and the update of the 5 year capital plan, to be incorporated into in-year financial monitoring in 2016-17, and reported quarterly to Cabinet, from Quarter 1 onwards.

7. Officer recommendations and reasons

Having read this report and the accompanying Appendices, Cabinet are asked to:

General Fund Revenue

- 7.1 approve proposals for £2.9m earmarked (risk) reserves drawdown to resource additional children's services development costs in 2016-17
- 7.2 note the forecast £6.2m forecast revenue overspend position for 2016-17 (Appendix A, Section 1), net of the proposed reserves drawdown in 7.1 above
- 7.3 note the forecast outturn position on collection fund and forecast movements in reserves and balances in -year
- 7.4 consider further officer proposals to bring the forecast £6.2m overspend at least in line with budgets by current year end, and other actions to build up available reserves to support the medium term financial plan from 2017 onwards.
- 7.5 instruct officers to report back to Cabinet as part of the Medium Term Financial Plan update, with in- year and long term mitigating actions to bring spend back in line with available resources.

Housing Revenue Account (HRA)

- 7.6 note the forecast revenue outturn position for 2016-17 (Appendix A, Section 1)
- 7.7 note the forecast HRA reserves position at year end (Appendix B)

Capital

7.8 note the Council forecast capital outturn position for 2016-17

8. Cabinet Portfolio Holder recommendation

Council members agreed the use of reserves of £17.5 million in 2016/17 to allow us to manage service change and develop services to be more efficient in the future or delivered differently.

We are currently experiencing significant financial pressures in Children, Adults and Public Health which without corrective action would overspend by £6.2 million.

Plans are being developed to reduce the predicted overspend in these areas and I have asked for detailed reports to be presented to Cabinet, on a quarterly basis, to monitor spend and progress against these plans. Without corrective action, managing this would mean using reserves at a much faster rate than planned.

9. Contact Officer

Eamonn Croston	Strategic Council Finance Manager	01484 221000
Philip Deighton	Strategic Council Finance Manager	01484 221000

10. Background papers and History of Decisions

Annual budget report 2016-19
Early revenue outturn review 2015-16
Annual outturn and rollover report 2015-16
Annual statement of accounts (draft) 2015-16

11. Assistant Director responsible

Debbie Hogg	Assistant Director	01484 221000
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**REVENUE FORECAST MONITORING AS AT QUARTER 1 (MONTH 3),
2016-17**

1. Key Points

GENERAL FUND

- 1.1 The Council's general fund net revenue budget for 2016-17 is **£310.8million (m)**. Approved budget plans for the current year include a planned saving requirement of £10m in 2016-17.
- 1.2 The forecast outturn spend is **£317.0m**, net of the proposed drawdown of risk reserves totalling £2.9m to fund additional (one-off) Children's Services Development costs. This results in an overall forecast **overspend of £6.2m**; equivalent to 2.0% against net revenue budget.
- 1.3 Headline Directorate pressures include demand led pressures regarding activity relating to vulnerable adults at £6.7m, looked after Children at £4.2m, and Waste Contract at £1.0m.
- 1.4 Directorate pressures also include £2.9m temporary additional staffing requirements in-year as part of the Children's Services Development Programme. The current temporary arrangements are presumed to run to the end of October 2016, and it is proposed that they are resourced from risk reserves, as per in principle member agreement as part of the early review of general fund outturn report 2015-16 to Cabinet on 24 May. Link to report below :

[Early closedown review report 2015-16 \(Item 7\)](#)

At the time, the reported additional spend estimate was £1.6m. This has increased since, in light of ongoing review of actual temporary staff requirements.

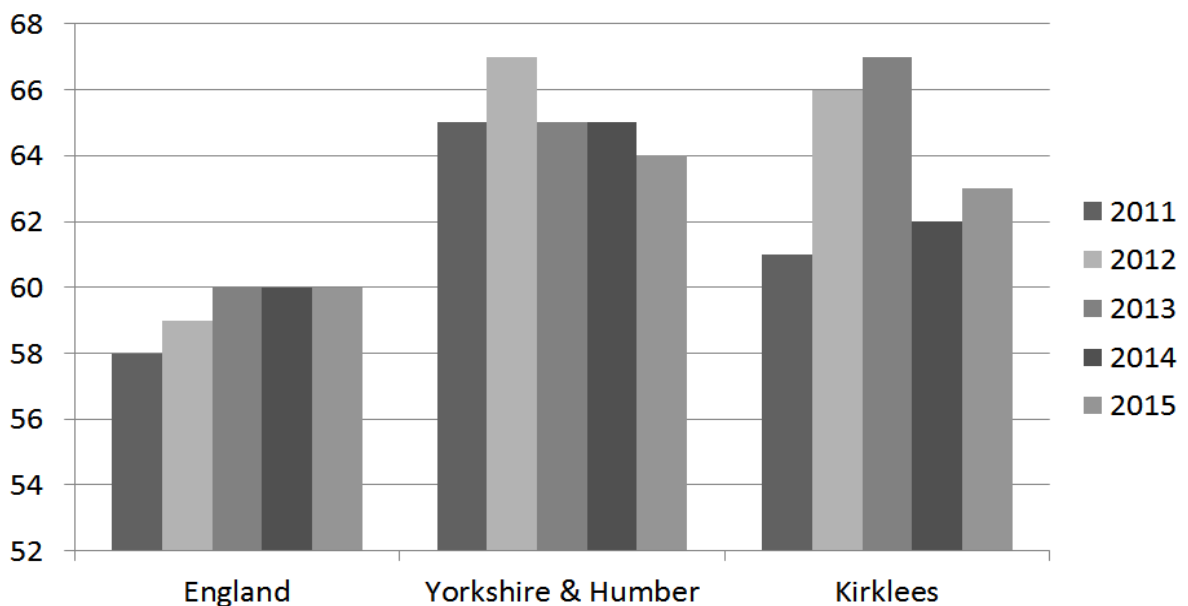
- 1.5 The overall forecast revenue outturn position is summarised by Directorate, at Appendix B attached, and the more significant variances against Directorate activity, also summarised at Appendix B.
- 1.6 More detailed narrative explanations for key highlight forecast variances and management actions are set out in the following paragraphs below:
- 1.7 Commentary from Children & Young People £5.9m forecast overspend (net of proposed drawdown of £2.9m risk reserves)**
- 1.7.1 In 2015-16 there were recurrent underlying budget pressures of £3.5m within Safeguarding & Family Support alleviated by a drawdown of reserves. These were pressures arising from increases in the demand of children and young people meeting the threshold for intervention and child protection and the

rising numbers of children coming into care. These pressures are continuing in 2016-17 and as at Quarter 1, the forecast pressure has risen to £4.2m. The table below outlines Kirklees relative position of looked after children per 10,000 0-17 year olds in 2014-15:

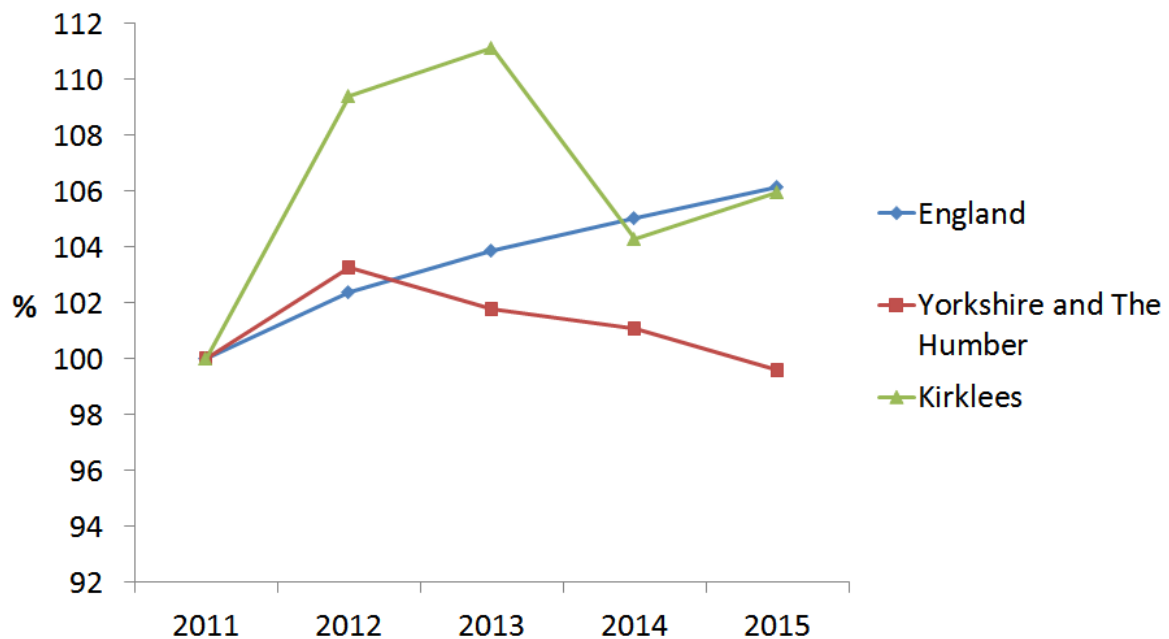
	Number of Looked After Children 2014-15
Kirklees	63
West Yorkshire	69.2
Yorkshire & Humberside	64
Statistical neighbours	80.9
Metropolitan authorities	83.4
England	60

The following graphs show the trends in numbers of looked after children in Kirklees, Yorkshire & Humber and England from 2011 to 2015.

Number of Looked after Children per 10,000 0-17 year olds 31st March each year – source DFE March 2016



Trends in Looked after Children from 2011 – 2015 absolute numbers.
(% relative to 2011 starting point)



- 1.7.2 Alongside this anticipated pressure, additional costs have arisen in Children’s Services owing to some inconsistency of social care practice identified through an external review of Family Support and Child Protection commissioned by the Chief Executive in late 2015. The issues highlighted within this external review were supported by an extensive audit of casefiles and these were alerted to Cabinet in June 2016. A Development Board has been established since February 2016, chaired by the Chief Executive and a development plan has been created to address these issues so that children and young people are safe in Kirklees.
- 1.7.3 A significant area identified through the plan was the need for a new leadership team and the need to bring in additional social workers to bring caseloads down. Due to the immediate nature of these requirements, there has been a need to utilise agency staff to fill posts creating considerable pressure on the budget. There is currently a plan in place to replace the senior leadership team with a permanent structure by the end of September and an ongoing recruitment drive to recruit experienced social workers and team managers.
- 1.7.4 To address the costs associated with the increase in demand and the urgent need to accelerate and sustain improvement within the service, added to savings agreed within the Medium Term Financial Plan (MTFP), a robust business case is being developed to bring the budget back in line over the next three years. The proposed plans include:
- Stabilising and supporting the workforce to address the cultural change required to support and sustain improvement,
 - Embedding a performance culture,

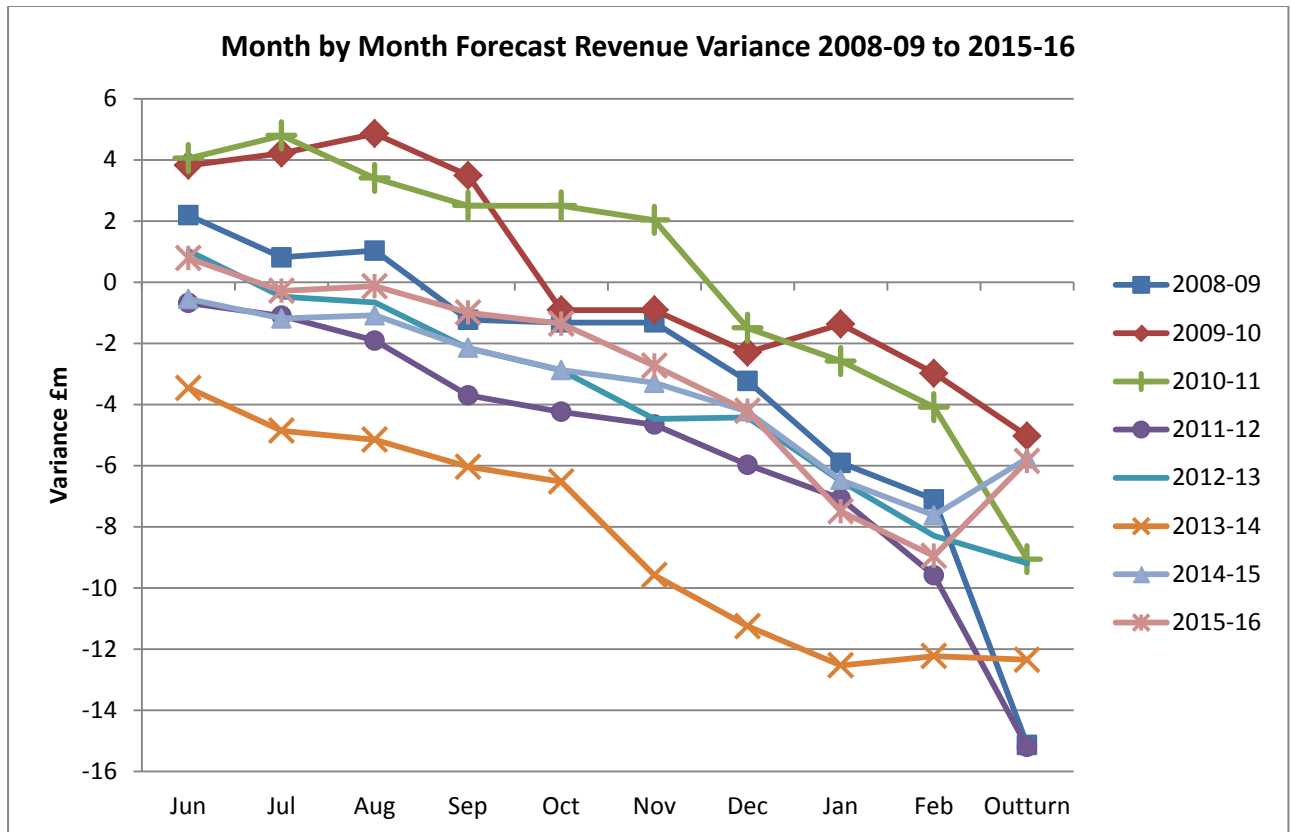
- Ensuring the 'front door' provides the best response and the quality and consistency of social care practice and management oversight of casefiles is robust. This includes making the Multi Agency Service Helpdesk (MASH) fit for purpose, and
- Reducing out of area placements and managing down demand.

1.8 Commentary from Adults, Commissioning & Public Health; forecast overspend £9.7m

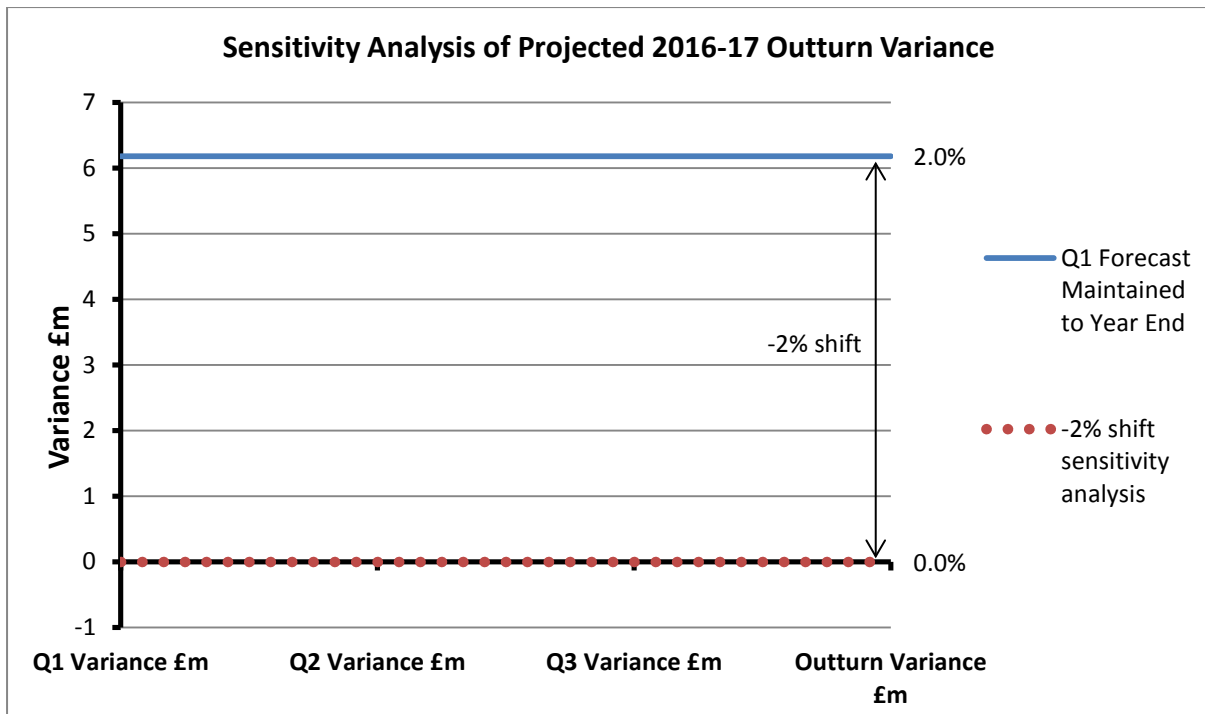
- 1.8.1 There are £6.7m of unfunded pressures that arise from a decreasing budget and increasing demand (both volume and complexity) as a result of demography (mainly an ageing population) and more people with a learning disability, particularly those with very complex needs. These pressures are most marked in the learning disability group which accounts for about £4m of the overspend.
- 1.8.2 There has been a 19% increase in learning disability numbers (170 people) since the end of 2014-15. This structural demand pressure has been compounded by review of continuing care cases, additional costs pressures brought about by the Transforming Care Partnership which means the transfer of existing health supported clients from a hospital setting into the community, and pressures from annual reductions in Independent Living Funding to support an existing client base. Annual funding reductions had assumed a reduction in client numbers supported over time, greater than actual current trends.
- 1.8.3 In addition, the implementation of National Living Wage has resulted in a forecast unfunded pressure of £0.8m which has contributed to the Directorate's reported overall forecast overspend. The impact of national case law changes relating to Deprivation Of Liberty Safeguards (DOLS) have been previously advised to Cabinet.
- 1.8.4 Some budget savings, particularly Best Partnering, will not release the anticipated level of savings as a result of changes in the external environment. Significant work is underway to further bear down on expenditure, reduce demand for care services and address the shortfall.
- 1.8.5 Public Health Services experienced a late announced in year reduction of £2.3m specific grant and the timing of this nationally imposed reduction has meant that it could not be properly factored into the 2016-17 budget planning. As the majority of public health expenditure is locked into contracts for services or is supporting a broader range of council services that have a public health outcome, there is a lag to reduce expenditure in line with the budget reduction. Action is being taken to redesign and re-procure contracts to deal with the reduced financial envelope.

SENSITIVITY ANALYSIS

- 1.9 The outturn underspend has ranged between £5.0m to £15.2m over the last 8 years and has consistently been more favourable (i.e. greater underspend) than Quarter 1 forecasts. See chart below for month by month forecasts from 2008-09 to 2015-16.



- 1.10 The last two financial years, 2014-15 and 2015-16, show a consistent outturn position of £5.8m underspend. For these years, Quarter 1 variance was reported near to nil variance from budget, yet the final outturn position reflected approximately -1.9% variance from budget. If this trend is applied to the current Quarter 1 forecast overspend of £6.2m, a -2% shift brings net spend more or less in line with budget (see chart below).



- 1.11 The above analysis is based on most recent year monitoring trends, and in part probably reflects the fact that earlier Quarter monitoring projections tend to be relatively prudent based on known factors/trends. However, unanticipated factors or the impact of known risks can also affect the financial position. In line with established monitoring practices, any material factors which come to light will be reported at the earliest opportunity into subsequent quarterly monitoring.
- 1.12 Monitoring projections are also impacted on by management actions in-year to ensure managed activity is contained within budgeted resources. In light of the accelerated drawdown of available reserves (see also paras 1.17 to 1.20 below and Section 1 Appendix A), a key action arising from Quarter 1 monitoring is urgent consideration of management actions and options in-year (see also para 1.6 above) to ensure spend is maintained at least in line with budgeted resources; also includes consideration of actions to build up reserves to support the medium term financial plan from 2017 onwards.

COLLECTION FUND

- 1.13 The Collection Fund forecasts here are based on Council shares of Collection Fund income due. There is a forecast in-year surplus of £1.0m on Council tax; equivalent to 0.6% against budget income of £149m; mainly due to council tax income collection performance in excess of targeted.
- 1.14 There is a current £1.8m in year forecast deficit against business rates income of £52m; equivalent to 3.4%. 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 £1.5m for backdated payments plus reduced rates income of £280k per annum going forward. These backdated payments have been built into the provision for appeals in the 2015-16 accounts; of which, Kirklees share amounts to £4.3m.

HOUSING REVENUE ACCOUNT (HRA)

- 1.15 The HRA forecast as at Quarter 1 is largely break-even, with a marginal forecast deficit of just £57k against the ring-fenced HRA; equivalent to 0.1% against annual budgeted turnover (income) of £95.8m.
- 1.16 The HRA is a statutory ring-fenced account, and this means that this forecast deficit would automatically transfer to HRA general reserves at year end.
- 1.17 Appendix B attached summarises the HRA reserves position, which reflects a carry forward of £42.8m as at April 2016, and amounts set aside against this for specific purposes in future years, totalling £10m (£8.5m business risks, £1.5m working balance). This leaves remaining general reserves of about £32.8m, which will be used to support HRA business plan resourcing requirements over the medium term.

NEW COUNCIL DEVELOPMENT RESERVE

- 1.18 This reserve is currently £4m as at April 2016. As at Quarter 1, current commitments against this total an estimated £805k;
- £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’.

GENERAL FUND RESERVES AND BALANCES

- 1.19 Appendix B attached summarises the current and estimated available reserves position. Available reserves (i.e. excluding statutory schools related reserves which the Council cannot use for other purposes) are estimated at £57m by year end; compared with £93m available reserves as at April 2016; overall reduction of 39% over the year. The estimated reserves movements in 2016-17 at £36m equates to a current average weekly drawdown of approximately £800k, which is unsustainable.

- 1.20 Estimated in-year reserves movements includes the proposed £2.9m risk reserve drawdown in-year, £17.5m approved drawdown to support the 2016-17 MTFP, and other estimated reserves drawdowns totalling over £18.6m £16m in-year, previously set aside and earmarked for a number of one-off spend commitments including revenue rollover, severance costs, and grant reserves drawn down to support Stronger Families Programme (grant), European Regional Development Funded schemes.
- 1.21 Remaining reserves forecast at current year end at £58m includes the balance of New Council Transformation Reserve at over £3m, remaining workforce restructure reserve at £8m Private Finance Initiative (PFI) prepayment reserve (schools) at £3m, approved rollover commitments at just under £8m, joint health equipment store at £0.8m and minimum balances provision at £5m. These add up to about £28m, and are all assumed priority spend commitments against the £58m remaining reserves.
- 1.22 Adjusting for the above priority spend commitments, actual level of available Reserves to support MTFP requirements from April 2017 is forecast to be about £29m; equivalent to just 9% of current net revenue budget. Council Reserves at this point could be considered to be at critical levels. This forecast also assumes that while the current Quarter 1 forecast is a £6.2m overspend, that by year end the Council's bottom line net spend position will at least be brought back in line within overall budget, otherwise, any year end overspend would then be a further draw on available reserves.

**SECTION 2 – FORECAST CAPITAL OUTTURN 2016-17 AS AT QUARTER 1,
(MONTH 3)**

2. Key Points

- 2.1 The Council's capital budget for 2016-17 is £102.3m. However, this is before a budgetary assumption for slippage in-year, totalling £20.2m or 19.7%. Adjusted for slippage, the capital budget is funded to a level of £82.1m, also referred to as the budgeted funding requirement. There is a headline forecast outturn **underspend of £1.6m** (1.9% variance compared to the budgeted funding requirement).
- 2.2 There is a General Fund forecast overspend of just £0.9m, as at Quarter 1, and it is anticipated that, in line with previous year slippage trends, it will at least be in line with funding requirement by current year end.
- 2.3 The Housing Revenue Account (HRA) forecast underspend is £2.5m.
- 2.4 Appendix C attached shows a more detailed breakdown of the forecast, and commentary on highlight variances.
- 2.5 It should be noted that Assistant Director Strategic Investment Group is carrying out a review during summer 2016 of all capital baseline allocations. The review will challenge whether existing allocations represent the minimum capital investment levels needed to support each programme area. The conclusions of the Group will feed into the forthcoming budget round.

Directorate	Net		Variance £000s	%
	Controllable Budget £000s	Forecast Outturn £000s		
Children & Young People	60,781	69,349	8,568	14.1%
Adults Commissioning & Public Health	85,542	95,274	9,732	11.4%
Place	35,401	35,626	225	0.6%
Resources	36,995	36,099	(896)	-2.4%
Communities, Transformation & Change	6,327	6,307	(20)	-0.3%
Economic Resilience	14,152	11,661	(2,491)	-17.6%
Early Intervention & Prevention	25,445	22,705	(2,740)	-10.8%
Sub-total	264,643	277,021	12,378	4.7%
Reserves Drawdown		(2,916)	(2,916)	
Sub-total	264,643	274,105	9,462	3.6%
Central Budgets	44,900	42,495	(2,405)	-5.4%
Sub-Total	309,543	316,600	7,057	2.3%
District Committee managed budgets	1,293	416	(877)	-67.8%
General Fund Total	310,836	317,016	6,180	2.0%
Memo Item (HRA)	(19,719)	(19,662)	57	-0.3%

Collection Fund forecast (Council Share)	Council Tax £m	Business Rates £m	Total £m
(Surplus)/Deficit at 1st April 2016	(4.6)	5.0	0.4
Re-payments to/(from) General Fund	3.9	(4.2)	(0.3)
In year (Surplus)/Deficit	(1.0)	1.8	0.8
(Surplus)/Deficit at 31st March 2017	(1.7)	2.6	0.9

Appendix B (continued)

General Fund Reserves/Balances available to support MTFP	Balance at 31st March 2016	Forecast Movement in Reserves	Estimated Balance at 31 st March 2017
	£m	£m	£m
Earmarked			
<i>Approved Drawdown to Support MTFP</i>		1.3	
Journey to New Council		0.6	
Revenue Grants		4.8	
Stronger Families		1.7	
Workforce Restructure		3.2	
Rollover		2.9	
Business Rates		2.3	
Other		0.2	
sub-total	(57.4)	17.0	(40.4)
Risk Based			
drawdown to support childrens service developments		2.9	
sub-total	(10.0)	2.9	(7.1)
General Balances			
<i>Approved Drawdown to Support MTFP</i>		16.2	
sub-total	(25.9)	16.2	(9.7)
Grand Total	(93.3)	36.1	(57.2)
Assumed set aside for specific spend commitments rolled forward into 2017-18			
minimum balances required to support Council cashflow			5.0
Workforce Restructure (Severance costs)			7.8
New Council Transformation			3.4
PFI Prepayment Reserve			3.3
Integrated Community Equipment Store			0.8
Revenue Rollover			7.6
Remaining Reserves Available to Support MTFP 2017-21			(29.3)

HOUSING REVENUE ACCOUNT RESERVES

	Balance at 31st March 2016	Forecast Movement in Reserves	Estimated Balance at 31 st March 2017
	£m	£m	£m
General Reserves		-	-
Major Repairs Reserve (1)		-	-
total	(42.8)	0	(42.8)
Amounts set aside for specific purposes in future years:			
<i>Business Risks</i>			8.5
<i>Working balance</i>			1.5
Remaining reserves available to support HRA business plan requirements			(32.8)

(1) 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

Directorate	Activity	Highlight Variances (before BCF/reserves) £000	Additional comments on Highlight variances (before BCF/reserves applied)
Children & Young People	Safeguarding & family support; demand led activity	+4,174	+£4,174k Volumes, (Underlying overspend £3.5m 15-16)
	Safeguarding & family support	+2916	Additional agency staffing costs due to Interim Service Management arrangements; current arrangements presumed to end October 2016 +£2.9m.
	Safeguarding Assurance	+667	Due to Medium Term Financial Plan savings not achieved +154k and Agency costs +535k less misc. savings
	Learning and Skills	(444)	Income re SLA's on partnership services (£280k), surplus on Schools Mgmt Information system (£30k) Savings on employee budgets /Vacant posts (£189k), pressure on Daycare budget re income shortfall +£55k
	Disabled Children's Services	+390	Pressure on direct payments +£252k & +£138k commissioned activities
	Child Sexual Exploitation Team	+359	Additional costs arising from Child Sexual Exploitation unfunded to be met from reserves
	Safeguarding & family support; Legal Costs	+375	Pressure on legal disbursements
	Sub-total	+8,437	
Commissioning, Public Health & Adults	Placement equivalent demand	+6,673	Older people £1.2m, Physical disabilities £1.0m, Learning disabilities £4.1m and Mental health £0.4m, (Underlying overspend £1.7m 15-16))
	(Older People) In-house residential	+494	Net employee overspends
	Best Partnering	+953	Assumes that arrangements to make the savings will not commence this financial year
	Re-ablement	+233	Medium Term financial Plan Savings not made
	Deprivation of Liberty Safeguarding	+238	External Assessors to meet demand.
	Public health	+1,486	Contractual arrangements, Smoking and tobacco programme and Overheads; Additional expected grant cut £2.3m
	Sub-total	+10,077	

Directorate	Activity	Highlight Variances (before BCF/reserves) £000	Additional comments on Highlight variances (before BCF/reserves applied)
Place	Waste Services	+1491	Waste disposal £975k adverse. Delayed implementation of 2015/16 Medium term financial Plan savings £683k adverse. New savings not included in MTFP £167k favourable
	Driver Training	(500)	Referral numbers assumed to continue as per 15/16 levels
	Policy, Strategy & Commissioning	(472)	The Economic Resilience board are still considering which area this activity will support
	Parking	+200	Implementation of revised Residents permit Income £515k adverse, Expenditure £315k favourable
	Markets	+100	Income shortfall
	Schools Transport	+1,000	Volume pressures Home to School Transport
	Schools Facilities Management	(1,274)	Catering surplus due to increased efficiency on labour and food costs of supplying Universal Free School Meals
	Corporate Landlord	(430)	Capacity created to fund transformational type works e.g. asset transfers
	Sub-total	115	
Resources	Customer & Exchequer services	(1,067)	Assumption that benefit subsidy will continue to underspend as in previous years (£500k), Library & Information Centres savings in advance (£179k), Kirklees Direct Contact Centre (£250k) & Welfare Complimentary Benefits employee savings (£183k)
	Support for Council as Democratic Org	(284)	Governance & Councillor allowances
	Looking Local	+300	Review around long term viability and potential business models being undertaken
	Corporate & Democratic Core	(112)	Anticipated savings on subscriptions/external audit fees.
	Sub-total	(1,163)	
CTC	N/A	-	No key variances at Month 3
	Sub-total	-	
Cross-Directorate themes	Economic Resilience	(2,491)	(£2,564k) underspend on add backs partially offset by slippage in delivery of achieving 16-17 Medium Term Financial Plan savings in the Community Safety Hub model, overspends to date +73k
	Early Intervention & Prevention	(2,740)	EITS (£1,500k), Young Peoples Service +£75k, International New Arrivals (£46k), (£750k) Community grants budget & +£2,921k Supporting People MTFP savings not yet achieved, plus add back EIP £3.0m forecast not to be spent
	Sub-total	(4,569)	

Directorate	Activity	Variance (before reserves £000)	Additional comments on variances
Central Budgets	Treasury Management	(1,800)	Reduced borrowing costs, slippage in 15-16 Capital plan.
	Inflation	(600)	Contingency inflation not required.
	Sub-total	(2,400)	
Ringfenced Corporate Budgets	District Committee managed budgets	(877)	
	Grand total (highlight variances)	9,918	

HRA – Highlight Variances

Directorate	Activity	Variance (before reserves £000)	Additional comments on variances
HRA	Repairs & Maintenance	245	Responsive theme +485k, chargeable repairs (200k)
	Housing Management	(152)	Council Services bought in (97k), Increase in charges for Sheltered housing cleaning +25k and Concierge +15k, Policy & Management (96k)
	Sub-total	93	

Forecast capital plan monitoring 2016-17, as at Quarter 1

Capital Plan	Revised Budget	Actual to Date	Outturn	Variance	%
	£'000	£'000	£'000	£'000	
Strategic Priorities Total	24,846	1,393	16,807	(8,039)	-32%
Baseline					
Childrens & Young People	10,373	173	8,348	(2,025)	-20%
Adults	500	0	500	(0)	nil
Place	37,561	7,048	34,478	(3,083)	-8%
Communities, Transformation & Change	1,457	-19	255	(1,202)	-82%
Resources	1,133	-63	1,133	0	nil
Leeds City Region Revolving Fund	1,874	1,159	1,874	0	nil
Baseline Total	52,898	8,298	46,587	(6,310)	-12%
One-Off Initiatives	101	1	101	0	nil
Risks & Pressures	5,000	0	0	(5,000)	-100%
General Fund Total	82,845	9,692	63,495	(19,349)	-23%
Notional slippage	(20,264)	-	-	-	-
General Fund Total after Slippage	62,581	9,692	63,495	914	1%
Housing Revenue Account (HRA)	19,478	4,130	17,006	(2,472)	-13%
Total Funding Requirement	82,059	13,822	80,502	(1,557)	-2%

Comments on highlight variances, as at Quarter 1 ,2016-17

Strategic Priorities Capital Plan	Highlight Variance	Comments on Highlight Variances
	£'000	
New Pupil Places in Primary Schools	(6,200)	Slippage to the start on site date at Beaumont Academy has meant that only enabling works will go ahead this financial year. Any underspend in funding on Strategic Priorities will be required to rollover to 2017-18 to enable the rolling programme on schools to be delivered as part of the Schools Investment Needs Strategy.
Huddersfield Leisure Centre	(710)	Final retention payment less than previously estimated figure. Final fee payments to be processed, also anticipated to be less than previously estimated figure.
Spenborough Sports Facility	(814)	Delays to programme, expenditure on fees only in 2016/17
Strategic Priorities Total	(7,724)	

Baseline Capital Plan	Highlight Variance	Comments on Highlight Variances
	£'000	
Children & Young People		
One-off Initiatives	(1,867)	Mainly £1.5m S106 underspend. 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 Need Strategy
Children & YP Total	(1,867)	
Place		
Housing (Private)	(1,370)	Includes Section 106 budget of £889k not currently projected to spend but looking into possible schemes that could be funded from this pot and Demolition of property at Wakefield Road, Moldgreen of £205k which is not projected to spend this year due to needing to CPO one of the properties.
Economic Delivery	(1,601)	To date, there are no Cabinet Reports in the pipeline to approve £1.6m spend.
Place Total	(2,971)	
Communities, Transformation & Change		
KAL Self-Funded	(867)	KAL are currently in the early stages of developing a range of potential capital projects, with the likelihood that the more significant schemes will emerge within 2017/18.
CTC Total	(867)	
Baseline Total	(5,705)	
Risks & Pressures Total	(5,000)	No commitments against this programme area

HRA Capital Plan	Highlight Variance	Comments on Highlight Variances
	£'000	
Strategic Priorities	(1,800)	Capital Spend not due to commence until 2017-18 on Ashbrow Extra Care New Build (-£1m) and KNH/Building Service Pilot New Build (-£0.8m).
Baseline	(672)	Underspend expected on budgets managed via district committees (-£663k), and Maintaining Decency windows programme (-£501k) due to change in specification from replacement to refurbishment of windows. Projections at this stage also factor in an assumed commitment for additional roofing works on leasehold blocks to be resourced by the windows underspend, but subject to further officer consideration.
HRA Total	(2,472)	

Name of meeting: Cabinet

Date: 23rd August 2016

Title of report: Quarter 1, 2016/17 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 David Smith, Director of Resources	15th August
Is it signed off by the Director of Resources?	Yes
Is it signed off by the Assistant Director - Legal & Governance?	Not applicable
Cabinet member portfolio	Cllrs Sheard & Pandor, Strategy and Strategic 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 is to provide Members with an overview of the Council's corporate performance at the end of quarter 1 2015/16. Also included are reports on progress against outcomes in the Joint Health and Wellbeing Strategy and Kirklees Economic Strategy.

2. Key points

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

Executive Team have noted and responded to the quarter 1 updates. Key points to note are:

- Priorities for targeted community investment this year are: short breaks for parent/carers of disabled children; men's mental health; activities to develop the resilience of young adults aged 16-25 with low-level mental health needs; activities for people with physical disabilities and sensory impairments that help them get out and about and connect with others; activities for young adults aged 16-25 with learning disabilities; carers; falls prevention; dementia support activities
- In relation to stronger communities, the 'Bloom and Grow' together project brought together 1,000 people who have been involved in the schools and community linking project in Dewsbury and Huddersfield. The Prevent Young Peoples Engagement Team has delivered 7 Prevent Projects in Q1, engaging with 264 young people, individuals and families across 33 sessions/workshops.

- Engagement has begun with school leaders in North West Kirklees to explore solutions for creating an additional 420 primary places within the wider planning area. Positioned need to commission additional secondary places (between 750 and 1350 across the district, with a focus on North Kirklees).
- The new ESF NEET contract has brought new funds to the area. It should fund some preventative work with those at risk of becoming NEET – particularly young people involved with the Pupil Referral Unit (PRU) and Key Stage 4 alternative provision, young people 16-18 who are NEET and who have the most significant barriers and those at 19-24 with Special Education Needs and Disabilities (SEND).
- There have been good outcomes from evaluation of the START (weight management for young people) programme. 60% participants reduced/maintained BMI at 12 weeks and 50% at 24 weeks reported improved fruit/veg consumption, reduced screen time, BMI and waist circumference plus increased activity. Good results for PALS (exercise referral scheme) with 84% reporting that they are now confident to be active and 90% reporting health improvements.
- SME growth managers are reporting good progress – 20 businesses supported to access over £1.1m of Local Economic Partnership grant funding. Work undertaken by the SME growth managers to help businesses access LEP funding has resulted in the creation of 135 additional jobs in Kirklees.
- 4,000 premises are now able to connect to Superfast Broadband West Yorkshire and it is estimated that 1,000 already have.
- The Skills Capital bid was approved for the Dewsbury Learning Village (including Pioneer House) by the Local Economic Partnership (LEP) and at the Combined Authority.
- As a sector, adult social care remains under strain, particularly in relation to workforce planning. Work continues across the CCGs, Commissioning & Health Partnerships and Operational Adult Services to look at co-ordination of early support to care homes facing problems.

3. Implications for the Council

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

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's recommendations

Not applicable.

8. Contact officer and relevant papers

Directorate Performance Lead Officers:

- Sue Grigg, (Adults, Children's Services & Public Health)
- Nick McMillan (Place, Communities Transformation & Change, Resources)

9. Assistant director responsible

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

April to June 2016

**Quarter (1)
Executive Team
Corporate Performance
Report**



2016/17



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RAG Key:

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

1.

Core Performance Indicators



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

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

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 156	Achieving independence for older people through rehabilitation/intermediate care (%)	Increase	90	89.1	Yellow
KI 158	Social Care clients receiving Self Directed Support (%)	Increase	95	97.9	Green
KI 158a	Social Care clients receiving Direct Payments (%)	Increase	35	37.4	Yellow
KI 159	Acceptable waiting times for social care assessment (all adults %)	Increase	85	89	Green
KI 206	Clients receiving a review (%)	Increase	65	66.5	Yellow
KI 442a	Permanent Admissions for Older people to residential and nursing care homes (per 100,000 population)	Decreasing	506	*121.6	Yellow
KI 487	Effectiveness of short term support services (%)	Increasing	74	84	Green
KI 501	Permanent admissions of Adults to residential and nursing care homes (per 100,000 population)	Decreasing	12	*3.8	Yellow

Progress against the targets

There was a consensus in the management team that an exercise to review all current 16-17 Core Business Indicators will take place prior to Q2. This will include a refresh of all our targets and tolerances and will also aim to reflect the current context of demand and budget pressures.

We particularly want to focus our performance on DPs which remains low and with a poor trajectory at this point. Proposed new targets would suggest it is amber until we start to see any sign of recovery and improvement.

In relation to reviews we are still showing a downward trend against our current target. A revised projection is 60.3% with a target of 67%. This would indicate that current performance is Amber. Both these issues are subject to management action plans.

- **KI156 Achieving independence for older people through rehabilitation / intermediate care. (%)**: Last 18th months has shown increase in referrals, particularly complex hospital referrals leading to regression in performance.
- **KI158 Social Care clients receiving Self Directed Support (%)**: Rate of Service users using direct payment is showing a regressive trend in performance mitigating actions are under discussion to improve take up.
- **KI159 Acceptable waiting times for social care assessment (all adults) (%)**: Recent trends indicate a volatile pattern in timeliness due to seasonal pressures in relation to volumes, a high level of need at both hospitals and the increasing complex nature of new service users approaching the Council for formal social care support.

- **KI442a Permanent admissions of older people to residential and nursing care homes (per 100,000 population):** Current trend indicates admission rates slightly outside of expected range.
- **KI487 Effectiveness of short term support services (%):** Service reconfigurations and eligibility criteria of the reablement service will affect performance in this area.



Areas of risk or concern against the targets

(NB: KI158a and KI206 performance was revised down to Amber post DMT and new targets and tolerances are being developed).

- **KI158a Social Care clients receiving Direct Payments (%):** The rate of direct payment users is lower than expected. This is being investigated.
- **KI206 Clients receiving a review. (%):** This KI is linked to both the CHP and SCW actions and is based on all clients receiving a review of their care during the year. Current performance of 66.5% equates to a Green RAG rating - this is due to revised indicator tolerances. Volume increases in people requiring formal social care support, service user complexity, along with the impact of increased volumes of Deprivation of Liberty applications (staffing resource has been shifted from core assessment/reviewing activity to DOL work to meet the demand) this has 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 reviews - this continues to be managed by internal management groups.
- **KI501 Permanent Admissions of Adults to residential and nursing care homes (per 100,000 population):** Admissions rates slightly outside of expected range, 10 admissions of adults in Q1. Some coding issues are contributing to inflated view of new adult admissions to care. New at 2016/17 target 12 per 100000

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	1.2	1.14	●
KI 220	YP within the Youth Justice System receiving a conviction in court, sentenced to custody (No.)	Decrease	18	*5	●
KI 223	First time entrants to the Youth Justice System aged 10-17 years (No.)	Decrease	175	140	●
KI 391	Average time between a child entering care and moving in with its adoptive family (Days)	Decrease	426	331	●
KI 392	Average time between LA receiving authority to place a child and LA deciding a match to adoptive family (day)	Decrease	121	177	●
KI 397	Percentage of assessments completed within 45 working days (as per Working Together)	Increase	85	77	●
KI 443	Successful outcomes for Kirklees LAC who successfully completed their interventions with YOT (%)	Decrease	50	50	●
KI 458	Young People aged 16+ on an Order to the YOT who are EET at the end of their intervention (%)	Increase	70	73.5	●
KI 476	Former relevant young people aged 19 - 21 who	Increase	80	91	●

KI 477	were in education, employment or training (%) Number of Looked after Children (LAC) per 10,000 aged 0 - 17 years (per 10,000)	Decrease	60	68.1	
KI 479	Repeat Referrals - Percentage of referrals within 12 months of a previous referral (%)	Decrease	20	22.7	

Progress against the targets








- **Integrated Youth Support Service:** The integrated youth service Core Business Indicators mainly evidence maintained performance or positive progress when compared to last year's results (KI069, KI220, and KI223).
- **KI443 % of Kirklees Looked after Children who successfully completed their interventions with YOT:** This has shown a big increase on the same period last year where 33.3% were successfully completed compared to 50% this quarter. This is the result of collaborative work between IYSS workers and residential staff.
- **KI 458 The percentage of Young People aged 16+ on an Order to the YOT who are in full-time education/training/employment at the end of their intervention (%):** This stands at 73%, a slight improvement on the same period last year.
- **KI391 The average time between a child entering care and moving in with its adoptive family, for children who have been adopted (Days):** The target for this indicator is nationally set by the DfE threshold of 426 days (14 months). Performance for 2016/17 to date sees very significant improvement on previous years and it is currently BELOW the DfE threshold. This represents a significant achievement for the service as this has previously been an area of challenge.

Areas of risk or concern against the targets

(The following Indicators are discussed at the monthly service Performance clinics and action plans for improvement are in place, progress is monitored monthly)

- **KI392 The average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (Days):** The target for this indicator is nationally set by the DfE threshold of 121 days (4 months). As for KI 391, performance for 2016/17 to date sees very significant improvement on the previous years and it is currently BELOW the DfE threshold. This represents a significant achievement for the service as this has previously been an area of challenge. Targets and tolerances set for the year mean this is still Amber rated.
- **KI397 Percentage of assessments completed within 45 working days (as per Working Together):** This measures the timeliness of the single assessment process in Children's Social Care and can be benchmarked against other LAs performance via the Children in Need data collection. Current performance is below 2014/15 statistical neighbour averages.
- **KI476 The percentage of former relevant young people aged 19 - 21 who were in education, employment or training (%):** This outcome is below statistical neighbour and England averages for 2014/15 but is an improvement on the provisional outcome for 2015/16. The remodelling of the LAC & Care Leavers service has now taken place with a specialised 15+ service in order to improve the pathway planning process.
- **KI479 Repeat Referrals - Percentage of referrals within 12 months of a previous referral (%):** Long-term, this indicator is an important part of the measurement of the impact of the Multi Agency Safeguarding Hub (MASH), single assessment and Early Intervention strategies and the effect it has on children being re-referred into social care. Historically, Kirklees has performed well against this measure and draft data for 2015/16 to date show continued good performance at 20%, although this has increased to 22.7% at this point in the year, this is in-line with the latest available statistical neighbour average (2014/15).

Children's Services: Learning and Skills Service

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 012a	Number of schools judged as in an Ofsted category	Decrease	0	0	
KI 029	Percentage of 16-18 year olds not in employment, education or training (NEET).	Decrease	4.7	4.9	
KI 369	Take up of free early education and care by 2 year olds (%)	Increase	80	71	
KI 491	% of children under 5 learning with good or outstanding provision	Increase	tba	94	
KI 492	% of LAC under 5 accessing good or outstanding provision	Increase	tba	95	
KI 493	% of Kirklees pupils in good or outstanding schools	Increase	tba	88	
KI 494	% of Kirklees schools that are good or outstanding	Increase	tba	89.3	

National Indicator review: There have been considerable changes to the National Indicator this year. New indicators have been introduced and we will be unable to set targets and tolerances on a number of these before Quarter 2. This will also restrict our ability to benchmark as there will be no comparator information available for a while.

Core Business Indicators: We have reviewed our Core Business Indicators. Most evidence good performance. Further changes to the way NEET are recorded will require a review of targets post September 2016.

Progress against the targets






- KI 012a Number of schools judged as in an Ofsted category:** Currently, we do not have any schools in a category. The current government focus is such that any school in a category are subject to academisation. Kirklees tries to arrange local school solutions for any schools placed in a category. Kirklees RAG rates all schools, additional support is put in place for schools that are below floor, schools that are due an inspection, and schools that have 2 consecutive 'requires improvement' judgements. The national figure is currently 1.5%.
- KI 029 Percentage of 16-18 year olds not in employment, education or training (NEET):** 4.9% was the actual NEET figures at the end of May2016 (not knowns were 2.5%). The DfE are changing the way NEET is reported from September 2016 as we are no longer required to track and report on those in academic aged 18. The DfE are going to report combined NEET and not known) academic years 16 and 17. This PI therefore needs to be reviewed beyond September 2016
- KI 369 Take up of free early education by eligible 2 year olds:** A disappointing fall in take-up after significant work to target marketing activity in areas of lower take-up (73%) (Amber Green). A failure of printers to send 500+ direct mailing to families likely to be eligible early in the quarter is believed to be a significant factor in this. Leaflets and postcards have now been sent to these families but too late to have an impact in quarter 1.
- KI 490 % of early learning providers rated good or outstanding:** % of early learning providers rated good or outstanding 93% (non-school providers)
- KI 491 % of children accessing free early education in good or outstanding providers:** % of children accessing free early education in good or outstanding providers 94% (non-school providers)

- **KI 492 % of LAC children accessing free early education in good or outstanding providers:** % of LAC children accessing free early education in good or outstanding providers 95% (one LAC child attends a provider which is “awaiting inspected”)
- **KI 493 % of Kirklees Pupils in Good or Outstanding Schools:** Kirklees (88%) are currently above the national (84.6%) and Yorkshire & Humber (79.7%) averages for percentage of pupils attending a good/outstanding school. As an authority, we would need approximately 1770 pupils to be in the top 25% or 3814 pupils to be in the top 10% of LA's nationally. These are based on current LA standing (Watchsted).
- **KI 494 % of Kirklees Schools that are Good or Outstanding:** Kirklees (89.3%) are currently above the national (86.8%) and Yorkshire & Humber (82.9%) averages for percentage of schools that are good/outstanding. As an authority, we would need approximately 10 more schools to convert from Requires Improvement (RI) to good or better to be in the top 10% nationally or 2 more RI schools to convert to good or better to be in the top 25% nationally. These are based on current LA standing (Watchsted).

Areas of risk or concern against the targets

None this quarter

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	Annual	ND
KI 190	Number of visits to museums	Increase	228,000	*60680	
KI 317	Perception of the level of crime in their local area [% of residents]	Decrease	15	Annual	ND
KI 462	Number of apprentices within the Council workforce	Increase	120	134	
KI 480	Numbers of sports and physical activity coaches, leaders and volunteers trained	Increase	400	*173	
KI 519	Number of people engaged in work to build resilience through Community cohesion interventions	Increase	17000	*3408	
KI 520	Number of interventions delivered to build resilience through Community cohesion	Increase	700	*271	

Progress against the targets

- **Volunteering:** There have been an additional 173 people trained in community roles to encourage people to become more active, more often. They, in turn, have already carried out sessions for over 1,000 people. There are currently 163 volunteers involved in physical activity programmes delivery with 3,498 supporting hours provided. (KI 480)
- **Community Engagement:** We have introduced two new PI's this year to better reflect cohesion, resilience and wellbeing interventions in communities - we have worked with over 3,400 people in the community during Q1, the result of 271 interventions. (KI 519/520)

Areas of risk or concern against the targets

- **Visitor attractions:** User numbers at Museums are down in comparison to the same quarter in 15/16. This is because an early Easter put Easter throughput (one of our peak usage

times) into 15/16 reporting. It is anticipated that user numbers will recover throughout the rest of the year. Apprenticeship numbers within the Council remain strong plus good success rates on apprentices finding permanent employment. (KI 190)

Note: We have previously reported perception of crime and perception of ASB quarterly. However, both PI's show little change quarter on quarter so they will now be reported just once and in Q4

Place

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 001	Customer Satisfaction with Responsive Repairs (%)	Increase	92.5	95	
KI 060a	Take up of paid school lunches - Primary schools (%)	Increase	71	70.5	
KI060b	Take up of paid school lunches - Secondary schools (%)	Increase	62	56	
KI 067	People killed or seriously injured in road traffic accidents	Decrease	144	*42	
KI 074	Number of Homeless Acceptances	Decrease	340	*81	
KI 129	Net additional homes provided: net increase in dwelling stock over the year	Increase	1,700	*530	
KI 130	Number of affordable homes delivered	Increase	235	*12	
KI 131a	Percentage of major planning applications determined within agreed timescales	Increase	70	91.7	
KI 325	External investment secured (measured in £m)	Increase	3	*1.683	
KI 432	Work with Businesses to create apprenticeship opportunities	Increase	30	*7	
KI 433	We will increase the number of jobs created as a result of Council interventions	Increase	250	*135	
KI 437	Secure £4 of investment from the private sector for every £1 of business investment by the Council	Increase	10	*5.5	
KI 439	Number of unemployed young people getting a job through Headstart	Increase	20	*3	
KI 457	Increase the number of cases where homelessness has been prevented or relieved	Increase	1,971	*534	

Progress against the targets

- **Jobs and business investment:** During Q1 our SME Growth managers have helped to secure £1.1m of LEP funding with the result of 135 additional jobs in the District. (KI 433)
- **Preventing homelessness:** This remains our key priority and over the last quarter 534 preventions were confirmed, the highest quarter figure recorded. (KI 457)

Areas of risk or concern against the targets

- **Housing Supply:** The net increase in homes provided for 15/16 was 530. This is significantly short of the 1,100 homes per year increase, as recommended by the Kirklees Strategic Housing Market Assessment (SHMA). In addition, there were 12 affordable homes delivered in Q1 which is considered a slow start to the year (pro-rata against the overall 3 year target would have expected 59 units delivered). A further 81 units are expected to be delivered through the course of 16/17. (KI 129/130)
- **Homelessness:** Homelessness acceptances (reported a Quarter lagging) remain high, reaching 404 for 15/16 set against a target of 340. However, it is reducing quarter on quarter and that slowing down is expected to continue through the course of 16/17.

- **Young People Employability:** Both the Headstart programme and Apprenticeship Hub are in a holding pattern between funding end and re-applying for future funding, with Amber ratings reflecting the interim uncertainty. A Leeds City Region ESIF bid for future apprenticeship activity has been submitted – Kirklees will find out if this is successful at the end of September. The Headstart specification will go out for ESIF funding in July but, with two competitive rounds of bidding, there won't be a decision until next year. (KI 432/439)
- **Road traffic accidents:** Recent analysis of collision patterns is showing 4 out of the 5 KSI targets are predicted to be in excess of the progressive target by year end. Cyclist casualties are predicted to be 68% over target and well within the red rating. This is partly due to the very low target and the exponential increase in cyclists. The next highest is car occupants at 40% above target. This however is due to one accident in March with 8 serious car occupant injuries meaning. The under-16 KSI and pedestrian KSI are predicted to be slightly over target with the Motorcycle KSI predicted to be below the target. (KI 067)
- **School meals:** Take up of both primary and secondary school meals dipped in Q1 as a result of Ramadan but are expected to recover through the remainder of the year. (KI 060a/060b)

Public Health

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 284	Smoking during pregnancy in Kirklees	Decrease	11	13	
KI284a	Smoking in pregnancy excluding South Asian women (%)	Decrease	14	17	
KI 298a	Drug users that left treatment successfully, not re-presenting to treatment within 6 months...	Increase	9	9.2	
KI 309	NHS Health Checks (%)	Increase	20	20	
KI 488	Successful completions as a proportion of all in alcohol treatment	Increase	48	46.7	

Progress against the targets

- **KI 298a Number of drug users that left treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within six months as a proportion of the total number in treatment. (Opiate Clients) (%):** Latest data available from Public Health England is for Q4 2015/16. Current performance is at 9.2% which is above the target of 9%. Kirklees Council awarded the contract for Substance Misuse services starting from the 1st of April 2016 to the Lifeline Project. The Lifeline project operates as a lead provider and the focus is on working in an integrated way so that there is a better and more effective journey for the patient. This also means the whole service can focus on a more holistic approach focusing on recovery throughout and working in a collaborative way with the other services ensuring that the service takes full opportunity of resources available. This will therefore have a positive impact on numbers of people leaving treatment and preventing readmission.
- **KI309 NHS Health Checks (%):** The data is a quarter behind because of the deadlines for receiving claims from practices. In Q4 a total of 3747 were invited for health checks and 2717 took up the offer and had a health check. This is a 73% uptake. We have exceeded our target of offering a health check to 20% of our eligible population this financial year. The risk for 15/16 was that with the introduction of a new contract and new payment structure we wouldn't get enough practices signed up to deliver health checks to maintain performance at the required levels. However, from April 2016 we have 70 practices signed up to deliver

the new contract which is significantly increased from the original 38 practices (previous report).


- **KI488 Successful completions as a proportion of all in alcohol treatment:** Latest data available from Public Health England is for Q4 2015/16. This shows us to be at 46.7%. The new integrated model for Drug and Alcohol support and treatment in Kirklees provided by the Lifeline Project will mean that there is a greater focus on recovery throughout the patient journey as well working in a more joined up way with other services. The introduction of a brand new recovery hub in Huddersfield (formally Union Bank due to be launched in September 2016) which will be a multiuse building, a place for service users and volunteers as well as a platform for all partners to collaborate and ultimately contributing to improving outcomes and therefore this target.

Areas of risk or concern against the targets

- **KI284 Smoking during pregnancy in Kirklees:** Please note that the reports run a quarter behind there this is Q4 data. South Kirklees have made incredible progress due to the way the trust works with women who smoke in pregnancy, MYHT although do understand this is a high risk group do not offer extra scans for women who smoke. There is a recent Public health midwife in post at Midyorkshire hospital trust who has embedded a care bundle to reduce still births but also to ensure that women are asking about smoking status regularly and offered referrals. There is ongoing collaborative work with Wakefield and Calderdale to ensure that women who smoke in pregnancy are offered the support they need as well the change in the local demographic that may have different needs and require different approaches where the prevalence of smoking in pregnancy is higher.
- **KI284a Smoking in pregnancy excluding South Asian women:** Please note that this is data for Q4 as the reports run a quarter behind. There is ongoing work with midwives at both trusts and Yorkshire Smokefree Kirklees with all healthcare professionals to try and encourage referrals and more meaningful conversations with women who smoke in pregnancy. There has been some feedback from midwives who say they feel much more confident in talking about smoking in pregnancy and using the CO monitors which demonstrates real progress from starting at a point where midwives did not feel that this was part of their role. There is also work with sonographers at CHFT which is at the early stages.

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	6.31	●
KI 076	Time taken to process new claims for Housing Benefit/Council Tax Benefit [days]	Decrease	25	25.88	●
KI 083	Proportion/amount of council tax previous years arrears collected as at 31 March. [%]	Increase	38	13.11	●
KI 085	Proportion/amount of business rates previous years arrears as at 31st March collected [%]	Increase	35	6.8	●
KI 147a	Number of ICT standard requests completed within agreed timescales	Increase	90	83	●
KI 363	% of FOI and Environmental Information Regulation	Increase	100	86	●

KI 366 (EIR) requests responded to within 20 working days % of Data Protection information requests replied to within 40 calendar days	Increase	100	91	
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Progress against the targets

- ICT Standard Requests:** 83% were completed within agreed timescales set against a target of 90%. There are seasonal spikes in work which have a detrimental effect hence why Q1 is traditionally poorer than the rest of the year. (KI 147a)
- FOI compliance:** The rates for each month are: Jan 87%; Feb 80%, Mar 90% - with a combined 86% average for the Quarter. The dip in performance in February may be explained by the highest number of requests ever received by the Council in a single month (182) being received which put pressure on Services. (KI 363)
- Data Protection:** The compliance rates for each month are: Jan 94%; Feb 92%, Mar 87% - with a combined 91% average for the Quarter. In March we had the highest ever Data Protection information requests in a single month (57) which may explain the dip in performance for the month. (KI 366)

Areas of risk or concern against the targets

None reported

2. 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

- There has been good first quarter collections performance for both Council Tax and Business Rates and both are on target to meet or exceed year end targets.
- There has been a first drop in call volumes compared to the same period in the previous year of 13,900 calls (232,126 calls offered in Q1 15/16, compared with 218,226 in Q1 16/17), however the Council answered more calls during the period, 188,842 calls answered Q1 15/16, against 199,012 answered in Q1 16/17. We are still maintaining high performance with 91% of calls answered in the Contact Centre against a target of 80%.
- ICT availability remains at a high percentage. Also, the IT service has made changes to the service desk system with the implementation of the new IT portal. The benefits of the portal have had a positive impact on fix at first contact.

Areas of risk or concern against the targets

- Sales of Council owned land and property that were scheduled for auction during Q1 did not take place, Councillor approval needing to have been made during the time at which the Council was without a Cabinet.
- The Debtor Days PI is above target but this is the result of a specific spike of large invoices coming through to Legal and Governance at end of the Quarter. It is expected that this will be back on track next quarter.
- The percentage of audits demonstrating at least adequate assurance stands at 64%, set against a target of 80%. This is the result of negative assurance in respect of mainly small establishments / less significant processes that does not undermine the confidence concerning the overall control environment. As further audits are completed, Q1 has involved a disproportionate amount of external clients work, it is projected the positive assurance level will rise nearer the target figure.
- Sickness absence is 11.19 days per FTE at the close of Q1, set against a target of 10 days. This is an increase of 0.15 days per FTE from Q4. The variance reported between Directorates spans 6.26 days to 12.72 days, the highest reported sickness being in the Directorate of Commissioning, Public Health & Adults.

Financials	To succeed financially, what are the key monetary processes that we must manage?
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Objective	Measure	Figure	Q1 RAG
Effective management of income to the Council	Rent collected by the Council as a proportion of rents owed	97.1	
	Proportion of Council Tax collected	*18.65	
	Proportion of Business Rates collected	*27.32	
	Income from sale of land and property	Not Provided	
Economic impact: Effective procurement: Welfare advice	Maximise the value of monetary gain to residents using 'Better off Kirklees' self-service system and welfare employment advice	Not Provided	

Customers	To achieve our vision, how do we demonstrate a quality customer experience?
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Objective	Measure	Figure	Q1 RAG
Responsiveness to complaints	Percentage of third stage complaints – partial and fully upheld	14.3	
Effective access to Council services	Percentage of contact centre calls answered	91	

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

Internal Business Processes	To satisfy our stakeholders and customers, what business processes must we excel at?
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Objective	Measure	Figure	Q1RAG
Effective deployment of our technology	Availability of ICT network (24 hours) (%)	98	
	Availability of servers and service (24 hours) (%)	98	
	Number of ICT incidents resolved at first contact (%)	75	
	Percentage of undisputed invoices paid within 30 days	97.7	
	Payroll – percentage of payroll accuracy	99.71	
Effective Council stewardship	Debtor days	55	
	Percentage of audits demonstrating arrangements that provide at least adequate assurance	64	

Learning and Growth	To achieve our vision, how will we sustain our ability to change and improve?
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Objective	Measure	Figure	Q1 RAG
Effective leadership & Council management	Percentage of leaders and managers doing a good job of leading change	Annual – Due Q2 – Oct	ND
	Percentage of employees feeling that the Council is a better place to work compared with 6 months ago	Annual – Due Q2 – Oct	ND
Absence	Number of sick days lost per full time equivalent employee	11.19	



3. Key Service Volumes

Area of Activity	Number
Total of authority waste collected (all data lagging)(tonnes)	51590.63 tonnes in period
Percentage of household waste collected	84.39% 43537.65 (tonnes)
Percentage of local authority collected waste landfilled	7.05% 3639.12 (tonnes)
Number of potholes reported	6240
Number of potholes repaired	8374
Number of kilometres of road substantially resurfaced	2 km 1 Apr to 30 Jun
Number of kilometres of road surface dressed	37 km
Number of Kirklees Neighbourhood Housing (KNH) managed properties	22504
% KNH managed properties occupied	99.04 %
Total Number of Children in Need (CiN)cases Of these:	2930
No. of Looked After Children (LAC)	677
No. Child Protection Plans	448
No. of Early Help Cases	1971
No. of Care Leavers	193
Proportion of new referrals proceeding to formal assessment in Adult Social Care	11% (322)
Effectiveness of Short Term Support in Adult Social Care	58% (229)
Care Act - number of new service user assessments complete	708
Corporate Training delivered (online and class based learning) - (Numbers receiving)	2840
Channel Shift - % of interactions that are self-serve	64.12%

5.

Overview for JHWS & KES



Overarching themes: JHWS

Collaboration: Significant collaborative partnerships are emerging and developing to support the Early Intervention Strategy at both a Strategic and operational level some examples are: shared Learning from our Stronger Families programme being used to inform EIP for children and families. The Healthy Child Programme is another positive example of collaboration across the council and our partners to improve services and support to children and families early and in a comprehensive way across all sectors.

Strong Communities: We seek to intervene early when there are tensions in our communities volunteers are helping to deliver restorative interventions concerning crime and ASB. The 'Bloom and Grow' together project brought together 1,000 people who have been involved in the schools and community linking project in Dewsbury and Huddersfield. The Prevent Young Peoples Engagement Team has delivered 7 Prevent Projects in Q1, engaging with 264 young people, individuals and families across 33 sessions/workshops. 61 Prevent training sessions have been delivered in Q1 to over 1,300 front line staff, mainly within the Children's and Adults Service.

Through a range of inventions we continue to empower young people and adults:

Employment and skills support: In our libraries staff and volunteers provide customers with digital support, help with basic IT skills, job searching, information retrieval and online safety. At Quarter 1 we recorded 55,120 uses of our public access computers. Libraries have also started working with the Halifax Building Society to increase our offer through their Digital Champions. The new ESF NEET contract has brought new funds to the area. It should fund some preventative work with those at risk of becoming NEET – particularly young people involved with the Pupil Referral Unit (PRU) and Key Stage 4 alternative provision, young people 16-18 who are NEET and who have the most significant barriers and those at 19 -24 with Special Education Needs and Disabilities (SEND).

More active, more often: An additional 173 people have been trained in community roles to encourage other people to become more active, more often. They have already carried out sessions for over 1,000 people. There are currently 163 volunteers involved in physical activity programmes delivery with 3,498 supporting hours provided. In addition, 56 sports clubs have received Council assistance in governance, volunteering and longer term sustainability. There have been good outcomes from evaluation of the START (weight management for young people) programme. 60% participants reduced/maintained BMI at 12 weeks and 50% at 24 weeks reported improved fruit/veg consumption, reduced screen time, BMI and waist circumference plus increased activity. Good results for PALS (exercise referral scheme) with 84% reporting that they are now confident to be active and 90% reporting health improvements.

My Health Tools is expanding in line with our defined local priorities - Diabetes and Depression.

Long term conditions: we continue to promote early intervention and support for those with long term conditions the First wave of the 'Be Clear on Cancer' campaign was successful with lots of interest across the community and good support from the Community Engagement Team. We are now preparing for the next wave of the National Diabetes Prevention Programme and we have assessed the approach we need to take jointly with CCGs.

Community Health & Wellbeing: The Engagement team delivered 110 Health & Wellbeing related activities across Kirklees which engaged 904 people. As an example, 523 people across Kirklees were engaged as part of Public Health campaigning on bowel cancer. The team targeted communities which had low return rates of testing kits through informal conversations to raise awareness and encourage people to spread the word to their friends.

Self-serve and online advice: Development of new content has continued around the statutory duty to provide a 'Local Offer' – the website supporting children and young people with special educational needs and disabilities age 0-25.

Using insight and Intelligence to identify our Priorities': Learning priorities: Outcomes analyses of early data sets indicate further work is required particularly in relation to reading, as well as the improvement in 'good levels of development' at foundation stage.

Local commissioning priorities for this year are: Improving health and wellbeing in order to prevent/reduce/delay the need for healthcare intervention, Diabetes Prevention, Cancer – prevention, symptom and risk awareness, early detection and living with and beyond cancer, Falls prevention and early intervention, Increasing opportunities to self-care in people with long term conditions.

Community Investment: Most investment in 2016-17 is targeted at priorities that link with the Joint Health and Wellbeing Strategy and the draft Early Intervention and Prevention Outcomes. Priorities for targeted investment this year are: short breaks for parent/carers of disabled children; men's mental health; activities to develop the resilience of young adults aged 16-25 with low-level mental health needs; activities for people with physical disabilities and sensory impairments that help them get out and about and connect with others; activities for young adults aged 16-25 with learning disabilities; carers; falls prevention; dementia support activities. At end June 2016, we are providing ongoing development support to 50 voluntary/community groups, including but not only grant-funded ones.

Collaboration and integration across services and partnership organisations: Integrated Commissioning: The Integrated Commissioning Groups and Executive continue to operate effectively as the main forums for joint discussions on health and social care issues with the CCGs.)

Mash and the Single Assessment process: the Multi-Agency Safeguarding Hub (MASH) is the way we are integrating working with our partners and will also embed the Single Assessment process. Weekly Threshold meetings are convened to ensure cases are stepped up and down appropriately.

Tackling fuel poverty: A leaflet for frontline staff is being produced this will coincide with the cold season. This details all the relevant organisations in Kirklees who can provide support around affordable warmth.

- Colleagues at Leeds City council (LCC) are exploring options to provide a domestic energy supply scheme with a specific aim of providing tariffs that are tailored towards those at risk of fuel poverty (e.g. pre-payment). The scheme has been opened up to LAs across Yorkshire, and Kirklees have expressed their wish to participate.
- The scheme and its public brand are still under development. At present we anticipate the scheme will be ready to launch late summer 2016.
- The Council has recently commissioned the Building Research Establishment (BRE) to undertake a Housing Stock Model exercise for Kirklees, along with an associated Health Impact Assessment. The key findings will be used to help us target affordable

interventions most effectively. Excess cold and falls are the 2 biggest hazards for the private sector.

- Kirklees has initiated and attends a West Yorkshire 'fuel poverty/affordable warmth' group in order to connect work at a regional level.
- More generally we are creating links with broader partners e.g. Locala and GHCCG.

Involve people and communities to create and Deliver solutions: Support to Carers: Carers will be able to access information via the Self Help Guide, which will support them to self-serve. Information for carers on the council website and Connect to Support is being updated. More carers have been able to access a carer's budget to support them in their caring role for longer.

Early Help – Insight: The Early Help Survey has been launched and the closing date is the 7th August.

Strong Partnerships across the Education Sector: Engagement has begun with school leaders in North West Kirklees to explore solutions for creating an additional 420 primary places within the wider planning area. Positioned need to commission additional secondary places (between 750 and 1350 across the district, with a focus on North Kirklees). Follow up engagement planned for autumn 2016. Discussions taking place with several schools about opportunities for amalgamations/change of category. PRP colleagues are carrying out detailed feasibility on potential site for a new 420 place primary school building for Huddersfield North, should site be feasible then it will be possible to move to the statutory process phase by bringing forward a report to Cabinet in Autumn 2016.

Area of Risk or concern

Changing Reablement: Developing a more targeted approach with revised criteria to ensure resources are focused on those people likely to get maximum benefit from a re-ablement intervention. We are also reshaping services as part of the Early Intervention & Prevention hub developments – aiming to deliver more co-ordinated/integrated services with partners to minimise duplication and hand-off. This includes the development of a single/trusted assessment and a 'lead/key worker role. Risks will be monitored and managed via project board, EIP board and the Joint Adult Management team. Governance arrangements and work plan risks are also monitored via normal management channels.

Sufficiency of school places: Commission agreed for some external expertise to support specialist place planning, however the data processing agreement is not yet finalised to enable this to progress any further. Planning is underway for refresh of 'Securing Sufficient Places document' however, lack of ability to secure GP registration data means that there is a challenge in being able to have the most up to date position.

Overarching themes: KES

Business - economic competitiveness and profitable business: SME growth managers are reporting good progress – 20 businesses supported to access over £1.1m of Local Economic Partnership grant funding. Also, the Council is well placed to encourage access to a range of business supports – including Tinder Foundation funding for Libraries to increase small business digital literacy and the Barclays Eagle Lab in Huddersfield. Connecting activities are also underway in key sectors – supply chains in manufacturing and engineering plus networks mapping for the creative sector. There have also been some high profile events and programmes which aim to encourage a closer working relationship between business and schools in the context of ensuring greater levels of employability

for young people - Ahead Partnership Industry Day, the Careers Enterprise Company (CEC) 'Make the Grade' programme and the Primary Engineer programme.

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

Work undertaken by the SME growth managers to help business access LEP funding has resulted in the creation of 135 additional jobs. There are also a number of important activities taking place to tackle poverty in Kirklees around maximising free school meals uptake and marketing free early years education. Better Off Kirklees is enabling people to maximise their income by getting access to previously unclaimed benefits to which they are entitled. Fuel poverty is also in view - external funding for the Better Homes scheme for first-time central heating installations, boiler replacement scheme and participation in Leeds-led Energy Services Company (LESCO) for domestic households. Encouraging enterprise in young people is another key driver. The first 'Your Alternative Market' was held in May involving 10+ young people who successfully opened and ran a retail outlet in Kingsgate. The store took over £800. It will become part of the summer markets/shows programme.

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

A partial review of the Strategic Housing Market Assessment (SHMA) has been undertaken to ensure currency of contextual performance data and intelligence. IT tools are being procured for improved housing data collection and analysis. Development continues on the Evaluation Phase for the Ashbrow housing site development with a closing date for Tenders is 31st August 2016. 4,000 premises are now able to connect to Superfast Broadband West Yorkshire and it is estimated that 1,000 already have. North Kirklees is hitting the spotlight in Q1. The proposal for the North Kirklees Relief Road (alternative M62/M1 link) has been released into the public domain. The North Kirklees Growth Zone Next Steps Report is in draft and on schedule to be presented as planned in August. The Council has also hosted a visit from Local Economic Partnership representatives to boost engagement and support at a regional level. And the Skills Capital bid was approved for the Dewsbury Learning Village (including Pioneer House) by the Local Economic Partnership (LEP) and at the Combined Authority. In Huddersfield, demolition work is progressing ahead of schedule at Southgate, the former Huddersfield Sports Centre and high rise flats site and valuers have been instructed so that Heads of Terms can be concluded and legal colleagues instructed on the sale of Plot (E) at the Waterfront.

Areas of Concern

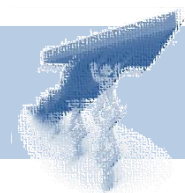
Adult Social Care: As a sector, adult social care remains under strain, particularly in relation to workforce planning. Work continues across the CCGs, Commissioning & Health Partnerships and Operational Adult Services to look at co-ordination of early support to care homes facing problems.

Medium to long term funding: This carries from the previous year, with the continuation of both the Apprenticeship Hub and Headstart dependent upon successful applications for European funding. For the longer term, the Brexit vote will mean some re-positioning in relation to where funding will come from.

Housing Supply: The net increase in homes provided for 15/16 was 530. This is significantly short of the 1,100 homes per year increase, as recommended by the Kirklees Strategic Housing Market Assessment. And we have had a slow start to the year for affordable homes delivery. Finally, 4 out of the 5 Killed or Seriously Injured targets are predicted to be in excess of the progressive target by year end.

6.

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

Progress against the outcomes

- Learning and Collaboration with partners:** the Stronger Families programmes approach to both target setting and its ethos is now evident throughout the early intervention and prevention strategy, it has influenced the design and approach to delivery which is currently being consulted on widely. The draft specification for the Kirklees Integrated Healthy Child Programme is nearing completion and is on schedule; this is a positive example of collaboration across the council and our partners to improve services and support to children and families early and in a comprehensive way.
- Early Intervention in Our Communities:** Volunteers are helping to deliver restorative interventions concerning crime and ASB. A Partnership problem solving training package has been developed to enhance the use of innovative evidence led interventions to tackle recurrent problems.
- Community Cohesion:** Key projects to build cohesion have included two events from the 'Bloom and Grow Together' project. This brought 1,000 people together who have been involved in the schools and community linking project in Dewsbury and Huddersfield. The Prevent Young Peoples Engagement Team has delivered 7 Prevent Projects in Q1, engaging

with 264 young people, individuals and families across 33 sessions/workshops. 61 Prevent training sessions have been delivered in Q1 to over 1,300 front line staff, mainly within the Children’s and Adults Service.

- **Learning and Employment Skills:** Staff and volunteers continue to support customers with digital support, offering help with basic IT skills, job searching, information retrieval and online safety. At the end of the 1st Quarter we recorded 55,120 uses of our public access computers. Libraries have also started working with the Halifax Building Society to increase our offer through their Digital Champions. This development builds on the work done by the Barclays Digital Eagles at Birkby/Fartown Library in 2015/16.
- **Positive news - NEET Funding:** Joint planning has been established with Interserve to facilitate the implementation of the new ESF NEET contract which has brought the availability of funds to the area. The tender was for the period April 2016 - March 2018 for a maximum value of £458,789. It should include some preventative work with those at risk of being NEET – particularly young people involved with the Pupil Referral Unit (PRU) and Key Stage 4 alternative provision, work with young people 16-18 who are NEET and who have the most significant barriers and those 19 -24 with Special Education Needs and Disabilities (SEND).

Areas of Risk against the Outcome

None at Q1

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

Progress against the outcome

- **Services for Looked After Children:** We are progressing actions to improve the range of services we have available for Looked after Children and Care leavers integral to this is the review of our overall Accommodation Strategy. We have strengthened our Staying Put Policy and new Procedures and Guidance are now in Place. In order to gain more insight to inform

future improvements for Care Leavers we have established a Care Leavers Forum with support.

- **My Health Tools:** is being expanded in line with our defined local priorities - Diabetes and Depression. **Long term conditions:** we continue to promote early intervention and support for those with long term conditions the First wave of the 'Be Clear on Cancer' campaign was successful with lots of interest across the community and good support from the Council Community Engagement Team. Kirklees is now preparing for the next wave of the National Diabetes Prevention Programme and we have assessed the approach we need to take jointly with CCGs. Gaps are being worked on (such as a more targeted use of Health Checks).
- **Self-serve and online advice:** Development of new content has continued around the statutory duty to provide a 'Local Offer' – the website supporting children and young people with special educational needs and disabilities age 0-25.
- **More choice for Social Care users:** Work has commenced on the redesign of the pathway, this will involve a change in the offer from Single Point of Access (SPA) for people to go through the Early Intervention and Prevention (EIP) offer prior to reablement (unless a clear need is identified via hospital discharge etc.). This will be fully implemented in September.

Areas of risk or concern against the outcome

- **Reablement:** A more targeted approach and revised criteria is being developed to ensure resources are focused on those people likely to get maximum benefit from a re-ablement intervention. Ongoing work includes a reshape of services as part of the Early Intervention & Prevention hub developments - to deliver more co-ordinated/integrated services with partners to minimise duplication and hand-off. This includes the development of a single/trusted assessment and 'lead/key worker role. Throughout the course of the developments risks will be monitored and managed via project board, EIP board and the Joint Adult Management team. Governance arrangements and work plan risks are also monitored via normal management channels.

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

Headline Action		Q1	Q2	Q3	Q4
CTC004	Sustainable physical activities for target groups				
CTC005	Improve Community health by delivery of interventions				
CTC010	Culture and leisure opportunities to improve wellbeing				
FSP003	Therapeutic assessment and support for LAC				
LS009	Joint focus on maximising learning provision				
LS010	Ensure Service provision match New Council expectations				
PH007	Public health support to Council commissioning				
PH008	Health safety wellbeing of council staff				

Progress against the outcome

- **More active, more often:** There have been an additional 173 people trained in community roles to encourage people to become more active, more often. They, in turn, have already carried out sessions for over 1,000 people. There are currently 163 volunteers involved in physical activity programmes delivery with 3,498 supporting hours provided. In addition, 56 sports clubs have received Council assistance in governance, volunteering and longer term sustainability. There have been good outcomes from evaluation of the START (weight

management for young people) programme. 60% participants reduced/maintained BMI at 12 weeks and 50% at 24 weeks reported improved fruit/veg consumption, reduced screen time, BMI and waist circumference plus increased activity. Good results for PALS (exercise referral scheme) with 84% reporting that they are now confident to be active and 90% reporting health improvements.

- **Community Health & Wellbeing:** The Engagement team delivered 110 Health & Wellbeing related activities across Kirklees which engaged 904 people. As an example, 523 people across Kirklees were engaged as part of Public Health campaigning on bowel cancer. The team targeted communities which had low return rates of testing kits through informal conversations to raise awareness and encourage people to spread the word to their friends and families.
- **Setting Learning priorities:** Outcomes analyses of early data sets indicate further work is required particularly in reading, as well as the improvement in 'good levels of development' at foundation stage.
- **Health and wellbeing priorities:** our local commissioning priorities for this year are:
 - Improving health and wellbeing in order to prevent/reduce/delay the need for healthcare intervention
 - Diabetes Prevention
 - Cancer – prevention, symptom and risk awareness, early detection and living with and beyond cancer
 - Falls prevention and early intervention
 - Increasing opportunities to self-care in people with long term conditions
- **Protecting Employees wellbeing:** We provide a range of appropriate and relevant training and guidance for all managers and employees. We also offer a range of occupational health services to keep employees well and to help them to return to work

Areas of risk or concern against the outcome

None at Q1

Outcome (4) Reduce avoidable differences in health and wellbeing and prioritise according to need and impact		Q1	Q2	Q3	Q4
Headline Action					
CHP004	Access to adult social care services to gain independence				
CTC006	Healthwatch Kirklees & NHS Complaints Advocacy				
FSP004	Integration of Special Educational Needs & Disability services				
FSP005	Looked After Children close to home				
FSP006	Youth offender services				
LS011	Children & Families Act Part 3 service compliance				
LS012	Cliffe House – Cost effective resource				
PL002	Access to suitable settled homes				
PH009	Integrated intelligence function across the Council				
PH010	Value & equality in healthcare (Healthcare Public Health)				
SCW004	Personalised adult care support				

Progress against the outcome

- **Good News: Community Investment:** We have agreed partnership investment priorities and outcomes. Most investment in 2016-17 is targeted at priorities that link with the Joint Health and Wellbeing Strategy and the new draft Early Intervention and Prevention Outcomes. Priorities for targeted investment this year are: short breaks for parent/carers of disabled children; men's mental health; activities to develop the resilience of young adults aged 16-25 with low-level mental health needs; activities for people with physical disabilities and sensory impairments that help them get out and about and connect with others; activities for young adults aged 16-25 with learning disabilities; carers; falls prevention; dementia support activities. At end June 2016, we are providing ongoing development support to 50 voluntary/community groups, including but not only grant-funded ones.
- **Developing the Local offer :** we continue to ensure we are compliant with the Children's and Families Act 2016-17, reviews are on track and early discussions to include the Local offer in the early Intervention and prevention (EIP) strategy have taken place. At Cliffe House our new programme at viable cost will be introduced from September 2016. Secondary aged programmes trialled with vulnerable learners were successful with a planned roll out of the wider programme from September 2016.
- **Access to Housing and Homelessness prevention:** Preventing homelessness remains our key priority last quarter 534 preventions were confirmed, the highest quarter figure recorded. Work to refocus our approach to improving the property conditions and management practices in the private rented sector continues. Enforcement action in June at Huddersfield Magistrates Court resulted in the successful prosecution of landlords who had failed to make required improvements to a property they were renting to a family with small children.

Areas of risk or concern against the outcome

- **New ways of working:** Short Term & Urgent Support Teams (STUST) have been reconfigured to locality areas to align better with the current Locala hubs and are continuing to work together on developments as part of the EIP hub and spoke model. Team Managers within STUST are working very closely with the Hospital Assessment teams to improve transfers from hospital to the community. As part of the pathway and EIP service redesign work services are aiming at a key worker approach/lead person role alongside developing a single trusted assessment and process.

Outcome (5) Ensure collaboration and integration across services and partnership organisations					
Headline Action		Q1	Q2	Q3	Q4
CHP005	Integrated commissions to deliver care pathways				
CHP006	Demand on Social Care – Pathway & resource efficiencies				
CHP007	Meeting service user needs – staff commitment & skills				
CTC012	Strategic partnerships-Sports & Physical Activity Strategy				
FSP007	Embed Single Assessment & Multi Agency Safeguarding Hub (MASH)				
LS013	Strategic use of Business Intelligence				
LS014	Infrastructure planning for schools				
PH011	Integrated approach to address Fuel Poverty				

Progress against the outcome

- **Integrated Commissioning:** Discussions continue in respect of further integration of commissioning functions and the Integrated Commissioning Groups and Executive (supporting the Health and wellbeing Board) they continue to operate effectively as the main forums for joint discussions on health and social care issues with the CCGs.
- **Multi-Agency Safeguarding Hub (MASH):** we continue to shape integrated working to embed the Single Assessment process and the **(MASH)** arrangements across the whole service. The Single assessment is now in place. Weekly Threshold meetings are convened to ensure cases are stepped up and down appropriately.
- **Tackling Fuel Poverty:** a leaflet is being produced to coincide with the cold season, details of all the relevant Kirklees organisations that can provide support around affordable warmth will be included.
 - Colleagues at Leeds City council (LCC) are exploring options to provide a domestic energy supply scheme with a specific aim of providing tariffs that are tailored towards those at risk of fuel poverty (e.g. pre-payment). The scheme has been opened up to LAs across Yorkshire, and Kirklees have expressed their wish to participate.
 - The scheme and its public brand are still under development. At present we anticipate the scheme will be ready to launch late summer 2016.
 - The Council has recently commissioned the Building Research Establishment (BRE) to undertake a Housing Stock Model exercise for Kirklees, along with an associated Health Impact Assessment. The key findings will be used to help us target affordable interventions most effectively. Excess cold and falls are the 2 biggest hazards for the private sector.
 - Kirklees has initiated and attends a West Yorkshire ‘fuel poverty/affordable warmth’ group in order to connect work at a regional level.
 - More generally we are creating links with broader partners e.g. Locala and GHCCG.

Areas of risk or concern against the outcome

- **Sufficiency of school places:** Commission agreed for some external expertise to support specialist place planning, however the data processing agreement is not yet finalised to enable this to progress any further. Planning is underway for refresh of ‘Securing Sufficient Places document’ however, lack of ability to secure GP registration data means that there is a challenge in being able to have the most up to date position. (RA Rag).
- Learning and Skills hosted an ‘Educational Excellence in Kirklees’ event for Head teachers in June with input from the Regional Schools Commissioner. This was to continue dialogue for the shape of the future opportunities to secure best outcomes and strategic fit across the district following the publication of the White Paper. Further engagement planned for autumn term, as well as a Cabinet Paper for members.

Outcome (6) Involve people and communities to create and deliver solutions		Q1	Q2	Q3	Q4
ADJ001	Communicate Vision for Social Care				
ADJ002	Support Carers to balance Caring roles				
CHP008	Innovative Social Care improving outcomes for people				
CTC011	Community engagement – self managed arts activities				

FSP008	Early Help Offer – positive relations with partners	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LS015	Strong partnerships across education sector	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LS016	Implement Schools as Community Hubs Programme	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PH012	Community engagement in Joint Strategic Assessment	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Progress against the outcome

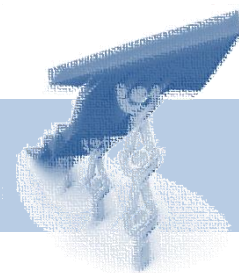
- **Support to Carers:** Carers will be able to access information via the Self Help Guide, which will support them to self-serve. Information for carers on the council website and Connect to Support is being updated. More carers have been able to access a carer's budget to support them in their caring role for longer.
- **Stakeholder feedback:** Some of the mediums we will use to gather insight are as follows: Data and Intelligence • Surveys • Local Forums • Community Hubs • Children Centres.
- **Early Help – Insight:** As an integral part of the ongoing development of our 'Early Help' offer we will continue to build positive relationships and networks to gather increasing insight that help inform future service delivery to support a continuous improvement culture across the service and with our partners. The Early Help Survey has been launched and the closing date is the 7th August.
- **Strong Partnerships across the Education Sector:** Engagement has begun with school leaders in North West Kirklees to explore solutions for creating an additional 420 primary places within the wider planning area. Positioned need to commission additional secondary places (between 750 and 1350 across the district, with a focus on North Kirklees). Follow up engagement planned for autumn 2016. Discussions taking place with several schools about opportunities for amalgamations/change of category. PRP colleagues are carrying out detailed feasibility on potential site for a new 420 place primary school building for Huddersfield North, should site be feasible then it will be possible to move to the statutory process phase by bringing forward a report to Cabinet in Autumn 2016. Overall RAG Amber.

Areas of risk or concern against the outcome

None at Q1

7.

Kirklees Economic Strategy



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

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

Progress against the outcome

- Manufacturing and engineering:** SME Growth Mangers have supported 20 businesses this quarter, putting them ahead at Q1 of the forecasted 75 businesses for the year. In relation to the supply chain model, some limited funding has been secured from the Local Economic Partnership (LEP).
- Support for businesses:** The business support offer in Libraries continues to develop with the service securing Tinder Foundation funding - allowing service to focus on supporting digital literacy for small businesses in conjunction with the Google Digital Garage.
- Creative industries:** An audience development plan and mapping of creative networks has been completed, providing the information and intelligence to move to next phase of developing a marketing strategy which will target digital, design and textile companies. The Creative Economy Team now sits on the steering group for the Huddersfield Eagle Lab - the Barclays sponsored project providing access to the workspace, equipment & support to people with business ideas.
- Education and Business Links:** The Ahead Partnership Industry Day was held in July - with aim of raising awareness of the roles available in industry across the UK as well as promoting awareness of the opportunities that young people can aspire to. Four Kirklees Schools participated in the Careers Enterprise Company (CEC) 'Make the Grade' programme, bringing together students & businesses to unlock potential in both. The Primary Engineer programme is now live in 20 primary schools with a further 10 primary schools and 6 secondary schools waiting to join the programme. This project links schools with practising engineers, provides training for teaching staff, resulting in young people designing and building a car, positive impact on the engagement of children and young people in Maths and Science.

Areas of risk or concern against the outcome

- Adult Social Care workforce planning:** The sector remains under considerable strain. Work has commenced on a Market Position statement for Older People's Care Homes, following the production of a joint Care Home Strategy with the Clinical Commissioning Groups (CCGs). Also, a risk assessment dashboard is being developed for the domiciliary care sector.

Work continues across the CCGs, Commissioning & Health Partnerships and Operational Adult Services to look at co-ordination of early support to care homes facing problems.

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

Headline Action		Q1	Q2	Q3	Q4
CHP010	Workforce Planning Strategies – Adult Social Care				
FSP009	Corporate parent - Maximise EET outcomes for LAC				
LS018	Strong relations between education and businesses				
PH014	Tackling Poverty Action Plan				
PL005	Stimulate business and jobs growth across the district				
RES003	Support benefits claimants employability				

Progress against the outcome

- **Jobs growth:** SME Growth managers have worked with businesses to help them secure combined funding of £1.1m of LEP funding into the District. This comes with £5.5m of private sector investment from those businesses, with the result of 135 additional jobs in the District. *Note: The unemployment total for Kirklees in June 2016 was 5,510 or 2% of 16-64 year old population (England 1.8%). This represents a decrease of -15 on the previous month, and a decrease of -760 claimants on the same time last year.*
- **Tackling poverty:** Marketing of free early years' education is being targeted at areas of low uptake with high need, using community engagement approaches. Better Off Kirklees is enabling people to maximise their income by getting access to previously unclaimed benefits to which they are entitled. Progress is being made on the extension of credit union access to the South Yorkshire Credit Union for Kirklees residents to help prevent people sliding into poverty.
- **Volunteer up-skilling:** There have been an additional 173 people trained in community roles to encourage people to become more active, more often. They, in turn, have already carried out sessions for over 1,000 people. There are currently 163 volunteers involved in physical activity programmes delivery with 3,498 supporting hours provided.
- **Enterprising young people:** The first 'Your Alternative Market' was held in May involving 10+ young people who successfully opened and ran a retail outlet in Kingsgate. The store took over £800 and the branding "all good in the hudd" has been taken on as business venture by some of those young people. The Alternative Market will be part of the summer markets / shows programme.
- **Not in education, employment or training (NEET):** Joint planning has been established with Interserve to facilitate the implementation of the new European Social Fund NEET contract. Proposals are established to secure the support of Microsoft to a new IT Training Academy for vulnerable young people. Research has been commissioned to enable the Council and partners to plan for and best implement the changes arising from reforms to the national apprenticeship programme.

Areas of risk or concern against the outcome

- **Social care sector:** Locally filmed videos have been launched to promote working in domiciliary care resulting in increased public engagement. This will be followed up in September by a "burst" with possibility of additional recruitment fair. In addition, the Council is reviewing its current training offer to sector. Sector leadership & management development cohorts are underway and aim to improve skills at both higher level and those

that are new or aspiring. Work is also underway to bring together key workforce leads across different partners (e.g. health, education, public health) to identify and agree common themes and future actions/strategies with a view to increasing sector resilience.

- **Funding issues and longer term Brexit:** A Leeds City Region ESIF bid for future apprenticeship activity has been submitted – Kirklees will find out if this is successful at the end of September. The Headstart specification will go out for ESIF funding in July but, with two competitive rounds of bidding, there won't be a decision until next year. Both are currently on a holding pattern. Longer term planning for skills programme funding is uncertain in the context of the Brexit vote and, in particular, access to the European Structural Investment Fund or what the British government will replace it with.

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

Progress against the outcome

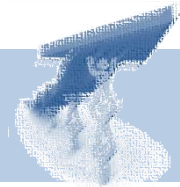
- **Local Planning:** For Quarter (1) major planning applications processed within agreed timescales currently stand at 91.7%. The number of Major planning application consents stands at 24 for the Quarter.
- **Housing supply:** Further work on developing the Housing Strategy for 2016-21 has been undertaken, including planning around the best way to engage key partners. A partial review of the Strategic Housing Market Assessment (SHMA) has been undertaken to ensure currency of contextual performance data and intelligence. IT tools are being procured for improved housing data collection and analysis. Development continues on the Evaluation Phase for the Ashbrow housing site development, and the closing date for Tenders is 31st August 2016.
- **Quality of homes:** External funding for the Better Homes scheme has been secured to enable the successful delivery of first-time central heating installations for households in fuel poverty. The Kirklees Boiler scheme will work in conjunction with national ECO subsidies to help households in fuel poverty replace boilers. It is intended that this will launch in September in advance of the 2016 heating season. The Council is intending to participate in the Leeds-led Energy Services Company (LESCo) for domestic households and is currently working with colleagues at Leeds City Council to help develop and finalise the final offer. This is expected to be formalised in an SLA in August 2016.

- **Highways infrastructure:** The scheme brief for M62 Junction 24a has been issued to consultants and a full response (including Local Plan information) is expected in January 2017. Completion of Gateway 1 (access to car parking at St Georges Warehouse re-development) material will now be undertaken by consultants. Enabling highways work is now complete at the Ashbrow large housing site.
- **Digital connectivity:** 4,000 premises are now able to connect to Superfast Broadband West Yorkshire and it is estimated that 1,000 already have.
- **North Kirklees Growth Zone (NKGZ):** The Next Steps Report is in draft and on schedule to be presented as planned in August. The Council has also a successful hosted a visit from Local Economic Partnership representatives to boost engagement and support at a regional level.
- **Town Centre vibrancy:** The Skills Capital bid was approved for the Dewsbury Learning Village (including Pioneer House) by the Local Economic Partnership (LEP) and at the Combined Authority. Tenders are now being prepared for Landlord Works and Heritage Works. As part of the Dewsbury Townscape Heritage Initiative, works on-site are progressing for 13/17 Corporation Street and an application has been received for Northgate House, again to refurbish in a more traditional manor. Demolition work is progressing ahead of schedule at Southgate in Huddersfield and a proposed Development Brief is in draft. Also, groundwork for the sale of Plot (E) at the Waterfront, Huddersfield is underway. The Council has engaged 73 businesses during the Quarter, including 9 participating in Visual Merchandising Training in Dewsbury - a joint initiative with Dewsbury Townscape Heritage Initiative.
- **Creative Kirklees:** As part of our textile commission, the Council has brokered a relationship between international artist Jane Harris and the London College of Fashion with the Textile Centre of Excellence. And an Arts Newspaper is in planning for the paper to roll out in November.
- **Sufficient school places:** The new Beaumont Primary Academy School is due for opening in temporary accommodation for September. Work is underway to reconfigure the former Almondbury Junior School building to accommodate the Lydgate (Southgate) School. Engagement has begun with school leaders in North West Kirklees to explore solutions for creating an additional 420 primary places within the wider planning area. The positioned need to commission additional secondary places (between 750 and 1350 across the district, with a focus on North Kirklees) is with secondary Head Teachers for consolation.

Areas of risk or concern against the outcome

- **Housing Supply:** The net increase in homes provided for 15/16 was 530. This is significantly short of the 1,100 homes per year increase, as recommended by the Kirklees Strategic Housing Market Assessment (SHMA). In addition, there were 12 affordable homes delivered in Q1 which is considered a slow start to the year.
- **Road traffic accidents:** Recent analysis of collision patterns is showing 4 out of the 5 KSI targets are predicted to be in excess of the progressive target by year end. 2016-17 Capital Plan works continue to target dark accident sites and smaller cluster sites along longer routes of concern. The Road Safety team are currently working with external partners on packages that are suitable for high school age children as well as continuing with pedestrian training for the younger years to address the <16 KSI figures.

4. Significant 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.

Commissioning & Health Partnerships - none at Q1

CTC - none at Q1

Family Support & Child Protection - none at Q1

Learning and Skills - none at Q1

Public Health - none at Q1

Social Care & Wellbeing - none at Q1

Resources - none at Q1

Place - none at Q1

8. Key Corporate Risks



The revised Risk Matrix follows contains the following highlighted risks. Note: it does not prioritise specific risks.

- 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

It is possible to see a correlation between our Corporate Risk Log and the Areas of Risks and concern highlighted in the JHWS and KES summary sections of this report (see pages 15-18).

The continuing impact of a rising demand for services for people with the most complex needs, the recruitment and retention of a Social Care and NHS Workforce to ensure service provision is deliverable and sustainable in the future.

Commission agreed for some external expertise to support specialist school sufficiency place planning, however the data processing agreement is not yet finalised to enable this to progress any further.

There are medium to long term funding concerns. Continuation of both the Apprenticeship Hub and Headstart are dependent upon successful applications for European funding. For the longer term, the Brexit vote will mean some re-positioning in relation to where funding will come from.

The net increase in homes provided for 15/16 was 530. This is significantly short of the 1,100 homes per year increase, as recommended by the Kirklees Strategic Housing Market Assessment.

9. Financial Overview



Awaiting Financial Monitoring Report.

10. New Council Position



By the end of Quarter (1), 2016/17, the revised New Council governance arrangements were in place with the two theme Boards ('Economic Resilience', and 'Early Intervention and Prevention') and the Redesign Board reporting into the New Council Board. The NCB received a number of issues escalated from the reporting Boards for their consideration.

There has been a significant focus on the development of a Financial Strategy and Plan to take us to New Council, which will drive prioritisation of change activities by connecting the budget to outcomes for the public. This activity has been the subject of connections between Finance and the Redesign Board. It will also inform the Council's submission of an Efficiency Plan to the Department for Communities and Local Government in the autumn.

The Redesign Board has become further established and is taking a more active role (delegated by the NCB) to consider the breadth of change activities, their deliverability, and the required connections to enabling areas such as HR, Legal and IT. The impact of service changes, including the senior management restructure being led by the Chief Executive, is being considered for future enabler capacity planning purposes.

At Quarter (1), challenges remain in agreeing the scope of changes to some parts of the New Council programme. This is impacting on the pace of implementation, particularly in Early Intervention and Prevention. Support will be sought from senior officers and councillors during Quarters (2) and (3).

April to June 2016

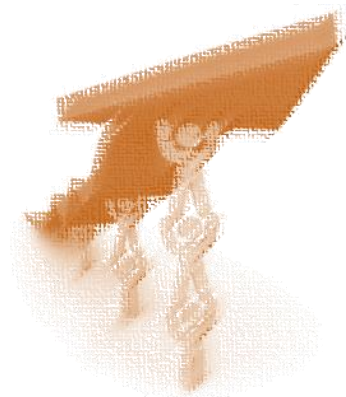
Council Delivery Plans contribution at Quarter (1)

Joint Health & Wellbeing Strategy

**Corporate
Performance
Framework**



2016/17



Contents







This report summarises Quarter 1 performance information from all Directorate Delivery Plans which are focussed on the significant contributions being made to the Joint Health & Wellbeing Strategy.

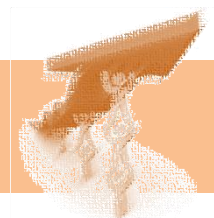
Strategic Outcomes

Summary - Overview

- 1. Supporting prevention and early intervention**
- 2. Enabling people to have control, independence
And resilience**
- 3. Promote and create opportunities for improving
Physical and emotional health and wellbeing**
- 4. Reduce avoidable differences in health and wellbeing
And prioritise according to need and impact**
- 5. Ensure collaboration and integration across services
And partnership organisations**
- 6. Involve people and communities to create and
Deliver solutions**

RAG Key:

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



Overarching themes: JHWS

Collaboration: Significant collaborative partnerships are emerging and developing to support the Early Intervention Strategy at both a Strategic and operational level some examples are: shared Learning from our Stronger Families programme being used to inform EIP for children and families. The Healthy Child Programme is another positive example of collaboration across the council and our partners to improve services and support to children and families early and in a comprehensive way across all sectors.

Strong Communities: We seek to intervene early when there are tensions in our communities volunteers are helping to deliver restorative interventions concerning crime and ASB. The 'Bloom and Grow' together project brought together 1,000 people who have been involved in the schools and community linking project in Dewsbury and Huddersfield. The Prevent Young Peoples Engagement Team has delivered 7 Prevent Projects in Q1, engaging with 264 young people, individuals and families across 33 sessions/workshops. 61 Prevent training sessions have been delivered in Q1 to over 1,300 front line staff, mainly within the Children's and Adults Service.

Through a range of inventions we continue to empower young people and adults:

Employment and skills support: In our libraries staff and volunteers provide customers with digital support, help with basic IT skills, job searching, information retrieval and online safety. At Quarter 1 we recorded 55,120 uses of our public access computers. Libraries have also started working with the Halifax Building Society to increase our offer through their Digital Champions. The new ESF NEET contract has brought new funds to the area. It should fund some preventative work with those at risk of becoming NEET – particularly young people involved with the Pupil Referral Unit (PRU) and Key Stage 4 alternative provision, young people 16-18 who are NEET and who have the most significant barriers and those at 19 -24 with Special Education Needs and Disabilities (SEND).

More active, more often: An additional 173 people have been trained in community roles to encourage other people to become more active, more often. They have already carried out sessions for over 1,000 people. There are currently 163 volunteers involved in physical activity programmes delivery with 3,498 supporting hours provided. In addition, 56 sports clubs have received Council assistance in governance, volunteering and longer term sustainability. There have been good outcomes from evaluation of the START (weight management for young people) programme. 60% participants reduced/maintained BMI at 12 weeks and 50% at 24 weeks reported improved fruit/veg consumption, reduced screen time, BMI and waist circumference plus increased activity. Good results for PALS (exercise referral scheme) with 84% reporting that they are now confident to be active and 90% reporting health improvements.

My Health Tools is expanding in line with our defined local priorities - Diabetes and Depression.

Long term conditions: we continue to promote early intervention and support for those with long term conditions the First wave of the 'Be Clear on Cancer' campaign was successful with lots of interest across the community and good support from the Community Engagement Team. We are now preparing for the next wave of the National Diabetes Prevention Programme and we have assessed the approach we need to take jointly with CCGs.

Community Health & Wellbeing: The Engagement team delivered 110 Health & Wellbeing related activities across Kirklees which engaged 904 people. As an example, 523 people across Kirklees were engaged as part of Public Health campaigning on bowel cancer. The team targeted communities which had low return rates of testing kits through informal conversations to raise awareness and encourage people to spread the word to their friends.

Self-serve and online advice: Development of new content has continued around the statutory duty to provide a 'Local Offer' – the website supporting children and young people with special educational needs and disabilities age 0-25.

Using insight and Intelligence to identify our Priorities': Learning priorities: Outcomes analyses of early data sets indicate further work is required particularly in relation to reading, as well as the improvement in 'good levels of development' at foundation stage.

Local commissioning priorities for this year are: Improving health and wellbeing in order to prevent/reduce/delay the need for healthcare intervention, Diabetes Prevention, Cancer – prevention, symptom and risk awareness, early detection and living with and beyond cancer, Falls prevention and early intervention, Increasing opportunities to self-care in people with long term conditions.

Community Investment: Most investment in 2016-17 is targeted at priorities that link with the Joint Health and Wellbeing Strategy and the draft Early Intervention and Prevention Outcomes. Priorities for targeted investment this year are: short breaks for parent/carers of disabled children; men's mental health; activities to develop the resilience of young adults aged 16-25 with low-level mental health needs; activities for people with physical disabilities and sensory impairments that help them get out and about and connect with others; activities for young adults aged 16-25 with learning disabilities; carers; falls prevention; dementia support activities. At end June 2016, we are providing ongoing development support to 50 voluntary/community groups, including but not only grant-funded ones.

Collaboration and integration across services and partnership organisations: Integrated Commissioning: The Integrated Commissioning Groups and Executive continue to operate effectively as the main forums for joint discussions on health and social care issues with the CCGs.)

Mash and the Single Assessment process: the Multi-Agency Safeguarding Hub (MASH) is the way we are integrating working with our partners and will also embed the Single Assessment process. Weekly Threshold meetings are convened to ensure cases are stepped up and down appropriately.

Tackling fuel poverty: A leaflet for frontline staff is being produced this will coincide with the cold season. This details all the relevant organisations in Kirklees who can provide support around affordable warmth.

- Colleagues at Leeds City council (LCC) are exploring options to provide a domestic energy supply scheme with a specific aim of providing tariffs that are tailored towards those at risk of fuel poverty (e.g. pre-payment). The scheme has been opened up to LAs across Yorkshire, and Kirklees have expressed their wish to participate.
- The scheme and its public brand are still under development. At present we anticipate the scheme will be ready to launch late summer 2016.
- The Council has recently commissioned the Building Research Establishment (BRE) to undertake a Housing Stock Model exercise for Kirklees, along with an associated Health Impact Assessment. The key findings will be used to help us target affordable

interventions most effectively. Excess cold and falls are the 2 biggest hazards for the private sector.

- Kirklees has initiated and attends a West Yorkshire 'fuel poverty/affordable warmth' group in order to connect work at a regional level.
- More generally we are creating links with broader partners e.g. Locala and GHCCG.

Involve people and communities to create and Deliver solutions: Support to Carers: Carers will be able to access information via the Self Help Guide, which will support them to self-serve. Information for carers on the council website and Connect to Support is being updated. More carers have been able to access a carer's budget to support them in their caring role for longer.

Early Help – Insight: The Early Help Survey has been launched and the closing date is the 7th August.

Strong Partnerships across the Education Sector: Engagement has begun with school leaders in North West Kirklees to explore solutions for creating an additional 420 primary places within the wider planning area. Positioned need to commission additional secondary places (between 750 and 1350 across the district, with a focus on North Kirklees). Follow up engagement planned for autumn 2016. Discussions taking place with several schools about opportunities for amalgamations/change of category. PRP colleagues are carrying out detailed feasibility on potential site for a new 420 place primary school building for Huddersfield North, should site be feasible then it will be possible to move to the statutory process phase by bringing forward a report to Cabinet in Autumn 2016.

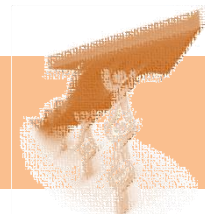
Area of Risk or concern

Changing Reablement: Developing a more targeted approach with revised criteria to ensure resources are focused on those people likely to get maximum benefit from a re-ablement intervention. We are also reshaping services as part of the Early Intervention & Prevention hub developments – aiming to deliver more co-ordinated/integrated services with partners to minimise duplication and hand-off. This includes the development of a single/trusted assessment and a 'lead/key worker role. Risks will be monitored and managed via project board, EIP board and the Joint Adult Management team. Governance arrangements and work plan risks are also monitored via normal management channels.

Sufficiency of school places: Commission agreed for some external expertise to support specialist place planning, however the data processing agreement is not yet finalised to enable this to progress any further. Planning is underway for refresh of 'Securing Sufficient Places document' however, lack of ability to secure GP registration data means that there is a challenge in being able to have the most up to date position.

Outcome (1)

Supporting prevention and early intervention



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

Progress against the outcome

SEND and Ofsted preparation: (CHP001) – This update highlights in detail preparation for Ofsted inspections. A potential risk has been identified for the SEND inspection it is the need to ensure that managers, across both the council and partners from senior to more operational levels, who may be interviewed, are both briefed and prepared. Briefing sessions have been held but there was a low turnout. More will be needed to ensure most effective preparation.

Stronger Families – (CHP002) the programmes approach to both target setting and its ethos is now evident throughout the early intervention and prevention strategy, it has influenced the design and approach to delivery which is currently being consulted on widely. Current programme targets are on track.

Tackling Crime and Anti-social Behaviour: (CTC001) volunteers are helping to deliver restorative interventions concerning crime and ASB. Work with partners is being undertaken to develop proposals concerning a victim’s hub in Kirklees to provide more routes to receive support and more co-ordinated delivery of services. Front line worker training and development took place during the quarter concerning awareness of ASB tools and powers, crime reduction strategies and Human

Trafficking. A Partnership problem solving training package has been developed to enhance the use of innovative evidence led interventions to tackle recurrent problems. Finally, a stocktake of current use of ASB tools and powers has been undertaken – helping to develop a plan to ensure each of the powers has been used to full effect to tackle both ASB and other issues through innovative practice.

Community Cohesion (CTC002)

Key projects to build cohesion have included two events from the ‘Bloom and Grow Together’ project. This brought 1,000 people together who have been involved in the schools and community linking project in Dewsbury and Huddersfield. The events were the culmination of work to link children from different backgrounds and schools together with community activists to explore their identity, whilst taking part in a project to grow plants and flowers.

Resilience to extremist ideologies (CTC0013)

The Prevent Young Peoples Engagement Team has delivered 7 Prevent Projects in Q1, engaging with 264 young people, individuals and families across 33 sessions/workshops. This includes a Prevent consultation event in South Kirklees, weekly engagement and projects with women in North Kirklees and targeted education sessions within local Secondary Schools to build resilience to radicalisation. 61 Prevent training sessions have been delivered in Q1 to over 1,300 front line staff, mainly within the Children’s and Adults Service.

Early Intervention Performance Framework (FSP001) this has to be developed by September 2016 and the use of cost benefit analysis to evidence the positive outcomes of Early Intervention. Staff and Partner Engagement Sessions held to deliver EIP Vision. Revised Continuum of Need Document agreed by all Partners and implemented July 2016.

Quality Assurance (LS001) Early stages of development of the new segmentation criteria to determine the effectiveness of our schools we continue to work with the Kirklees Learning partnership to refresh the role and expectations in light of the New Council and changing national expectations. Quality assurance arrangements to be built into line management and contract arrangements (LS002)

Positive news - NEET Funding (LS005) Joint planning has been established with Interserve to facilitate the implementation of the new ESF NEET contract which has brought the availability of funds to the area. The tender was for the period April 2016 - March 2018 for a maximum value of £458,789. It should include some preventative work with those at risk of being NEET – particularly young people involved with the PRU & KS 4 alternative provision, work with young people 16-18 who are NEET and who have most barriers significant barriers and those 19 -24 with SEND. However the provider is still finalising the contract with the SFA details are still to be confirmed. It is PBR so they will only maximise the contract if they achieve all the outcomes. Proposals are established to secure the support of Microsoft to a new IT Training Academy for vulnerable young people. Research has been commissioned to enable the Council and partners to plan for and best implement the changes arising from reforms to the national apprenticeship programme

Nutritional Start in Life (PL001)

Our Primary mascots Munch's Mystery tour has continued on its road to Rio with an Italian theme day and finally the Olympic theme day itself where we offered Olympic themed colouring competitions, gold medal stickers were handed out and, in partnership with KAL, free activities and swim vouchers for the summer break. Sugar Smart has rolled out in all schools with the high schools running a promotion on Healthy Choices to win free KAL activities and swim vouchers. Food for Life Gold Award was gained by Ashbrow School where we helped host a high profile event with invited VIP guests to celebrate their achievement.

The draft specification for the Kirklees Integrated Healthy Child Programme is nearing completion (**PH002**) and is on schedule; this is a positive example of collaboration across the council and our partners to improve services and support to children and families in a comprehensive way.

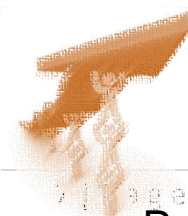
Life skilling (RES001): Staff and volunteers continue to support customers with digital support, offering help with basic IT skills, job searching, information retrieval and online safety. At the end of the 1st Quarter we recorded 55,120 uses of our public access computers. Libraries have also started working with the Halifax Building Society to increase our offer through their Digital Champions. This development builds on the work done by the Barclays Digital Eagles at Birkby/Fartown Library in 2015/16.

Health & Wellbeing (RES001): Libraries have successfully bid for Arts Council England funding for a project with Purple Patch theatre group to train staff and volunteers in disability awareness and sensory storytelling.

Better Care Act (SCW001): Work has commenced on the redesign of the pathway, this will involve a change in the offer from SPA for people to go through EIP offer prior to reablement (unless a clear need is identified via hospital discharge etc.). This should support a more streamlined experience for service users. The On-line assessment (digital by design) work is also progressing with the launch of the Adult Social Care Self Help Guide going live on the 1st August. This will also be available for self-funders and give them advice and information to support them to self-serve. Information for self-funders is also being developed for "paying for your care" and "what to do if the care home you live in closes". This help is currently available via Single Point of Access and our Early Intervention Programme services.

Safeguarding Auditing: (SCW005) In April 2016 we launched our quality assurance framework "Achieving Excellence in Social Care Practice". We have established a Quality Implementation Group and are currently analysing quarter one audit activity. A Directors Audit Clinic is scheduled for August and a thematic audit on mental capacity is in scope. Two specific audit reports reflect the recently revised approach to safeguarding audits, demonstrating effective practice in safeguarding overall. A task group has been set up to look at Prevention and Provider Failure to look at early indicators around quality, abuse and neglect and to develop a protocol for Provider Performance and Serious Concerns. 'Systems thinking' work with Vanguard has helped to address some of the volumes in safeguarding referrals. The Vanguard work in collaboration with service business intelligence colleagues has helped identify the profile of the volume/demand entering the safeguarding pathway in the old 'system', with ways in which this demand can be reduced or re-profiled in the new 'system'. Through this transformational work we have been successful in reducing the volume of demand to the Adults Safeguarding Operational Team by ensuring the right cases navigate through the right stages of the pathway. Further work is being developed to ensure we have regular oversight of demand management and decisions taken (along with evaluation of the quality of those decisions) at the various stages of safeguarding.

Area of Risk or concern against the outcome- None this Quarter



Outcome (2)

Enabling people to have control, Independence and resilience

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

Progress against the outcome

The Kirklees Safeguarding Board (KSAB) (CHP003) - has clarified the arrangements for and the responsibilities of the Vice chair and has made its arrangements for strengthening lay membership. The board continues to give high profile to work on prevention, and held a successful multi-agency network event on good practice in end of life care. Over 100 people attended this event.

LAC Accommodation Strategy: (FSP002) We are progressing actions to improve the range of services we have available for Looked after Children and Care leavers integral to this is the review of our overall Accommodation Strategy.

A number of Task and finish groups are currently focused on the following: Edge of Care, Residential Placements, 16/17 year old Homeless and Fostering Recruitment.

We have strengthened our Staying Put Policy and new Procedures and Guidance are now in Place. In order to gain more insight to inform future improvements for Care Leavers we have established a Care Leavers Forum with support.

Virtual School: (LS007) Work continues to build and develop practice the within the Virtual School for LAC extending the age range to include children from 2 to 4 years and those from 16 – 18 (including the whole academic year in which they are 18 years of age). The draft structure has been shared with senior managers from Children's Social Care and Learning and Skills; discussion about modifications to Careers Information and Guidance (CIAG) agreement taking place; consideration of job profiles for Early Years and post 16 posts done

My Health Tools: (PH003) is being expanded in line with our defined local priorities - Diabetes and Depression.

Long term conditions: (PH006) we continue to promote early intervention and support for those with long term conditions the First wave of the Be Clear on Cancer campaign was successful with lots of interest across the community and good support from the Council Community Engagement Team. Our Campaigns are currently being reviewed for effectiveness. Kirklees is now preparing for the next wave of the National Diabetes Prevention Programme and we have assessed the approach we need to take jointly with CCGs. Gaps are being worked on (such as more targeted use of Health Checks).

Readiness and Response to Major Incidents: (PH016) we are responsible for ensuring the Council along with key partners are ready to respond and recover to/from major incidents. Kirklees local risk assessments have been reviewed to include new risks. A No notice events procedure has been developed to better manage community events and a procedure has been developed on actions to take should the national security level changes.

We've run three emergency planning workshops for schools focusing on general emergency procedures and also considering lockdown procedures.

We also run two exercises looking at a response to a potential Hepatitis outbreak and a response to an incident requiring humanitarian assistance.

The annual Business Continuity Assurance process to assess Services compliance towards the Councils Standard for Business Continuity is now completed. The average compliance score increased by 5% from last years' average score to 87%.

Self-serve and online advice (RES002): Development of new content has continued around the statutory duty to provide a 'Local Offer' – the website supporting children and young people with special educational needs and disabilities age 0-25. As a part of the 'Front Door' programme there is a need to look at how we improve the online provision of information and advice services. A piece of analysis work is soon to begin to look at the opportunities to move to a single means tested process and supporting guidance to include adult social care and financial assessment. Work on improving letters to reduce 'failure demand' is to take place in Customer & Exchequer Services.

More choice for Social Care users (SCW003) Work has commenced on the redesign of the pathway, this will involve a change in the offer from SPA for people to go through EIP offer prior to reablement (unless a clear need is identified via hospital discharge etc.). This will be fully implemented in September. The On-line assessment (digital by design) work is also progressing with the launch of the Adult Social Care Self Help Guide going live on the 1st August. This will also be available for self-funders and give them advice and information to support them to self-serve. Information for self-funders is also being developed for "paying for your care" and "what to do if the care home you live in closes".

Area of Risk or concern against the outcome

Digital by default: (LS008) Initial planning work for bringing a digital by default approach has begun. It is yet unknown what work on the TRIBAL system is possible to enable a fully digital approach. No further communication from DfE about the timing of a revised Admissions Code consultation has yet been announced

Reablement (SCW002) outcomes continue to be positive with a high percentage of people leaving the service with no ongoing support or a reduced level of support. A more targeted approach and revised criteria is being developed to ensure resources are focused on those people likely to get maximum benefit from a re-ablement intervention. Ongoing work includes a reshape of services as

part of the Early Intervention & Prevention hub developments - to deliver more co-ordinated/integrated services with partners to minimise duplication and hand-off. Including the development of a single/trusted assessment and 'lead/key worker role. Mobile Response have moved from the office based IT system onto Carefirst and work is continuing around re-design. Carephones and the Assistive Technology service is looking at opportunities to develop digital/on-line solutions. Throughout the course of the developments risks will be monitored and managed via project board, EIP board and the Joint Adult Management team. Governance arrangements and work plan risks are also monitored via normal management channels.

Outcome (3)

Promote & create opportunities for improving Physical & emotional health & wellbeing



Headline Action	Q1	Q2	Q3	Q4
CTC004 Sustainable physical activities for target groups	●	○	○	○
CTC005 Improve Community health by delivery of interventions	●	○	○	○
CTC010 Culture and leisure opportunities to improve wellbeing	●	○	○	○
FSP003 Therapeutic assessment and support for LAC	●	○	○	○
LS009 Joint focus on maximising learning provision	●	○	○	○
LS010 Ensure Service provision match New Council expectations	●	○	○	○
PH007 Public health support to Council commissioning	●	○	○	○
PH008 Health safety wellbeing of council staff	●	○	○	○

Progress against the outcome

More active, more often (CTC004)

There have been an additional 173 people trained in community roles to encourage people to become more active, more often. They, in turn, have already carried out sessions for over 1,000 people. There are currently 163 volunteers involved in physical activity programmes delivery with 3,498 supporting hours provided. In addition, 56 sports clubs have received Council assistance in governance, volunteering and longer term sustainability. There have been good outcomes from evaluation of the START (weight management for young people) programme. 60% participants reduced/maintained BMI at 12 weeks and 50% at 24 weeks reported improved fruit/veg consumption, reduced screen time, BMI and waist circumference plus increased activity. Good results for PALS (exercise referral scheme) with 84% reporting that they are now confident to be active and 90% reporting health improvements.

Community Health & Wellbeing (CTC005)

The Engagement team delivered 110 Health & Wellbeing related activities across Kirklees which engaged 904 people. As an example, 523 people across Kirklees were engaged as part of Public Health campaigning on bowel cancer. The team targeted communities which had low return rates of testing kits through informal conversations to raise awareness and encourage people to spread the word to their friends and families.

Adoption: (FSP003) one of our priorities is to enhance our Adoption service by establishing regional links a Cabinet Report re: Regionalisation of Adoption going to Cabinet 26th July. The West Yorkshire Adoption Agency is to be implemented by April 2017. The pupil premium pilot was implemented and has been extended for 2016-17.

Setting priorities: (LS009) Kirklees Learning Partnership meetings include updates on current priorities in terms of both OFSTED outcomes and test results. Outcomes analyses of early data sets indicate further work is required particularly in reading, as well as the improvement in 'good levels of development' at foundation stage

Positive examples of service redesign and cross service and partnership working include (LS010) Current review of Partnership services is underway wider council services will be involved in the analysis to achieve an objective view

We have provided support to commissioning both within the council and to the NHS commissioning architecture. (Healthcare Public Health, Commissioning, Health Intelligence) **(PH007)** Our priorities for this year are:

- Improving health and wellbeing in order to prevent/reduce/delay the need for healthcare intervention
- Diabetes Prevention
- Cancer – prevention, symptom and risk awareness, early detection and living with and beyond cancer
- Falls prevention and early intervention
- Increasing opportunities to self-care in people with long term conditions

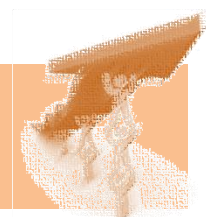
We continue to promote Commissioning for value – ensuring commissioners deliver pathways of care that is evidence based value for money, targeted at the right people and promotes equity of outcomes, early intervention and prevention.

Protecting Health - (PH008) Our Health and Safety Requirements are being met. We provide a range of appropriate and relevant training and guidance for all managers and employees. We also offer a range of occupational health services to keep employees well and to help them to return to work.

Area of Risk or concern against the outcome – None this Quarter

**Outcome
(4)**

Reduce avoidable differences in health & wellbeing & prioritise according to need and impact



Headline Action		Q1	Q2	Q3	Q4
CHP004	Access to adult social care services to gain independence	●	○	○	○
CTC006	Healthwatch Kirklees & NHS Complaints Advocacy	●	○	○	○
FSP004	Integration of Special Educational Needs & Disability services	●	○	○	○
FSP005	Looked After Children close to home	●	○	○	○
FSP006	Youth offender services	●	○	○	○
LS011	Children & Families Act Part 3 service compliance	●	○	○	○

LS012	Cliffe House – Cost effective resource				
PL002	Access to suitable settled homes				
PH009	Integrated intelligence function across the Council				
PH010	Value & equality in healthcare (Healthcare Public Health)				
SCW004	Personalised adult care support				

Progress against the outcome

Good News: Community Investment: (CHP004) agreed partnership investment priorities and outcomes. Most investment in 2016-17 is targeted at priorities that link with the Joint Health and Wellbeing Strategy and the new draft Early Intervention and Prevention Outcomes. We have agreed the priorities for targeted investment this year as: short breaks for parent/carers of disabled children; men's mental health; activities to develop the resilience of young adults aged 16-25 with low-level mental health needs; activities for people with physical disabilities and sensory impairments that help them get out and about and connect with others; activities for young adults aged 16-25 with learning disabilities; carers (specific priority to be confirmed) tbc; falls prevention; dementia support activities. A small amount of investment will also be targeted at other emerging EIP priorities. At end June 2016, we are providing ongoing development support to 50 voluntary/community groups, including but not only grant-funded ones.

Healthwatch Kirklees (HWK): (CTC006) was recommissioned during the last quarter of 2015/16 resulting in an uninterrupted service. HWK won two awards at the Healthwatch England National Conference for their work on NHS Dentistry and their campaign to open a new centre in Huddersfield for Personal Independence Payment (PIP) assessments. The NHS Complaints Advocacy service was also recommissioned this in Q1 with an average of 25 cases being dealt with every quarter.

Integrating education, health and social care services for children and young people with Special educational needs and disability (SEND): (FSP004) Work is underway to review the current work plan priorities through the SEND strategy group to ensure alignment with AAD. A key focus for the group currently is preparing for the SEND Ofsted inspection which is due this year. Priorities will be confirmed for quarter 2 reporting.

Bringing Looked after Children closer to home: (FSP005) this included a review of our foster care recruitment strategy which is now completed and is central to our overall Sufficiency strategy, the report recommendations are to be implemented by October 2016. The Residential Task and Finish group are reviewing all residential placements – this includes all children who are placed and the associated costs are identified. All permanency plans are to be reviewed at weekly permanency panel.

Integrated Youth Services: (FSP006) In the first quarter of this year we have 50% of LAC young people completing their orders successfully, compared with 33.3% at the same period last year. This is an improvement on last year. There are however a number of breach proceedings being taken against some LAC young people and this may affect future outcomes. In the first quarter of this year 73.5% of young people were in full time ETE at the end of their orders compared with 70% in the same period last year. This is an increase on the same quarter of 2015/16. This gives us confidence that we will achieve our target for this year.

Developing the Local offer : (LS012) we continue to ensure we are compliant with the Children’s and Families Act 2016-17 reviews are on track and early discussions to include the Local offer in the early Intervention and prevention (EIP) strategy have taken place. At Cliffe House our new programme at viable cost will be introduced from September 2016. Secondary aged programmes trialled with vulnerable learners successful with a roll out of the wider programme from September 2016.

Access to Housing and Homelessness prevention (PL002)

Kirklees Council tenants living in homes managed by KNH and Pinnacle have continued to receive core housing management and maintenance services which in many cases have met and some cases exceeded target standards. Work on the proposed merger of Kirklees Building Services with KNH has progressed, with a merger completion date of October proposed. Preventing homelessness remains our key priority and over the last quarter 534 preventions were confirmed, the highest quarter figure recorded. Work to refocus our approach to improving the property conditions and management practices in the private rented sector continues. Enforcement action in June at Huddersfield Magistrates Court resulted in the successful prosecution of landlords who had failed to make required improvements to a property they were renting to a family with small children.

Area of Risk or concern against the outcome

New ways of working: (SCW004) Short Term & Urgent Support Teams have been reconfigured to locality areas to align better with the current Locala hubs and are continuing to work together on developments as part of the EIP hub and spoke model. Hot desking arrangements are in place which has improved joint working, communication and relationships. Team Managers within STUST are working very closely with the Hospital Assessment teams to improve transfers from hospital to community. As part of the pathway and EIP service redesign work services are aiming at a key worker approach/lead person role alongside developing a single trusted assessment & process. (SCW002)

Outcome (5)	Ensure collaboration & integration across services and partnership organisations
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Headline Action		Q1	Q2	Q3	Q4
CHP005	Integrated commissions to deliver care pathways				
CHP006	Demand on Social Care – Pathway & resource efficiencies				
CHP007	Meeting service user needs – staff commitment & skills				
CTC012	Strategic partnerships-Sports & Physical Activity Strategy				
FSP007	Embed Single Assessment & Multi Agency Safeguarding Hub (MASH)				
LS013	Strategic use of Business Intelligence				
LS014	Infrastructure planning for schools				
PH011	Integrated approach to address Fuel Poverty				

Progress against the outcome

Integrated Commissioning: (CHP005) Discussions continue in respect of further integration of commissioning functions and the Integrated Commissioning Groups and Executive (supporting the Health and wellbeing Board) they continue to operate effectively as the main forums for joint discussions on health and social care issues with the CCGs. The priority area for commissioning integration is intelligence and the Council is progressing with the development of its Intelligence Hub with the Health and Social Care spoke forming a significant component. BCF Plan for 2016/17 agreed by local partners and fully approved by NHS England. Section 75 Agreement is in place between the Council and CCGs.

Efficient use of Systems and data: (CHP006) A full diagnostic of the social care pathway was completed early Q1 2016/17 to support the service's 'Data, Discovery, Dialogue' approach. This along with the mainstreamed social care pathway flow model has helped embed a whole system and pathway view of volumes and flows, along with the outputs and outcomes associated at each stage of the pathway. The next stage is to (a) update the pathway flow model periodically to understand the cause of any variation in demand management indicators as well as performance, and (b) assimilate workforce analytics to support a more unified view of activity against use of resources. Colleagues across both services are working jointly on this next phase, with an anticipated draft set of results to be shared with the Joint Adults Management team by the end of September. There are a range of profiles compiled based on available intelligence which provide an overview of complexity of need (and the interaction, experiences and costs) of people at different levels of need, along with geography profiles to ensure a view of a whole range of socio-economic data. This intelligence will be further enhanced through the availability of hospital data via CareTrak.

Embedding the Single Assessment process: (FSP007) we continue to shape integrated working to embed the Single Assessment process and the Multi-Agency Safeguarding Hub (MASH) arrangements across the whole service. The Single assessment is now in place. Weekly Threshold meetings are convened to ensure cases are stepped up and down appropriately.

New IT System: The Contract has been awarded to Liquid Logic to develop and implement the new system by March 2017.

Workforce Strategy and Development Plan: (FSP007) The Family and Children's Principal Social Worker has been recruited and is in post. New Practice Standards, a Quality Assurance Framework and One Minute Guides are also in place.

Strategic Use Data and Business Intelligence: (LS013) Work with the Integrated Intelligence Reference Group will enable the development of systems able to draw data from Tribal and Care first. The roll out of NEXUS data system for schools and Learning and Skills is on track. All schools have log ins and there have been training sessions for primary and secondary head teachers. Much improved immediate access to data for LA and schools. All KLPs have been trained on the system and will start using it from September 2016. IT Projects Manager recruited to further all projects in Learning and Skills ensuring stronger links between IT and service managers.

Tackling Fuel Poverty: (PH0011) we are developing a leaflet for frontline staff to coincide with the cold season. This details all the relevant organisations in Kirklees who can provide support around affordable warmth.

- Colleagues at Leeds City council (LCC) are exploring options to provide a domestic energy supply scheme with a specific aim of providing tariffs that are tailored towards those at risk of fuel poverty (e.g. pre-payment). The scheme has been opened up to LAs across Yorkshire, and Kirklees have expressed their wish to participate.

- The scheme and its public brand are still in development. At present we anticipate the scheme will be ready to launch late summer 2016.
- The Council has recently commissioned the Building Research Establishment (BRE) to undertake a Housing Stock Model exercise for Kirklees, along with an associated Health Impact Assessment. The key findings will be used to help us target affordable interventions most effectively. Excess cold and falls are the 2 biggest hazards for the private sector.
 - Kirklees has initiated and attends a West Yorkshire ‘fuel poverty/affordable warmth’ group in order to connect work at a regional level.
- More generally we are creating links with broader partners e.g. Locala and GHCCG.

Area of Risk or concern against the outcome

Sufficiency of school places: (LS014) Commission agreed for some external expertise to support specialist place planning, however the data processing agreement is not yet finalised to enable this to progress any further.

Planning underway for refresh of ‘Securing Sufficient Places document’ however, lack of ability to secure GP registration data means that there is a challenge in being able to have the most up to date position. (RA Rag)

Learning and Skills hosted an ‘Educational Excellence in Kirklees’ event for Headteachers in June with input from the Regional Schools Commissioner. This was to continue dialogue for the shape of the future opportunities to secure best outcomes and strategic fit across the district following the publication of the White Paper. Further engagement planned for autumn term, as well as a Cabinet Paper for members. Ongoing support for schools (either individually or in groups) is currently in an academisation process of conversions/establishment of Multi Academy Trusts. (AG Rag) (Overall A)

Outcome (6)

Involve people and communities to create and deliver solutions

Headline Action		Q1	Q2	Q3	Q4
ADJ001	Communicate Vision for Social Care	●	○	○	○
ADJ002	Support Carers to balance Caring roles	●	○	○	○
CHP008	Innovative Social Care improving outcomes for people	●	○	○	○
CTC011	Community engagement – self managed arts activities	●	○	○	○
FSP008	Early Help Offer – positive relations with partners	●	○	○	○
LS015	Strong partnerships across education sector	●	○	○	○
LS016	Implement Schools as Community Hubs Programme	●	○	○	○
PH012	Community engagement in Joint Strategic Assessment	●	○	○	○

Progress against the outcome

Social Care Vision: (ADJ001) this is a joint held action owned by the Joint Adults Management Team. Some work has been initiated to support wider workforce development, in line with the Council's Values and Behaviours. Further work linked to the Social Care Vision has yet to be defined.

Support to Carers: (ADJ002) Carers will be able to access information via the Self Help Guide, which will support them to self-serve. Information for carers on the council website and Connect to Support is being updated. More carers have been able to access a carer's budget to support them in their caring role for longer.

Stakeholder feedback: (CHP008) Some of the mediums we will use to gather insight are as follows: Data and Intelligence • Surveys • Local Forums • Community Hubs • Children Centres.

Early Help – Insight: (FSP008) As an integral part of the ongoing development of our 'Early Help' offer we will continue to build positive relationships and networks to gather increasing insight that help inform future service delivery to support a continuous improvement culture across the service and with our partners

The Early Help Survey has been launched and the closing date is the 7th August.

Strong Partnerships across the Education Sector: (LS015) Engagement has begun with school leaders in North West Kirklees to explore solutions for creating an additional 420 primary places within the wider planning area. Positioned need to commission additional secondary places (between 750 and 1350 across the district, with a focus on North Kirklees) with secondary Head teachers. Follow up engagement planned for autumn 2016. Discussions taking place with several schools about opportunities for amalgamations/change of category. PRP colleagues carrying out detailed feasibility on potential site for new 420 place primary school building for Huddersfield North, should site be feasible then it will be possible to move to the statutory process phase by bringing forward a report to Cabinet in Autumn 2016. Overall RAG Amber

The Post 16 Strategic Needs Assessment: (LS015) has now been published and partners asked to respond to the priorities within the assessment

Area of risk or concern against the outcome - None this Quarter

April to June 2016

Council Delivery Plans contribution at Quarter (1)

Kirklees Economic Strategy

**Corporate
Performance
Framework**



2016/17









Contents

What follows is the analysis of performance data from Directorate Delivery Plan progress reports for Quarter 1. The analysis focuses on the significant contributions being made to the Kirklees Economic Strategy.

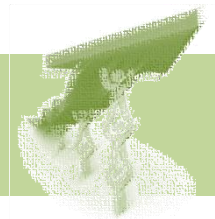
Strategic Outcomes

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RAG Key:

	At Risk
	
	Off Track
	
	On Track
	Data Missing

Overview



Business: economic competitiveness and profitable business

SME growth managers are reporting good progress – 20 businesses supported to access over £1.1m of Local Economic Partnership grant funding. Also, the Council is well placed to encourage access to a range of business supports – including Tinder Foundation funding for Libraries to increase small business digital literacy and the Barclays Eagle Lab in Huddersfield. Connecting activities are also underway in key sectors – supply chains in manufacturing and engineering plus networks mapping for the creative sector. There have also been some high profile events and programmes which aim to encourage a closer working relationship between business and schools in the context of ensuring greater levels of employability for young people - Ahead Partnership Industry Day, the Careers Enterprise Company (CEC) 'Make the Grade' programme and the Primary Engineer programme.

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

Work undertaken by the SME growth managers to help business access LEP funding has resulted in the creation of 135 additional jobs. There are also a number of important activities taking place to tackle poverty in Kirklees around maximising free school meals uptake and marketing free early years education. Better Off Kirklees is enabling people to maximise their income by getting access to previously unclaimed benefits to which they are entitled. Fuel poverty is also in view - external funding for the Better Homes scheme for first-time central heating installations, boiler replacement scheme and participation in Leeds-led Energy Services Company (LESCo) for domestic households. Encouraging enterprise in young people is another key driver. The first 'Your Alternative Market' was held in May involving 10+ young people who successfully opened and ran a retail outlet in Kingsgate. The store took over £800. It will become part of the summer markets/shows programme.

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

A partial review of the Strategic Housing Market Assessment (SHMA) has been undertaken to ensure currency of contextual performance data and intelligence. IT tools are being procured for improved housing data collection and analysis. Development continues on the Evaluation Phase for the Ashbrow housing site development with a closing date for Tenders is 31st August 2016. 4,000 premises are now able to connect to Superfast Broadband West Yorkshire and it is estimated that 1,000 already have. North Kirklees is hitting the spotlight in Q1. The proposal for the North Kirklees Relief Road (alternative M62/M1 link) has been released into the public domain. The North Kirklees Growth Zone Next Steps Report is in draft and on schedule to be presented as planned in August. The Council has also hosted a visit from Local Economic Partnership representatives to boost engagement and support at a regional level. And the Skills Capital bid was approved for the Dewsbury Learning Village (including Pioneer House) by the Local Economic Partnership (LEP) and at the Combined Authority. In Huddersfield, demolition work is progressing ahead of schedule at Southgate, the former Huddersfield Sports Centre and high rise flats site and valuers have been

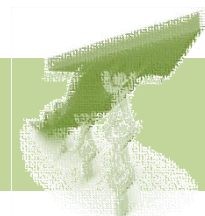
instructed so that Heads of Terms can be concluded and legal colleagues instructed on the sale of Plot (E) at the Waterfront.

Areas of risk or concern against the outcome:

There are a number of concerns coming out of the first Quarter. As a sector, adult social care remains under strain, particularly in relation to workforce planning. Work continues across the CCGs, Commissioning & Health Partnerships and Operational Adult Services to look at co-ordination of early support to care homes facing problems. Also, funding concerns carry forward from the previous year, with the continuation of both the Apprenticeship Hub and Headstart dependent upon successful applications for European funding. For the longer term, the Brexit vote will mean some re-positioning in relation to where funding will come from. The net increase in homes provided for 15/16 was 530. This is significantly short of the 1,100 homes per year increase, as recommended by the Kirklees Strategic Housing Market Assessment. And we have had a slow start to the year for affordable homes delivery. Finally, 4 out of the 5 Killed or Seriously Injured targets are predicted to be in excess of the progressive target by year end.

Outcome (1)

Business – economic competitiveness and profitable businesses



Headline Action		Q1	Q2	Q3	Q4
CHP009	Market Oversight & Development – Social Care	●	○	○	○
CTC007	Resilient and competitive creative sector	●	○	○	○
LS018	Strong relations between education and businesses	●	○	○	○
PH013	A sustainable food culture to promote health	●	○	○	○
PL003	Kirklees as a manufacturing and engineering cluster	●	○	○	○
PL004	Local economic growth and social value through procurement	●	○	○	○

Progress against the outcome

Manufacturing and engineering (PL003): SME Growth Mangers have supported 20 businesses this quarter, putting them ahead at Q1 of the forecasted 75 businesses for the year. In relation to the supply chain model, some limited funding has been secured from the Local Economic Partnership (LEP) and confidence is high that will bring benefits - supporting key businesses to enhance margins in developed markets and as a catalyst for growth in emerging markets.

Support for businesses (PL003): As certain funding streams come to an end (the Environment Grant, as an example), colleagues in those areas are being re-training into SME growth manager roles. This meets our aspiration of wider engagement, which will ultimately secure greater outputs and increase Kirklees businesses share of the regional products available.

The business support offer in Libraries continues to develop with the service securing Tinder Foundation funding. This will allow the library service to focus on supporting digital literacy for small businesses in conjunction with the Google Digital Garage. Libraries also ran a successful marketing masterclass, at which attendees were also supported to use our online business resources.

It is believed that ESIF funded Resource Efficiency programme - providing capital grants to businesses for a specific project or investment that helps to improve a business's resource efficiency and therefore reduce utility bills and running costs and improve profitability - is going ahead.

Creative industries (CTC007): Connections are being made stronger to raise the profile of the Creative Sector and forge wider engagement across the Council with the Creative Sector. An audience development plan and mapping of creative networks has been completed, providing the information and intelligence to move to next phase of developing a marketing strategy which will target digital, design and textile companies. The Creative Economy Team now sits on the steering group for the Huddersfield Eagle Lab - the Barclays

sponsored project providing access to the workspace, equipment & support to people with business ideas.

Education and Business Links (LS018): The Ahead Partnership Industry Day was held in July - with aim of raising awareness of the roles available in industry across the UK as well as promoting awareness of the opportunities that young people can aspire to. Four Kirklees Schools participated in the Careers Enterprise Company (CEC) 'Make the Grade' programme, bringing together students & businesses to unlock potential in both. The Primary Engineer programme is now live in 20 primary schools with a further 10 primary schools and 6 secondary schools waiting to join the programme. This project links schools with practising engineers, provides training for teaching staff, resulting in young people designing and building a car, positive impact on the engagement of children and young people in Maths and Science. The first celebration event held on 30th June.

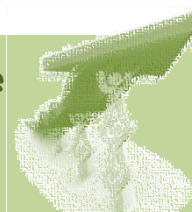
Council procurement (PL004): Council Procurement is undertaking a review of current practises in relation to social value with a view to improving its ability to quantify and demonstrate impact. It is due to be completed by September 2016. Initial research and discussions with senior leaders in the Council have taken place to assess current measurements and potential future requirements. These are now being drawn up into workable proposals for future direction and delivery.

Areas of risk or concern against the outcome

Adult Social Care workforce planning (CHP009): The sector remains under considerable strain. There is considerable activity taking place to mitigate that strain. Close work with providers continues, via one to one discussions and regular provider forums. Work has commenced on a Market Position statement for Older People's Care Homes, following the production of a joint Care Home Strategy with the Clinical Commissioning Groups (CCGs). Guided by recent Department of Health advice linked to the Care Act, a risk assessment dashboard is being developed for the domiciliary care sector. Work continues across the CCGs, Commissioning & Health Partnerships and Operational Adult Services to look at co-ordination of early support to care homes facing problems.

Outcome (2)

**People – skilled, able and healthy people
Communities supporting good
Employment rates and outcomes**



Headline Action		Q1	Q2	Q3	Q4
CHP010	Workforce Planning Strategies – Adult Social Care	●	○	○	○
FSP009	Corporate parent - Maximise EET outcomes for LAC	●	○	○	○
LS017	Enterprise Culture for young people	●	○	○	○
PH014	Tackling Poverty Action Plan	●	○	○	○

PL005	Stimulate business and jobs growth across the district	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RES003	Support benefits claimants employability	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Progress against the outcome

Jobs growth (PL005): During Quarter (1) SME Growth managers have worked with businesses to help them secure combined funding of £1.1m of LEP funding into the District. This comes with £5.5m of private sector investment from those businesses, with the result of 135 additional jobs in the District. This is a very strong start to the year.

Note: The unemployment total for Kirklees in June 2016 was 5,510 or 2% of 16-64 year old population (England 1.8%). This represents a decrease of -15 on the previous month, and a decrease of -760 claimants on the same time last year.

Workplace health (CTC005): As an example, the ‘Well into work’ pilot project in Dewsbury South sought to build confidence, esteem and social capital for eight long term unemployed people to overcome low level health obstacles to work, exploring the role of community engagement within a wider programme of employment support and its impact.

Tackling poverty (PH014): Activity on key elements of the action plan is progressing well. The new process for maximising free school meals uptake, thus helping families to stretch their money further whilst attracting additional pupil premium payments to schools to support the most disadvantaged children, has now been embedded as normal business. Marketing of free early years education is being targeted at areas of low uptake vs high need, using community engagement approaches. Better Off Kirklees is enabling people to maximise their income by getting access to previously unclaimed benefits to which they are entitled. Progress is being made on the extension of credit union access to the South Yorkshire Credit Union for Kirklees residents to help prevent people sliding into poverty.

Fuel poverty (PL008): External funding for the Better Homes scheme has been secured to enable the successful delivery of first-time central heating installations for households in fuel poverty. The Kirklees Boiler scheme will work in conjunction with national ECO subsidies to help households in fuel poverty replace boilers. It is intended that this will launch in September in advance of the 2016 heating season. The Council is intending to participate in the Leeds-led Energy Services Company (LESCo) for domestic households and is currently working with colleagues at Leeds City Council to help develop and finalise the final offer. This is expected to be formalised in an SLA in August 2016.

Volunteer up-skilling (CTC004): There have been an additional 173 people trained in community roles to encourage people to become more active, more often. They, in turn, have already carried out sessions for over 1,000 people. There are currently 163 volunteers involved in physical activity programmes delivery with 3,498 supporting hours provided.

Libraries have successfully bid for Arts Council England funding for a project with Purple Patch theatre group to train both staff and volunteers in disability awareness and sensory storytelling. (RES001)

Enterprising young people (LS017): The first 'Your Alternative Market' was held in May involving 10+ young people who successfully opened and ran a retail outlet in Kingsgate. The store took over £800 and the branding "all good in the hudd" has been taken on as business venture by some of those young people. The Alternative Market will be part of the summer markets / shows programme. Also, two 'World of Work' competitions were held in local schools. In addition, plans to open an Alternative Kitchen are well developed.

Not in education, employment or training - NEET (LS005): Joint planning has been established with Interserve to facilitate the implementation of the new European Social Fund NEET contract. Proposals are established to secure the support of Microsoft to a new IT Training Academy for vulnerable young people. Research has been commissioned to enable the Council and partners to plan for and best implement the changes arising from reforms to the national apprenticeship programme.

Employability of looked after children – LAC (FSP009): The Council is currently considering extending the age range of the Virtual School. This will include the process of Personal Education Plans for pupils aged 16 years. We are currently considering the resources and staffing necessary to implement this. A protocol has been agreed for placement moves. The Corporate Parenting Board continues to meet monthly and up to date intelligence about Kirklees Children is to be provided to July Board meeting. The Education Employment and Training (EETs) Steering Group is set up to look at opportunities for LAC young people and Care Leavers, linking to Calderdale & Kirklees Careers and other partners.

Areas of risk or concern against the outcome

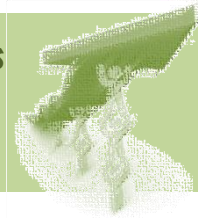
Social care sector (CHP010): This is a sector under strain, particularly around recruitment and retention. There are a number of key activities taking place to support it. Locally filmed videos have been launched to promote working in domiciliary care resulting in increased public engagement. This will be followed up in September by a "burst" with possibility of additional recruitment fair. In addition, the Council is reviewing its current training offer to sector. Sector leadership & management development cohorts are underway and aim to improve skills at both higher level and those that are new or aspiring. Work is also underway to bring together key workforce leads across different partners (e.g. health, education, public health) to identify and agree common themes and future actions/strategies with a view to increasing sector resilience.

Funding issues and longer term Brexit (PLO05): Both the Headstart programme and Apprenticeship Hub are in a holding pattern between funding end and re-applying for future funding, hence uncertainty. A Leeds City Region ESIF bid for future apprenticeship activity has been submitted – Kirklees will find out if this is successful at the end of September. The Headstart specification will go out for ESIF funding in July but, with two competitive rounds of bidding, there won't be a decision until next year.

Longer term planning for skills programme funding is uncertain in the context of the Brexit vote and, in particular, access to the European Structural Investment Fund or what the British government will replace it with.

Outcome (3)

Place – high quality places / environments and infrastructure that supports business, health and life



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

Progress against the outcome

Local Planning (PL006): For Quarter (1) major planning applications processed within agreed timescales currently stand at 91.7%. The number of Major planning application consents stands at 24 for the Quarter. *Note: There is currently nothing to report in relation to the Local Plan as the next two significant stages - a publication draft of the Local Plan and a Community Infrastructure Charging levy - are not due to be completed until the end of the year.*

Housing supply (PL008): Further work on developing the Housing Strategy for 2016-21 has been undertaken, including planning around the best way to engage key partners. A partial review of the Strategic Housing Market Assessment (SHMA) has been undertaken to ensure currency of contextual performance data and intelligence. IT tools are being procured for improved housing data collection and analysis. An analysis of the intelligence will support the development of the Housing Asset Management Strategy and the review of the Housing Revenue Account 30 Year Business Plan, which is to be carried out during the autumn.

Development continues on the Evaluation Phase for the Ashbrow housing site development, which includes creating the Terms of Reference document, setting out the detailed process and instructions for the evaluation. The closing date for Tenders is 31st August 2016.

Pre-planning discussions are underway with Building Services to deliver an innovative project in Golcar of 10 homes for social rent. These discussions have highlighted that

revised plans are required before a planning application is submitted. Revised plans are expected in August 2016

Highways infrastructure (PL007): Progress is being made on a range of major highways schemes.

- The scheme brief for M62 Junction 24a has been issued to consultants and a full response (including Local Plan information) is expected in January 2017.
- Completion of Gateway 1 (access to car parking at St Georges Warehouse re-development) material will now be undertaken by consultants
- Enabling highways work is now complete at the Ashbrow large housing site.

Digital connectivity (PL007): 4,000 premises are now able to connect to Superfast Broadband West Yorkshire and it is estimated that 1,000 already have. The PSN network is now complete for Kirklees Core. *Note: the future of the Digital Support Programme funding is unknown as a result of the Brexit vote.*

North Kirklees Growth Zone – NKGZ (PL009): The Next Steps Report is in draft and on schedule to be presented as planned in August. The Council has also hosted a visit from Local Economic Partnership representatives to boost engagement and support at a regional level. This report will include:-

- proposals for engagement of the private sector and the use of Council assets – early planning application for existing site allocations
- a long term approach to micro and macro transport planning to aid development of the NKGZ in its broadest sense - the first scheme will be to improve the connectivity from the rail station into town.
- short term interventions to support the living town concept – programme for redundant buildings, eyesore sites investigated and funding bids submitted to deliver new affordable homes for sale
- next steps in the approach on long term governance and a draft partnership document for consultation and adoption

Town Centre vibrancy (PL009): The Skills Capital bid was approved for the Dewsbury Learning Village (including Pioneer House) by the Local Economic Partnership (LEP) and at the Combined Authority. Tenders are now being prepared for Landlord Works and Heritage Works.

As part of the Dewsbury Townscape Heritage Initiative, works on-site are progressing for 13/17 Corporation Street – including general refurbishment to a more traditional design in keeping with the character of the entire building. And an application has been received for Northgate House, again to refurbish in a more traditional manor.

Demolition work is progressing ahead of schedule at Southgate in Huddersfield, the former Huddersfield Sports Centre and high rise flats site. A proposed Development Brief is in draft, subject to internal discussions, and listed for Cabinet in September/October. Also, valuers have been instructed so that Heads of Terms can be concluded and legal colleagues instructed on the sale of Plot (E) at the Waterfront, Huddersfield.

The Dewsbury 1950's Scene took place in Dewsbury in May, featuring live music and dance from the era along with old-style crafts, food stalls and a classic car show right outside Dewsbury Town Hall. Facilitation was also undertaken for the Mayor's events to mark the Queen's birthday in both Huddersfield & Dewsbury town centres. The Council has engaged 73 businesses during the Quarter, including 9 participating in Visual Merchandising Training in Dewsbury - a joint initiative with Dewsbury Townscape Heritage Initiative.

Creative Kirklees (CTC008): The one-stop-shop to find out who is working creatively in Kirklees, what's happening and where to go – has undergone an assessment of development needs and improvements are underway. As part of our textile commission, the Council has brokered a relationship between international artist Jane Harris and the London College of Fashion with the Textile Centre of Excellence. And an Arts Newspaper is in planning with Hebeworks – negotiations are underway with The University of Huddersfield and Kirklees College for match funds for the paper to roll out in November.

Sufficient school places (LS019): Work is underway to make School Capacity Collection return to DfE in time for initial deadline. This is a challenge in relation to a best forecasting position as the Council is currently unable to obtain GP registration data. The new Beaumont Primary Academy School is due for opening in temporary accommodation for September and a project team is in place for developing the new 630 place build. Work is underway to reconfigure the former Almondbury Junior School building to accommodate the Lydgate (Southgate) School. PRP colleagues have been commissioned to explore sites and expansions to deliver North West Kirklees additional primary places. Engagement has begun with school leaders in North West Kirklees to explore solutions for creating an additional 420 primary places within the wider planning area. The positioned need to commission additional secondary places (between 750 and 1350 across the district, with a focus on North Kirklees) is with secondary Head Teachers for consolation. Follow up engagement is planned for autumn 2016. Discussions are also taking place with several schools about opportunities for amalgamations / change of category.

Areas of risk or concern against the outcome

Housing Supply (PL008): The net increase in homes provided for 15/16 was 530. This is significantly short of the 1,100 homes per year increase, as recommended by the Kirklees Strategic Housing Market Assessment (SHMA). In addition, there were 12 affordable homes delivered in Q1 which is considered a slow start to the year (pro-rata against the overall 3 year target would have expected 59 units delivered). A further 81 units are expected to be delivered through the course of 16/17.

Road traffic accidents (PL007): Recent analysis of collision patterns is showing 4 out of the 5 KSI targets are predicted to be in excess of the progressive target by year end. Cyclist casualties are predicted to be 68% over target and well within the red rating. This is partly due to the very low target and the exponential increase in cyclists. The next highest is car occupants at 40% above target. This however is due to one accident in March with 8 serious

car occupant injuries meaning. The under-16 KSI and pedestrian KSI are predicted to be slightly over target with the Motorcycle KSI predicted to be below the target.

2016-17 Capital Plan works continue to target dark accident sites and smaller cluster sites along longer routes of concern. The Road Safety team are currently working with external partners on packages that are suitable for high school age children as well as continuing with pedestrian training for the younger years to address the <16 KSI figures.



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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