

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

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Monday 14 January 2019

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **4.00 pm** on **Tuesday 22 January 2019**.

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

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

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

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 Shabir Pandor
Councillor David Sheard

Councillor Masood Ahmed
Councillor Viv Kendrick

Councillor Musarrat Khan
Councillor Naheed Mather
Councillor Peter McBride
Councillor Cathy Scott
Councillor Graham Turner

Responsible For:

Leader of the Council
Deputy Leader of the Council and holder of the
Deputy Leaders Cabinet Portfolio
Cabinet Member - Learning and Aspiration
Cabinet Member - Children (Statutory
responsibility for Children)
Cabinet Member - Health and Social Care
Cabinet Member - Communities and Environment
Cabinet Member - Economy
Cabinet Member - Housing and Democracy
Cabinet Member - Corporate

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

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

2: Minutes of previous meeting

1 - 12

To approve the minutes of the meetings of Cabinet held on the 11 and 18 December 2018.

3: Interests

13 - 14

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

4: Admission of the Public

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

5: Deputations/Petitions

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

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

6: Public Question Time

The Committee will hear any questions from the general public.

7: Member Question Time

To consider questions from Councillors.

8: Kirklees Economic Strategy

15 - 52

To provide an update on the refresh of the Kirklees Economic Strategy (KES) and ask Cabinet for comments and approval of the final draft text, to take to Council for approval.

Officer(s): Alan Seasman, Theme Lead Place and Inward Investment and Kate McNicholas, Strategy and Policy Service Manager Tel: 01484 221000

9: Dewsbury Town Centre : Strategic Development Framework & Delivery Programme

53 - 84

To seek Cabinet approval for:

- (i) a Strategic Development Framework to guide the long term development of Dewsbury Town Centre and a Delivery Programme which sets out a broad range of actions that will progress the regeneration of the town centre over the next three years; and
- (ii) £525,000 to be spent on programme of public realm works

Officer: Peter Thompson, Economic Resilience Project Manager
Tel: 01484 221000

10: Capital Investment for Fire Safety in Council Buildings

85 - 94

To seek approval of a £3m capital budget spread over financial years 2018/19 to 2020/21 for investment in fire safety measures across Kirklees buildings.

Officer: David Martin - Head of Service for Capital Delivery and Facilities Management and Jonathan Quarmby - Corporate Facilities Manager Tel: 01484 221000

- 11: Land at Hart Street/Newsome Road Huddersfield** 95 - 102
- To seek Cabinet approval to dispose of the council's freehold reversion.
- Officer:** Andrew Thompson, Disposals and Acquisitions Surveyor
Tel: 01484 221000
-
- 12: Additional Local Highways Maintenance Funding 2018/2019** 103 - 110
- This is a key decision to seek approval for an enhanced programme of highway maintenance on Local Community Roads.
- Officer:** Graham Mallory, Group Engineer, Tel: 01484 221000
-
- 13: Annual RIPA update** 111 - 142
- To brief Cabinet on the use of the Regulation of Investigatory Powers Act 2000 by the Council since the last report on this and to seek approval to an amendment to the RIPA policy.
- Officer:** David Stickley, Senior Legal Officer, John Chapman, Head of Legal Services Tel: 01484 221000
-
- 14: Dewsbury Townscape Heritage Initiative DTHI-014 – '9 Market Place' Grant Application** 143 - 150
- To seek approval for a Dewsbury Townscape Heritage Initiative (THI) grant towards improving 9 Market Place, Dewsbury
- Officer:** John Lambe - Dewsbury THI Officer, Tel: 01484 221000
-
- 15: Proposal to allocate funding from the Learning & Early Support Strategic Priorities Capital Plan for the provision of new pupil places in Huddersfield North** 151 - 166
- To seek Cabinet approval to allocate capital funds to build a new 420 place primary school at Clare Hill, Edgerton, Huddersfield.
- Officer:** David Martin – Head of Service for Capital Delivery and Facilities Management. Tel: 01484 221000
-

16: Kingsgate Phase 2 Request for Funding from the Property Investment Fund 167 - 172

To consider a request for loan support from the Property Investment Fund towards the remodelling of the Kingsgate Centre.

Officer: Adele Buckley - Head of Strategic Assets and Regeneration and Liz Jefferson - Strategic Partnership Lead - Regeneration
Delivery Tel: 01484 221000

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.

18. Dewsbury Townscape Heritage Initiative Grant Application DTHI-014 -9 Market Place 173 - 174

Private appendix in relation to agenda item 14.

19. Proposals to allocate funding from the Learning and Early Support Strategic Priorities section of the Capital Plan for the provision of new pupil places in Huddersfield North 175 - 180

Private appendix in relation to agenda item 15.

20. Kingsgate Phase 2 -Request for funding from the Property Investment Fund 181 - 186

Private appendix in relation to agenda item 16.

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 11th December 2018

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

Observers: Councillor Munro

Apologies: Councillor Cathy Scott

120 Membership of the Committee

Apologies for absence were received on behalf of Councillor Cathy Scott.

121 Minutes of previous meeting

RESOLVED - That the Minutes of the meeting of Cabinet held on 2 October 2018, 16 October 2018 and 13 November 2018 were approved as correct records.

122 Interests

No interests were declared.

123 Admission of the Public

It was noted that Agenda Item 17 would be considered in private session.
(Minute No. 137 refers).

124 Deputations/Petitions

No deputations or petitions were received.

125 Public Question Time

No questions were asked.

126 Member Question Time

No questions were asked.

127 2018/19 to 2020/21 Council Capital Plan - Proposed allocation of capital funding from the Directorate for Children's Learning & Early Support baseline sections of the Capital Plan

Cabinet received a report which (i) provided an update on the Learning and Early Support Special Provision grant baseline section of the Capital Plan following an allocation of further top-up funding announced in May 2018, (ii) sought approval of the allocation of the required capital to the relocation of Ethos College from the

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Learning and Early Support SEN High Level Review funding and (iii) sought approval of the delegation of decisions regarding the Healthy Pupil Capital Fund.

The report detailed the proposal of Ethos College relocating to the former Knowles Hill School site from the Netherhall Learning Campus in order to provide greater flexibility to meet the needs of the children of Kirklees and accommodate more pupils. The maximum cost estimate was £145k, including professional fees and contingencies.

The report also set out details of the Healthy Pupils Capital Fund, totalling £358k, which had been allocated in order to improve the physical and mental health of children and young people by improving and increasing availability of facilities for physical activity, healthy eating and mental health and wellbeing.

RESOLVED –

- (1) That the revised Special Provision Grant allocation, as detailed within the considered report, be noted.
- (2) That the allocation of £145k required capital to the relocation of Ethos College from the Learning and early Support SEN Future Needs review 2018/2019 baseline funding be approved.
- (3) That authority be delegated to the Strategic Director (Corporate Strategy and Public Health) to approve the distribution of the Healthy Pupil Capital Fund (HPCF), subject to consultation with Cabinet Portfolio Holders, and engagement with the Education and Learning Partnership Board.

128

Setting and approving Term Dates for Community, Voluntary Controlled and Community Special Schools

Cabinet gave consideration to a report which sought approval to change the method used for the determination of academic term dates.

The report proposed that the Council ceases to use the current policy, as determined by its Education Committee in 1993, and instead uses the Local Government Association Guiding Principles for setting term dates in Yorkshire and North East regions. It advised that an annual meeting of the region's local authorities would take place to determine an academic calendar with significant similarity.

The report also requested that the decision to determine term dates be delegated to the Service Director for the 2020/2021 term dates and thereafter.

RESOLVED –

- (1) That approval be given to using the recommended LGA Yorkshire and North East regions Guiding Principles for determining term dates for Kirklees community, controlled and community special schools for the 2020/21 academic year, and thereafter.

- (2) That authority be delegated to the Service Director (Learning and Early Support) to set term dates following consultation and engagement with the Education and Learning Partnership Board, and with neighbouring local authorities.

129 Half Yearly Monitoring report on Treasury Management activities 2018-19.

Cabinet received a report which provided an update on treasury management activities covering the period 1 April to 30 September 2018. The report provided assurance that the Council's treasury management function was being managed prudently and pro-actively, and that external investments averaged £43.1m during the period, at an average rate of 0.56%. It advised that investments had ranged from a low of £15.8m in April, to a peak of £70.8m in August.

Cabinet noted that the treasury management budget was forecast to underspend by £5.4m in 2018/19, against an annual budget provision of £22.9m due to the change in Minimum Revenue Provision policy, which generated an underspend against baseline of £9.1m and that, of this underspend, it was intended that £4.1m be transferred to financial resilience reserves at year end, with the balance of £5m being released in-year to support additional investment into high needs service in-year.

Further to the report to Council in July 2018, which set out the intention to review current treasury management investment policy and consider options for future investment opportunities, the report included a recommendation to pursue a more diverse portfolio of investment, through the Local Authorities Property Fund, subject to the consideration of risk and accounting treatment, which was still currently being considered via Government consultation.

The report provided an overview of (i) economic context (ii) investment performance (ii) borrowing performance (iii) revenue budget monitoring (iv) prudential indicators and (v) future treasury investment management strategy.

RESOLVED –

- (1) That the half-year treasury management performance 2018/2019, as detailed within the considered report, be noted.
- (2) That approval be given to amending the Council's current investment strategy to include the Local Authority Property Fund as a potential investment source.
- (3) That it be noted that Officers will further explore an investment opportunity of between £5m and £10m in the Fund, and that subject to further Government clarification on the statutory override, and other risk considerations, any such proposals be formalised into the forthcoming 2019/2020 Annual Treasury Management Strategy and Annual Budget for further consideration.

130 A Response to the Ombudsman Report - 13 September 2018

Cabinet received a report which highlighted the publication of a formal report by the Ombudsman on 2 October 2018 which described the difficulties experienced by a family of a child with special education needs and disabilities, and set out the

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recommendations of the Ombudsman, and the consequent actions that had been taken by the Council.

The report advised that a review of the Special Educational Needs and Disabilities Assessment and Commissioning Team had identified a funding gap and that an additional investment of £500k had now been implemented in order to increase the team's function, capacity and size.

Cabinet noted that feedback from parents had been used to shape the action plan and that a series of ongoing meetings would allow parents to monitor the progress of the review and the action plan. The report advised that the actions focussed on key issues that had been raised by parents and those addressed through the Ombudsman's report.

It was noted that the Council would confirm to the Local Government Ombudsman when its improvement plans had been fully introduced and that an update would be reported to the next meeting of Corporate Governance and Audit Committee.

RESOLVED - That the formal Ombudsman report, and the actions completed to date, along with monitoring arrangements, be received and noted.

131 **Facilitating the development fixed line broadband services**

Cabinet gave consideration to a report which sought authority to enter into agreements with individual telecommunication network providers of fixed line broadband services.

The report advised that a number of providers of fixed line broadband services were proposing to improve and/or extend their networks within the Borough and that the proposed improvements would include the installation of new electric apparatus on Council land and in Council buildings. It was requested that the authority to enter into agreements be granted in order to facilitate speedier improvements.

Cabinet were advised that the existence of such agreements should save both the telecommunication network providers and the Council both time and money when any improvements to the networks are carried out and create greater appeal to broadband providers to improve their fixed line broadband networks within Kirklees.

Cabinet noted the report and it was requested that, in order to preserve the road surfaces, service ducts be used in all possible cases. More generally, it was requested that consideration be given to providing a specification for common use service ducts.

RESOLVED –

- (1) That approval be given for the Council to enter into arrangements with individual telecommunication network providers of fixed line broadband services which provides for (i) the Council to grant rights to the particular telecommunication network provider to install and maintain apparatus for fixed line broadband services in and over Council owned land and buildings throughout the Council area and (ii) the setting out of procedures for the

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determination of where such apparatus should be installed, and the manner and method in which it shall be installed and maintained.

- (2) That authority be delegated to the Strategic Director (Economy and Infrastructure) to negotiate and agree the terms of any agreement, pursuant to (1) above, with individual telecommunication network providers of fixed broadband services.
- (3) That authority be delegated to the Strategic Director (Legal, Governance and Commissioning) to enter into and execute any agreements as referred to in (1) above, together with any documents and agreements that are ancillary to such agreements.

132 Children's Interim Sufficiency Strategy & Action Plan (2018-19)
RESOLVED – Cabinet agreed that the consideration of the item be deferred.

133 Written Questions to the Leader and Cabinet Members (Reference from Council)

Under the provision of Council Procedure Rule 12(8), the Cabinet received the following questions from Councillor Munro, which had been referred from the Meeting of Council held on 7 November 2018:

- (i) "We have a great library in Almondbury which is in an historic purpose-built Carnegie library building, for which there is overwhelming local support for the service to remain there. So why are the Council intent on moving it to the Sure Start Centre which will only dilute the service?"

A response was provided by the Cabinet Member for Corporate Services.

- (ii) "My question concerns the Local Plan. The time for responding to the additional modifications proposed by the Inspector closed on October 1st. I note that on all Council owned land across Kirklees, the wording: "This site is owned by Kirklees and as such could deliver enhanced affordable housing and green infrastructure and offer design and quality that is of a high standard" has been deleted. I have not seen any recorded comments from Cabinet to suggest that they do not agree with the Inspectors proposed modification.

My question therefore is: How can the Cabinet justify this when there is a backlog of over 6,000 affordable homes required to be built over the next few years to clear the backlog according to the Strategic Housing Market assessment 2016."

A response was provided by the Cabinet Member for Economy.

134 Transport Services - 3 year Capital Investment Vehicle Replacement Programme 2018 - 2021

Cabinet gave consideration to a report which requested that approval be given to a three year Capital Investment Vehicle Replacement Programme. The report advised that there were currently 365 vehicles that were over the replacement age profile, equating to 45.84% of the vehicle fleet, and that following approval of the vehicle

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replacement plan in March 2017, 47 vehicles had been procured and replaced, with vehicle sales generating income of £187k. Cabinet were advised that the 2018-2021 baseline capital of £4m would fund the replacement of approximately 62 vehicles.

The report also requested that the implementation of the programme be delegated to the Service Director, in order to enable the management of the procurement and implementation of the programme, and that all vehicles would be procured and phased into operational service by the end of the 2021 financial year.

(The exempt information at Agenda Item 17 was considered prior to the determination of this Agenda Item (Minute No. 136 refers).

RESOLVED –

- (1) That approval be given to the continued investment of £4m in the vehicle replacement programme, for the financial years 2018-2021.
- (2) That authority be delegated to the Service Director (Commercial, Regulatory and Operational Services), as outlined in paragraph 2.6 of the considered report, in order to manage the implementation of the vehicle replacement programme within the agreed budget and in accordance with Financial Procedure Rules.

134a Pioneer House - Contribution to College Fit Out Works (Late/Urgent Item)

(In accordance with the requirements for the consideration of a late/urgent item the Chair of Overview and Scrutiny Management Committee (i) agreed to the addition of the item to the Forward Plan and (ii) waived the right to call in due to the need for a decision to confirm the allocation of funding to the Pioneer House College fit out works to be confirmed to the college as soon as is possible).

Cabinet received a report which sought permission to revise authority previously given by Cabinet (January 2017) in regards to the underwriting of loan costs by the Council for Kirklees College in respect of Pioneer House.

In regards to the current position, the report advised that the works were progressing well and were due for completion in early 2019, following which the college would undertake an internal fit-out programme of works.

The report sought authority, pursuant to the previous Cabinet decision on 17 January 2017, to revise that decision in order to enable the Council's £2m contribution from the capital plan to be made to the Dewsbury Learning Quarter Scheme, rather than being utilised for funding of up to 50% of the loan from West Yorkshire Combined Authority. The report confirmed that, in accordance with the previous decision, the Council would seek to offset the cost as far as was possible by releasing capital from the sale of land.

Cabinet acknowledged the significance of the iconic building within Dewsbury Town Centre, and confirmed the need to ensure that investment and commitment was

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given to bringing Pioneer House back into use in line with the longer term ambitions to regenerate the town centre.

RESOLVED –

- (1) That authority be given for the payment of a grant of £2m from the Council's capital plan to contribute to the regeneration and bringing back into use of Pioneer House so as to bring about the completion of the Dewsbury Learning Quarter thereby increasing footfall and the regeneration of Dewsbury Town centre.
- (2) That authority be delegated to the Service Director (Legal, Governance and Monitoring) to enter in to all documentation necessary to bring about the ability for the Council to make a grant of £2m to Kirklees College from the Capital Plan.

135 Exclusion of the Public

RESOLVED - 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.

136 Transport Services - 3 year Capital Investment Vehicle Replacement Programme 2018 - 2021

(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, namely that the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that it would not be in the public interest to disclose the information contained within the report as disclosure could potentially adversely affect overall value for money and could compromise the commercial confidentiality of the bidding organisations and may disclose the contractual terms, which is considered to outweigh the public interest in disclosing information).

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 15 (Minute No. 134 refers).

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Contact Officer: Helen Kilroy

KIRKLEES COUNCIL

CABINET

Tuesday 18th December 2018

Present: Councillor David Sheard (Chair)
Councillor Viv Kendrick
Councillor Musarrat Khan
Councillor Naheed Mather
Councillor Peter McBride
Councillor Cathy Scott
Councillor Graham Turner

Observers: Councillor Eric Firth

Apologies: Councillor Shabir Pandor (Chair)
Councillor Masood Ahmed

137 Membership of the Committee

Apologies for absence were received on behalf of Cllr S Pandor and Cllr M Ahmed.

138 Interests

Cllr C Scott declared an interest in agenda item 10 Review of KNH in that she had a relative who lived in a property owned by KNH.

139 Admission of the Public

All items were considered in public session.

140 Deputations/Petitions

No deputations or petitions were received.

141 Public Question Time

No questions were asked.

142 Member Question Time

No questions were asked.

143 Quarter (2) Corporate Performance Report

Cabinet gave consideration to a report providing an overview of the Council's corporate performance at the end of Quarter 2 2018/19.

The report outlined a quarterly overview of impact, improvement and risk against each of the seven Kirklees Outcomes, within the context of what was set out in the newly formatted Corporate Plan.

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Cabinet raised concerns in relation to the new format of the report and felt that it did not contain enough detail in order for members of the public to be able to understand the content.

RESOLVED -

(1) That the report be noted.

(2) That further improvements be made to future reports as indicated at the meeting.

144 Calculation of Council Tax Base 2019/20

Cabinet gave consideration to a report seeking approval from Council for the various tax bases, which would apply to the Kirklees area for the financial year 2019/20 in connection with the Council Tax. There were no proposed changes to the current Council Tax Reduction Scheme (CTRS) for 2019/20.

RESOLVED -

That the 2019/20 Council Tax base for the whole of the Kirklees area, and the Council Tax bases for the five Parish and Town council areas be referred to the meeting of Council on 16 January 2019 for approval and to form part of the budget process:

Whole of Kirklees 118,708.56

Denby Dale 5,771.84

Holme Valley 9,998.83

Kirkburton 8,910.47

Meltham 2,820.42

Mirfield 6,617.91

145 Council Tax - Empty Property Premium

Cabinet gave consideration to a report advising that Council could now determine under s11B of The Local Government Finance Act 1992 to increase the premium for long term empty properties from 50% to 100% meaning that owners of those properties would PAY 100% in council tax from 1st April 2019.

The report also advised that Council could further determine that in these cases, the 100% premium rate would apply for a further 3 years; on the 5th anniversary of the empty status a 200% premium rate could be applied (earliest effective date 1st April 2020) and then 300% premium rate after 10 years (earliest effective date 1st April 2021).

Cabinet considered the recommendation to Council to make such a determination in respect of 2019/20 and subsequent years.

RESOLVED -

(1) That a recommendation be brought before Council that it make the Determination set out below:

“This council determines that in accordance with section 11B of the Local Government Finance Act 1992 it will set a premium that applies the maximum afforded by the Act under sections 11B(1A) (1B) and (1C) with effect from the dates set out in those sections:

Cabinet - 18 December 2018

(1a) For the financial year beginning on 1 April 2019 the “relevant maximum” is 100.

(1b) For the financial year beginning on 1 April 2020 the “relevant maximum” is –

- (a) in respect of any dwelling where the period mentioned in subsection (8) ending on the relevant day is less than 5 years, 100;
- (b) in respect of any dwelling where the period mentioned in subsection (8) ending on the relevant day is at least 5 years, 200.

(1c) For financial years beginning on or after 1 April 2021 the “relevant maximum” is— Page 46

- (a) in respect of any dwelling where the period mentioned in subsection (8) ending on the relevant day is less than 5 years, 100;
- (b) in respect of any dwelling where the period mentioned in subsection (8) ending on the relevant day is at least 5 years but less than 10 years, 200;
- (c) in respect of any dwelling where the period mentioned in subsection (8) ending on the relevant day is at least 10 years, 300.

(2) That work commence integrating this into the incentivising of bringing empty property back into use to increase Housing supply.

146

Review of KNH

Cabinet considered a report on the outcome of the Council’s independent review of Kirklees Neighbourhood Housing Ltd (KNH) coupled with the KNH Board’s review of governance and to make recommendations on the future direction of the management of the Council’s Housing Service.

Cabinet noted that section 1.0.1 be amended to read “To reduce the number of Board Members from 15 to 9 to be made up of 6 Council representatives and three tenant members”.

Cabinet thanked all the officers within the Council and at KNH for their hard work and commitment to this review.

RESOLVED -

Cabinet approved:-

(1) The recommendations of the KNH Board outlined in 5.2 of the report;

(2) The implementation of the changes to the Articles of Association as set out in Appendix 1 of the report and summarised in 5.2 of the report and in addition to this the council appoints Naz Parkar – Service Director, Growth and Housing – to be delegated with authority to attend the proposed EGM and/or sign any relevant documentation to make the changes on behalf of the council as the sole member of KNH.

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(3) The role of the strengthened Board would be to oversee housing operations and to act as a single purpose vehicle to deliver the housing management and maintenance service.

(4) That Housing Policy and Strategy, housing/asset investment and HRA Business planning matters would be determined by the Council, Cabinet or Council officers with advice from KNH officers;

(5) The Council would establish a specific Housing Strategy Steering Group with cross-party representation to work with the KNH Board and help guide Cabinet decisions. This group would be supported by the Tenant Panel to ensure the tenants' voice is central to decision making.

(6) These arrangements are interim for the next to 12-18 months and will remain under review until the regulatory and legislative landscape begins to settle.

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: 22 January 2019
Title of report: Kirklees Economic Strategy

Purpose of report:

To provide an update on the refresh of the Kirklees Economic Strategy (KES) and ask Cabinet for comments and approval of the final draft text, to take to Council for their approval.

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
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by Strategic <u>Director</u> & name	Karl Battersby - 14.01.2019
Is it also signed off by the Service Director - Finance (S151 officer)	Eamonn Croston - 08.01.2019
Is it also signed off by the Service Director - Legal Governance and Commissioning?	Julie Muscroft - 10.01.2019
Cabinet member portfolio	Councillor Shabir Pandor – Leader Councillor Peter McBride – Economy

Electoral wards affected: All

Ward councillors consulted: All councillors invited to the Picture of Kirklees event. Two discussions at Economy and Neighbourhoods overview and scrutiny committee.

Public or private: Public

Have you considered GDPR?

This report and the strategy contain only aggregated and/or anonymised data and no personal data that identifies a living individual, no sensitive personal data such as health, religion, sexuality and ethnicity and no information about members of staff, users of services, or details of Kirklees' citizens.

1. Summary

Reflecting the changing national and local economic context, a refresh of the Kirklees Economic Strategy (KES) has been progressed.

Cabinet are asked to review and comment on progress, and approve the draft economic strategy for finalisation and approval by full council.

2. Information required to take a decision

2.1 Background

2.1.1 The current Kirklees Economic Strategy was produced in 2014. A review of progress and scoping of required amendments was produced in July 2018. Details of the findings of the review are included in the background documents, in summary they suggested a need to:

- Raise the level of ambition.
- Make partnership in the strategy stronger and more effective.
- Use the opportunity for update and sharper prioritisation, based on the foundations of the existing KES.
- Be alert and flexible to respond to changing international, UK and City Region contexts.
- Link into other Kirklees Strategies and re-energise connection between health and economy.
- Make inclusive growth more prominent.
- Manage and monitor KES systematically and proactively.
- Make a higher value and more productive Kirklees economy a clearer goal.
- Review the approach to economic sectors while maintaining an Engineering & Manufacturing USP.
- Increase the emphasis on innovation.
- Support skills and progression across the whole workforce, including adults.
- Maintain and strengthen emphasis on place-based distinctiveness.
- Drive vision, action and investment in Huddersfield.
- Set high ambitions for transport, infrastructure and the environment.

2.1.2 From July to December 2018, the development of the strategy has included in depth economic analysis, engagement and consultation and the production of the final draft:

- Five engagement workshops (on evidence, business, people and communities, physical regeneration, and health and wellbeing).
- Presence and input from participants at the Picture of Kirklees event.
- One to one and small group meetings with businesses, 3rd sector representative groups, the education sector and others.
- Connection with other workstreams supporting economic wellbeing in Kirklees, including work around place branding, town centre masterplanning and inclusive growth and social value.
- Identification of shared priorities and relationships to other strategic documents (i.e. Joint Health and Wellbeing Plan, Kirklees Skills Plan, and Local Plan)

- Discussion of the refresh of the KES, connections to inclusive growth and social value, and next steps with timeline with Economy and Neighbourhoods Panel on the 5 September and 17 January.
- Draft strategy circulated to partners and stakeholders for comment Autumn 2018.

2.1.3 Critical to this approach has been the alignment of activity with work to support an inclusive economy and gain stronger social value returns from the Council and partners' spend, employment and asset decisions.

2.1.4 The Kirklees Economic Strategy and the Kirklees Joint Health and Wellbeing Plan reinforce one another as the two central strategic pillars in the district. Good health allows people to enjoy life to the full and to make a productive economic contribution. Meanwhile a strong, inclusive and sustainable economy has a positive influence on the determinants of health such as learning and skills, work, incomes and housing.

2.1.5 The strategy also responds to the UK Industrial Strategy, and the Kirklees contribution to raising the nation's productivity. But it does it in a way that is distinctive to Kirklees – putting inclusivity at the heart of an approach to economic success.

2.2 Final draft of the Kirklees Economic Strategy

2.2.1 The draft final version of the KES is attached for comments and to recommend to Full Council for approval.

2.2.2 Final amendments will be incorporated into the final designed copy of the strategy for Full Council approval.

2.2.3 The vision, focus and priorities of the draft updated KES are set out below for ease of reference:

Our vision is for Kirklees to be **the place to make it** in the North.

The draft updated KES has 5 priorities which will help to deliver our vision for an inclusive and productive economy:

1. Modern, Innovative Business - boosting business ambitions, best practice and innovation to drive productivity and good jobs

2. Skilled and Ambitious People - equipping people with the skills, talents and confidence they need to access good, well paid jobs and to contribute to the economy so that sharing the fruits of prosperity is the norm

3. Active Partnerships - building high impact partnerships across private, public and voluntary sectors, with a focus on how 'anchor organisations' can use their employment, procurement, assets and service delivery to build community wealth and achieve better outcomes

4. Advanced Connectivity and Infrastructure – securing and maximising benefits from Transpennine rail upgrade, a Huddersfield-Dewsbury Leeds Inclusive Growth Corridor, 10,000 new homes and excellent digital and green infrastructure

5. Revitalising and Promoting Key Centres – using a forward looking, place based approach across Huddersfield, North and South Kirklees to celebrate our district’s diversity

These priorities will be taken forward via 12 Action Programmes and 5 big wins against which we will be able to identify progress. These are summarised in the table below:

Priorities	Innovative Businesses	Skilled, ambitious people	Active Partnerships	Advanced connectivity & infrastructure	Revitalised centres
12 Action Programmes	Business ambitions & best practice Innovation uplift Engineering & manufacture	Aspiration uplift (skills) Health/care workforce development	Anchor organisations, social value and supply chains	Transpennine upgrade & inclusive growth corridor The Big Build Digital infrastructure	Huddersfield North Kirklees & Dewsbury South Kirklees & rural areas
5 ‘Big Wins’	Digital Innovation Zone	Integrated Care Workforce Initiative	Kirklees Anchors Network	Transpennine upgrade & Inclusive growth corridor	Masterplans, branding & development in Hudds & Dewsbury

3. Implications for the Council

3.1 Working with People

Strong communities and even stronger identities make up Kirklees. Increasing the health and wealth of all Kirklees residents, is a key way to help people help themselves, and enable people to be resilient in the face of economic and social change.

3.2 Working with Partners

The strategy seeks to harness the power of the public, private and third sectors together around the common goal of growing an inclusive and productive economy.

We know that we are stronger together, and are committed to building stronger partnerships across Kirklees and beyond. The strategy gives us the basis for joint action. Closer working within the Leeds city region, wider region and with cities and towns across the UK will help us deliver our commitments and contribute towards the nation’s wider economic success.

3.3 Place Based Working

This strategy builds on the strength that Kirklees is made of many distinctive places – from the large towns of Huddersfield and Dewsbury to a wealth of smaller towns, villages and rural areas.

It aims to support the varied economies of Kirklees, and identifies deliverables that work for all our towns, villages and rural areas and, via our excellent location, at the centre of the Leeds, Manchester and Sheffield city regions, support our vision of being the place to make it in the North.

3.4 Improving outcomes for children

This work contributes to the strategic aim that Kirklees is a district combining great quality of life and a strong and sustainable economy leading to thriving communities, growing businesses, high prosperity and low inequality and where people enjoy better health throughout their lives, including children.

4. Other (e.g. Legal/Financial or Human Resources)

- 4.1 Production of an economic strategy is not a legal requirement. However the Council's constitution requires approval by Full Council where one is developed, as it is part of the Council's policy framework.
- 4.2 The refreshed draft Kirklees Economic Strategy has been developed with the support of consultants commissioned to assist in the scoping review and subsequent engagement and drafting phases. West Yorkshire Combined Authority have also seconded a member of staff into Kirklees to help progress this work.
- 4.3 The realisation of the economic strategy will be pivotal to the future financial sustainability of the Council. Moving forward into the implementation of the 12 Action Programmes, if the revised KES is approved, the Council and partners will have roles to play in resourcing and supporting delivery. The Council's updated budget plans (revenue and capital) reflect a significant level of targeted investment across regeneration/economic development activity that supports the scale of ambition set out in this strategy.

5. Consultees and their opinions

- 5.1 This report has incorporated the views of those involved in revising the KES as highlighted in the **Background** section. The background papers to this report includes a summary of consultation responses in the engagement phase.

6. Next steps

- 6.1 To complete final drafting of the Kirklees Economic Strategy based on the recommendations of Cabinet, and further input from the next stage of the place branding work.

- 6.2 To produce a designed version of the KES, incorporating images, further case studies and other design elements in order to produce a final product which will assist in communication to partners and stakeholders.
- 6.3 To progress work to bring together key partners into an Economic Partnership which will lead on the implementation of the strategy.
- 6.4 To share this final version of the KES with full Council for approval.

7 **Officer recommendations and reasons**

- 7.1 For Cabinet members to note progress and provide comment and sign off of the revised draft KES for the consideration of Full Council.

8 **Cabinet portfolio holder's recommendations**

- 8.1 Sustainable economic growth requires inclusive growth. This strategy commits us to building an economy in Kirklees that will benefit all our communities. Too many people feel disconnected, too many do not feel the benefit of economic growth, and this strategy will help change that.
- 8.2 To recommend the draft strategy to full Council.

9 **Contact officer(s)**

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10 **Background Papers and History of Decisions**

[Economy and Neighbourhoods Scrutiny Panel, 05 September 2018](#), – Kirklees Economic Strategy

[Economy and Neighbourhoods Scrutiny Panel, 17 January 2019](#) – Kirklees Economic Strategy and social value / local wealth building

Appendix 1: Scoping review summary
Appendix 2: Consultation summary

11. **Service Director responsible**

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Appendix 1:

Kirklees Economic Strategy – Key Points from the Summer 2018 Scoping Review

In summer 2018, a ‘scoping review’ looked at how far the existing Kirklees Economic Strategy (KES) may need updating based on changes in the evidence and context, experience of delivery and strategic insights. Taking into account these factors it concluded that review of the KES was warranted and identified factors that should underpin its future development. This paper sets out the main changes in context and evidence, and key conclusions KES review should consider.

Context

The context has changed radically since the KES was developed. At that point, the economy was coming out of recession, youth unemployment was high, a different Government was in power, there was no national Industrial Strategy, a different Leeds City Region economic strategy was in place and Brexit was not yet a word in the English language. In Kirklees, the Council’s leadership has changed, a fresh corporate and partnership framework is in place and there is a new sense of ambition and vision. A new economic strategy should take account of these changes.

Evidence

The ‘absolute’ position on many indicators has improved compared to that when KES was developed – employment and output are higher for example. However, that it is not the case on all indicators (e.g. on some skills measures), and improvements in Kirklees are often not keeping pace with national average or neighbouring areas. Kirklees appears to be falling behind, especially on levels of skills, productivity and wages; and out-commuting to access higher skilled, higher paid jobs is common. More positively, business formation rates are relatively high, business confidence is improving and the number of deprived areas in Kirklees has fallen compared to other parts of West Yorkshire. However, the overall trend is towards becoming a lower value economy with lower value sectors and jobs. Sustained action will be needed to raise skills, innovation, productivity and progression in all sectors; to grow medium and high value sectors; and to support ‘inclusive growth’ that brings more and better jobs. Improvement of the physical environment in key centres (e.g. Huddersfield) will also be required to attract investment and skilled people.

Conclusions for Economic Strategy - Overall and Process Based Messages

1) Raise the level of Ambition. There is a desire to be more ambitious, bold and willing to take risk, and to push for quality and distinctiveness. The time is right to do this as the Council moves to a more optimistic, outward and stable position. The message is to think big and more strategically, focusing on key priorities and large scale, joined up programmes that cut across policy agendas and impact at city region level.

- 2) **Make partnership in the strategy stronger and more effective.** The KES should make partnership working central, including through a consultative strategy development process, and working with partners to generate shared ambition, ownership and commitment to action.
- 3) **KES has helpful foundations but also opportunity for update and sharper prioritisation.** The current KES is seen as a sound strategy and its direction and vision remain broadly supported. However, the changed context and raised ambition need to be reflected, and there is a case to revisit some of the priorities, headline initiatives and targets/indicators, and to produce a shorter, sharper and more focused document.
- 4) **Be alert and flexible to respond to changing international, UK and City Region contexts.** Government is not yet clear on what Local Industrial Strategies entail and this creates uncertainties in Leeds City Region. Hence it makes sense to do what is right for Kirklees, but to align to emerging themes as we know them – notably productivity, innovation and inclusive growth. Kirklees should seek to understand and respond to the local implications and opportunities from these themes, as well global trends and opportunities (e.g. around trade). And it should have programmes ready to be supported or taken forward at City Region level in order to maximise influence, impact and funding opportunities.
- 5) **Link into other Kirklees Strategies and re-energise connection between health and economy.** Kirklees has been successful in joining up its health and economy strategies, and there is support to strengthen this in terms of implementation and practical follow through.
- 6) **Make inclusive growth more prominent.** There is clear will within the Council to build on content in the current KES to make ‘Inclusive Growth’ more explicit and prominent, and to be clearer on how it links to outcomes for ordinary people – such as more and better jobs.
- 7) **Manage and monitor KES systematically and proactively.** Clear responsibilities should be in place for managing and monitoring delivery of KES actions and priorities, as well and progress against indicators and impact.

Specific Thematic and Place Based Messages

- 8) **A higher value and more productive Kirklees economy.** There is a danger of drift towards a low skill, low wage economy. The KES needs to drive a brighter future based on growth in both higher value sectors and good jobs, aligned with national and city region productivity goals. This could further be assisted by promoting outward looking business horizons, including international collaboration and exports to growing markets.
- 9) **Review the approach to economic sectors while maintaining an Engineering & Manufacturing USP.** There is a case for widening sector content in the KES to support growth and more/better jobs in sectors such as Health & Care, Creative & Digital and Construction; without losing focus on Engineering & Manufacturing as a distinctive Kirklees asset. Innovation and linkages across sectors are also key.

- 10) Increase the emphasis on innovation** – which is as a driver of productivity and a national and city region priority – with focus on collaboration, crossovers and good links to universities.
- 11) Support skills and progression across the whole workforce, including adults.**
There remains a need to address the labour market's 'missing middle', but also to drive uptake of higher level skills and promote progression and the retraining needed as automation and other trends change or displace jobs.
- 12) Maintain and strengthen emphasis on place-based distinctiveness.** An updated KES should embrace place distinctiveness and respond accordingly, including in Huddersfield (see 13), in developing work at programme level, and in facilitating action in smaller towns, villages and rural areas.
- 13) Drive vision, action and investment in Huddersfield.** While there are plans in the pipeline, the scale of challenges in Huddersfield has grown and the response needs to reflect that. Championing the town, repurposing its centre, masterplanning and enhancing its environment, and improved cultural/music, leisure and office space offers should be part of the solution.
- 14) Set high ambitions for transport, infrastructure and the environment.** The Local Plan will create new opportunities, and Kirklees needs to see through planned developments, have further options in place, and ensure that key sites support priority sectors. There is scope to exploit planned transport improvements and to push hard for more, to increase superfast broadband uptake, and to make environmental excellence and green infrastructure a distinctive feature.

Refresh of the Kirklees Economic Strategy – Main Messages from 2018 Consultation

Process

Consultation was carried out during September and October 2018 including through:

- Five workshops (on evidence, business, people and communities, physical regeneration, and health and wellbeing)
- Presence and input from participants at the Picture of Kirklees event
- One to one and small group meetings with businesses, 3rd sector representative groups, the education sector and others
- An online consultation exercise
- Connection with other strategic processes in Kirklees that are engaging with partners e.g. on skills, place branding and masterplanning

Key Consultation Messages

The table sets out the main messages that emerged, grouped into themes.

Main Themes and Issues	Messages
Overall Approach	
Ambition	<ul style="list-style-type: none"> • Frequent and strong message that this should be at the centre of everything. Need to raise levels of ambition across people, communities, businesses and agencies.
Inclusion/Inclusive Growth	<ul style="list-style-type: none"> • Consensus that Kirklees should adopt an economic model based on high quality, sustainable economic development that balances and integrates growth and inclusion
Health & Economy	<ul style="list-style-type: none"> • Strong agreement that continued joining of these agendas makes sense – need to make it real
Partnership	<ul style="list-style-type: none"> • Wide agreement that a partnership approach is essential and willingness to get this right – particularly in the business engagement/support arena. Some noted the role of the Council as a convener or stressed the importance of Kirklees punching its weight in Leeds City Region.
Places	
Overall place approach	<ul style="list-style-type: none"> • Most see Kirklees as not a ‘real place’ and support focus on enabling all places to develop their ambitions, identify and address issues, and use distinctiveness as part of development. A few noted the place standard tool in doing this or integrating culture into place development. Some also noted the value of Kirklees overall, combining the assets across it, and of place marketing for Kirklees when needed.
Huddersfield	<ul style="list-style-type: none"> • The most dominant place issue across the whole consultation with strong and wide consensus that action is needed to revitalise, repurpose and secure investment in Huddersfield (most notably in/around the town centre). A wide range of specific suggestions, with the most frequent including place marketing, a better music, leisure and culture offer, transforming ringroad sites

	(e.g. St George's warehouse), better connection to assets outside the ringroad (especially the University). Support for office/business space and accommodation and for re-using heritage buildings.
Dewsbury/North Kirklees	<ul style="list-style-type: none"> Continuing need for regeneration noted, with some acknowledgement of progress made, but lots more to do, including to take advantage of its position and proximity to Leeds and diversity and connect people to opportunities.
Small towns, rural and semi rural	<ul style="list-style-type: none"> Those who commented said that needs, values and opportunities have not been fully recognised in the past and want this to be corrected. Support for small scale, mixed use development, taking advantage of what's there, importance of tourism, culture and green industries. Digital also important; often poor but good opportunities.
Business	
Sectors	<ul style="list-style-type: none"> Support for work with a number of sectors. That was strongest around taking advantage of engineering and manufacturing as a distinctive sector with good jobs. But recognition that this is not the only sector of importance and will not tackle jobs needs on its own. The other main sector noted was Health & Care and its jobs/skills issues and opportunities. Creative and digital also noted as one to grow, and construction occasionally mentioned too. Locally pronounced sectors in specific places also noted, e.g. tourism, culture and green/land-based industries in South Kirklees.
Business practice and support	<ul style="list-style-type: none"> Despite some good businesses (including many involved in the consultation), a sense that many SMEs were quite traditional and needed to be more innovative, outward and modern in approach. That included aspects such as demand and use of high-level skills, application of digital and tech, exports and international, entrepreneurship, leadership and management, and supply chains.
Innovation	<ul style="list-style-type: none"> Calls for greater innovation, usually in business but sometimes directed to public bodies too. University noted as a major asset, and one which could further support innovation; creativity and innovation beyond high tech/R&D also supported.
People, Skills and Employment	
Skills	<ul style="list-style-type: none"> Raise skills and provide opportunities for social mobility. Business and social benefits. Specific aspects included work placements and education-business links, apprenticeships (including quality and degree level) and high-level skills. No single priority – overall progression, upskilling and retraining the key thing.
Employment	<ul style="list-style-type: none"> Often linked to skills, plus the need to address specific barriers. Role of 3rd sector.
Incomes	<ul style="list-style-type: none"> Sometimes noted as a key goal – but accepted as the product of other factors such as skills, business profits and productivity and inclusion policies, etc.

Infrastructure and Environment	
Transport	<ul style="list-style-type: none"> • A high priority for many. Improvements across modes sought, but with Trans Pennine rail upgrade singled out most often. Other aspects mentioned included tackling congestion on road links into Huddersfield, the opportunities around a Dewsbury-Huddersfield-Leeds corridor (and access to it) and Leeds Road as a priority road improvement. Future improvements to rail links to Sheffield and a direct rail service from Huddersfield to London also sought. Some thought there is too little attention on public transport and active travel and that this should be more prominent.
Sites & Premises	<ul style="list-style-type: none"> • Make best use of limited sites and focus on higher value sectors and dense employment for them. Improve the office offer, especially in Huddersfield. Convert/make good use of vacant or underused mills/heritage buildings across Kirklees – business hubs, apartments and cultural use, plus support positive identity.
Housing	<ul style="list-style-type: none"> • Noted a few times, with consensus that Kirklees needs more housing and good quality housing (design, energy, etc.) as well as affordability. The right locations, digital connectivity and features that would appeal to the Millennial generation also noted.
Green infrastructure & environment	<ul style="list-style-type: none"> • Emerged as an important thing to include quite often, with both built heritage and natural environment frequently noted as assets. Calls to include action on energy and fuel poverty, air quality (linked to health and transport), integrating green infrastructure into development, and taking advantage of green job opportunities.
Cross cutting/underpinning	
Anchors and local supply chains	<ul style="list-style-type: none"> • Strong support from those aware of the concept for anchor organisations to play a full and proactive role in supporting the local economy, inclusion, corporate social responsibility and social value – often linked to procurement
Digital	<ul style="list-style-type: none"> • Widely mentioned and lots of calls for improvements. Digital infrastructure was the most commonly mentioned element, but also seen as a golden thread encompassing uptake and application across businesses, digital skills and digital inclusion, and the digital sector - both its growth potential and role in supporting other sectors.

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DRAFT KIRKLEES ECONOMIC STRATEGY 2019-2025

Growing an inclusive and productive economy

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Version: for Cabinet – January 2019

FOREWORD

We are committed to supporting the growth of an inclusive and productive economy that creates opportunities for everyone, and uses innovation to build local wealth. This means building an economy that works for all our communities and connects people to the benefits of economic growth. This strategy will help do that.

This economic strategy seeks to harness the power of the public, private and third sectors together around this common goal of growing an inclusive and productive economy. It will work for all our towns, villages and rural areas across Kirklees and support our vision of being the place to make it in the North.

Kirklees has a diverse and resilient business base, with enduring strengths in advanced manufacturing and engineering, and a myriad of small and medium sized enterprises rooted in their local place. We value businesses for the wealth they create and are proud of the contributions they make to our communities. Working together we can create an environment that encourages greater productivity and raises incomes.

Strong communities and even stronger identities make up Kirklees. Our impressive industrial heritage and outstanding countryside, and our connections to major cities create a fantastic quality of life offer. We will work to make the most of our location at the centre of the North of England and our connections across the globe.

While Kirklees has always been a place of innovation, the way people live and work is changing. The UK's exit from the European Union creates significant uncertainty for people and businesses. Here in Kirklees we are focused on building local wealth that supports the long term resilience of our economy and communities.

We know that we are stronger together, and are committed to building stronger partnerships across Kirklees and beyond. This strategy gives us the basis for joint action. Closer working within the Leeds city region, wider region and with cities and towns across the UK will help us deliver our commitments and contribute towards the nation's wider economic success.

Kirklees: the place to make it.

EXECUTIVE SUMMARY

Kirklees: the place to make it

Our focus is on growing an inclusive and productive economy at the heart of the North. We are committed to building local wealth, focusing on an economy that is:

Inclusive: every person realising their potential, through good jobs, and higher levels of skills, income and wellbeing.

Work and the economy has an impact on people's lives. Good work as well as good pay can contribute to people's health and wellbeing.

Productive: innovative, outward and forward looking businesses.

Progressive modern businesses recognise that how they support their staff and help them to progress also contributes to how they grow their bottom line.

Businesses create wealth. The Council's role is to focus only on the things that it is best placed to do, and act as a strategic facilitator and broker, bringing partners together and enabling action around shared priorities. Anchor institutions – big organisations, rooted in local communities - can improve local economic and social wellbeing and resilience through the way they spend, their employment practices and the use of their land and assets. Community and voluntary organisations can make a real difference in local communities. This strategy is focused on working together to make a long lasting impact on people's lives, make our communities great places to live and work and help grow an economy that is both inclusive and productive.

Building on existing action, this strategy's priorities focus on a concise set of programme level interventions that will make the biggest difference and take forward a co-ordinated approach to delivery. This will help to focus the efforts and impact of partners and investment, locally, in Leeds City Region and across the North. It will also provide the flexibility to plan for change and sustainability, respond to the impacts of Brexit and be positioned to benefit from the devolution of powers and responsibilities to Yorkshire.

Five priorities will enable an inclusive and productive economy:



As catalysts for further action we will deliver five ‘big wins’ that will make a difference for people and businesses in Kirklees:

- **A Digital Innovation Zone**
- **Integrated Health & Care Workforce Development** leading to better jobs, progression and care
- A new anchor institutions network that builds **local wealth, supply chains and social value**
- People benefiting from the construction and delivery phases of infrastructure investment, like the **Transpennine rail upgrade**, and a Huddersfield-North Kirklees-Leeds **Inclusive Growth Corridor**
- **Revitalising Huddersfield and Dewsbury**, by improved profile and town centre masterplans, leading to new investment and development progressing at key sites

With a focus on a concise set of actions, we will know when we are successful when we can see improved productivity, more money in people’s pockets, more people in work, higher skills levels and the regeneration of our key centres.

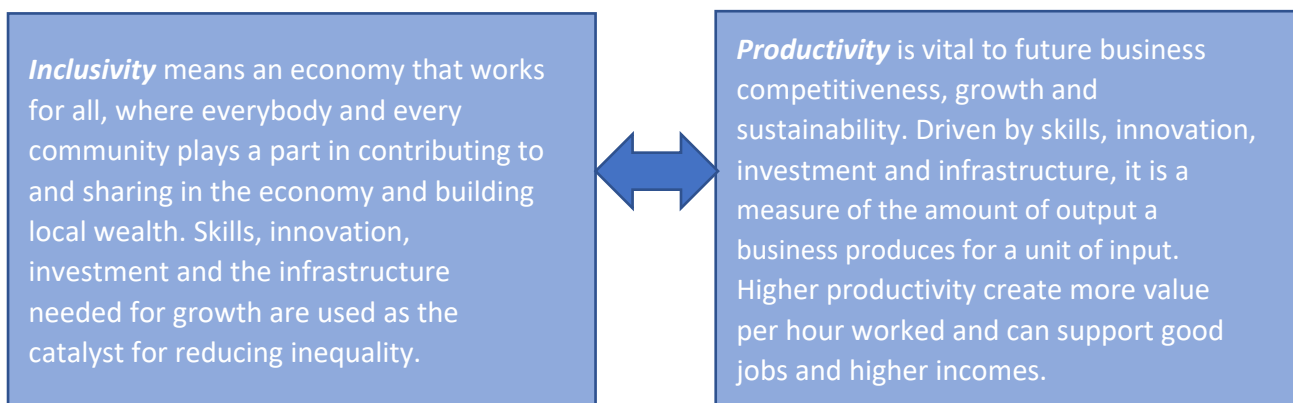
1. OUR VISION – an inclusive and productive Kirklees

Our vision is for Kirklees to be **the place to make it** in the North.

This strategy builds on the strength of Kirklees’ many distinctive places – from the large towns of Huddersfield and Dewsbury to a wealth of smaller towns, villages and rural areas. The combination of assets in these places, and our excellent location at the centre of the Leeds, Manchester and Sheffield city regions, mean that we have leading businesses, many skilled people, an excellent university, a strong leisure and tourism offer, a high quality of life and a diverse housing offer upon which to build.

But there is more to do and more that can be achieved. To get the best from our assets we must tackle the challenges that are holding parts of Kirklees back, spot and seize new opportunities, deliver on our investment plans to improve our infrastructure, and create change at pace. We will do this through a twin focus on inclusivity and productivity.

Inclusivity and productivity are essentially connected, but we recognise that they sometimes require different interventions to make them happen. By keeping them both at the heart of our economic strategy we make sure we understand the way they are interrelated as well as the potential for tensions. This determination runs right through this strategy, and each action programme is considered in terms of its effect on inclusivity and productivity.



The strategy sets out our approach to the shared outcome of creating a sustainable economy – focusing on creating sustained economic growth and providing good employment for and with communities and businesses. It aligns to partnered strategies that have a fundamental impact on the success of our economy, including the Local Plan, Digital Plan and Housing Strategy, and the forthcoming inward investment plan.

It is instrumental in supporting people in Kirklees to have aspiration to achieve their ambitions through education, training employment and lifelong learning, setting the context for the the Learning and Post-16 Employment and Skills Plans.

The Kirklees Economic Strategy and the Kirklees Joint Health and Wellbeing Plan reinforce one another as the two central strategic pillars in the district. Good health allows people to enjoy life to the full and to make a productive economic contribution. Meanwhile a strong, inclusive and sustainable economy has a positive influence on the determinants of health such as learning and skills, work, incomes and housing.

This strategy also responds to the UK Industrial Strategy, and focuses on the Kirklees contribution to raising the nation's productivity. But it does it in a way that is distinctive to Kirklees – putting inclusivity at the heart of our approach to economic success.

2. KIRKLEES: THE STORY OF OUR PLACE

The place to make it vision builds on the history of innovation and entrepreneurship to be found all across Kirklees.

Supported by its excellent location at the centre of the northern industrial corridor, from cloth production as a supplement to agricultural work (Shoddy & Mungo – Benjamin Law – Batley), to large scale textile manufacturing (The Heavy Woollen District - Dewsbury, Camira - Meltham) that spurred the development of the chemical (Syngenta – Huddersfield) and engineering sectors (David Brown – Meltham, Cummins turbo chargers – Huddersfield), and more recently the precision engineering (Reliance, Huddersfield) and medical technology industries (Paxman Coolers – Huddersfield) – Kirklees has a history of being the place to make it. These firms have had a lasting impact on the local and national economy, both in terms of the product and processes they developed, but also for the people, organisations and communities that led and shared in their growth.

We will making sure Kirklees continues to be the place to make it by ensuring that our places have the right conditions to enable future generations of innovators, and connect people and communities to wealth.

This history has provided excellent assets for economic success...

- **World-leading manufacturing and engineering businesses** – the most pronounced high value sector in Kirklees, employs 25,000 people, double the national average at 16% of the economy. Leading areas of expertise include textiles and products such as gears, valves, pumps and turbo chargers.
- **Innovation and training assets** include the Textiles Centre of Excellence, the University's 3M Buckley Innovation Centre and the Kirklees College Process Manufacturing Centre.
- **Dynamic SMEs and microbusinesses** spread across Kirklees including in our major towns and attractive hubs for enterprise such as Holmfirth and the Holme and Colne Valleys.
- A relatively **young workforce**, together with increasing emphasis on *STEAM*¹ subjects, a strong track record on apprenticeships and links to business which enhance their value to employers.

¹ Science, Technology, Engineering, Arts & Design and Maths – this is an extension of 'STEM' which recognises the importance of the crossover between creativity and design and STEM

- The **University of Huddersfield** - has nearly 20,000 students, excels in innovation and won the first Global Teaching Excellence Award in 2017.
- **Some of the best schools and colleges in England.** The outstanding rated Huddersfield New College is ranked number one in England for Equality and Diversity; Greenhead College has the best designated sixth form college A level results in Yorkshire; and Kirklees College has 18,000 students, links to 1,000 businesses and is in the top ten in England for apprenticeships.

Kirklees in 2019

Our heart of the North location close to the M62 and M1 and with fast Transpennine rail, brings access to a 4 million workforce, 250,000 businesses, a £160bn economy and 15 universities. There is a high level of net out-commuting (around 25,000 people) – especially to access higher skilled, higher paid jobs. Kirklees has the opportunity to be an attractive base for commuters and create more good jobs locally.

- With **437,000 residents** Kirklees is the 11th biggest local authority district in England and the largest that does not include a city.
- **GVA economy of £7.5bn per annum, over 200,000 workers, 14,500 businesses.**
- **GVA growth** of 12% between 2009-15 is lower than the 14-17% achieved elsewhere in West Yorkshire and productivity is below UK and West Yorkshire averages.
- Although unemployment is low at 5% and our **employment rate** (70.5%) has risen since the recession, that figure is below a previous peak of 73%, and private sector job growth of +5% also lags the +12% GB average.
- There are fewer high value jobs than in some neighbouring districts and lower concentrations of **higher pay / productivity sectors** such as finance and insurance, ICT and professional services.
- Kirklees residents' wages are around average for West Yorkshire, but **wages from workplaces** within Kirklees are the lowest in West Yorkshire at just below £460/week.
- A third of the population are qualified at NVQ level 4+, but 13% have no qualifications.
- **Levels of deprivation are falling**, but we aim to reduce them further. Only 9% of areas in Kirklees are in the most 10% deprived in England – down from 14% in 2010 and in contrast to rising deprivation in neighbouring areas.

3. DELIVERING AN INCLUSIVE AND PRODUCTIVE KIRKLEES ECONOMY

Five priorities will help to deliver our vision for an inclusive and productive economy, building on existing foundations and putting Kirklees on a positive, long term trajectory that will deliver tangible change:

- 1. Modern, Innovative Business** - boosting business ambitions, best practice and innovation to drive productivity and good jobs.
- 2. Skilled and Ambitious People** - equipping people with the skills, talents and confidence they need to access good, well paid jobs, contributing to and benefiting from economic success.
- 3. Active Partnerships** - building high impact partnerships across private, public and voluntary sectors, with a focus on how ‘anchor institutions’ can use their employment, procurement, assets and service delivery to build community wealth and achieve better outcomes.
- 4. Advanced Connectivity and Infrastructure** – securing and maximising benefits from the Transpennine rail upgrade, a Huddersfield-North Kirklees Leeds Inclusive Growth Corridor, 10,000 new homes and excellent digital and green infrastructure.
- 5. Revitalising and Promoting Key Centres** – using a forward looking, place based approach across Huddersfield, North and South Kirklees to celebrate our district’s diversity.

Priorities	Innovative Businesses	Skilled, ambitious people	Active Partnerships	Advanced connectivity & infrastructure	Revitalised centres
12 Action Programmes	Business ambitions & best practice Innovation uplift Engineering & manufacture	Aspiration uplift (skills) Health/care workforce development	Anchor institutions, social value and supply chains	Transpennine upgrade & inclusive growth corridor The Big Build Digital infrastructure	Huddersfield North Kirklees & Dewsbury South Kirklees & rural areas
5 ‘Big Wins’	Digital Innovation Zone	Integrated Care Workforce Initiative	Kirklees Anchors Network	Transpennine upgrade & Inclusive growth corridor	Masterplans, branding & development in Huddersfield & Dewsbury

Measuring Success

We will track progress against our central goals of productivity and inclusion and the regeneration of our key centres. We will use five headline success measures to do this, with specific indicators for each of these shown in the table, drawing from the JRF inclusive growth indicators framework².

Headline success measures	Indicators
Incomes	Household disposable incomes
	Median wages
	Incomes of the lowest paid 20%
Productivity and growth	GVA per worker per hour
	GVA per capita
Skills	% of population with NVQ level 4+
	% of population with NVQ level 2+ (and other skills levels)
Employment	Employment rate
	Unemployment rate
Better Places	Town centre footfall and tangible regeneration in Huddersfield and Dewsbury

Data is for working age population where relevant

We will compare ourselves against Leeds City Region/West Yorkshire, Northern and national averages. Where data allows, we will drill down to monitor the extent of inequalities and diversity across different places and groups within Kirklees.

We will also look to enhance our data and intelligence capabilities and communication, including through partner collaboration, open data and the ability to undertake horizon scanning analysis, particularly in relation to innovation, exports, quality of life, quality of place and culture.

² C.Beatty et al, A framework of indicators for measuring inclusive growth, CRESR, Sheffield Hallam University, July 2015

PRIORITY 1: MODERN, INNOVATIVE BUSINESS

Stimulating business ambitions, best practice and innovation to drive productivity and good jobs

Our ambition

The Long Term Outcome: Ambitious and confident businesses investing in best practice and growing as a result – leading to greater productivity and more private sector jobs

Our priority is to create the best possible environment for businesses (including social enterprises) to grow and enable them to access the full range of support they need, including for SMEs which make up the bulk of our economy. In the context of uncertain trading relationships as the UK exits the EU, we will help businesses to be more outward facing and dynamic, trade more internationally and build strong relationships to further embed them into the Kirklees economy.

Key assets and action to build on

- The University of Huddersfield and its role in higher level skills, enterprise, innovation and international profile, including through the 3M Buckley Innovation Centre
- Specialised advanced manufacturing support and innovation assets - including the Textile Centre of Excellence and the Kirklees College Process Manufacturing Centre
- A refreshed and joined up business growth support system, bringing partners and interventions together, to work with and back small businesses, delivering a single front door to support, events and peer-to-peer networks that create an Open for Business environment
- A new partnership approach to promoting Kirklees as a place to invest and start up a business, including joint work between the Chamber of Commerce, College, University and Council
- The Chamber of Commerce's Export Hub and work to help businesses to respond to Brexit

What we will deliver

Action Programme 1: Raising Business Ambitions and Best Practice

We will work systematically across partners with a business-facing role, fronted by the private sector where possible to foster forward looking, ambitious business leadership and cultures, , and underpinned by sound businesses planning. This will include:

- Fostering more networking and collaboration across business and sector types (including social enterprise), using advocates to make the case to others for action, creating more dense local supply chains and growing a spirit of enterprise
- Clearly communicating the range of available business support, particularly to SMEs, including public and private sector provision, online and in person (e.g. via a key account management approach and SME Growth Managers), and local, regional and national provision.
- Increasing awareness of business practice that drives productivity and good jobs – including innovation, exports, design, uptake of digital technology, use of quality apprenticeships, high level skills and staff progression, flexible working, resource efficiency and healthy workplaces

Action Programme 2: Deliver an Innovation Uplift

With the University of Huddersfield in the driving seat and bringing together business support and sector specialists, we will help make innovation in its broadest definition real for many more businesses, so that more businesses connect to innovation assets and apply creativity to drive their competitiveness and productivity. This will include:

- Securing a Digital Innovation Zone in Huddersfield by 2021 connected to the district's strengths in precision engineering and advanced manufacturing, textiles, big data and analytics; with the digital transformation of businesses across sectors at its heart
- Targeted promotion of the innovation support available at local, Leeds City Region and national levels, and communication of innovation and creativity as core to modern business practice, including via business champions already applying and reaping benefit in their businesses
- Enabling innovation networks to be built that facilitate the exchange of practice and support better connections between business, the knowledge base and across value chains and sectors

Action Programme 3: Growth and Investment in Engineering & Advanced Manufacturing

We will work in depth in our advanced manufacturing and engineering sector, recognising its unique concentration here and its breadth, high added value activities and niche strengths and products critical to automotive, energy and low carbon supply chains. This will include:

- Facilitating further links to university/FE expertise and sector crossovers to promote innovation
- Helping industry meet its labour and skills needs, and use this as an opportunity to create and fill both more quality apprenticeships (as routes into the sector) and high skilled, high value jobs
- Supporting trade and exports, attracting investment and developing supply chains post-Brexit
- Prioritising industry's needs in the development of employment sites and business premises
- Building mutually beneficial links with other key sectors in Kirklees and Leeds City Region e.g. creative and digital, construction, financial and professional services, health and low carbon

The Big Win: Secure a Digital Innovation Zone by 2021

Case study: Polyseam – investing in R&D, winning exports

Sealant and adhesive manufacturer Polyseam has hailed the benefits investment in a new 82,000sq ft Huddersfield site has had on the business. The £2.3m facility includes research and development (R&D), engineering, planning and storehouse space, as well as modern manufacturing units containing the latest technology. Chief Executive, Kjetil Bogstad, said *“the new facility has helped boost exports, now accounting for 80% of sales, by enabling process efficiencies and R&D opportunities”*. Polyseam is now focused on further growth and looking to recruit new employees in areas including R&D.

PRIORITY 2: SKILLED AND AMBITIOUS PEOPLE

Equipping people with the skills, talents and confidence they need to access good, well paid jobs and to contribute to the economy so that sharing the fruits of prosperity is the norm

The Long Term Outcome: Improved skills at all levels and especially levels 4 and 5, boost in average weekly workplace wages, and reduced in-work benefit claimant rate

Our ambition

We want every person to reach their potential. Kirklees benefits from a strong education and skills landscape, with high performing colleges and a world-class university. However, there remains too big a gap in education, skills and employment outcomes – across different parts of the district and often with national averages. This means that too many people are not fulfilling their potential and therefore our economy is not either. We will work with individuals, providers and businesses to recognise the value of investment in personal and workforce development to create an upward cycle of higher level skills and wages, providing pathways into training and working to deliver specific progression opportunities in the Health and Care sector.

Key assets and action to build on

- High performing colleges and university with strong links to business
- A Learning Plan centred on giving our young people the best start in life, from quality childcare and early years settings (including to unlock barriers to work) through to learning and education and ensuring children achieve well and leave school ready for life and work
- A Post-16 Employment and Skills Plan and joined up skills system designed to help people improve their skills and prospects across their working lives, with a focus on key sectors of manufacturing and engineering, health and social care, creative and digital, and construction
- Strong buy in and performance in apprenticeship delivery, with Kirklees College the top further education apprenticeship provider in West Yorkshire and 10th in England
- Increasing integration of the employment and skills offer which incorporates a strong *Works Better* employment programme, adult and community learning programmes and third sector led Community Learning Works programme
- One of 10 Local Authorities to secure a National Careers Hub

What we will deliver

Action Programme 4: Deliver an Aspiration Uplift

Working across the district's education and skills system, we will deliver a programme targeted on expanding horizons, equipping people with the confidence to unlock their ambitions, increasing social mobility and tackling the exclusion and disadvantage that can curtail self belief and limit opportunity. This will cover both under 25s and adults, and combine employability and 'soft' skills with specific qualifications and training (or retraining). It will include:

- Designing and delivering a campaign with and for young people to heighten understanding of the value of studying, to broaden learning and career horizons, and raise confidence as a route to social mobility, including by influencing families, teachers, providers and businesses

- Prioritising excellent careers information, advice and guidance for all ages and points in working life, aligned to key skills sectors, and facilitated by improved access to information on current and future skills to guide people to support on retraining and upskilling for in-work progression
- Strengthening business-education links with a focus on key sectors including work experience, mentoring, graduate placements, employability and STEAM skills
- Working to increase the number, range and quality of apprenticeships – including degree level
- Raising awareness of the value of investing in workforce skills linked to Action Programme 1
- Working to increase the number, range and quality of apprenticeships, including influencing provision and promoting uptake of higher and degree level apprenticeships
- Widening participation activity to build higher level skills (and fostering business uptake of them)
- Prioritising digital skills, including by working with the creative and digital sector

Action Programme 5: Integrated Health and Care Workforce Development

There are specific opportunities in the Health and Care sector, where filling vacant roles and enabling progression will provide routes into work, create greater resilience in the face of changing labour markets as the UK exits the European Union, and enhance health and care outcomes. This means overcoming complex barriers including traditional organisational and professional boundaries, pay, perceptions and career structures. The Kirklees Integrated Care Workforce Development Steering Group is developing workforce planning and progression across a wide range of health and care roles, including community-based ones. With the public sector playing a market shaping role, it will lead the design and delivery of an 'Integrated Care Workforce Development' initiative that will involve:

- Improving and widening progression paths from less skilled and low paid roles into more highly skilled and better paid health and care careers – leading to higher recruitment and retention
- Working with the sector to address barriers that prevent uptake and mobility within it, e.g. historical organisational and professional boundaries, improving the transferability of skills, and with the education sector and others to promote opportunities
- Supporting delivery of the Health and Wellbeing Plan by helping to recruit, train, and retain a workforce that can support more integrated ways of working and in particular Primary Care Networks and the wider integration of health and social care
- Potential collaboration across West Yorkshire and Harrogate where issues are shared and joint action makes sense

The Big Win: An Integrated Care Workforce Development initiative that increases uptake of roles and progression in the sector, including by disadvantaged groups, and enhances care and support

PRIORITY 3: ACTIVE PARTNERSHIPS

High impact partnerships and anchor institutions using their employment, procurement, assets and service delivery to build community wealth and achieve better outcomes for our district

The Long Term Outcome: Rising proportion of local spend in Kirklees and West Yorkshire (resulting in business growth and local employment), a more inclusive labour market and more good jobs

Our ambition

There is wide scope for action and impact across our '**anchor institutions**'. These large, well established organisations – including our colleges, university, hospital trusts, housing providers, large businesses and the local authority – are rooted in our district and through their spend, employment practices, services and use of land and assets can play a key role in improving local economic, social and environmental wellbeing. When large anchor institutions in Kirklees spend more money in local supply chains, employ more local people, support social mobility and lead the way on healthy workplaces, which leads to more contracts for businesses, more local people in good jobs and improved wellbeing. In addition, smaller community and voluntary organisations, often in disadvantaged neighbourhoods, can act as 'community anchors' that support local communities and connect residents to opportunities.

In Kirklees we are committed to increasing the social value that we can achieve via the money we spend, and have undertaken analysis on procurement to understand our current position and help define our ambition. We believe there is significant opportunity to act differently, to root wealth here and so achieve more for local business, people and places, and we will act accordingly using a focus on progressive procurement, employment and assets.

Key assets and action to build on

- Kirklees Inclusive Growth Group and work underway to form a new economic partnership
- Business Voice/Huddersfield Unlimited proactively supporting the town's economic development, promotion and investment proposition; and active business networks and groups including the Chamber of Commerce, FSB and Kirklees & Calderdale Manufacturing Alliance
- Committed and capable voluntary and community sector organisations – with potential for further contribution and growth
- Commitment by anchors to work together, and work carried out on local spend and supply chain analysis and a good practice toolkit and framework developed at a city region level
- Commitment to maximising social value outcomes through the commissioning and procurement of public sector spend on goods and services using the principles of local wealth building

What we will deliver

Action Programme 6: Anchor Institutions Network, Social Value and Supply Chains

Kirklees will adopt a focus on community wealth building via a partnership of anchor institutions committed to working together. This will include:

- Establishing then running and maximising local and economic benefit from a Kirklees Anchors Network where each anchor is represented and can take leadership for driving change
- Anchor institutions working collaboratively to support an inclusive economy across procurement, workforce, land property and assets
- Carrying out annual supply chain analysis and identification of influenceable spend and local opportunities within the Council
- Exploring scope to increase and expand the voluntary, community and social enterprise sector's contribution to economic wellbeing via a co-commissioning framework with the public sector, and recognising the role of volunteering as a route into employment and for the value it brings to creating a resilient economy

The Big Win: Kirklees Anchor Network playing an active role in increasing local employment, supply chains and social value

Case study: TimberTight

TimberTight is a family owned start-up based in Cleckheaton, showing tremendous growth in its first year of operation. The company has accessed both business start-up and employment support provision, the latter helping it to develop inclusive recruitment practises and create sustainable jobs for Kirklees residents. The company uses local supply chains to maximise its investment in Kirklees, recognising the positive impact and social value that this practice brings. Director, Paul Williamson, said *"we are a family run business, that lives and works in Kirklees and we are passionate about keeping jobs in the district. Where we can, we will always use local labour and supply chains before reaching out further across the region."*

PRIORITY 4: ADVANCED CONNECTIVITY AND INFRASTRUCTURE

Secure Transpennine rail upgrade, a Huddersfield-Dewsbury-Leeds Inclusive Growth Corridor, 10,000 new homes and excellent digital and green infrastructure

The Long Term Outcome: High-speed, reliable internet access and above average uptake; faster rail travel; more journeys by public transport and active travel; housing numbers and affordability

Our ambition

High standards of connectivity and infrastructure are important to support business growth and investment. This includes not just road investment but public transport, active travel and modal shift to support the quality of our places, health, inclusion and air quality, safe, joined up cycling/walking routes and facilities across Kirklees and digital connectivity. Priorities are the speed and capacity of services on key corridors, especially those connecting Huddersfield and North Kirklees to each other and to Leeds and Manchester. Longer term priorities include direct rail from Huddersfield to London and faster, more frequent services to Sheffield. This combined investment, incorporating green infrastructure with an ambitious housing growth programme, improved digital connectivity, and a district heating network will raise productivity, provide a means by which people can be more easily included in the economy and enhance health.

Key assets and action to build on

- Geographic position at the heart of the North, close to the M1 and M62
- Transpennine Rail services to Leeds and Manchester, and expected upgrade
- Inclusive Growth Corridor potential that fits with West Yorkshire transport and Industrial Strategy ambitions, and other schemes progressing through West Yorkshire Plus Transport Funding
- A new Local Plan that sets out and supports housing and transport priorities
- A Digital Infrastructure Development Plan to further improve broadband coverage
- Superb green infrastructure and expertise and commitment to integrate it into development
- A wealth of mills and listed buildings with potential for conversion to business and housing use
- Local Walking and Cycling Infrastructure Plan and Strategic Framework

What we will deliver

Action Programme 7: Deliver the Benefits of Transpennine Rail Upgrade and the Huddersfield-Dewsbury-Leeds Inclusive Growth Corridor

We will work to secure Transpennine rail upgrade from Manchester to Leeds via Huddersfield / Dewsbury to radically improve speed, capacity and reliability. This investment will be at the centre of a broader Huddersfield-North Kirklees-Leeds Inclusive Growth corridor to better connect people in disadvantaged areas to jobs and opportunities, linked to a Leeds Road 'Smart Corridor'. The Inclusive Growth corridor will improve and better utilise key public transport corridors from Dewsbury and North Kirklees to Leeds and Huddersfield to enhance access to jobs/training and to help attract investment in and around the corridor area – alongside wider work on skills and inclusion to enable people access opportunities.

Work will include:

- Case making and influence to secure the best possible Transpennine upgrade outcome
- Maximising local benefit from the upgrade and using it in promoting Kirklees to investors

- An Inclusive Growth Corridor centred on Dewsbury/North Kirklees to help unemployed and low skilled people access jobs/training in Leeds and Huddersfield by public transport and active travel
- Incorporating better connectivity between North Kirklees and Bradford into the above, and securing commitment to mass transit stations in Cleckheaton and Heckmondwike
- Improved station and services from Mirfield and Ravensthorpe via station remodelling
- Defining and seeking resources for a 'Smart Corridor' network that combines transport improvements in key corridors with quality design, digital connectivity and green infrastructure
- Delivering a Leeds Road Smart Corridor from Huddersfield to Cooper Bridge as an exemplar – to improve multi-modal access to key assets/sites and link to the Inclusive Growth Corridor

Action Programme 8: Deliver the Big Build

We will deliver the Kirklees Housing Strategy and ambitious plans for more and better housing - creating construction industry, health, inclusion and wider benefits in the process. This will include:

- Building 10,000 homes within 5 years in line with the Local Plan, 1,000 of them on Council land
- A focus on quality and distinctiveness and a mix of housing types and tenures that meet local and affordability needs and appeal to the skilled workers we want to attract into Kirklees
- High energy and green infrastructure standards to support health and reduce fuel poverty
- Digital connectivity that equips more properties for home working or running a microbusiness
- Connecting people to construction jobs and procurement that supports local supply chains
- More housing within heritage and town centre buildings alongside business and wider uses
- Managing, maintaining and regulating existing housing to fit with all of the above goals
- Access to work, health and leisure facilities, including by cycle/walk routes and public transport

Action Programme 9: Secure top class digital infrastructure and its application

Digital connectivity is integral to business opportunity, productivity and a skilled and inclusive society. Excellent telecoms infrastructure, above ground and below, is vital to both our busiest towns and our most rural communities. We will deliver the Kirklees Digital Plan and associated activity to support digital infrastructure and the digital economy more broadly. This will include:

- Maximising gigabit, Superfast, Ultrafast, Mobile and WiFi access across all geographical areas
- Establishing free WiFi in Huddersfield, Dewsbury and Holmfirth
- Removing barriers to digital infrastructure investment and planning for infrastructure growth by determining sites for data centres, masts and aerial infrastructure in advance of demand
- Ensuring that digital infrastructure expansion and provision is at the heart of planning applications and transport schemes
- Leveraging our infrastructure as a catalyst for innovation
- Integrating digital infrastructure with action to promote the use of digital as part of modern business practice; building digital skills and inclusion; and facilitating digital sector growth

The Big Win: Transpennine upgrade and an Inclusive Growth Corridor - together offering fast connections to Leeds and Manchester, and improved access to jobs and opportunities for those in disadvantaged areas of North Kirklees and Huddersfield

Case study: **Huddersfield Heat Network – new investment, new opportunity**

Kirklees Council has worked with AECOM with funding and support from the Department of Business, Energy and Industrial Strategy to develop proposals for a leading edge £16 million Huddersfield town centre heat network. Feasibility work has been completed and sets out the vision for developing a viable network that will distribute heat and electricity from energy generation to premises across the town centre. This would provide competitive advantages to the businesses and other users by cutting energy costs by 10-15% and would also reduce carbon emissions, increase energy security and create construction jobs. Detailed project development will now follow and the ambition is to secure funding, build the network and have it up and running in 2023.

PRIORITY 5: REVITALISING AND PROMOTING KEY CENTRES

Using a forward looking, place based approach to revitalising and promoting centres across Huddersfield, North and South Kirklees to celebrate our district's diversity

The Long Term Outcome: quality environments including commercial space and residential units, improved perceptions leading to investment and greater footfall in town centres

Our ambition

We want all places across Kirklees to thrive and have civic pride based on their distinctive identities and assets, to be successful economies themselves, connect to one another and contribute to a prosperous and inclusive district. As Kirklees is the sum of the places within it, we will enable locally tailored approaches to the development of our places.

Like other towns, Huddersfield and Dewsbury face the challenge of a declining retail sector and need to repurpose and secure investment to be vibrant and successful. There are major investments in the pipeline in both places and positive progress is becoming evident in Dewsbury, linked to the North Kirklees Growth Zone. More widely, small towns, villages and rural areas, such as in South Kirklees are important in their own right and to the success of Kirklees overall. While they can face challenges such as accessibility and affordable housing, they possess assets which make them hubs for enterprise and magnets for tourism, and add to the range of quality modern sites premises and enterprise hubs to support new and growing businesses. There is also significant potential to reuse mills and heritage buildings in centres and across Kirklees for new homes, business space, retail and leisure facilities.

Key assets and action to build on

- *In Huddersfield:* the University of Huddersfield, the football and rugby teams and John Smith Stadium, distinctive and listed buildings, Transpennine rail, Kirklees College and the Waterfront development, the new leisure centre and Greenhead Park.
- *In North Kirklees and Dewsbury:* distinctive buildings and a heritage initiative helping to restore landmark assets, fast rail connections to Leeds and Huddersfield, town centre living potential, a new learning quarter, public realm improvements, a planned £15m Spen Valley Leisure Centre development; a masterplan in place and delivery of the North Kirklees Growth Zone underway.
- *In South Kirklees and rural areas:* attractive centres such as Holmfirth and the Holme Valley, Colne Valley and Denby Dale with visitor economy strengths, attractive environments and quality of life that draws in entrepreneurs, skilled workers and visitors.

What we will deliver

Action Programme 10: Huddersfield

Huddersfield is one of the largest towns in England and has many of the features and assets of a city. It has some fine assets but faces challenges around retail and securing new investment and purpose. Our ambition is for a sustainable, healthy and high quality centre with a widened and higher quality commercial, residential, cultural, leisure and retail offer, backed by strategic development and marketing. This will include:

- Place branding that promotes Huddersfield and connects with a wider Kirklees story of place
- Masterplan development and delivery with key elements expected to include:
 - Major investment and transformations at key sites and areas – including Station Gateway and St George’s (including the former Kirklees College site), Southgate, Queensgate, St Peter’s, New Street and the Civic Quarter
 - Putting the ring road within a ‘place first approach’ and good connections to key assets outside of the ring road (notably the University)
 - More business space and presence including high quality offices and creative spaces
 - More town centre living including apartments (not only student accommodation)
 - Widened cultural offer including a mid-sized music venue, upgraded museum and art gallery and expanded event programme
 - Coherent streetscape and zoning with high quality public realm and green infrastructure network
 - Empty/underused heritage/listed buildings brought back into use and developed as assets
 - A Huddersfield Heat Network with energy saving and cost benefits for town centre premises
 - Investment by City Fibre planned to offer Gigabit speeds to premises across the town centre
- Delivering The HD One development and mutual benefits between it and the town centre
- Securing a direct rail service to London

Action Programme 11: North Kirklees Growth Zone and Dewsbury Town Centre

North Kirklees faces economic challenges but also presents significant opportunities for a bold new business, education and housing offer. These are being seized by private and public sector partners working together across the North Kirklees Growth Zone. Central to this is the transformation of Dewsbury town centre, revitalising it as a thriving market town that is a great place to live, taps into the potential of its people and maximises the benefits of its transport links and location. Subject to the adoption of the Local Plan, this will include:

- Delivery of the North Kirklees Growth Zone, including:
 - Unlocking major housing development sites at Dewsbury Riverside (4,000 new homes); Chidswell (1,500 new homes); and Soothill (350 new homes); plus delivery of new homes in Dewsbury town centre
 - Delivery of a 35-hectare business park at Chidswell
 - Delivery of supporting strategic road improvement schemes along the A653 and A644 corridors, and transport solutions that link housing growth sites to employment opportunities in Wakefield, Leeds, Huddersfield and Manchester
- Delivery of the Dewsbury Town Centre Strategic Development Framework and its three aims of:
 - Increasing activity through new residential, commercial and educational opportunities by bringing historic and vacant building back into use, supporting business growth and key projects including the refurbishment of Pioneer House, the development of a residential offer, and a Heritage Action Zone
 - Making the town centre more attractive, safe and welcoming and making the most of the town’s heritage and public realm
 - Improving accessibility and access in and around the town centre via sustainable modes

Action Programme 12: South Kirklees and Rural Areas

Our ambition is to facilitate action that allows small towns, villages and rural areas to fulfil their potential, to promote them positively and to maximise positive connections between their success and that of Huddersfield and North Kirklees. This will include:

- Using the Place Standard approach to engage with businesses and communities in individual places within South Kirklees and to identify issues, opportunities and ways forward
- Improving digital connectivity (see also Priority 3) and exploiting opportunities in the sector
- Ensuring that there are small scale business premises and enterprise hubs to enable small businesses to start up and grow – with focus on use of vacant/underused buildings including mills
- Promoting the value of distinctive, small-scale business clusters in individual places, such as around the visitor economy, culture, and land based and environmental industries
- Ensuring that green infrastructure and natural flood management contribute to Kirklees' goals on health and recreation, the environment, quality of place and flood prevention
- Promoting places individually and collectively through place branding work for South Kirklees

The Big Win: Place branding leading to improved profile and town centre masterplans delivered in Huddersfield and Dewsbury, with development progressing at key sites such as St George's, Southgate, The HD One, Pioneer House and across the North Kirklees Growth Zone

Case study: North Kirklees Growth Zone

The North Kirklees Growth Zone programme continues to gain momentum and attract investment, unlocking the area's potential and leveraging its strategic location. Subject to Local Plan approval, the Dewsbury Riverside scheme alone will bring forward 4,000 new homes, supported by new local facilities, including space for a faith/community hub, health centre, nursery, retail and a new primary school. This adds to substantial investment in the regeneration of Dewsbury town centre, including:

- £18.5 million in new education facilities through the Dewsbury Learning Quarter
- Heritage Action Zone grant to create a 'living town'
- £290K to make public realm around Pioneer House more attractive and safer for pedestrians
- A £1 million upgrade of the railway station gateway
- £3.7 million Townscape Heritage Initiative to transform the town's shop fronts

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Cabinet

Date: 22nd January 2019

Title of report: Dewsbury Town Centre; Strategic Development Framework & Delivery Programme

Purpose of report

To seek Cabinet approval for

- (i) a Strategic Development Framework to guide the long term development of Dewsbury Town Centre and a Delivery Programme which sets out a broad range of actions that will progress the regeneration of the town centre over the next three years; and
- (ii) £525,000 to be spent on programme of public realm works

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	Yes it involves spend of over £250k
The Decision - Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Strategic Director & name	Karl Battersby - 10.01.2019
Is it also signed off by the Service Director - Finance (S151 officer)	Eamonn Croston - 08.01.2019
Is it also signed off by the Service Director - Legal Governance and Commissioning?	Julie Muscroft - 10.01.2019
Cabinet member portfolio	Cllr Peter McBride

Electoral wards affected: Dewsbury East

Ward councillors consulted: Dewsbury East, Dewsbury West, Dewsbury South

Public or private: Public

GDPR – no personal or sensitive data; or other information covered by GDPR is included in this report

1 Summary

Purpose of the report

- 1.1 This report seeks Cabinet approval of the Dewsbury Town Centre Strategic Development Framework and the associated Delivery Programme and secondly the approval of £525,000 of expenditure on a programme of works to improve the appearance of the town centre.

2 Information required to take a decision

Background

- 2.1 During 2010 the Council and its partners, with the support of the regional Development Agency undertook a major programme of public engagement that looked at the future of Dewsbury Town Centre. This drew upon the expertise of a range of consultants and cumulated in November 2010 in the production of a document entitled 'Dewsbury – Strategic Development Framework'. The document contained a 25 year vision to 2035 and more detailed strategy.
- 2.2 The Strategic Development Framework (SDF) was reviewed in 2015 by consultants. The review confirmed many of the issues and solutions in the SDF were still relevant and crucially make a series of recommendations that covered both strategic and more detailed issues. The SDF Refresh recommended that 'An integrated approach should be taken to growth and renewal – through a single overall investment and development programme for Dewsbury, with an associated delivery plan.'
- 2.3 Part of the approach recommended that Dewsbury as a whole needed to be strategically positioned as an area of significance in the Leeds City Region. The response to this was the creation of the North Kirklees Growth Zone and on the 17th November 2015 the Council approved the initial report setting out the rationale and next steps for the North Kirklees Growth Zone (NKGZ). The NKGZ is in line with the two strategic drivers for the district, the Kirklees Economic Strategy and the Kirklees Health and Well-being Strategy. A series of recommendations designed to bring about long term sustainable change for North Kirklees were agreed, with a clear vision statement underpinned by 4 broad objectives.
- 2.4 The vision recognised the role Dewsbury and its hinterland could play within the wider Northern region - "To have a thriving living town, tapping into the potential of its people, and maximising its role as a key transport and economic location".
- 2.5 The 4 broad objectives at the heart of the NKGZ vision are:-
 - The area could be a focus for housing and economic growth;

- The area could be seen as a key strategic employment location within the Leeds City Region;
 - A key transport node for both road and rail (connecting to HS2, Leeds and the wider north of England); and
 - Dewsbury as the primary economic and service centre, with a town centre that is fully occupied through increased housing and leisure provision, with a consolidated retail and commercial core.
- 2.6 These broad objectives are focussed geographically on 4 main areas, the 3 strategic development sites at Dewsbury Riverside, Chidswell and Soothill; and Dewsbury Town Centre. Although this report focuses on the town centre it needs to be seen in the context of the wider NKGZ and the potential benefits that will flow from the development of the 3 sites that could deliver 3,000 homes over the 15 year period of the Local Plan and a further 2,000 thereafter.
- 2.7 The review in 2015 recommended a slighted adapted masterplan based on 5 objectives as follows:-
- A lived in Town Centre – two quarters, one based on Daisy Hill (medium term) and another the Minster/River arc (longer term)
 - A vibrant Retail Circuit – focus on street vitality on Long Causeway and contiguous streets
 - New Destination Spaces – new amenity spaces across the town centre, creating a green route between the Station and the river
 - Spreading the Market Area benefits – use this anchor as a catalyst to bring new commerce into the town
 - Piazza style crossing points – greater precedence to given to pedestrian in ‘urban shared areas’ around the ring road
- 2.8 Many elements of the SDF 2010 and the 2015 review have been incorporated into the SDF 2018.

The Dewsbury Strategic Development Framework 2018

- 2.9 The Dewsbury SDF 2018 draws upon both the original SDF of 2010 and the 2015 refresh. The vision is
- “To be a thriving market town, that is a great place to live, which taps in to the potential capacity of its people and maximises the benefits of its role as a key transport and economic location.”
- 2.10 The Dewsbury SDF 2018 (attached at Appendix One) vision goes to 2035; and is summarised below. It has three key aims and each has more detailed objectives as described below :-

1. Increasing activity in the town

There is a need for more activity into the town centre. This will be addressed in part by introducing new uses e.g. residential and

educational uses into the centre, consolidating and improving the existing Market

Objectives

- Bringing back vacant buildings into active use, particularly for residential and educational uses
- Getting more people living in the town centre, particularly those with higher disposable incomes
- Consolidating and improving the market
- Supporting business growth, including the creative and cultural sector

2. Making the town centre more attractive

The town needs to be a place that looks good and is pleasant to spend time in. People need to feel safe and welcome in the town. Attention will be focussed on making most of the town's heritage assets and ensuring the public realm is in good condition and improved/extended where possible. Working alongside these actions there is a need to ensure that the place feels safe and welcoming for all and that Dewsbury people and potential visitors feel more positive about the town centre.

Objectives

- Improving, creating & extending the public realm
- Improving the appearance of buildings
- Ensuring the town centre is welcoming (addressing issues around anti-social behaviour and crime)
- Improving perceptions

3. Improving Accessibility

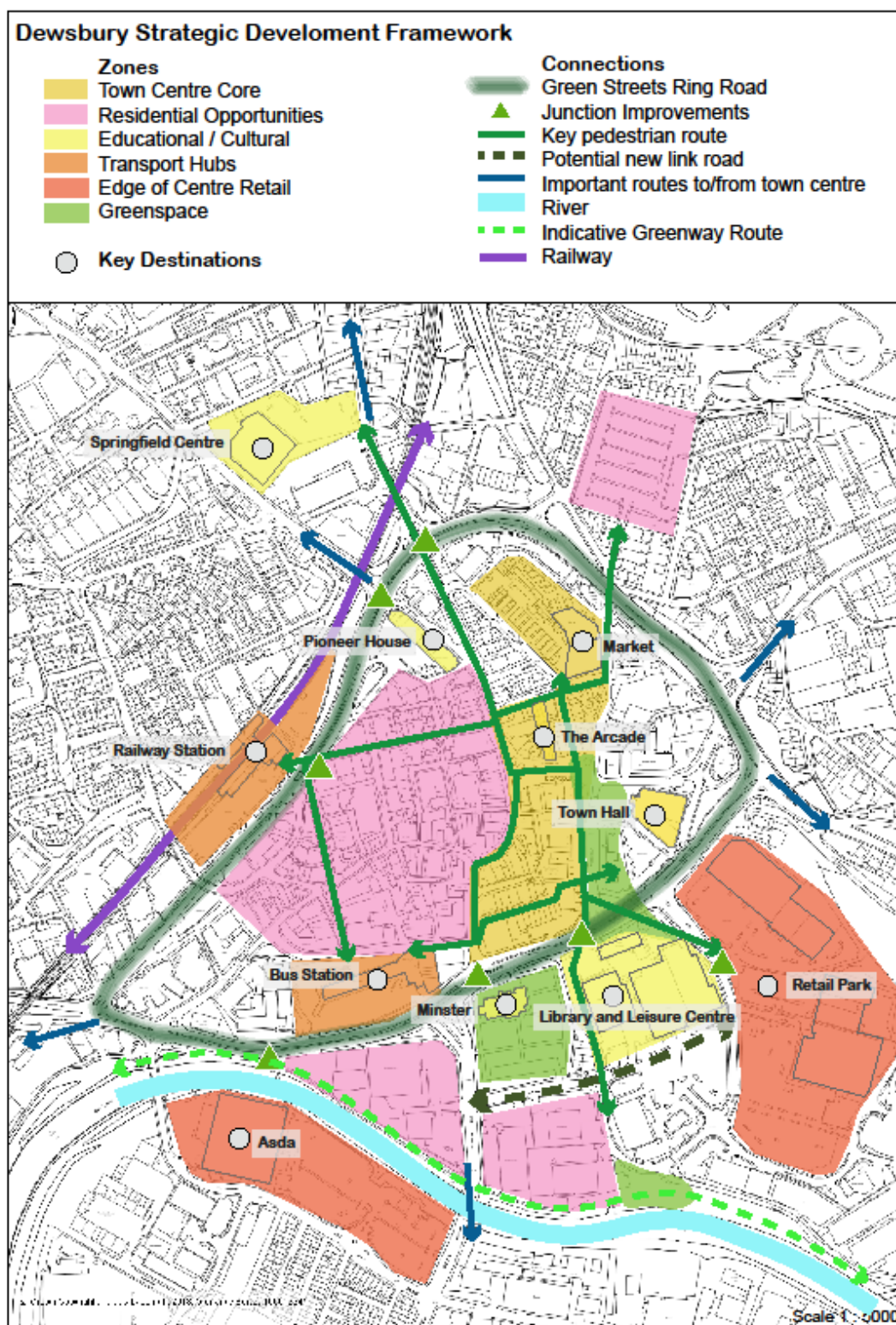
Adopt an integrated approach to sustainable transport in the town centre ensuring, in particular, that it is easy for sustainable modes to get in and around the town centre and that the town is 'open for business'.

Objectives

- Improving pedestrian gateways to town centre, reducing the barrier effect of the ring road
- Improving pedestrian and cycle routes
- Improving key ring road junctions and vehicular routes
- Ensure car parking provision is appropriate

2.11 The spatial expression of the SDF 2018 is shown in Plan One below. The SDF 2018 includes much of the elements of the 2010 SDF and the refresh of 2015. The most significant elements are substantial increase in residential accommodation the town centre; in the medium term around Daisy Hill area and in the longer term in areas to the south and along the river Calder. In practical terms the SDF 2018 acknowledges that the spatial extent and amount of retail space in the core town centre will reduce. Retail activity therefore needs to focussed on a reduced number of streets and a retail circuit encompassing, Prince Wales precinct, Longcauseway, Market Place, Foundry St, The Market, Corporation Street, Northgate and Westgate.

Plan One: Dewsbury Town Centre Strategic Development Framework



2.12 Ultimately economic forces will heavily influence the extent to which the above area remains viable for retail and therefore the degree to which other commercial and complementary uses will need to be encouraged. The Arcade, which is currently vacant, is at the centre of this area will need to be an early focus of attention. Daisy Hill will continue the existing trend of a reduction in retail and growth in alternative uses, particularly residential.

2.13 The NKGZ requires an integrated approach to growth and renewal – through a single overall investment and development programme for Dewsbury, with an associated delivery plan.’ The Delivery Plan described below follows on from this recommendation.

Dewsbury Town Centre Revival - Delivery Programme

2.14 The Delivery Programme included in Appendix One sets out in more detail the how the aims and objectives of the SDF 2018 will be progressed; setting out how the key projects and interventions will be pursued over the next 3- 5 years. Some of these projects are already happening and are described in paragraphs 2.18- 2.20 below.

2.15 It is proposed to commence works this year that will make the centre more attractive (Aim 2 of the SDF). This report seeks approval to undertake a range of works during 2019 to improve the public realm, which comprise enhanced maintenance and repair and a small number of new projects (see Appendix 2). All the work will be targeted on those areas and types of work that will bring about the most impact.

Dewsbury Spring Clean

2.16 The maintenance and cleansing will be a focused on key pedestrian routes as defined in the SDF; on painting/improving street furniture, green infrastructure, cleansing; as well as improvements to areas of roadway and footways in need of attention. Some of the work, covered by the current budget provisions, has recently been completed e.g. Gazebos and it is proposed to roll out the rest of the works during 2019. .

Better Spaces Year One Projects

2.17 In addition to the Spring Clean it is a proposed to carry out a small number of new projects e.g. lighting that will bring about an improvement in the appearance of the town centre and new electrical provision that will make putting on events easier.

2.18 Completion of the full programme of work will bring about a significant improvement in the appearance of the town centre and complement other investment in the town centre.

Medium and Long term Projects

2.19 Other projects in the Delivery Programme are at differing stages of scoping, feasibility and planning. Key projects in this category will include

- The Market – consolidating and transforming the Market
- The Urban/Town Park ,
- Daisy Hill/Bond Street area - a new residential neighbourhood for this area
- Heritage Action Zone – Repurposing Buildings
- Transport and accessibility improvements

Timescales - Progress to date

2.20 There is currently a number of projects ongoing and proposed within central Dewsbury that will help improve the heart of the town.

- The Dewsbury Learning Quarter, phase 1 (Springfield Centre) opened in September 2018.
- The enveloping works on Phase 2, the Pioneer building, are due to complete by the end of January 2019,
- Work on the successful Townscape Heritage Initiative (THI) has continued with recent completions of schemes at 28-30 Northgate and 19, Corporation Street and start of refurbishment of the former Black Bull Pub.
- Work on the Station Gateway scheme is due to complete this month.

2.21 Cabinet approved the Heritage Action Zone (20th March 2018 & 21 August 2018) and officers are progressing this.

Timescales – next six months

2.22 In the next six months it is anticipated the following will occur:-

- Pioneer – completion of the Councils works and hand over to the College
- ‘Spring Clean’ - subject to funding approval, further works to be undertaken during spring through into the summer 2019
- Eyesores – addressing a number of eyesores e.g. empty shop fronts,
- Implementation of public realm works on Northgate
- Opening of refurbished Black Bull PH
- Subject to Cabinet approval, commencement of the refurbishment of the former Baileys building (9, Market Place)
- HAZ/Daisy Hill
Submission of planning application for conversion of Fieldhouse into Café, restaurant and apartments
- The Market – development of Business Plan for the preferred open market option and working up proposals for the Market Hall
- Development, feasibility & preparatory work for a range of projects including
 - Town park
 - Phase 2 public realm works for implementation in 2020
- Submission of Expression of Interest to WYCA including for a package of highway related works in Dewsbury Town Centre and ring road

Outcomes

2.23 The successful delivery of the SDF and partner activity will have the following positive outcomes on Dewsbury Town Centre :-

More activity

- More people living in and using the town centre – for learning, leisure, shopping
- A vibrant & improved Market

- Better range of businesses creating a more attractive 'offer'
- Fewer empty premises
- Job creation

A more attractive centre

- A centre that looks better and brighter
- Better quality and extended public realm
- Reduced number of 'eyesores'
- Heritage buildings refurbished and reoccupied
- Lower levels of ASB & crime
- Improved perceptions of town centre

Improved accessibility

- Improved public transport facilities & services
- Pedestrian & cycle improvements
- Transport benefits

Evaluation

2.24 Information will be gathered on a regular basis to assess progress is being made on outcomes described above.

Sustainability

2.25 The regeneration of the town centre will contribute to sustainability by making use of existing assets and resources already present within a highly accessible location.

Services and Agencies Involved

2.26 The majority of the actions within the delivery programme will need to be delivered by the Council and will involve a wide range of services involved in development, business support and maintenance of the public realm. Key agencies and partners include; Kirklees College, Historic England, Heritage Lottery and West Yorkshire Police.

3 Implications for the Council

Working with People

3.1 The SDF builds upon the substantial community engagement work undertaken in 2010 which shaped the plans proposed at that time. The key elements have been carried forward into this framework. As the programme and individual projects develop there will be further opportunities for the communities & stakeholders to comment at different stages of project development. An initial screening for an Equality Impact Assessment has been undertaken and it is felt that any issues can best be considered in the delivery phase.

Working with Partners

3.2 Partners will be crucial in delivering some of the objectives e.g. community safety, events within the programme. Although the Delivery Programme is reliant on the Council taking the initiative on many of the projects, it requires the support of partners to maximise impact. It is proposed to work collaboratively with partners where this can be effective and there will be

opportunities for partners to play an important part in delivering a number of the initiatives and individual projects.

Place Based Working

- 3.3 The SDF builds upon the substantial community engagement work undertaken in 2010 which shaped the plans proposed at that time. The key elements have been carried forward into this framework and Councillors in the 3 Dewsbury wards have confirmed the desire to see efforts focussed on improving Dewsbury Town Centre.

Improving Outcomes for Children

- 3.4 Work is ongoing with Kirklees College to deliver the new Dewsbury Learning Quarter and opportunities for linking training and apprenticeships into the NKGZ programme are continuing.

Other Implications (e.g. Financial, Legal, HR, IT, planning)

Financial

- 3.5 The total capital cost of the Delivery Programme has not been fully costed as a number of projects need to be further advanced through the project development before budget figures are produced
- 3.6 The Council has allocated £15 Million in the capital plan under the line 'Strategic Regeneration of Town Centres – Dewsbury'. £2 Million and £188,000 of the £15 Million has been allocated as the Council contribution to Heritage Action Zone and Northgate public realm works respectively. This leaves £12.812 Million available to fund other projects from within the Delivery Programme.
- 3.7 The financial picture for the proposed Better Spaces work is shown in the table below. More details can be found in Appendix 2. The overall programme is costed at £765,000, of which £240,000 is from existing approved budgets, requiring approval of a further £525,000 of funds.

DEWSBURY BETTER SPACES - YEAR ONE PROJECT BUDGETS			
	Est Cost (£)	Budget Provision	Additional Budget Required
ITEM			
(A) BETTER SPACES - SPRING CLEAN & REFRESH	614,000	240,000	374,000
(b) BETTER SPACES - NEW PROJECTS	151,000	0	151,000
TOTAL (a + b)	765,000	240,000	525,000
Footnote: Figures are rounded. The £240,000 is from existing revenue budgets.			

- 3.8 It is proposed that the £525,000 of works be funded from the capital plan allocation for 'Strategic Regeneration of Town Centres – Dewsbury'. This would leave £12.287 Million available to fund other projects. Further reports detailing individual projects and the resources required for other parts of the Delivery Programme, will be brought to Cabinet in due course.

4 Consultees and their opinions

- 4.1 Finance – comments from Finance are reflected in paragraph 3.5- 3.8 above.
- 4.2 Legal – comments from the Service Director – Legal Governance and Monitoring are reflected in this report
- 4.3 Dewsbury Chamber of Trade and Dewsbury Forward were consulted on the draft Strategic Development Framework on 4th December 2018 and there was broad support for the proposals.

5 Next steps

- 5.1 The Delivery Programme has a 3–5 year timescale and appropriate governance arrangements will be established to oversee the programme and the individual projects. It is proposed to progress the projects outlined in the Delivery programme and undertake feasibility and development of other projects that will help deliver the SDF aims and objectives.
- 5.2 Following the adoption of the Local Plan it is proposed to produce an Area Action Plan for Dewsbury Town Centre and this will take into consideration the SDF 2018 and related Delivery Programme as the Area Action Plan evolves.

6 Officer recommendations and reasons

6.1 That Cabinet:-

- 6.2 Approve the Dewsbury Town Centre Strategic Development Framework as described in this report

Reason: To provide a long term vision and framework for the development of Dewsbury Town Centre.

- 6.3 Approve the Delivery Programme as described in this report

Reason: To provide approval for a more detailed programme of work to progress delivery of the Strategic Development Framework

- 6.4 Authorise officers to progress feasibility and development work that will progress the aims and objectives contained in the SDF and Delivery Programme and that this be funded from the 'Aspirational Regeneration of Major Town Centres – Feasibility' part of the Capital Plan and any other relevant sources available.

Reason: To provide authority and funding certainty in order to progress the differing strands of work related to the Delivery Programme.

- 6.5 Approve the expenditure of £525,000 on a programme of works as described in the report that will improve the appearance of the town centre and that this be funded from the approved Capital Plan allocation for 'Strategic Regeneration of Town Centres – Dewsbury.

Reason: To provide funding to enable elements of the Delivery Programme to be delivered.

7 Cabinet portfolio holder recommendation

7.1 The Economy Portfolio Holder, Cllr Peter McBride supports the recommendations.

8. Contact officer

Peter Thompson
Economic Resilience Project Manager
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peterr.thompson@kirklees.co.uk

9. Background Papers and History of Decisions

Dewsbury Strategic Development Framework (2010)
<http://www.kirklees.gov.uk/beta/regeneration-and-development/dewsbury-renaissance.aspx>

North Kirklees Growth Zone Next Steps – Cabinet report - October 2016

North Kirklees Growth Zone – Cabinet report 20th March 2018

Dewsbury Heritage Action Zone – Cabinet report 21st August 2018

10. Service Director responsible

Naz Parker – Service Director Housing & Growth

Appendices

1. Dewsbury Town Centre - SDF and Delivery Programme.
2. Table of Expenditure for Better Spaces – Spring Clean/Refresh and new projects

APPENDIX TWO: DEWSBURY BETTER SPACES: YEAR ONE PROJECTS

DEWSBURY TOWN CENTRE DELIVERY PROGRAMME: BETTER SPACES - YEAR ONE PROJECT BUDGETS			
(A) BETTER SPACES - SPRING CLEAN & REFRESH			
Breakdown of costs for each category	Total Estimated Cost	Budget Provision	Additional Budget Required
Street Lighting and power -painting c190 columns	46,140	0	46,140
Street Furniture -painting of posts, bollards, railings, seats	86,600	0	86,600
Market gates and bandstand - painting	8,133	8,133	0
Waste Bins - replacement of 50	10,950	0	10,950
Gazebos Market Place- repair and paint	16,500	16,500	0
Landscape - improve existing planting	25,000	13,000	12,000
Hanging Baskets, planters	6,080	2,983	3,097
Paving Repairs - 6 areas on key pedestrian routes	137,775	0	137,775
Longcauseway/Mkt Pl/Memorial gardens - repairs	7,150	0	7,150
Pioneer - Branch Road setts.	12,000	0	12,000
Road/junction work resurfacing - 4 worst areas	110,000	110,000	0
Cleaning of infrastructure - Kingsway and Queensway Arcades and alley ways	125,000	80,000	45,000
Shop Front / Panels Improvements	15,600	10,000	5,600
Interpretation/Map Panels - updating 4 boards	2,000	0	2,000
Total	613,928	240,616	373,312
(b) BETTER SPACES - NEW PROJECTS			
Power Infrastructure (for events)	80,000	0	80,000
Lighting Display (Subway & Church St Trees)	15,000	0	15,000
Artist Intervention Bus Station/Ring Road Wall	8,000	0	8,000
Green Streets Ph 1 (Semi Mature Trees)	28,000	0	28,000
New Planters – Movable	20,000	0	20,000
Total	151,000	0	151,000
TOTAL (a + b)	764,928	240,616	524,312

Dewsbury town centre **Strategic Development Framework 2018** **& Delivery Programme**





1 Vision and Strategy

Background

1.1 This document sets out a 25 year vision for the town centre, supported by a delivery programme that includes projects and actions over the next 5 years. It builds upon the Strategic Development Framework produced in 2010. The SDF 2010 entailed a substantial amount of work by the Council and partners and its production included an extensive amount of public engagement. The SDF 2010 can be found in full at www.kirklees.gov.uk/beta/regeneration-and-development/pdf/dewsbury-strategic-development-framework.pdf Key elements of the SDF 2010 are retained in the current SDF, with parts updated to reflect new circumstances.

1.2 Many of the comments and sentiments expressed in 2010 remain valid today. The preface to the SDF 2010 sets the scene:-

“Dewsbury is our town and a town to be proud of, both for its past and its potential for the future. We are a town made up of diverse communities, entrepreneurship, creativity and beautiful architecture – these are assets that, working together, are greater than their individual parts.”

1.3 This document does not intend to ‘reinvent the wheel’. All the background analysis and activity to produce the SDF 2010 can be found in that document. The analysis undertaken for the SDF 2010 remains true, e.g. the poorly performing economy, the towns architectural heritage; but it is no longer the full story. The impact of the E Commerce is far more pronounced now than in 2010; heightening retail competition and increasing vacancy levels.

1.4 There remains significant challenges, but there are also reasons to be optimistic about our ability to change things for the better: -

- The rebirth of the Coop Pioneer as a centre for Learning is getting closer to reality,
- there has been a Heritage Action Zone approved for the town centre and
- the area as a whole has been recognised regionally as an area for growth.

1.5 The SDF 2018 takes the 2010 work forward, updating to the present and focussing on delivery; taking the aspirations for the town and providing a plan as to how these can be turned into reality. This won’t happen overnight, the Delivery plan looks 3-5 years ahead but the sustainable change will occur over the long term. The town centre is now within the North Kirklees Growth Zone (NKGZ) which didn’t exist in 2010 and, as then, the future revival of Dewsbury town centre needs to be seen in the context of the development of the whole of Dewsbury and the wider North Kirklees area.

1.6 The North Kirklees Growth Zone sets out a high level approach to the regeneration of Dewsbury. An integrated approach needs to be taken to growth and renewal – through a single overall investment and development programme for Dewsbury. The SDF 2018 and Delivery Plan for the town centre forms part of the wider NKGZ delivery. The NKGZ aims to bring about long term sustainable change for North Kirklees, with a clear vision statement underpinned by 4 broad objectives. The vision recognised the role Dewsbury and its hinterland could play within the wider Northern region –

“To have a thriving living town, tapping into the potential of its people, and maximising its role as a key transport and economic location”.

1.6 The 4 broad objectives at the heart of the NKGZ vision are:-

- The area should be a focus for housing and economic growth;
- The area should be seen as a key strategic employment location within the Leeds City Region;
- A key transport node for both road and rail (connecting to HS2, Leeds and the wider north of England); and
- Dewsbury as the primary economic and service centre, with a town centre that is fully utilised through increased housing and leisure provision, with a consolidated retail and commercial core.

The town centres contribution to the North Kirklees Growth Zone



1.7 The town centre has a critical role to play in each of the 4 NKGZ objectives and this is described below:-

i. Dewsbury as a focus for housing growth in Kirklees and the Leeds City Region

Whilst it is acknowledged that the town centre will deliver relatively small numbers of new housing over the next 5-10 years compared to large sites at Dewsbury Riverside and Chidswell, the Living Town initiative focussed on the Daisy Hill area can help contribute to housing growth. Having a thriving, attractive town centre will support housing growth in the rest of the town.

ii. Key strategic employment location within the Leeds City Region;

Dewsbury is a significant area of employment, spread across the public and private sectors, with geographical concentrations along the River Calder corridor, Shaw Cross and the town centre. The town centre has the potential to grow service jobs, allied to an improving town centre offer and growing, more prosperous catchment.

iii. Dewsbury as a key transport node

The town centre is a main stop on the Transpennine rail route linking Manchester-Huddersfield-Leeds and beyond. Recent improvements have increased timetable frequencies and times. The Transpennine upgrade offers the opportunity for further improvements. There are good links to the M1 (jct 40) and M62 (jct 28) and the town centre is at the centre of a number of key routes, including the A638, A644, A653

iv. Dewsbury as a key economic and service centre to its wider catchment

The centre of Dewsbury, including both the traditional town centre and the retail to the south, continues to be the largest retail and service centre in North Kirklees. There is scope to consolidate this role given the proposed growth in the NKGZ and improvements planned for the centre.

Analysis - SWOT

1.8 A review of the work done in 2010 and subsequent changes has led to the following analysis of the town centre.

STRENGTHS

- Good public transport links –Trans Penine rail and local bus routes.
- Location – good access to M1/M62,
- Built Heritage - Architecture visually attractive
- The Market – large and important to the town
- Significant catchment – 64,000 (Zone 8 Retail Study) with wider potential
- Occupancy of retail sheds south of ring road – shows there is demand.
- Public realm (paving & street furniture) generally good.

WEAKNESSES

- High levels of vacant/underused buildings.
- Poor image – visually unattractive in parts, rundown buildings, vacant sites.
- Lack of private sector investment
- Lack of significant evening economy e.g. – lack of restaurants in Town
- Market declining.
- Car Parking – location, perception that too expensive
- Ring road discourages pedestrian trips from outside the ‘ring’
- Not enough to keep people in town
- Business confidence low.
- Fear of crime/Anti Social Behaviour
- Perceived lack of positive promotion of Dewsbury
- Public resources constrained.
- Generally low income levels in immediate catchment

OPPORTUNITIES

- Population growth – young population, NKGZ
3000 New Homes in the catchment by 2035
- Town centre living - HAZ funds secured for Daisy Hill
- Pioneer House (reuse by College)- increase in Student Numbers/footfall
- Development of leisure offer.
- Attractive Arcades but under utilised esp The Arcade
- Small Business Set Up Opportunities
- Yet untapped local customer base, also wider catchment.
- The Market
- New ‘can do’ investors,
- New owner of Rishworth/Railway Street retail park
- Potential Schemes for enhancing public realm
- River corridor

THREATS

- Doing nothing.
- Competitors e.g. out of town/local centres, internet grow stronger
- Further growth of retail to south of the traditional town centre.
- Lack of delivery on key projects/initiatives
- Downward spiral -businesses closing down, more empty shops
- Established Businesses Leave replaced by Lower Quality
- Loss of comparison retail in traditional town centre

SDF 2018 - Key Points

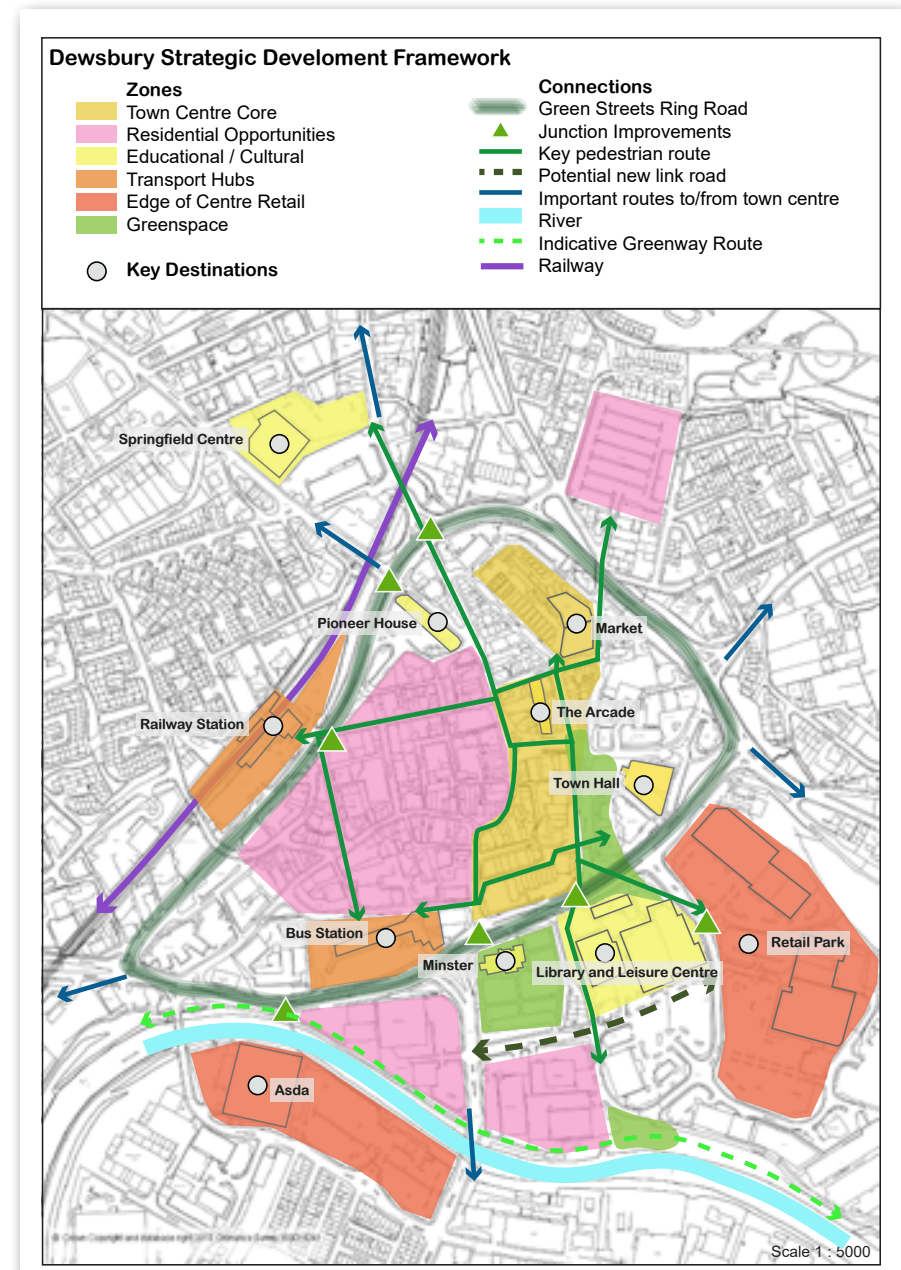
1.9 The SDF 2018 reflects where Dewsbury is now and looks to a better future; one that will be different from the past. The SDF 2018 recognises that the historic town centre will not regain the level of retail activity previously seen and the strategy is based upon a number of important assumptions:

- The amount of retail space in the town centre as a whole will reduce
- Retail activity therefore needs to be focussed on a reduced number of streets, including Longcauseway, Princes Wales precinct, Westgate, Market Place, Corporation Street, Northgate, The Arcade, Foundry Street and the Market.
- Dewsbury Market will continue to be a key part of the town centres unique retail and leisure offer, but will need to change if it is to remain vibrant and sustainable in the future
- There will be more residential use into the town centre, particularly in the Daisy Hill /Bond Street area over the next decade and beyond, but it is critical that this is of the right quality and can attract people with disposable incomes that will support existing services and encourage new and growing local services in the retail core.
- There will need to be significant investment in the public realm and transport network to ensure that the Town centre is attractive and accessible, supporting economic activity and residential development.

Delivery

- The public sector will need to play a key role in progressing the SDF 2018 and securing private sector and other investment in the town.
- The local communities will need to play an active role in helping turn the town around.

The geographical expression of the SDF is shown in Plan One below.





THI Refurbishment - Northgate House



Mill conversion - Machells Mill



THI shop front improvements - Corporation Street



2 Aims and Objectives

- 2.1 The SDF 2018 is based on **three aims**.
- Increasing activity,
 - Improving attractiveness and
 - Improving accessibility.
- 2.2 These aims reflect the strategic strengths and opportunities identified in the analysis of the strengths, weaknesses, opportunities and threats.
- 2.3 Supporting these aims are a series of objectives and related projects as laid out below. Individual projects will in many cases contribute to achieving more than one aim and multiple objectives. The three aims will have a number of cross cutting objectives, including the need for partnership working, sustainability and social inclusion.



An improved Market – artist impression

AIM ONE:

INCREASING ACTIVITY

There is a need for more activity into the town centre. This will be addressed in part by introducing new uses e.g. Residential and educational uses into the centre, consolidating and improving the existing Market.

Objectives

- Bringing historic and other vacant buildings back into use,
- Get more people living in the town centre - Living Town initiative, particularly those with higher disposable incomes
- Consolidating and improving the market
- Supporting business growth
- Development of the creative/cultural sector.

Key Projects

- Pioneer - refurbishment & occupation by Dewsbury College,
- Developing the Daisy Hill/Bond Street area as a residential neighbourhood
- Heritage Action Zone
- The Market
- Business Support
- The Arcade
- Reuse of space for creative uses.
- Events & leisure

AIM TWO:

MAKING THE TOWN CENTRE MORE ATTRACTIVE

The town needs to be place that looks good and is pleasant to spend time in. People need to feel safe and welcome in the town. Attention will be focussed on making most of the towns heritage assets and ensuring the public realm is in good condition and improved/extended where possible. In addition there is a need to ensure that the place feels safe and welcoming for all and that townspeople and visitors become more positive about the town centre.

Objectives

- Improving, creating & extending the public realm
- Improving the appearance of buildings in the town centre
- Ensuring the centre is, and also thought of, as welcoming and safe
- Improving perceptions

Key Projects

- Better spaces - Northgate Public Realm, cleansing & maintenance (hard and soft areas), Urban park
- Better buildings - Townscape Heritage Initiative Shopfront Improvements, HAZ, Dealing with eyesores
- Reducing the incidence and fear of anti- social behaviour and crime
- Marketing/Improving perceptions

AIM THREE:

IMPROVING ACCESSIBILITY

The town centre needs to be accessible and to achieve this it is proposed to have an integrated approach to sustainable transport in the town ensuring, that it is easy for sustainable modes to get in and around the town centre and that transport infrastructure supports the viability of the town centre.

Objectives

- Improving pedestrian gateways to town centre, reducing the barrier effect of the ring road
- Improving pedestrian and cycle routes
- Improving key ring road junctions and vehicular routes
- Ensure car parking provision is fit for purpose

Key Projects

- Station Gateway
- Improve gateways and routes for pedestrian and cycles
- Public transport – improvements to rail and bus services and facilities
- Roads - improve key junctions and routes (A653) into and around the centre
- Car parking - review current provision

A full list of potential schemes and actions are contained in the high level Delivery Programme below.



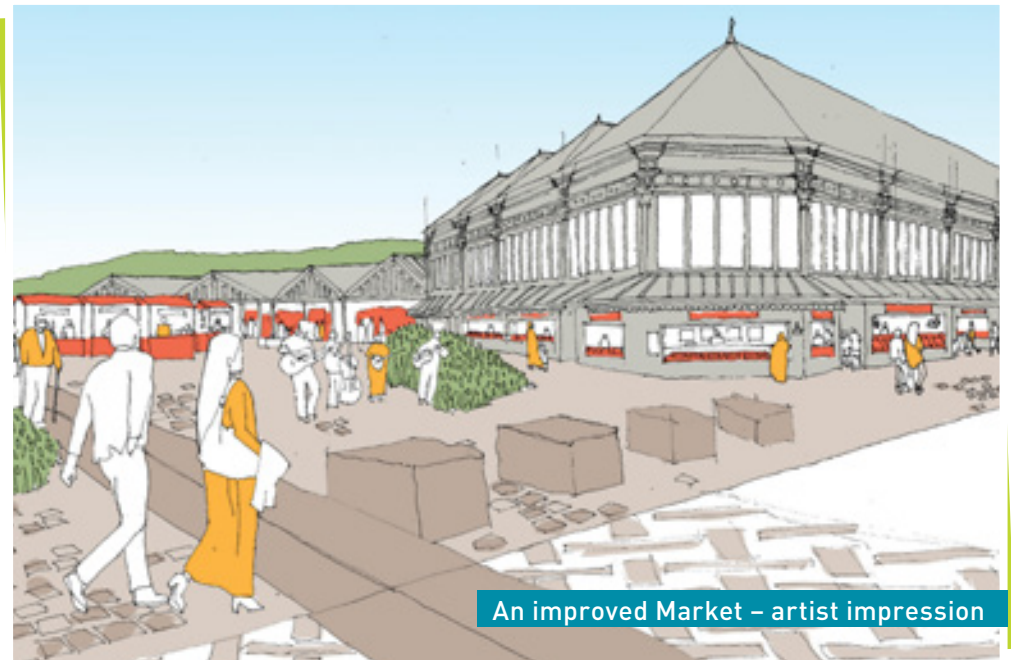
New residential neighbourhood - Daisy Hill



New uses for vacant buildings – Fieldhouse



More events in the Town Hall



An improved Market – artist impression



3 Delivery Programme

No.	Objective, Proposal	Action / detail	Funders & Organisations	Status	Start	Finish	Progress / Comments
AIM ONE: INCREASING ACTIVITY IN THE TOWN							
1.1 BRINGING VACANT BUILDINGS BACK INTO USE							
1.1.1	Pioneer House: Bringing large Grade 2 building back into use	Fit out of building	Kirklees College	IP	June 2019	June 2020	Shell/landlord works underway and due to complete December 2018
		Opening of new 'Learning Quarter'	Kirklees College	IP		Sept 2020	
1.1.2	Support historic buildings refurbishment & reuse Heritage Action Zone (HAZ)	Engagement of property owners.	Kirklees Council	A	Q3 2018	Ongoing	Approval of PSiCA grant. Discussions with developer regarding first scheme at Fieldhouse.
		Construction 1st project	Property owner	N	2020	2020	
		Acquisition of key properties	Kirklees Council	N	2018	2022	
		Completion HAZ scheme	Kirklees Council, Historic England. Private sector	P	2018	2023	
1.1.3	The Arcade	Reopen and bring back into active use	Private sector Kirklees Council	N	TBC	TBC	Initial discussions undertaken between owners and Council
1.1.4	Support the improvement and reuse of historic buildings potentially at risk	Former Library, Wellington Road (Listed) Former baths, Wellington Road (listed)	Kirklees Council, Historic England. Private sector	N	TBC	TBC	Dependant on new uses being found.
1.1.5	Encourage new uses of empty & underused buildings	Work with owners to increase occupancy of the building	Private sector Kirklees Council	N	2019	2024	Ongoing

KEY:

THI = Townscape Heritage Initiative
 HAZ = Heritage Action Zone
 HE = Historic England
 HLF = Heritage Lottery Fund
 WYCA = West Yorkshire Combined Authority
 SDF = Strategic Development Framework

IP = In Progress
 A - ?
 P =
 N = ?
 Y = ?
 ASB = Anti-Social Behaviour

No.	Objective, Proposal	Action / detail	Funders & Organisations	Status	Start	Finish	Progress / Comments
1.2 DEVELOPING THE DAISY HILL/BOND STREET AREA AS A RESIDENTIAL NEIGHBOURHOOD							
1.2.1	Development of sites for new homes	Production of a draft development framework to encourage more people to live in the town centre	Kirklees Council	N	2018	Q1 2019	Underway
1.2.2	Refurbishment of buildings for residential use.	Support conversion & improvement of a limited number of properties to residential use via HAZ.	Kirklees Council, Historic England, Private Sector, HAZ	Y	Q1 2020	2023	Discussions underway. See 1.1.2
		Assess viability, demand, developer interest and implementation options.	Kirklees Council	N	2019	2020	Work to be commissioned
1.3 IMPROVING THE MARKET							
1.3.1	Reconfiguring of the Market.	1st phase work (open/semi covered) - Implementation	Kirklees Council	N	TBC	TBC	Phase 1 and Phase 1b feasibility consultancy completed. Phase 2 to be completed 2019.
		2nd Phase work (market Hall) - Implementation	Kirklees Council	N	TBC	TBC	
1.4 SUPPORTING BUSINESS AND SECTOR GROWTH							
1.4.1	Supporting Business Growth	Support for existing and start-up companies located in the town centre.	Kirklees Council, Private sector	N	Ongoing	Ongoing	Employment and skills NKGZ Business Group Established.
1.4.2	Super fast broadband 'Gigabit Town'	Providing and promoting superfast broadband provision in town	Private Sector Kirklees Council	N	2021	2022	Oct 2018 - City Fibre have identified Dewsbury as a town with CF infrastructure primed to receive additional investment.
1.5 DEVELOPING THE CREATIVE AND CULTURAL SECTOR AND OFFER							
1.5.1	Space for Creative uses	Investigate the opportunity to reuse vacant space/buildings for creative uses	Kirklees Council	N	2018	2019	Initial discussions undertaken
1.5.2	Developing the evening and leisure economy	Encourage potential new leisure uses	Kirklees Council, Private sector	N	Ongoing	Ongoing	New openings planned for 2019 e.g. former Black Bull, ex Bailys Café
1.5.3	Marketing and Promotion	Investigate potential to for events in the town centre, other marketing activity	Creative Scene, KC & Dewsbury Forward	N	2019	Ongoing	"Togetherring" held 2017. Xmas light event 2018 planned
1.5.4	Increase Town Hall usage	Increase range & number of events/shows	Kirklees Council	Y	2019	Ongoing	

No.	Objective, Proposal	Action / detail	Funders & Organisations	Status	Start	Finish	Progress / Comments
AIM TWO: MAKING THE CENTRE MORE ATTRACTIVE							
2.1 BETTER SPACES - IMPROVING AND CREATING NEW PUBLIC SPACES							
2.1.1	Better spaces strategy	Comprehensive plan for improving and extending public realm.	Kirklees Council	N	2018	2019	Scoping undertaken and initial strategy produced.
2.1.2	Improved public spaces	Northgate - Widening of pavement adjacent to Pioneer House (THI)	Kirklees Council	A	March 2019	May 2019	Funding approved and scheme being designed.
		Colourful streets (Dewsbury in Bloom)	Community, Kirklees Council	N	tbc	tbc	Dependant on community input and support.
		Informal play opportunities for young families.	Kirklees Council	N	2021	2021	Looking to include in Town Park proposal.
		Public Art – new permanent pieces and/or changing programme	Kirklees Council, cultural partners	N	2020	2022	As opportunities arise.
		Green Streets - Tree planting/landscaping ring road – street trees.	Kirklees Council	N	2021	2022	Integral to any highway works approved as part of M2D2L corridor (see 3.4)
		Removal/improvement of Signs, banners & boards	Kirklees Council		2019	Ongoing	
2.1.3	New public spaces	Town/urban park – explore options to provide enlarged greenspace around Longcauseway / Vicarage Road.	Kirklees Council	N	2019	2020	Early stages of scoping
		Riverside 'pocket park' - Temporary greening of vacant sites, other pocket parks	Kirklees Council	N			No progress.
2.1.4	Cleansing & Maintenance of public realm	Short term enhanced range of works and actions to tidy up & improve the appearance of Public Realm	Kirklees Council	N	Q4 2018	Q3 2019	Big Spring Clean - Schedule of works being drawn up.
		Regular cleaning of key areas. Prioritised attention to identified cleansing issues.	Kirklees Council	Y	Ongoing	Ongoing	
		Regular upkeep of landscaped areas. Prioritised attention to identified maintenance issues; parks/landscaping	Kirklees Council	Y	Ongoing	Ongoing	
		Regular maintenance of footways/roads. Prioritised attention to identified highways maintenance issues;, street furniture.	Kirklees Council	Y	Ongoing	Ongoing	

No.	Objective, Proposal	Action / detail	Funders & Organisations	Status	Start	Finish	Progress / Comments
2.2 IMPROVING THE APPEARANCE OF BUILDINGS (BRIGHTER BUILDINGS)							
2.2.1	Targeted Grant scheme to improve external appearance (THI)	28-30 Northgate	Kirklees Council, HLF, Private Sector	A	July 2018	Nov 2018	Individual schemes at various stages of design and implementation
		Black Bull Public House		A	Nov 2018	April 2019	
		9, Market Place - Former Baileys Café		A	March 2019	Oct 2018	
		19, Foundry Street		A	April 2018	Oct 2018	
		Kingsway & Queensway Arcades – roofs & floors		A	Dec 2018	March 2019	
2.2.2	Improving Eyesores	23, Northgate	Kirklees Council, Private Sector	N			Options being considered
		9, Market Place - Former Baileys Café	Kirklees Council, HLF, Private Sector	A	April 2019	Oct 2019	Planning application submitted
		30-32 Westgate	Kirklees Council Private Sector	N	2020	2022	On HAZ priority list. Early discussion with owner.
		26-28, Westgate	Kirklees Council Private Sector	N	2020	2022	No progress
		Old Cinema Entrance, Market Place	Kirklees Council, Private Sector	N	Sept 2018	2020	Tidy up undertaken 2018, enhancement planned for 2019.
2.2.3	Vacant Shop Windows	Improve via temporary displays & 'vinyls'	Kirklees Council, Private Sector	N	2018	2019	Feasibility being undertaken
2.2.4	Good Quality Development	Consistent use of Dewsbury Design Guide. Enforcement of planning conditions and against unauthorised works	Kirklees Council	Y	Ongoing	Ongoing	

No.	Objective, Proposal	Action / detail	Funders & Organisations	Status	Start	Finish	Progress / Comments
2.3 REDUCING THE FEAR OF CRIME AND ANTI SOCIAL BEHAVIOUR							
2.3.1	Reducing the incidence and fear of ASB	Activity to reduce ASB in the town centre.	KCSP, WY Police	Y	Ongoing	Ongoing	Action days undertaken during 2018
2.3.2	Reducing the incidence and fear of criminal activity	Activity to reduce crime & fear of crime in the town centre	KCSP, WY Police	Y	Ongoing	Ongoing	
2.4 IMPROVING PERCEPTIONS							
2.4.1	Changing Perceptions	Strategy to improve image of the town	Kirklees Council, Media	N	2019	Ongoing	Initial focus on implementing changes described in the Delivery Programme.
		Implement programme of improvements in the Delivery Programme	Kirklees Council, HE, HLF, Private sector, Community groups.	N	2018	2023	Initial projects already underway, other planned.
		Marketing Activity	Kirklees Council	Y	2019	Ongoing	Video to be produced Jan 2019
AIM THREE: IMPROVED ACCESSABILITY							
3.1 TRANSPORT STRATEGY							
3.3.1	Transportation Strategy for the town centre	Completion of 'Movement study'	Kirklees Council	Y	2019	2019	Majority completed in 2017.
		Refresh of principles guiding transportation work in town centre for accessibility	Kirklees Council	Y	2019	2019	Will be part of Area Action Plan work.
3.2 IMPROVE GATEWAYS TO THE TOWN							
3.2.1	Station Gateway	Improvements to pedestrian experience, sense of arrival.	Kirklees Council	A	July 2018	Dec 2018	On site
3.2.2	Aldams Road crossing	Improved pedestrian link between Minster Quarter & Long Causeway.	Kirklees Council	N	2019	2021	Initial works programmed for Aldhams/Wilton Rd jct in Jan/Feb 2019. Delivery of rest linked to 3.4
3.2.3	Railway Street pedestrian crossing / subway	Improved pedestrian crossing linking Rishworth Centre to subway.	Kirklees Council	N	2021	2021	Part of work looking at wider package of transport improvements

No.	Objective, Proposal	Action / detail	Funders & Organisations	Status	Start	Finish	Progress / Comments
3.3 IMPROVE PEDESTRIAN AND CYCLE ROUTES/NETWORK							
3.3.1	Improved pedestrian & cycle access	Scope out range of potential schemes.	Kirklees Council	N	2019	2019	Part of work looking at wider package of transport improvements.
3.4 IMPROVE KEY RING ROAD JUNCTIONS AND VECHICULAR ROUTES							
3.4.1	Improvements around the ring road & A653	Produce / Submit OBC	Kirklees Council, WYCA	P	Q2 2019	Q3 2019	Scoping for Expression of Interest for WYCA underway, , to be submitted Janaury 2019.
		Produce / Submit FBC	Kirklees WYCA Council,	N	Q1 2020	Q2 2020	
		Implementation	Kirklees Council, WYCA	N	2021	2022+	
3.4.2	Junction Improvements to Ring Road	Ring Road / Wilton St-Saville Road	Kirklees Council, WYCA	N	2022	2023+	Scoping for Expression of Interest for WYCA underway
		Ring Road / Halifax & Bradford Road	Kirklees Council, WYCA	N	2022	2023+	
		Ring Road & Webster Hill	Kirklees Council, WYCA	N	2022	2023+	
3.5 MAKING CAR PARKING PROVISION FIT FOR PURPOSE							
3.5.1	Review of parking provision	Review car parking provision	Kirklees Council	N	2019	2019	
		Start implementing changes recommended from review	Kirklees Council	N	2020	2021	
3.6 IMPROVEMENTS TO PUBLIC TRANSPORT							
3.6.1	Improvements of Dewsbury rail services.	Lobby Network Rail, WYCA, TOC, Northern Powerhouse as part of TP Improvements	Kirklees Council, M.P.s media & other partners	N	When required	When required	New timetables introduced. (more trains stopping at Dewsbury)
3.6.2	Bus routes & services	Review routes in light of wider transport & public realm strategies, plus movement survey	Kirklees Council WYCA Operators	N	When required	When required	

No.	Objective, Proposal	Action / detail	Funders & Organisations	Status	Start	Finish	Progress / Comments
SUPPORTING THEMES							
4.1	Effective Management and of Delivery Plan.	Governance arrangements to oversee effective delivery & engagement of partners in delivery of projects.	Kirklees Council	N	2019	2019	Review of arrangements underway
4.2	Securing additional financial resources to support delivery	Explore the potential for a Business Improvement District (BID). Traders	Businesses Kirklees Council	N	2018	2019	Initial assessment undertaken, which indicates relatively small amount of funds could be generated from levy. Business groups not proactively promoting BID.
		Explore the potential on the 'Future High Street Fund'	Kirklees Council & stakeholders	N	2019	2020	FHSF prospectus to be issued in Dec 2018
4.3	Strengthen Statutory Development Framework For the town centre	Local Plan – Dewsbury Town Centre Action Plan Production of statutory plan that is consistent with SDF vision and aims.	Kirklees Council	P	2019	2022	Local Plan in final stages of the adoption process. Initial public engagement in the preparation for the Area Action Plan will commence in early 2019.
<i>Footnote: Last updated December 2018</i>							

Monitoring and Evaluation

The Council has project and programme monitoring systems in place to regularly monitor progress of the delivery programme.

Outputs and Outcomes

The overall impact of the programme will be regularly measured against the following outputs and outcomes

More activity

- People living in the town
- People using the town centre - Higher footfall
- Numbers of occupied/empty premises
- Diversity and range of businesses
- Employment levels
- Housing numbers

A more attractive centre

- Incidence of 'eyesores'
- Levels of ASB & crime
- Quality and quantity of open/public space
- Perceptions of town centre

Improved accessibility

- Improved public transport facilities & services
- Pedestrian & cycle improvements
- Transport benefits as defined by WYCA

Levels of Investment



Name of Meeting: Cabinet

Date: 22nd January 2019

Title of report: Capital Investment for Fire Safety works in Council Buildings

Purpose of report To seek approval of a £3m capital budget spread over financial years 2018/19 to 2020/21 for investment in fire safety measures across Kirklees buildings.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes - This report seeks approval for expenditure of a £3m capital budget.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes - 8 th October 2018
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Karl Battersby - 10.01.2019
Is it also signed off by the Service Director - Finance (S151 Officer)?	Eamonn Croston - 10.01.2019
Is it also signed off by the Service Director - Legal Governance and Commissioning?	Julie Muscroft - 10.01.2019
Cabinet member portfolio	Cllr Graham Turner - Corporate

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Have you considered GDPR? There are no GDPR implications relating to this report.

1. Summary

- 1.1 An updated Council Fire Safety Policy was approved by Cabinet at its meeting on 21st August 2018. The new Policy sets out how the Council will discharge its responsibilities in relation to fire safety across its portfolio of buildings. In order to achieve this and maintain fire safe buildings, capital investment in the building stock is required.
- 1.2 Cabinet will be asked to approve a capital allocation of £3m for investment in fire safety measures across its building stock including schools, offices, children's homes, aged persons homes, libraries and other Council owned buildings in Kirklees over financial years 2018/19 to 2020/21.
- 1.3 Members will be asked to approve the list of completed and proposed works as shown at **Appendix A** and to delegate powers to Officers' to manage the delivery of the fire safety programme within the overall budget envelope in year to allow for new additions, unfavourable tender returns, reprogramming and unforeseen works.

2. Information required to take a decision

- 2.1 The Regulatory Reform (Fire Safety) Order 2005 (the Order) requires the Council to carry out a Fire Risk Assessment (FRA) in each of its buildings and to periodically review the risk assessment especially after changes to the occupancy or physical layout. These risk assessments identify the necessary fire safety measures required to maintain a fire safe building. The Fire Safety and Corporate FM teams are currently undertaking a rolling programme to update the Council's FRAs using internal and external resources.
- 2.2 The Council's portfolio of buildings is extensive and complex in terms of size and use e.g. Children's Homes and Aged Persons Homes occupied 24/7, schools large and small, libraries, major office blocks, small changing facilities on playing pitches and listed Town Halls with large public audiences. Fire Safety in Council housing accommodation is dealt with separately through Kirklees Neighbourhood Housing (KNH) and the Housing Revenue Account process.
- 2.3 In order to make the best use of resources, the programme of fire risk assessments and therefore fire safety improvement works, is risk led. Priority in 2018/19 is being given to buildings that contain sleeping accommodation and/or provide a service to vulnerable children and/or adults. Subsequent programmes will target buildings such as multi storey schools and large office accommodation blocks.
- 2.4 In February 2018 the Council's new Five Year Capital Plan for the period 2018/19 to 2022/23 included an allocation of £1m per annum starting in 2018/19 - £3m in total – in the Corporate Landlord Asset Investment baseline budget for fire safety improvements works. This report seeks Cabinet approval for the release of this £3m budget allocation and the approval of the proposed programme of fire safety works shown at **Appendix A**.

2.5 The programme of works is based on the FRA for each building and primarily consists of, but not limited to, the following categories of work:

- Fire compartmentation works to install additional measures where required or remedy historical breaches of existing fire compartments;
- Electrical work – adaptations to existing or provision of new fire alarms and emergency lighting systems;
- Fire Doors– repair of existing or installation of new fire doors;
- Other works such as the protection of bin stores, relocation of boilers etc.

In consultation with individual Services, works are being “joined up” where it is sensible with other improvement works utilising other capital and revenue funding e.g. remodelling of facilities, redecoration, new floor finishes and improved lighting in Children’s Homes.

2.6 Additional funds will be used to supplement the availability of monies for the implementation of fire safety works. Revenue funds from the Schools Traded Services Repairs and Maintenance (R&M) buy back budget and Corporate Landlord R&M Premise budget will be used for works that fall below the Council’s De Minimus level and additional capital funds will be provided from the Schools Condition and Corporate Landlord Asset Investment Condition baseline budgets, both of which have been previously approved by Cabinet.

2.7 Members will note that some projects identified in **Appendix A** have already been completed this financial year due to their urgency whilst others are currently either on site or in design. These have been designed and procured at risk pending approval of the new Fire Safety Policy in August 2018 and the £3m capital investment at Cabinet today. Budgets are indicative and will be refined during the design and procurement stages.

2.8 Should Cabinet approve the overall capital allocation of £3m across financial years 2018/19 to 2020/21, future years’ programmes will be brought to Cabinet for approval as part of the Corporate Landlord Asset Investment baseline annual report.

2.9 In order to aid the implementation of the fire safety programme, Members are requested to delegate authority in accordance with the Council’s Financial Procedure Rules paragraph 3.14 dated June 2018 to the Service Director – Commercial, Regulatory and Operational Services to manage the implementation of the identified works within the respective agreed total programme budget.

This would enable Officers to:

- Add new urgent projects under £250k to the programme without prior Cabinet approval providing that the total cost remains within the approved capital allocation set by Council;
- Slip, amend or remove projects during the course of the financial year to enable the effective management of the programme;
- Vary the indicative funding allocation for schemes to reflect individual circumstances and tenders.

All virements, additions and deletions will be reported retrospectively to Cabinet in accordance with Financial Procedure Rules 3.16.

3. Implications for the Council

3.1 Working with People

There are no implications relating to this.

3.2 Working with Partners

The Council has worked in partnership with a number of Charitable Bodies that lease buildings from the Council to deliver services to ensure that these buildings have appropriate Fire Risk Assessments and have a programme of agreed works to address any fire safety related matters.

3.3 Place Based Working

Consultation with the commissioners of the services delivered from the buildings identified in **Appendix A** has confirmed the ongoing need for the services delivered on behalf of and for the benefit of Kirklees residents.

3.4 Improving outcomes for children

As mentioned in section 2.5, additional works are being carried out alongside the fire safety works to improve the look and feel of our existing Children's Homes. Works include redecoration, new floor finishes, improved dining and relaxation facilities, sensory provision where needed and external improvements.

3.5 Financial

The £3m capital investment outlined in this report was part of the Capital Plan for 2018/19 to 2022/23, approved by Council in February 2018. It is funded from Council prudential borrowing. The revenue cost of financing this level of borrowing is £189K per annum for 20 years. Any additional works will be funded from previously approved revenue and capital budgets as indicated in section 2.6 of this report.

3.6 Legal

Implementation will ensure that Kirklees owned premises provide a safe environment and that they will comply with the requirements of the Regulatory Reform (Fire Safety) Order 2005.

Failure to undertake these works will lead to some premises being non-complaint from a fire safety perspective, expose the Council to the risk of improvement / enforcement action from the West Yorkshire Fire and Rescue Service and create reputational damage.

3.7 Human Resources

There are no Human Resources implications.

4. Consultees and their opinions

4.1 During the development of the programme of works attached at **Appendix A**, extensive consultations were undertaken with senior managers within Children's and Adults Services. The timings and phasing of the programme has been agreed with the relevant Services. Initial discussions have been held with the Charitable Bodies impacted by the programme and further discussions will occur to firm up specifications, timings etc. All the Charitable Bodies involved have expressed support for the proposed works.

4.2 The Council's Executive Team was consulted in October 2018 and January 2019 and are fully supportive of the proposed budget provision and programme.

5. Next steps and timelines

5.1 Officers from the Council's Corporate Landlord and Technical Services teams will implement the approved Fire Safety Programme, working closely with KNH Property Services, external contractors (if needed), the individual Council Services and Charitable Bodies impacted by the programme of works.

5.2 Work will also be undertaken by Officers to ensure that fire safety measures recommended in risk assessments are identified, designed, procured and implemented as part of a rolling programme of fire safety works in 2019/20 and 2020/21.

5.3 Officers will provide updates on progress as part of future Corporate Landlord Asset Investment baseline annual capital reports.

6. Officer recommendations and reasons

Members are requested to:

- (a) Approve a capital allocation of £1m per annum - £3m in total - for fire safety improvement works in Council owned buildings as part of the Corporate Landlord Asset Investment baseline section of the Council's Capital Plan over financial years 2018/19 to 2020/21;
- (b) Note the schemes undertaken to date and approve the proposed future projects as set out in **Appendix A** of this report;
- (c) Consider and approve the proposed delegated powers as outlined in section 2.9 of this report.

These works are required to ensure that the Council complies with its duties under the Regulatory Reform (Fire Safety) Order 2005 to ensure that FRAs are in place and that issues arising from these assessments are addressed in order to ensure that fire safe buildings are provided for employees, residents and service users.

7. Cabinet portfolio holder's recommendations

The Cabinet Portfolio Holder for Corporate Resources welcomes the allocation of £3m capital investment in fire safety improvement works. This investment sits alongside the Council's updated Fire Safety Policy and emphasises the importance that Cabinet places on ensuring that all buildings are fire safe environments for all employees, residents and users of our premises and services.

The Portfolio Holder recommends that Cabinet:

- (d) Approve a capital allocation of £1m per annum - £3m in total - for fire safety improvement works in Council owned buildings as part of the Corporate Landlord Asset Investment baseline section of the Council's Capital Plan over financial years 2018/19 to 2020/21;
- (e) Note the schemes undertaken to date and approve the proposed future projects as set out in **Appendix A** of this report;
- (f) Consider and approve the proposed delegated powers as outlined in section 2.9 of this report.

8. Contact officer

David Martin - Head of Service for Capital Delivery and Facilities Management
- 01484 221000 - david.martin@kirklees.gov.uk

Jonathan Quarmby - Corporate Facilities Manager - 01484 221000 -
jonathan.quarmby@kirklees.gov.uk

9. Background Papers and History of Decisions

Kirklees Council Fire Safety Policy approved at Cabinet on 21st August 2018.
[https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=139&MId=5604
&Ver=4](https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=139&MId=5604&Ver=4)

10. Service Director responsible

Joanne Bartholomew - Service Director - Commercial, Regulatory and Operational Services - 01484 221000 - joanne.bartholomew@kirklees.gov.uk

2018/19 to 2020/21 CORPORATE LANDLORD PROPOSED FIRE SAFETY PROGRAMME

Appendix A

Building	Ward	Expected Delivery Period	Fire Safety Work (£000)	Other works	Expected Total Cost of the Project	Comment
Cophthorne House Children's Home	Ashbrow	Complete	£100k	£50k	£150k	Additional remodelling and improvement works funded from RCCO from 2017/18 budget
Claremont House Aged Persons' Home	Heckmondwike	Complete	£90k	0	£90k	
Castle Grange Aged Persons' Home	Newsome	Complete	£160k	£40k	£200k	Improvements to showers and other H&S works funded from 2018/19 condition baseline.
Moorlands Grange Intermediate Care Home	Crosland Moor and Netherton	Phase 1 Complete Phase 2 April 2019 – May 2019	£150k	£50k	£200k	Improvements to showers and other H&S works funded from 2018/19 condition baseline.
Healds Road Children's Home	Dewsbury West	Complete	£85k	£15k	£100k	Improvement works funded from RCCO in 2018/19 budget
Woodlands Children's Home	Lindley	Complete	£80k	£15k	£95k	Improvement works funded from RCCO in 2018/19 budget
Mill Dale – Adults Respite Care Home	Heckmondwike	Jan 2019 – March 2019	£60k	£15k	£75k	Other H&S works being undertaken from 2018/19 baseline budgets.
Crescent Dale – currently empty.	Heckmondwike	Jan 2019 – March 2019	£60k	£40k	£100k	Fire safety and other works to reinstate mothballed building for decant purposes.

Ings Grove Aged Persons' Home	Mirfield	Jan 2019 – March 2019	£75k	0	£75k	
Orchard View – Children's Respite Care Home	Mirfield	April 2019 - July 2019	£90k	£60k	£150k	Condition and suitability improvements to be funded from 2018/19 condition baseline budget.
Elm Grove – Children's Residential Care Home.	Heckmondwike	Aug 2019 - Nov 2019	£90k	£60k	£150k	Condition and suitability improvements to be funded from 2019/20 condition baseline budget.
Cherry Trees – Adults Respite Care	Kirkburton	April 2019 – June 2019	£60k	£15k	£75k	
Bridgewood House – Bridgewood Trust	Denby Dale	June 2019 – Sept 2019	£80k	TBD	£80k	Contribution from Charitable Body to be discussed.
84 Aldonley – Bridgewood Trust	Almondbury	July 2019 – Sept 2019	£70k	TBD	£70k	Contribution from Charitable Body to be discussed.
Cliffe House – Outdoor Activity and Residential Centre.	Kirkburton	July 2019 – Jan 2020	£150k	£850k	£1000k	Condition improvements to be funded from 2019/20 condition baseline budget.
Enfield Down – SWYFT	Holme Valley North	July 2019 – Dec 2019	TBD	TBD	TBD	Contribution from Charitable Body to be discussed.
Castle Hall - MENCAP	Dewsbury West	Sept 2019 – Dec 2019	£100k	TBD	£100k	Contribution from Charitable Body to be discussed.
Risk Pot for additional schemes/high tenders/revised budgets in 2019/20	All	April 2019 – March 2020	£500k	£0k	£500k	Schemes to be added once identified from the Corporate and Schools Portfolios.
Allocation for buildings proposed for 2020/21 programme – to be determined	All	April 2020 – March 2021	£1.0m	TBD	£1.0m	Schemes to be added once identified from the Corporate and Schools Portfolios.
Total			£3.0m	£1.21m	£4.21m	

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Name of meeting: Cabinet
Date: 22nd January 2019

Title of report: Land at Hart Street/Newsome Road, Huddersfield

Purpose of report: To seek Cabinet approval to dispose of the council's freehold reversion.

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?	Yes
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director - Finance (S151 Officer)? Is it also signed off by the Service Director - Legal Governance and Commissioning?	Karl Battersby - 07.01.2019 Eamonn Croston - 07.01.2019 Julie Muscroft - 07.01.2019
Cabinet member portfolio	Corporate (Place, Environment and Customer Contact Services) Cllr Graham Turner

Electoral [wards](#) affected: Newsome

Ward councillors consulted: Cllr Andrew Cooper, Cllr Julie Stewart Turner, Cllr Karen Allison

Public or Private: Public

GDPR has been considered.

1.0 Summary

- 1.1 The council has received a request to purchase the freehold reversion to an area of land in Newsome which is currently subject to a long leasehold interest. The current lessee obtained outline planning permission for residential development on appeal in 2017 and has agreed to sell the leasehold interest to a developer. The developer has also requested to buy the council's freehold to the land.
- 1.2 In accordance with the current officer delegation scheme, Local Ward Members were consulted and have objected to the disposal.

2.0 Information required to take a decision

- 2.1 The land shown on the attached plan at Appendix 1 is owned by the council and subject to two 999 year leases granted in 1886 and 1930 at fixed annual rentals. The land currently contains two reservoirs with a smaller overgrown area previously used as allotments.
- 2.2 The land has the benefit of outline planning permission for the erection of 22 dwellings which was granted on appeal in August 2017 under reference 2016/91479. The outline consent reserves all matters relating to access, appearance, landscaping, layout and scale.
- 2.3 In August 2018, the council received an application from a developer to buy the council's freehold. The developer has agreed subject to contract to acquire the lessees' interest provided they can simultaneously acquire the freehold. It is their intention to submit a reserved matters application for their proposed scheme which they have indicated would be for housing that would be priced at the bottom end of the market.
- 2.4 In accordance with the current Officer delegation scheme for the disposal of land and property, Newsome Ward Members were consulted on 25th September 2018 and the following comments were received:-

Cllr Stewart-Turner

"I'm not in agreement with the selling the freehold on this land. This has been the centre of many contentious issues over many years. Local people still desire the old allotments to be returned to the community, and the old mill ponds need to be protected from development, as they form part of our local flood prevention systems. They may have outline permission for development, but there is much debate still to be had about the detail of any development."

Cllr Allison

“I completely agree with comments made by my colleague, the land in question is greatly valued by local residents with many of them wanting it returning to the community. The mill ponds play an integral part in the local flood prevention system and therefore I am not in agreement with the selling of the freehold”

No comments were received from Cllr Cooper.

Local Ward Members were further consulted on the contents of this report and the following comments were received:-

Cllr Cooper

“I am opposed to the sale of the freehold of this land. There is a Community interest in maintaining the historic mill ponds and adjacent land in the setting of the listed mill tower.”

Cllr Allison

“I agree with my colleagues comments below, I am opposed to the sale of the freehold of this land, there is so much passion amongst the community to keep the mill ponds and land as it is.”

- 2.5 In accordance with current Corporate Disposals and Acquisitions Policy, the council will generally dispose of its land and property where the disposal does not prejudice the longer term interests of the council. The leases form part of the council's commercial portfolio but being at low fixed rents they provide a limited return and are not cost effective to hold as an investment. However, disposal of similar freeholds of other land and properties to existing lessees have generated significant capital receipts in recent months through marriage value. The council's ownership of the site was not identified as having any strategic value in the Ward Review and for these reasons, there would be no policy objection to the release of the freehold for disposal.
- 2.6 The Council's Policy also states that as a general principle, and in order to support the council in the discharge of its statutory planning function, disposals will not normally be completed until planning permission is obtained. Furthermore, the policy states that the council will not be obliged to complete a disposal where an appeal has been lodged against a decision of the Local Planning Authority.
- 2.7 It is the intention of the purchasing developer to submit a reserved matters application pursuant to the extant planning permission. Such an application would be an officer decision unless there were objections from local ward members in which case the matter would be referred to the Huddersfield Area Planning Committee. The decision of Planning Committee could be appealed by the applicant in the normal way.

2.8 Local Ward Members have objected to the proposed sale on the basis that the mill ponds play an integral part in local flood prevention and should be protected from development. The flood risk and drainage report forming part of the extant planning permission demonstrate that the loss of the ponds will not increase flood risk in the area. The council's Flood Management Team have been consulted further and have confirmed that removal of the ponds and redevelopment of the site will provide an opportunity to provide a Sustainable Drainage Scheme (SUDS) which would provide a formal management system to reduce the risk of flooding to new occupants of the site and communities downstream. The removal of the ponds would also remove the small risk from sudden release of the water from a breach of the pond wall.

2.9 Local Ward Members have confirmed that the site and in particular, the area previously used as allotments is greatly valued by local residents who have aspirations for it to be returned to the community. There are no statutory allotments on the site and it is believed that this use resulted from the previous mill owner making the area available for employees to grow vegetables and mitigate food shortages during the Second World War. Given the private ownership and control of the site and the grant of outline planning permission for residential development, it appears unlikely that the land will ever be made available for community use by the current owners.

3.0 Implications for the council

3.1 Working with People

Local Ward Members have raised concerns and objections to the disposal of the council's freehold and so the matter is being brought to Cabinet for a decision as it appears from the comments received from Local Ward Members that there is a strong community feeling about the site.

3.2 Working with Partners

A disposal of the council's freehold will provide an opportunity for further Private sector investment and development of new housing.

3.3 Place Based Working

A disposal of the council's freehold will help facilitate residential development for which outline planning permission has been granted. An application for approval of reserved matters will be submitted by the purchasing developer.

3.4 Improving outcomes for children

None

3.5 Other (e.g. Legal/Financial of Human Resources)

Both leases were originally granted for private residential purposes and whilst the council's consent as landlord would be required for any new buildings, it could not be unreasonably withheld. Therefore it would be legally possible for the development to be undertaken without the purchase of the council's freehold. The Service Director – Legal Governance and Commissioning will need to undertake the work necessary to bring about a successful disposal should Cabinet approve the recommendations. The disposal will generate a capital receipt for the council.

4.0 Consultees and their opinions

4.1 Local Ward Members and the Council's Flood Management Team have been consulted and their comments have been incorporated into the report.

5.0 Next steps and timelines

5.1 If Cabinet approve the disposal of the council's freehold, officers will proceed to enter into negotiations with the purchasing developer.

6.0 Officer recommendations and reasons

6.1 It is recommended that Cabinet:-

6.2 Approves the disposal of the council's freehold interest in the land at Hart Street and Newsome Road shown on the plan attached at Appendix 1.

6.3 Delegates authority to the Strategic Director Economy and Infrastructure and Service Director Legal Governance and Commissioning to negotiate and agree terms for the disposal.

6.4 Authorises the Service Director - Legal Governance and Commissioning to enter into and execute any agreements or instruments relating to the disposal of the land.

6.5 Officers make this recommendation as the disposal of the council's freehold will generate a capital receipt underpinned by the developer's requirement for a freehold title to the site. The objections of the Local Ward Members are noted but as the report suggests, their concerns regarding flood risk are unfounded and the prospect of the site ever being made available for community use is remote.

7.0 Cabinet portfolio holder's recommendation

The Cabinet Portfolio Holder recommends that Cabinet:

7.1 Approves the disposal of the council's freehold interest in the land at Hart Street and Newsome Road shown on the plan attached at Appendix 1.

7.2 Delegates authority to the Strategic Director Economy and Infrastructure and Service Director Legal Governance and Commissioning to negotiate and agree terms for the disposal.

7.3 Authorises the Service Director – Legal Governance and Commissioning to enter into and execute any agreements or instruments relating to the disposal of the land.

8.0 Contact officer

Andrew Thompson
Disposals and Acquisitions Surveyor
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9.0 Background Papers and History of Decisions

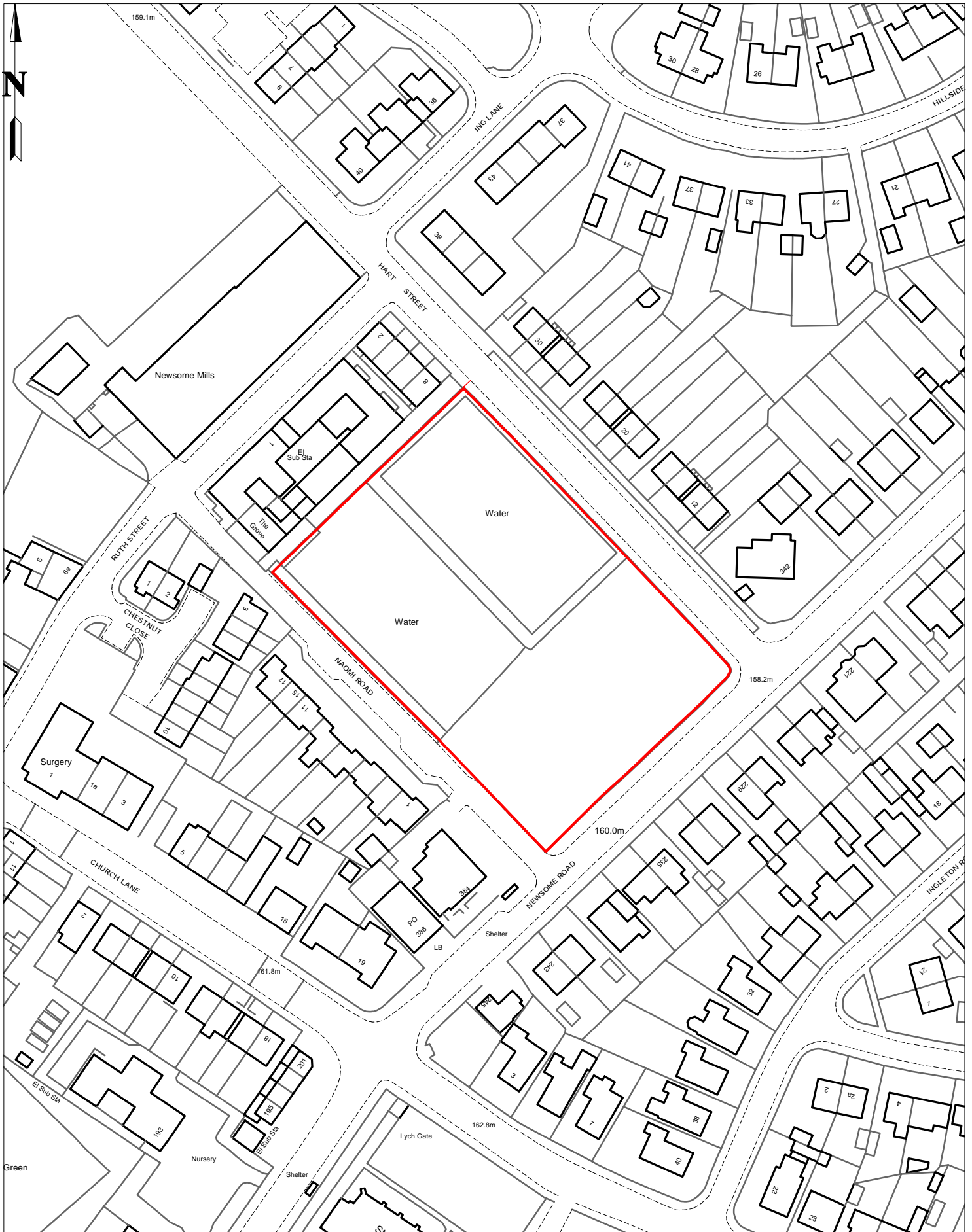
None

10.0 Service Director responsible

Joanne Bartholomew
Service Director: Commercial, Regulatory and Operational Services
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(01484 221000)

11.0 Attachments

11.1 Appendix 1 - Site plan



STRATEGIC ASSETS

Plan No: 18-0452
Scale: 1250

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Name of meeting: CABINET
Date: 22nd January 2019

Title of Report Additional Local Highways Maintenance Funding 2018/2019

Purpose of Report This is a key decision to seek approval for an enhanced programme of highway maintenance on Local Community Roads.

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 more than 1 ward
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Yes
The Decision - Is it eligible for call in by Scrutiny ?	Yes
Date signed off by Strategic <u>Director</u> & name Is it also signed off by the Service Director - Finance (S151 Officer)? Is it also signed off by the Service Director - Legal, Governance and Commissioning?	Karl Battersby - 10.01.2019 Eamonn Croston - 10.01.2019 Julie Muscroft - 10.01.2019
Cabinet member portfolio	Cllr Naheed Mather - Communities and Environment

Electoral [wards](#) affected: All

Ward councillors consulted:

Public or private: PUBLIC

GDPR - The report contains no personal data and is GDPR compliant

1. Summary

In the Budget 2018 the Chancellor announced £420 million additional capital funding in 2018/19 for Highway Authorities to tackle potholes, repair damaged roads, and invest in keeping bridges open and safe.

The funding has been allocated to individual authorities using the same model used to distribute the Maintenance Needs Grant. This considers inventory data provided by each authority regarding the assets for which they are responsible.

The Kirklees allocation is £2,711,000. It is a condition of the funding that it is used by the end of March 2019. Other grant Conditions are shown in Appendix A.

The proposal is to allocate this funding where condition surveys show the greatest need and that is to our Local Community Roads (the unclassified road network).

2. Information required to take a decision

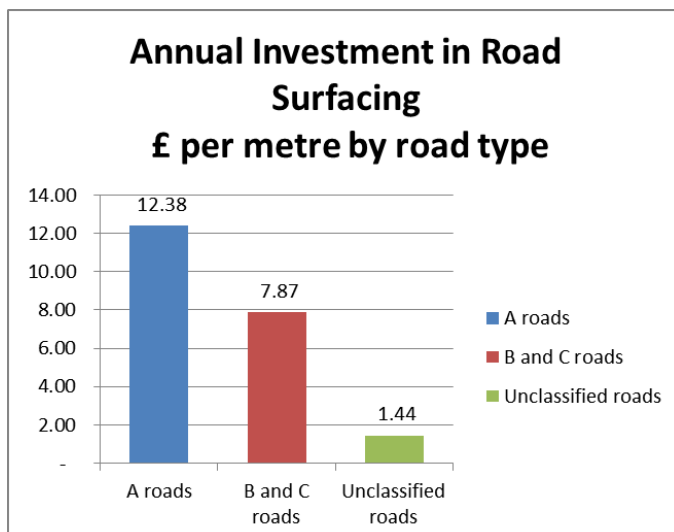
2.1 The Highway asset - The Roads we maintain:

Principal Roads (A roads)	210km
Roads Connecting Communities (B and C Roads)	239km
Local Community Roads (U Roads – Where most people live)	1462km
Total	1911km

We invest around £6.6m per year (£5.1m LTP grant, £1.5m Kirklees capital) to improve road condition. This does not include cyclic and reactive repairs.

The current strategy is to direct funds at the Classified ABC network to maintain current condition on our busiest roads. This is also a requirement of the Central Government funding structure and the allocation of grants, which provides only £0.6m for unclassified roads whilst Kirklees allocates £1.5m from its own capital.

As a consequence our unclassified road network is underfunded as shown in the following table:



The strategy has maintained good condition on the Classified road network but the decline in local road condition is such that around one in three need resurfacing.

2.2 The Highways Capital Plan

The current approved Highways Capital Plan is £19,515,012 and the Asset Management budget within that figure is £12,531,206. An increase of £2,711,000 at this stage of the financial year has significant resource implications both for the design / procurement process and contractors' availability to deliver the work. We anticipate increased works on the ground over the next 6 months and some element of re-profiling grant expenditure to ensure this new grant is spent by the end of March.

2.3 Proposed Works

It is proposed to allocate budget to works on our local roads in accordance with good asset management practise.

Grant is to be allocated to the following schemes:

An enhanced programme of road surfacing in residential areas and well used access routes. Roads identified as a priority for repair through condition and survey inspections.

Replacing flags with bituminous construction and footway surfacing in residential areas. Footways identified as a priority for repair through condition and survey inspections and providing a local amenity for medical, educational, public transport, retail facilities etc.

Pothole and patch repairs increasing the reactive response to customer service requests and internal safety inspections. On 4th January 2019 there was an outstanding list of 329 reported potholes requiring repair.

Town centre masons to tackle the backlog of repairs in the two town centres, particularly pavements and pedestrian areas.

Bridge strengthening on two structures.

	£
Road surfacing	1,031,000
Footway surfacing	500,000
Reactive repairs	930,000
Town centre masons	70,000
Bridge strengthening	180,000
Total	2,711,000

3. Implications for the Council

3.1 Working with People

The proposals improve residential areas and will take account of condition, hierarchy, service requests received and third party claims.

3.2 Working with Partners

A well maintained road network supports the development of local businesses and helps develop Kirklees as a quality place where people want to live, work and visit.

3.3 Place Based Working

Sites will be identified where community access need is greatest e.g. schools, shops, community facilities.

3.4 Improving Outcomes for Children

There will be no impact.

4. Consultees and their opinions

This report has been prepared in consultation with Strategic Directors, Service Directors, Heads of Service, Portfolio Holder for Communities and Environment, through discussion at Senior Leadership Team, Portfolio Briefing, and the Executive Team.

5. Next steps

Highways will identify, design and procure works in accordance with paragraph 2.3 of this report. The programme will be managed within the Highways Capital Plan.

6. Officer recommendations and reasons

Note the Council's grant allocation dated 13th November 2018 from the Department of Transport of £2,711,000 as a result of the Chancellor's 2018 Budget for local highways maintenance which will form part of the council's Highways capital plan to be used before 31st March 2019.

Authorise the allocation of the grant funding in para 6.1 where condition surveys show the greatest need, namely, Local Community Roads (the unclassified road network).

That the Strategic Director for Economy and Infrastructure in consultation with the Portfolio Holder - Communities and Environment be authorised to agree a programme of highway surfacing works to implement paragraph 6.2

7. Cabinet portfolio holder's recommendation

Cllr Naheed Mather welcomes the additional budget and is happy with the proposed budget allocation with a priority for footway surfacing in main urban centres and footways leading to community/faith centres etc. Cllr Mather has asked for further information on the choice of road surfacing sites and consultation in developing the programme. Cllr Mather was in agreement, that this report, should proceed to Cabinet.

8. Contact officer

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9. Background papers and History of Decisions

Papers: Appendix A - Grant Conditions

10. Service Director responsible

Joanne Bartholomew
Service Director
Commercial, Regulatory and Operational Services
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Local Transport Capital Funding 2018/19 Financial Year Grant Conditions

ANNEX A - GRANT CONDITIONS

1. Grant paid to a local authority under these determination may be used only for the purposes that a capital receipt may be used for in accordance with regulations made under section 11 of the Local Government Act 2003.
2. The Chief Executive and Chief Internal Auditor of each of the recipient authorities are required to sign and return to the team leader of the Local Infrastructure team¹³ in the Department for Transport a declaration, to be received no later than 30 September 2018, in the following terms:

"To the best of our knowledge and belief, and having carried out appropriate investigations and checks, in our opinion, in all significant respects, the conditions attached to the Local Transport Capital Block Funding (Pothole Action Fund) Specific Grant Determination (2018/19) No.31/3221 have been complied with".
3. If an authority fails to comply with any of the conditions and requirements of paragraphs 1 and 2, the Minister may-
 - a) reduce, suspend or withhold grant; or
 - b) by notification in writing to the authority, require the repayment of the whole or any part of the grant.
4. Any sum notified by the Minister under paragraph 3(b) shall immediately become repayable to the Minister.

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Name of meeting: Cabinet

Date: 22nd January 2019

Title of report: Annual RIPA update

Purpose of report

To brief Cabinet on the use of the Regulation of Investigatory Powers Act 2000 by the Council since the last report on this and to seek approval to an amendment to the RIPA policy.

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?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall – 11 January 2019
Is it also signed off by the Service Director for Finance	Eamonn Croston – 10 January 2019
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft – 10 January 2019
Cabinet member portfolio	Cllr Graham Turner Corporate

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Have you considered GDPR? Yes

1. Summary

- 1.1 The role of Cabinet in Regulation of Investigatory Powers Act (RIPA) 2000 matters is to provide strategic oversight and to keep the Council's use of surveillance under review. This is the annual report on the Council's use of RIPA to Cabinet.
- 1.2 It is the view of the office of the Surveillance Commissioners that the use of RIPA should be considered more often than annually by Local Authorities. As a result at its

meeting in December 2017 Cabinet asked the Council's Corporate Governance and Audit Committee to consider and monitor any RIPA related matters during the year as part of the quarterly audit reports on its behalf and that reports would be brought back to cabinet to be considered during the year as necessary. There were no incidents which required RIPA to be used last year and therefore no reports were required to be brought back to Cabinet during the last twelve months.

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

- 2.1 The Council is subject to the requirements of RIPA, which sets out how and when a local authority can engage in covert surveillance. RIPA regulates three types of surveillance, these being directed surveillance, the use of covert human intelligence and the obtaining of communications data. The current policy was adopted on 19th December 2017 and, as a result of the more recent implementation of GDPR and the Data Protection Act 2018, has been amended to reflect these changes. A copy of the revised policy is appended to this report.
- 2.2 The previous report to Cabinet referred to the inspection visit of the Office of the Surveillance Commissioners in 2016 and the recommendations that were made then. Following this, steps have been taken to establish a RIPA training programme and to raise RIPA awareness amongst operational officers. Officer training has been provided by Act Now Training, in Autumn 2016 and further officer training was provided by Weightmans for WYLAW in November 2018. The next inspection visit is due to take place in the summer of 2019.
- 2.3 New authorising officers are now in place and their details are in the revised policy document, which is appended to this report.
- 2.4 A training programme is being implemented by the RIPA Monitoring Officer and those that need to be trained have been identified and training plans have been prepared.
- 2.5 The previous report recommended that Cabinet delegate update reports being made on a quarterly basis to the Corporate Governance and Audit Committee and this is now being done.
- 2.6 The number of RIPA authorisations granted in the last 12 months is 0.

3. **Implications for the Council**

3.1 **Working with People**

N/A

3.2 **Working with Partners**

West Yorkshire Police – this will most often be a formal request for access to CCTV information held by the Council and is provided on the basis of a formal written request.

West Yorkshire Trading Standards– this will usually be within the context of test purchase operations, typically involving sales of age restricted goods to minors.

3.3 **Place Based Working**

N/A

3.4 **Improving outcomes for children**

N/A

3.5 Other (eg Legal/Financial or Human Resources)

Training needs and resources – a flexible approach to training will mean that external training providers are likely to be engaged, with the associated costs, but that training is also likely to be provided internally where feasible.

4. Consultees and their opinions

4.1 The following have been consulted on the contents of this report and have approved them:

4.1.1 The Service Director – Legal, Governance and Commissioning, as Senior Responsible Officer

4.1.2 The Head of Legal Services, as RIPA Monitoring Officer

4.1.3 The Cabinet member for Corporate Services

5. Next steps and timelines

5.1 To complete and deliver the RIPA training programme. To keep training requirements under review in light of developments in the law. To continue to keep the Council's regulated investigatory activities under review and keep Cabinet informed of these. Quarterly updates to the Corporate Governance and Audit Committee will continue.

5.2 To raise RIPA awareness, particularly with regards to the use of social media to obtain intelligence.

6. Officer recommendations and reasons

6.1 That members note the report and approve the adoption of the amended RIPA policy set out in Appendix 1.

7. Cabinet portfolio holder's recommendations

N/A

8. Contact officers

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John Chapman john.chapman@kirklees.gov.uk
Head of Legal Services 01484 221000

9. Background Papers and History of Decisions

Report of the Office of Surveillance Commissioners, Kirklees Council RIPA Policy

10. Service Director responsible

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01484 221000
julie.muscroft@kirklees.gov.uk



KIRKLEES COUNCIL POLICY AND GUIDANCE ON

THE REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA)

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Introduction

The Regulation of Investigatory Powers Act (RIPA) controls and regulates surveillance, and other means of gathering information, which public bodies employ in the discharge of their functions. Information gathering is one of the Council's many activities which could involve an interference with an individual's human rights, specifically an individual's rights under Article 8 of the European Convention on Human Rights to respect for his private and family life, his home and his correspondence. RIPA provides a statutory framework under which covert surveillance activity can be authorised and conducted compatibly with Article 8. The Home Office has issued Codes of Practice under RIPA which provide further guidance.

RIPA provides a statutory authorisation process for certain types of surveillance and information gathering. The Council may be required to justify, by reference to RIPA and the relevant Codes of Practice, the use or granting of authorisations in general or the failure to use or grant authorisations. No authorisation, renewal or notice issued by an authorising officer can take effect without judicial approval from a Justice of the Peace (magistrate). A failure to apply RIPA and the Codes of Practice in an appropriate manner may be considered by the courts in deciding whether material obtained via surveillance should be admissible in evidence or whether an individual's human rights have been infringed.

Unlike directed surveillance, which relates specifically to private information, authorisations for the use or conduct of a Covert Human Intelligence Source (CHIS) do not relate specifically to private information, but to the covert manipulation of a relationship to gain any information. Article 8 includes the right to establish and develop relationships. Accordingly, any manipulation of a relationship by the Council (e.g. one party to a relationship having a covert purpose on behalf of the Council) is likely to engage Article 8, regardless of whether or not the public authority intends to acquire private information.

The following are the main statutory documents relevant to this policy document:

- Regulation of Investigatory Powers Act 2000 (RIPA)
- Part II of the Protection of Freedoms Act 2012
- The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010 as amended
- The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) (Amendment) Order 2012 (Applies to Directed Surveillance only and does NOT apply to CHIS)
- The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources)(Amendment) Order 2015
- Covert Surveillance and Property Interference Revised Code of Practice (~~2014~~2018)
- Covert Human Intelligence Sources Code of Practice (~~2014~~2018)
- Office of Surveillance Commissioners – Procedures and Guidance 2016
- Acquisition and Disclosure of Communications Data Code of Practice (~~2007~~2015) (This code does not relate to the interception of communications nor to the acquisition or disclosure of the contents of communications)

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These Codes of Practice, along with the text of RIPA and copies of approved forms are available on the Home Office website or from Legal and Governance. This document reproduces material from the Codes of Practice.

The following terms are defined in RIPA and the definitions are summarised in the relevant Codes of Practice as follows:

“surveillance”	Surveillance, for the purpose of RIPA, includes monitoring, observing or listening to persons, their movements, conversations or other activities and communications. It may be conducted with or without the assistance of a surveillance device and includes the recording of any information obtained
“directed surveillance”	Directed surveillance is covert surveillance that is not intrusive but is carried out in relation to a specific investigation or operation in such a manner as is likely to result in the obtaining of <i>private information</i> about any person (other than by way of an immediate response to events or circumstances such that it is not reasonably practicable to seek <i>authorisation</i> under RIPA)
“intrusive surveillance”	Intrusive surveillance is covert surveillance that is carried out in relation to anything taking place on residential premises or in any private vehicle (and that involves the presence of an individual on the premises or in the vehicle or is carried out by a means of a surveillance device). The Council cannot authorise intrusive surveillance.
“interference with property or wireless telegraphy”	There is a procedure for obtaining authorisation for interference with property or wireless telegraphy set out in the Police Act 1997 to enable the maintaining or retrieving of any equipment, apparatus or device whose placing or use has been authorised under RIPA. This procedure is available to the Police and other agencies but is NOT available to the Council and advice should be sought immediately from the RIPA Monitoring Officer if any proposed surveillance by the Council might involve any act of trespass.
“covert human intelligence source ”	a person is a CHIS if: a) he establishes or maintains a personal or other relationship with a person for the covert purpose of facilitating the doing of anything falling within paragraph b) or c); b) he covertly uses such a relationship to obtain information or to provide access to any information to another person; or c) he covertly discloses information obtained by the use of such a relationship or as a consequence of the existence of such a relationship. NB It is most unlikely that the Council would wish to use a CHIS for surveillance purposes.

“private information”	Private information is any information relating to a person in relation to which that person has or may have a reasonable expectation of privacy. This includes information relating to a person’s private, family or professional affairs. Private information includes information about any person, not just the subject(s) of an investigation
“collateral intrusion”	Collateral intrusion is the risk of obtaining private information about persons who are not subjects of the surveillance
“communications data”	The term ‘communications data’ embraces the ‘who’, ‘when’ and ‘where’ of a communication but not the content, not what was said or written. It includes the manner in which, and by what method, a person or machine communicates with another person or machine. It excludes what they say or what data they pass on within a communication including text, audio and video (with the exception of traffic data to establish another communication such as that created from the use of calling cards, redirection services, or in the commission of ‘dial through’ fraud and other crimes where data is passed on to activate communications equipment in order to obtain communications services fraudulently) NB The only form of communications data which the Council is ever likely to wish to obtain is the identity of individuals who are the subscribers for particular telephone numbers. To date the Council had not sought to obtain communications data.
“subscriber information”	Subscriber information relates to information held or obtained by a Communications Service Provider about persons to whom the Communications Service Provider provides or has provided a communications service
“Confidential information”	Confidential information consists of communications subject to legal privilege, communications between a Member of Parliament and another person on constituency matters, confidential personal information, or confidential journalistic material.
“Confidential personal Information”	Confidential personal information is information held in confidence relating to the physical or mental health or spiritual counselling of a person (whether living or dead) who can be identified from it.
“Confidential constituent Information”	Confidential constituent information is information relating to communications between a Member of Parliament and a constituent in respect of constituency matters
“Confidential journalistic	

Material”	Confidential constituent information includes material acquired or created for the purposes of journalism and held subject to an undertaking to hold it in confidence, as well as communications resulting in information being acquired for the purposes of journalism and held subject to such an undertaking
“Legal privilege”	Legal privilege relates to communications between a lawyer and a client for the purposes of obtaining legal advice or conducting litigation but does not include communications made with the intention of furthering a criminal purpose

RIPA regulates the use of covert surveillance which consists of directed surveillance, intrusive surveillance, the conduct and use of covert human intelligence sources and the acquisition of communications data. Local authorities such as the Council can only authorise the use directed surveillance if:

- The authorisation is for the purpose of preventing or detecting conduct which constitutes one or more criminal offences; and
- The criminal offence or one of the criminal offences would be either –
 - Punishable, whether on summary conviction (in the magistrates’ court) or on indictment (in the Crown Court), by a maximum term of at least 6 months of imprisonment; or
 - Is an offence under:
 - section 146 of the Licensing Act 2003(2) (sale of alcohol to children);
 - section 147 of the Licensing Act 2003 (allowing the sale of alcohol to children);
 - section 147A of the Licensing Act 2003(3) (persistently selling alcohol to children);
 - section 7 of the Children and Young Persons Act 1933(4) (sale of tobacco, etc, to persons under eighteen).”
 - section 91 of the Children and Families Act 2014 (purchase of tobacco, nicotine products, etc. on behalf of persons under 18);
 - section 92 of the Children and Families Act 2014 (prohibition of sale of nicotine products to person under 18)

Local authorities such as the Council can only authorise the use of CHIS or the acquisition of communications data if *“for the purpose of preventing or detecting crime or the preventing of disorder”*.

Where covert surveillance activities are unlikely to result in the obtaining of private information about a person, or where there is a separate legal basis for such activities, neither RIPA nor the relevant Code of Practice code need apply, but there is an assumption that intrusive surveillance will involve the obtaining of private information. It is important to distinguish between the types of surveillance and information gathering regulated by RIPA,

and normal general observation, in the course of discharging the Council's functions. It is acknowledged that low-level general observation will not usually be regulated under the provisions of RIPA. The relevant Code of Practice gives the following examples of this kind of general observation:

- patrolling to prevent and detect crime,
- review of images gathered by overt CCTV after the event to help identify the perpetrators of crime (however the use of such systems in a pre-planned manner to target a particular individual or group may require authorisation)
- officers attending a car boot sale where it is suspected that counterfeit goods are being sold, but where the intention is, through reactive "policing", to identify and tackle offenders.

The Office of the Surveillance Commissioners (OSC) and the Interception of Communications Commissioner's Office (IOCCO)

The OSC is one of the statutory regulators for RIPA. The OSC's aim is to provide effective and efficient oversight of the conduct of covert surveillance and covert human intelligence sources by public authorities. This includes inspecting public authorities and publishing reports on their compliance with RIPA. The most recent report on the Council by OSC can be obtained from Legal and Governance. The regulator in respect of the acquisition of communications data is the Interception of Communications Commissioner's Office (IOCCO).

The Role of Elected Members

Cabinet should review the authority's use of RIPA and set the policy at least once a year. They should also consider internal reports on use of RIPA on a regular basis to ensure that it is being used consistently with the Council's policy and that the policy remains fit for purpose. They should not, however, be involved in making decisions on specific authorisations.

The Use of Home Office Forms

The forms which should be used in authorising, renewing, reviewing and cancelling surveillance are available via the RIPA part of the Home Office website. They are not reproduced as part of this document in order to avoid the use of out of date forms. Until the Home Office issue a revised form in relation to Directed Surveillance incorporating the requirements of the Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) (Amendment) Order 2012 the RIPA Monitoring Officer will circulate a form to Authorising Officers for use in authorising directed surveillance.

Who Can Authorise Surveillance?

The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010 permits the following officers within a local authority to grant authorisations - "Director, Head of Service, Service Manager or equivalent". The Council officers who can authorise directed surveillance and CHIS are set out in Appendix 1.

There are specific reporting requirements for confidential information and the OSC must be advised whether confidential information has been acquired and if so it must be made available to the inspector. In any case where confidential information is likely to be acquired advice should always be sought from the RIPA Monitoring Officer.

When Can Covert Surveillance Be Authorised?

The only specified ground upon which the Council can grant an authorisation is preventing or detecting crime or preventing disorder. There are no other grounds available to local authorities.

RIPA stipulates that the person granting an authorisation for directed or intrusive surveillance must believe that the activities to be authorised are necessary *for the purpose of preventing or detecting crime or of preventing disorder*.

If the activities are deemed necessary on this ground, the person granting the authorisation must also believe that they are proportionate to what is sought to be achieved by carrying them out. This involves balancing the seriousness of the intrusion into the privacy of the subject of the operation (or any other person who may be affected) against the need for the activity in investigative and operational terms.

The authorisation will not be proportionate if it is excessive in the overall circumstances of the case. Each action authorised should bring an expected benefit to the investigation or operation and should not be disproportionate or arbitrary. The fact that a suspected offence may be serious will not alone render intrusive actions proportionate. Similarly, an offence may be so minor that any deployment of covert techniques would be disproportionate. No activity should be considered proportionate if the information which is sought could reasonably be obtained by other less intrusive means. The following elements of proportionality should therefore be considered:

- balancing the size and scope of the proposed activity against the gravity and extent of the perceived crime or offence;
- explaining how and why the methods to be adopted will cause the least possible intrusion on the subject and others;
- considering whether the activity is an appropriate use of the legislation and a reasonable way, having considered all reasonable alternatives, of obtaining the necessary result;
- evidencing, as far as reasonably practicable, what other methods had been considered and why they were not implemented.

It is important therefore that all those involved in undertaking directed or intrusive surveillance activities under RIPA are fully aware of the extent and limits of the authorisation in question.

All applications should include an assessment of the risk of collateral intrusion and details of any measures taken to limit this, to enable the authorising officer fully to consider the proportionality of the proposed actions. Where it is proposed to conduct surveillance activity specifically against individuals who are not suspected of direct or culpable involvement in the overall matter being investigated, interference with the privacy or property of such individuals should not be considered as collateral intrusion but rather as intended intrusion. Any such surveillance or property interference activity should be carefully considered against the necessity and proportionality criteria.

Judicial Authority

As above no authorisation, renewal or notice issued by an authorising officer can take effect without judicial approval from a Justice of the Peace (magistrate). Applications for Judicial Authority are the responsibility of the RIPA Monitoring Officer. The Home Office guidance

suggests that investigating officers may be authorised to present such applications to the magistrates and such authorisation would be a matter for the Senior Responsible Officer.

Review of Authorisations

Regular reviews of all authorisations should be undertaken to assess the need for the surveillance activity to continue. The results of a review should be retained for at least three years. Particular attention is drawn to the need to review authorisations frequently where the surveillance involves a high level of intrusion into private life or significant collateral intrusion, or confidential information is likely to be obtained.

In each case the frequency of reviews should be considered at the outset by the authorising officer. This should be as frequently as is considered necessary and practicable. Any proposed or unforeseen changes to the nature or extent of the surveillance operation that may result in the further or greater intrusion into the private life of any person should also be brought to the attention of the authorising officer by means of a review. The authorising officer should consider whether the proposed changes are proportionate (bearing in mind any extra intended intrusion into privacy or collateral intrusion), before approving or rejecting them. Any such changes must be highlighted at the next renewal if the authorisation is to be renewed.

Confidential Information

Special consideration must also be given to authorisations that involve confidential personal information, confidential constituent information and confidential journalistic material. Where such material has been acquired and retained, the matter should be reported to the OSC during the next inspection and the material be made available to him if requested. It is not anticipated that the Council would wish to engage in surveillance which would involve confidential information but if it did, only the Chief Executive could authorise the surveillance.

What Steps Must Be Followed in Authorising Covert Surveillance?

Responsibility for authorising the carrying out of directed surveillance rests with the authorising officer and requires the personal authority of the authorising officer.

The Code of Practice on Covert Surveillance and Property Interference refers to authorisations being granted verbally in urgent cases and records being made as soon as reasonably practicable but this procedure is NO LONGER AVAILABLE to the Council as it is incompatible with the requirements for obtaining judicial authority.

Authorising officers should not normally be responsible for authorising operations in which they are directly involved

A written application for a directed surveillance authorisation should describe any conduct to be authorised and the purpose of the investigation or operation. The application should also include:

- the reasons why the authorisation is necessary in the particular case and specify the criminal offences the directed surveillance is intended to prevent or detect;
- the nature of the surveillance;
- the identities, where known, of those to be the subject of the surveillance;
- a summary of the intelligence case and appropriate unique intelligence references where applicable;

- an explanation of the information which it is desired to obtain as a result of the surveillance;
- the details of any potential collateral intrusion and why the intrusion is justified;
- the details of any confidential information that is likely to be obtained as a consequence of the surveillance;
- the reasons why the surveillance is considered proportionate to what it seeks to achieve;
- the level of authority required (or recommended where that is different) for the surveillance; and,
- a subsequent record of whether authorisation was given or refused, by whom, and the time and date this happened.

Duration of Authorisations

The duration period of an authorisation commences with the Magistrates' approval.

Renewal of Authorisations

If, at any time before a directed surveillance authorisation would cease to have effect, the authorising officer considers it necessary for the authorisation to continue for the purpose for which it was given, he may renew it in writing for a further period of three month but such authorisations do not take effect until judicial authority is granted by the Magistrates' Court.

An application for renewal should not be made until shortly before the authorisation period is drawing to an end. Any person who would be entitled to grant a new authorisation can renew an authorisation. All applications for the renewal of a directed surveillance authorisation should record (at the time of application):

- whether this is the first renewal or every occasion on which the authorisation has been renewed previously;
- any significant changes to the information in the initial application;
- the reasons why the authorisation for directed surveillance should continue;
- the content and value to the investigation or operation of the information so far obtained by the surveillance;
- the results of regular reviews of the investigation or operation.

Authorisations may be renewed more than once, if necessary and provided they continue to meet the criteria for authorisation. The details of any renewal should be centrally recorded.

As above, for any renewal of an authorisation to take effect judicial authority must be obtained.

Cancellation of Authorisations

During a review, the authorising officer who granted or last renewed the authorisation may amend specific aspects of the authorisation, for example, to cease surveillance against one of a number of named subjects or to discontinue the use of a particular tactic. They must cancel the authorisation if satisfied that the directed surveillance as a whole no longer meets the criteria upon which it was authorised. Where the original authorising officer is no longer available, this duty will fall on the person who has taken over the role of authorising officer or the person who is acting as authorising officer.

As soon as the decision is taken that directed surveillance should be discontinued, the instruction must be given to those involved to stop all surveillance of the subject(s). The date the authorisation was cancelled should be centrally recorded and documentation of any instruction to cease surveillance should be retained. There is no requirement for any further details to be recorded when cancelling a directed surveillance authorisation. However effective practice suggests that a record should be retained detailing the product obtained from the surveillance and whether or not objectives were achieved.

The Keeping of Records

A record of the following information pertaining to all authorisations shall be centrally retrievable within each public authority for a period of at least three years from the ending of each authorisation. This information should be regularly updated whenever an authorisation is granted, renewed or cancelled and should be made available to the relevant Commissioner or an Inspector from the OSC upon request.

- the type of authorisation;
- the date the authorisation was given;
- name and job title of the authorising officer;
- the unique reference number (URN) of the investigation or operation;
- the title of the investigation or operation, including a brief description and names of subjects, if known;
- The date of any review and the details of the decision made.
- if the authorisation has been renewed, when it was renewed and who authorised the renewal, including the name and job title of the authorising officer;
- whether the investigation or operation is likely to result in obtaining confidential information;
- whether the authorisation was granted by an individual directly involved in the investigation;
- the date the authorisation was cancelled.

The following documentation should also be centrally retrievable for at least three years from the ending of each authorisation:

- a copy of the application and a copy of the authorisation together with any supplementary documentation and notification of the approval given by the authorising officer;
- a record of the period over which the surveillance has taken place;
- the frequency of reviews prescribed by the authorising officer;
- a record of the result of each review of the authorisation;
- a copy of any renewal of an authorisation, together with the supporting documentation submitted when the renewal was requested;
- the date and time when any instruction to cease surveillance was given;
- the date and time when any other instruction was given by the authorising officer.
- The order of the magistrates' court granting judicial authority for the surveillance, including judicial authority for the renewal of authorisations, or any such order refusing authority.

The written records of every directed surveillance and CHIS authorisation, review, renewal, refusal or cancellation must be sent to the RIPA Monitoring Officer for inclusion in the Central Record, which will be made available to the OSC upon request. It is the responsibility of all Authorising Officers to ensure that the RIPA Monitoring Officer receives the relevant forms within 7 days of refusal, authorisation, review, renewal or cancellation.

Retention and Destruction of Materials

The Council must ensure that arrangements are in place for the secure handling, storage and destruction of material obtained through the use of directed or intrusive surveillance. Authorising officers must ensure compliance with the appropriate data protection requirements under the Data Protection Act ~~1998~~ 2018 and the General Data Protection Regulations (GDPR) and any relevant codes of practice produced by the Council relating to the handling and storage of material.

Where the product of surveillance could be relevant to pending or future criminal or civil proceedings, it should be retained in accordance with established disclosure requirements for a suitable further period, commensurate to any subsequent review. There is nothing in RIPA which prevents material obtained under directed or intrusive surveillance authorisations from being used to further other investigations

Where surveillance is being carried out as part of a criminal investigation officers are reminded of the requirements of the Code of Practice issued under the Criminal Procedure And Investigations Act 1996.

The Roles of RIPA Officers

The Service Director – Legal, Governance and Commissioning is the Senior Responsible Officer and is responsible for:

- the integrity of the process in place within the Council to authorise directed surveillance, the management of CHIS and the acquisition of communications data;
- compliance with RIPA, the Code of Practice on Covert Surveillance and Property Interference, the Code of Practice on Covert Human Intelligence Sources and the Code of Practice on Acquisition and Disclosure of Communications Data;
- oversight of the reporting of errors to the relevant oversight Commissioner and the identification of both the cause(s) of errors and the implementation of processes to minimise repetition of errors;
- engagement with the Commissioners and inspectors when they conduct their inspections, and
- where necessary, overseeing the implementation of any post inspection action plans recommended or approved by a Commissioner.

The RIPA Monitoring Officer is the solicitor within Legal, Governance and Monitoring responsible for advising the Senior Responsible Officer and the Council upon RIPA issues and for providing day to day advice and support to investigating and authorising officers. The RIPA Monitoring Officer will:

- Take steps to raise awareness of the requirements of RIPA across the Council
- maintain a central record of all directed surveillance operations
- monitor the quality of authorisation, review, renewal and cancellation forms
- raise issues as necessary with the Applicant Officer, the Authorising Officers and/or the Senior Responsible Officer as relevant
- return an application for authorisation to the relevant Authorising Officer for further information if deemed appropriate as a result of the information on the form
- keep the Senior Responsible Officer informed about the Council's conduct of directed

surveillance and compliance with the law and relevant codes of practice, etc

- act as the contact point for any enquiries from the Office of the Surveillance Commissioners
- provide first line advice to those involved in covert surveillance
- ensure that all areas which may undertake directed surveillance operations are familiar with the RIPA legislation and codes of practice and the Council's Policy and Code of Practice
- in conjunction with the RIPA Legal Advisers, may carry out spot checks on any forms/activity from department to department, or may visit departments to check knowledge of RIPA.
- provide or arrange RIPA training, awareness raising, briefing notes and other corporate communications as necessary
- be responsible for applications to the magistrates' court for judicial authority

Overall responsibility for each directed surveillance operation will lie with the Authorising Officer in charge of the operation. Officers who authorise directed surveillance are responsible for granting, reviewing, renewing and cancelling authorisations. Corporate responsibility for monitoring the use of covert surveillance rests with the Senior Responsible Officer.

The RIPA Monitoring Officer in conjunction with the Senior Responsible Officer will ensure that relevant members of staff are suitably trained as applicants for RIPA authorisations and as authorising officers, as well as ensuring that relevant departments are kept informed of any significant changes in RIPA.

The Council's Internal Audit service will review this area of work when requested to do so by the RIPA Monitoring Officer.

APPENDIX 1

LIST OF OFFICERS RESPONSIBLE FOR RIPA DUTIES

Senior Responsible Officer	Julie Muscroft (Service Director – Legal, Governance and Commissioning)
RIPA Monitoring Officer	John Chapman (Head of Legal Services)
RIPA Legal Advisors	Samantha Lawton (Senior Legal Officer) David Stickley (Senior Legal Officer) Louise Carter (Assistant Legal Officer)

LIST OF AUTHORISING OFFICERS

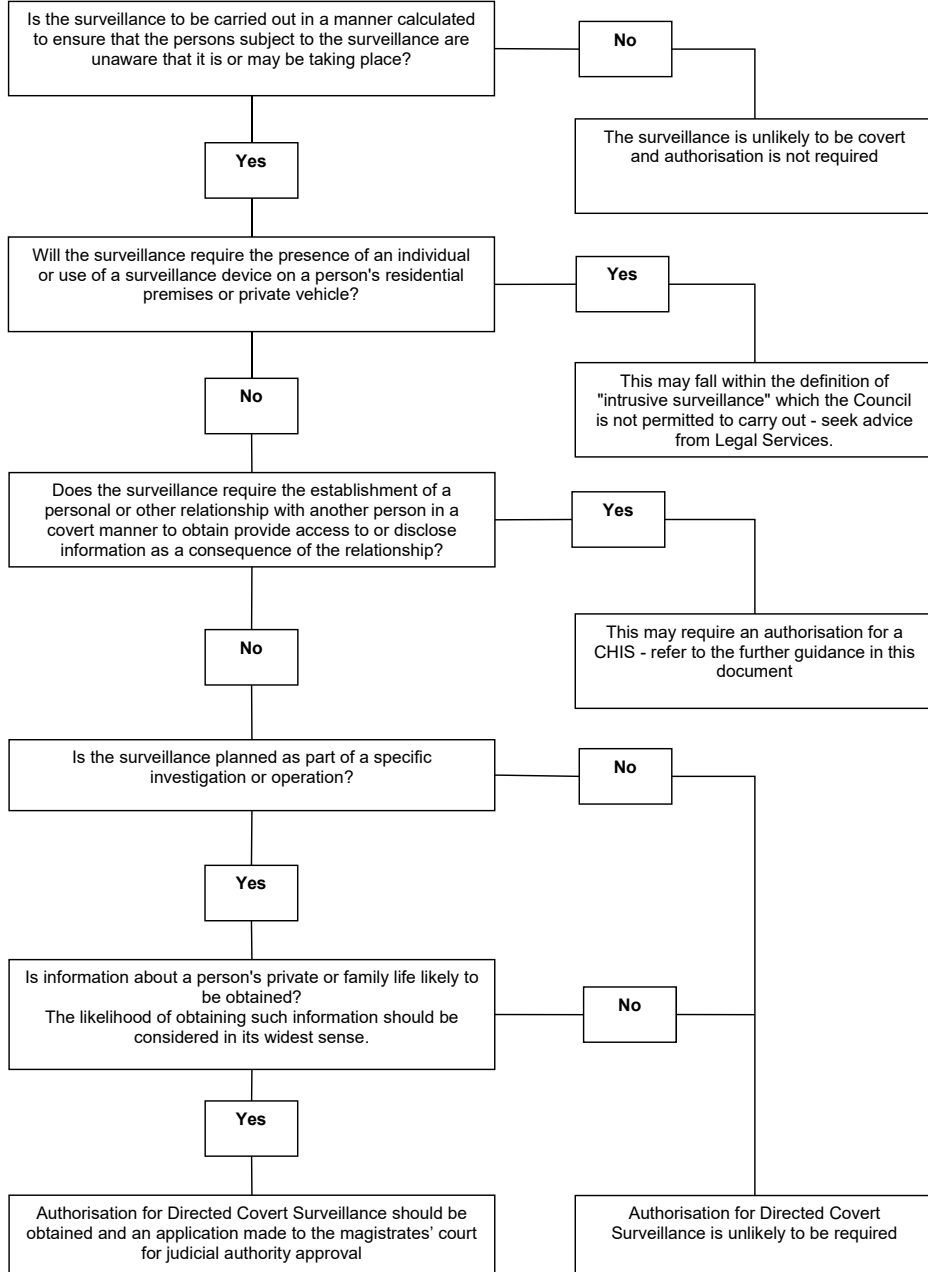
Jacqui Gedman	Chief Executive (for confidential information and juvenile CHIS authorisations) (Subject to Training)
Wendy Blakeley <u>Samantha Lawton</u>	(for authorisation in exceptional circumstances) Head of Public Protection (Subject to Training) <u>Operations Manager Public Protection</u>
Dave Thompson	Head of Access Strategy and Delivery (Office of the Chief Executive)

NOTES

- A. Only the Chief Executive or in his absence, the Senior Responsible Officer can authorise activities involving confidential information or the use of CHIS
- B. No person shall become an Authorised Officer and/or an Applicant Officer without undergoing and maintaining RIPA training. In the case of Authorised Officers, no person shall become an Authorised Officer until their appointment is confirmed by the Senior Responsible Officer following training provided by or arranged by the RIPA Monitoring Officer.
- C. If an Authorising Officer is in any doubt about an individual matter they should consult the RIPA Monitoring Officer or RIPA legal advisers before any directed surveillance and/or CHIS is refused, authorised, reviewed, renewed or cancelled.

APPENDIX 2

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APPENDIX 3

DUTIES OF AUTHORISING OFFICERS

- A. Nominate Applicant Officers within their Services who can make applications and ensure that any Applicant Officer who submits an application to them has received appropriate training prior to making the application
- B. Only grant an authorisation for directed surveillance if it is necessary for the purpose of preventing or detecting conduct which constitutes one or more criminal offences; and the criminal offence or one of the criminal offences would be either –
- o Punishable, whether on summary conviction (in the magistrates' court) or on indictment (in the Crown Court), by a maximum term of at least 6 months of imprisonment; or
 - o Is an offence under:
 - section 146 of the Licensing Act 2003(2) (sale of alcohol to children);
 - section 147 of the Licensing Act 2003 (allowing the sale of alcohol to children);
 - section 147A of the Licensing Act 2003(3) (persistently selling alcohol to children);
 - section 7 of the Children and Young Persons Act 1933(4) (sale of tobacco, etc, to persons under eighteen)."
 - section 91 of the Children and Families Act 2014 (purchase of tobacco, nicotine products etc. on behalf of persons under 18);
 - section 92 of the Children and Families Act 2014 (prohibition of sale of nicotine products to persons under 18)
- C. Only grant an authorisation for CHIS or the acquisition of communications data if it is necessary for the purpose of preventing or detecting crime or of preventing disorder.
- D. Only grant an authorisation that is proportionate to what is sought to be achieved by carrying out surveillance
- E. Before authorising surveillance, take into account the risk of collateral intrusion
- F. Be aware of particular sensitivities in the local community where the surveillance is taking place and of similar activities that might be taking place by other public authorities
- G. Unless it is unavoidable, do not issue authorisations if you were directly involved in the original investigation(s)
- H. Ensure that you have sufficient information and justification to authorise an investigation, if in doubt seek further information

- I. Nominate the appropriate level of officer to be in charge of the investigation
- J. Determine how often a review should take place in each case and ensure that this is at intervals of no longer than one month and review authorisations granted, at intervals of no longer than one month, to assess the need for the surveillance to continue
- K. Ensure that the RIPA Monitoring Officer is informed whenever an authorisation is refused, granted, reviewed, renewed or cancelled and that the relevant form is sent to the RIPA Monitoring Officer within 7 days
- L. Ensure that no surveillance commences unless and until the RIPA Monitoring Officer has obtained judicial authority
- M. Only renew authorisations where appropriate
- N. Cancel the authorisation if you are satisfied that the surveillance no longer meets the criteria applied when it was authorised
- O. On cancellation, issue appropriate instructions to officers in charge of investigations
- P. In cases where confidential information is likely to be acquired ensure that the case is referred to the RIPA Monitoring Officer for a decision on authorisation to be made by the Chief Executive. If in doubt consult the RIPA Monitoring Officer
- Q. Provide an annual return to the RIPA Monitoring Officer recording the RIPA training which shows the RIPA training received by themselves and by their Applicant Officers

APPENDIX 4

DUTIES OF OFFICERS IN CHARGE OF INVESTIGATIONS

- A. Seek authorisation for surveillance where it is likely to interfere with any person's rights to privacy by obtaining private information about that person
- B. Make formal applications for Directed Surveillance and CHIS where appropriate
- C. Inform the Authorising Officer if the investigation unexpectedly interferes with the privacy of individuals who were not considered by the authorisation
- D. Make the Authorising Officer aware of particular sensitivities in the local community where the surveillance is taking place and of similar activities being undertaken by other public authorities which could impact on the surveillance
- E. Ensure that authorisations are regularly reviewed
- F. Apply for renewal shortly before the expiry of the authorisation period and at least 7 days before expiry where possible
- G. Cancel the authorisation when the surveillance is completed and advise any officers involved in the investigation accordingly
- H. Act immediately to terminate surveillance when instructed by the Authorising Officer
- I. Make the Authorising Officer aware of any likelihood that confidential information may be acquired if surveillance is authorised
- J. Properly store and retain the product of surveillance
- K. Ensure that no surveillance commences unless and until the RIPA Monitoring Officer has obtained judicial authority.

APPENDIX 5

MANAGEMENT OF COVERT HUMAN INTELLIGENCE SOURCES

Information Note: The use of a CHIS in Council investigations is most unlikely. Any officer contemplating such use should immediately seek advice from the RIPA Monitoring Officer

This is the text of the 2014-2018 Home Office Code of Practice on Covert Human Intelligence Sources, Chapter 6 Management of Covert Human Intelligence Sources

Tasking

6.1. Tasking is the assignment given to the CHIS by the persons defined at sections 29(5)(a) and (b) of [RIPA], asking him to obtain, provide access to or disclose information. Authorisation for the use or conduct of a CHIS will be appropriate prior to any tasking where such tasking involves the CHIS establishing or maintaining a personal or other relationship for a covert purpose.

~~6.2. Authorisations should not be drawn so narrowly that a separate authorisation is required each time the CHIS is tasked. Rather, an authorisation might cover, in broad terms, the nature of the source's task.~~

If there is a step change in the nature of the task that significantly alters the entire deployment, then a new authorisation may need to be sought. If in doubt, advice should be sought from the Investigatory Powers Commissioner.

~~If the nature of the task changes significantly, then a new authorisation may need to be sought.~~

6.3. It is difficult to predict exactly what might occur each time a meeting with a CHIS takes place, or the CHIS meets the subject of an investigation. There may be occasions when unforeseen action or undertakings occur. When this happens, the occurrence must be recorded as soon as practicable after the event and if the existing authorisation is insufficient it should either be updated at a review (for minor amendments only) or it should be cancelled and a new authorisation should be obtained before any further such action is carried out.

6.4. Similarly, where it is intended to task a CHIS in a significantly greater or different way than previously identified, the persons defined at section 29(5)(a) or (b) of [RIPA] must refer the proposed tasking to the authorising officer, who should consider whether the existing authorisation is sufficient or needs to be replaced. This should be done in advance of any tasking and the details of such referrals must be recorded. Efforts should be made to minimise the number of authorisations per CHIS to the minimum necessary in order to avoid generating excessive paperwork.

Handlers and controllers

6.5. Public authorities should ensure that arrangements are in place for the proper oversight and management of CHIS, including appointing individual officers acting as 'controller' and 'handler' for each CHIS (as defined in section 29(4A) and (4B) and 29(5)(a) and (b) of [RIPA]). ~~for each CHIS.~~

~~6.6. Oversight and management arrangements for undercover operatives, while following the principles of the Act, will differ, in order to reflect the specific role of such individuals as members of public authorities. The role of the handler will be undertaken by a person~~

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~~referred to as a 'cover officer' and the role of controller will be undertaken by a 'covert operations manager'.~~

~~6.76.~~ The person referred to in section 29(5)(a) of [RIPA] (the "handler") will have day to day responsibility for:

- dealing with the CHIS on behalf of the authority concerned;
- directing the day to day activities of the CHIS;
- recording the information supplied by the CHIS; and
- monitoring the CHIS's security and welfare.

~~6.87.~~ The handler of a CHIS will usually be of a rank or position below that of the authorising officer.

~~6.98.~~ The person referred to in section 29(5)(b) of [RIPA] (the "controller") will normally be responsible for the management and supervision of the "handler" and general oversight of the use of the CHIS.

~~6.9.~~ Oversight and management arrangements for undercover operatives, while following the principles of the Act, will differ, in order to reflect the specific role of such individuals as members of public authorities. The role of the handler will be undertaken by a person referred to as a 'cover officer' and the role of controller will be undertaken by a 'covert operations manager'.

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Joint working

~~6.10.~~ In cases where the authorisation is for the use or conduct of a CHIS whose activities benefit more than a single public authority, responsibilities for the management and oversight of that CHIS may be taken up by one authority or can be split between the authorities. The controller and handler of a CHIS need not be from the same public authority.

~~6.11.~~ There are many cases where the activities of a CHIS may provide benefit to more than a single public authority, responsibilities for the management and oversight of that CHIS may be taken up by one authority or can be split between authorities. The controller and handler of a CHIS may not be from the same public authority. Such cases may include:

- The prevention or detection of criminal matters affecting a national or regional area, for example where the CHIS provides information relating to cross boundary or international drug trafficking;
- The prevention or detection of criminal matters affecting crime and disorder, requiring joint agency operational activity, for example where a CHIS provides information relating to environmental health issues and offences of criminal damage, in a joint police/ local authority anti-social behaviour operation on a housing estate;
- Matters of national security, for example where the CHIS provides information relating to terrorist activity and associated criminal offences for the benefit of the police and the Security Service.

~~6.101.~~ In cases where the authorisation is for the use or conduct of a CHIS whose activities benefit more than a single public authority, responsibilities for the management and oversight of that CHIS may be taken up by one authority or can be split between the authorities. The applicant, controller and handler of a CHIS need not be from the same public authority. In such situations, however, the public authorities involved must lay out in writing their agreed oversight arrangements.

~~6.12. In such situations, however, the public authorities involved must lay out in writing their agreed oversight arrangements.~~

~~6.13.12. Management responsibility for CHIS, and relevant roles, may also be divided between different police forces and the National Crime agency where the Chief Officers of the forces concerned have made is a collaboration agreement under the Police Act 1996 and the collaboration agreement provides for this to happen.~~

Security and welfare

~~6.13.13. Any public authority deploying a CHIS should take into account the safety and welfare of that CHIS when carrying out actions in relation to an authorisation or tasking, and the foreseeable consequences to others of that tasking. Before authorising the use or conduct of a CHIS, the authorising officer should ensure that a risk assessment is carried out to determine the risk to the CHIS of any tasking and the likely consequences should the role of the CHIS become known. This should consider the risks relating to the specific tasking and circumstances of each authorisation separately, and should be updated to reflect developments during the course of the deployment, as well as after the deployment if contact is maintained. The ongoing security and welfare of the CHIS, after the cancellation of the authorisation, should also be considered at the outset and reviewed throughout the period of authorised activity by that CHIS. Consideration should also be given to the management of any requirement to disclose information which could risk revealing the existence or identity of a CHIS. For example this could be by means of disclosure to a court or tribunal, or any other circumstances where disclosure of information may be required, and strategies for minimising the risks to the CHIS or others should be put in place. Additional guidance about protecting the identity of CHIS is provided at paragraphs 8.22 to 8.25 [in the Home Office guidance note https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/742042/20180802_CHIS_code_.pdf]. Also, consideration should be given to the management of any requirement to disclose information tending to reveal the existence or identity of a CHIS to, or in, court.~~

~~6.13.14. The CHIS handler is responsible for bringing to the attention of the CHIS controller any concerns about the personal circumstances of the CHIS, insofar as they might affect:~~

- ~~• the validity of the risk assessment;~~
- ~~• the conduct of the CHIS; and~~
- ~~• the safety and welfare of the CHIS.~~

~~6.13.15. Where appropriate, concerns about such matters must be considered by the authorising officer, and a decision taken on whether or not to allow the authorisation to continue.~~

Sections 7.3-4 and 7.4-5 of the same Code of Practice provide:

Individual records of authorisation and use of CHIS

7.4 Detailed records must be kept of the authorisation and use made of a CHIS. Section 29(5) of the 2000 Act provides that an authorising officer must not grant an authorisation for the use or conduct of a CHIS unless they believes that there are arrangements in place for ensuring that there is at all times a person with the responsibility for maintaining a record of the use made of the CHIS. The Regulation of

Investigatory Powers (Source Records) Regulations 2000; SI No: 2725 details the particulars that must be included in these records.

Where a CHIS is authorised under the terms of a Police Act 1996 collaboration agreement, that agreement should explicitly state on which force or agency's central record the authorisation should be recorded. This is likely to be either the force or agency providing the authorising officer, or the designated lead force or agency. The fact that the authorisation was given under these terms should be recorded on the central record.

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7.5 Public authorities are encouraged to ~~consider~~ maintaining such auditable records also for human sources for individuals providing intelligence who do not meet the definition of a CHIS. This ~~may~~ will assist authorities to monitor the status of a human source and identify whether that ~~source becomes~~ person should be duly authorised as a CHIS. This should be updated regularly to explain why authorisation is not considered necessary. Such decisions should rest with those designated as authorising officers within public authorities.

Officers should be particularly careful to ensure that individuals who are not a CHIS at the outset of an investigation do not inadvertently become a CHIS by a process of "status drift". If, for example a complainant volunteers to obtain further information about a person being investigated, care should be taken to consider whether the proposed action would involve the complainant becoming a CHIS and if so whether that is appropriate and in accordance with RIPA and the CHIS Code of Practice.

Appendix 6

Policy Statement

Kirklees Council takes seriously its statutory responsibilities and will take great care at all times to make sure that the use of surveillance is proportionate to the desired outcome of that surveillance.

In addition the RIPA Monitoring Officer can be contacted for further advice and assistance and the officers with particular expertise in this area are also listed at Appendix 1 and referred to throughout this document as the RIPA Legal Advisers.

Kirklees Council will only use directed surveillance:

- where it is necessary to do so for the prevention or detection of conduct which constitutes one or more criminal offences; and the criminal offence or one of the criminal offences would be either –
 - Punishable, whether on summary conviction (in the magistrates' court) or on indictment (in the Crown Court), by a maximum term of at least 6 months of imprisonment; or
 - Is an offence under:
 - section 146 of the Licensing Act 2003(2) (sale of alcohol to children);
 - section 147 of the Licensing Act 2003 (allowing the sale of alcohol to children);
 - section 147A of the Licensing Act 2003(3) (persistently selling alcohol to children);
 - section 7 of the Children and Young Persons Act 1933(4) (sale of tobacco, etc, to persons under eighteen)."
 - section 91 of the Children and Families Act 2014 (purchase of tobacco, nicotine products etc. on behalf of persons under 18);
 - section 92 of the Children and Families Act 2014 (prohibition of sale of nicotine products to persons under 18)
- in a way that is proportionate to the circumstances

Kirklees Council will only use CHIS or the acquisition of communications data;

- where it is necessary to do so for the prevention or detection of crime or to prevent disorder
- in a way that is proportionate to the circumstances

Kirklees Council will when using directed surveillance:

- do so with due consideration of human rights issues

- properly investigate any complaints made about its use
- actively monitor its use
- observe the appropriate law and Home Office Codes of Practice
- ensure that staff (and contractors) are properly trained

In the normal course of any covert surveillance activity the Council will not use Covert Human Intelligence Sources unless the surveillance is for the purposes of the West Yorkshire Trading Standards Service. If there appears to be a need to employ such sources, the application must be authorised by either the Chief Executive or the Senior Responsible Officer. The appropriate Home Office Code of Practice will then be followed.

The Council will not carry out intrusive surveillance within the meaning of RIPA.

The Council will, through the RIPA Monitoring Officer, maintain a central record of all directed surveillance operations which it undertakes and will monitor the quality of all forms created for this purpose. Any issues will initially be raised as necessary with Authorising Officers and will be drawn to the attention of the RIPA Monitoring Officer.

Responsibilities

Overall responsibility for each directed surveillance operation will lie with the Authorising Officer in charge of the operation.

Officers who authorise directed surveillance are responsible for granting, reviewing, renewing and cancelling authorisations.

The RIPA Monitoring Officer will be responsible for making applications for judicial authority.

Corporate responsibility for monitoring the use of covert surveillance rests with the Senior Responsible Officer.

The Council's Internal Audit service will review this area of work when requested to do so by the RIPA Monitoring Officer.

In cases where the Council's equipment or premises are used by the Police for the purposes of their investigations, the Police will be responsible for obtaining the necessary authorisations under the Act. Council officers should ensure that an appropriate authorisation has been obtained. If the Council officer is not satisfied that an appropriate authorisation has been obtained the Police should not be allowed to use the Council's equipment or premises. In cases where joint operations are undertaken, the lead authority should obtain the authorisation.

APPENDIX 7

RIPA AND ANTI-SOCIAL BEHAVIOUR ENFORCEMENT

- 7.1 Persons who complain about anti-social behaviour and thereafter keep a diary or incident log sheet will not normally be a CHIS as they are not required to establish or maintain a relationship for a covert purpose.
- 7.2 Recording the level of noise such as the decibel level, will not normally capture private information and therefore does not require directed surveillance authorisation.
- 7.3 Recording sound with a DAT recorder or matron box on the complainant's private premises will be directed surveillance unless it is done overtly, for example by informing the alleged perpetrator that a complaint has been received and monitoring will take place. The alleged perpetrator should also be informed of the period when this monitoring is likely to take place (e.g. over the next three months) and what this monitoring may involve (e.g. the use of log sheets, matron boxes etc).

Placing a covert stationary or mobile video camera outside a building to record anti-social behaviour on residential estates will also require an authorisation for directed surveillance.

NB There will be types of Anti-Social Behaviour which no longer meet the conditions for the authorisation of directed surveillance because the underlying criminal conduct does not carry a penalty of at least 6 months imprisonment. Such conduct may involve minor offences of violence, disorder or harassment. If there is any doubt as to what the underlying offences might be or what penalties they carry advice must be sought from the RIPA Monitoring Officer.

APPENDIX 8

WORKING WITH OTHER AGENCIES

Where another agency has been instructed on behalf of Kirklees Council to undertake any action under RIPA, this document and the forms referred to in it must be used (as per normal procedure) and the agency advised or kept informed, as necessary, of the various requirements. They must be made aware explicitly what they are authorised to do.

Where another agency such as the Police wishes to use the Council's resources (e.g. CCTV surveillance system), that agency must use its own RIPA procedures and before any officer agrees to allow the Council's resources to be used for the other agency's purposes, they must obtain a copy of that agency's RIPA form for the record or relevant extracts from the same which are sufficient for the purposes of protecting the Council and the use of its resources in accordance with any service/end agreement and/or Code of Practice in force between agencies.

Where another agency such as the police wishes to use the Council's premises for their own RIPA action and is expressly seeking assistance from the Council, the officer should normally co-operate with the same, unless there are security or other good operational or managerial reasons as to why the Council's premises should not be used for the agency's activities. Suitable insurance or other appropriate indemnities may be sought, if necessary, from the other agency for the Council's co-operation in the agency's RIPA operation. In such cases, however, the Council's own RIPA forms should not be used as the Council is only assisting, not being involved in the RIPA activity of the external agency.

If the police or another agency wishes to use the Council's resources for general surveillance as opposed to specific RIPA operations, an appropriate information request and the proposed use, extent of remit, duration, who will be undertaking the general surveillance and the purpose of it must be obtained from the Police or other agency before the Council's resources are made available for the proposed use.

APPENDIX 9

COMMUNICATIONS DATA

There are two types of communications data which can be obtained by local authorities such as the Council. These are:

Service data (s21(4)(b)) This covers itemised telephone call records, connection records, timing and duration of calls, connection, reconnection and disconnection data, use of forwarding or redirection service, additional telecom services and records of postal items.

Subscriber Data (s21(4)(c)) This includes information on subscribers of E-mail and telephone accounts, account information, including payment details, addresses for installing and billing and abstract personal records such as sign-up data.

Accordingly the Council cannot access the content of communications. The Council has an agreement in place with an external agency who will contact a communications provider if data is required. For more information on this contact the RIPA Monitoring Officer or the RIPA Legal Advisers. Authorisations will only be granted where necessary and proportionate. It seems unlikely that the Council would wish to use this facility unless requested to do so by the West Yorkshire Trading Standards Service.

Any errors must be reported to the RIPA Monitoring Officer who in turn will notify IOCCO as appropriate.

APPENDIX 10

COVERT SURVEILLANCE AND SOCIAL MEDIA

This is the text of the 2016 Office of Surveillance Commissioners Procedures and Guidance, Paragraph 289

The fact that digital investigation is routine or easy to conduct does not reduce the need for authorisation. Care must be taken to understand how the Social Networking Sites (SNS) being used works. Authorising Officers must not be tempted to assume that one service provider is the same as another or that the services provided by a single provider are the same.

289.1 Whilst it is the responsibility of an individual to set privacy settings to protect unsolicited access to private information, and even though data may be deemed published and no longer under the control of the author, it is unwise to regard it as “open source” or publicly available; the author has a reasonable expectation of privacy if access controls are applied. In some cases data may be deemed private communication still in transmission (instant messages for example). Where privacy settings are available but not applied the data may be considered open source and an authorisation is not usually required. Repeat viewing of “open source” sites may constitute directed surveillance on a case by case basis and this should be borne in mind.

289.2 Providing there is no warrant authorising interception in accordance with section 48(4) of the 2000 Act, if it is necessary and proportionate for a public authority to breach covertly access controls, the minimum requirement is an authorisation for directed surveillance. An authorisation for the use and conduct of a CHIS is necessary if a relationship is established or maintained by a member of a public authority or by a person acting on its behalf (i.e. the activity is more than mere reading of the site’s content).

289.3 It is not unlawful for a member of a public authority to set up a false identity but it is inadvisable for a member of a public authority to do so for a covert purpose without an authorisation for directed surveillance when private information is likely to be obtained. The Senior Responsible Officer should be satisfied that there is a process in place to ensure compliance with the legislation. Using photographs of other persons without their permission to support the false identity infringes other laws.

289.4 A member of a public authority should not adopt the identity of a person known, or likely to be known, to the subject of interest or users of the site without authorisation, and without the consent of the person whose identity is used, and without considering the protection of that person. The consent must be explicit (i.e. the person from whom consent is sought must agree (preferably in writing) what is and is not to be done).

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Name of meeting: Cabinet
Date: 22nd January 2019
Title of report: Dewsbury Townscape Heritage Initiative Grant
 Application DTHI-014 -9 Market Place

Purpose of report

To seek approval for a Dewsbury Townscape Heritage Initiative (THI) grant towards improving 9 Market Place, Dewsbury.

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 - as spend shall be more that £250k
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes (Private Appendix 2) Registered - 10th December 2018
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director - Finance (S151 Officer)? Is it also signed off by the Service Director for Legal Governance and Commissioning?	Karl Battersby - 08.01.2019 Eamonn Croston - 09.01.2019 Julie Muscroft - 14.01.2019
Cabinet member portfolio	Cllr Peter McBride - Economy

Electoral wards affected: Dewsbury East

Ward councillors consulted: Cllrs E. Firth, P. Kane and C. Scott

Public or private: Public (Appendix 2 in private)

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

GDPR

There is no personal data contained in this report.

1. Summary

1.1 Dewsbury Townscape Heritage Initiative (THI) is a Heritage Lottery Fund (HLF) regeneration programme in partnership with Kirklees Council which aims to:

- preserve and enhance certain key buildings located within the Conservation Area, through grant assistance;
- stimulate economic activity through creating a quality environment;
- raise awareness of Dewsbury's heritage through training and education.

1.2 Kirklees Council was awarded £2m by the HLF, matched by a further £1.7m from Kirklees Council to make a total fund of £3.7m initially over five years. The match funding element is already factored in to the Council's capital plan. The Dewsbury THI was formally launched in June 2014 and was extended to run until end of December 2019.

1.3 During the course of the THI programme, 9 Market Place, prominently located in Dewsbury town centre became vacant, sold at auction, suffered a 1st floor fire and has become increasingly dilapidated. It was highlighted at the outset of the programme as a reserve property and following progression of the neighboring property of the Black Bull, the owners have now also expressed an interest in a grant.

1.4 The new owners of 9 Market Place, intend to submit a grant application for the restoration and rehabilitation of the property. It is eligible for grant funding and if approved will operate as a 'Frankie's', a high end local burger and dessert restaurant, together with function space. This grant is subject to Cabinet and HLF approval.

1.5 The proposed scheme, the detail of which is set out in section 2 below, is consistent with work undertaken to other properties throughout the THI scheme, delivering a uniformity of high quality traditional frontages, which considerably enhances the streetscape, improves perceptions therefore adding to the economic confidence in the town.

1.6 Appendix 2 which is to be considered in private, contains details of the tenderer selected to carry out the proposed works.

2. Information required to take a decision

2.1 Property owners and tenants (with a minimum of a 10 year lease) can apply for grant aid funding for works on their properties which can include:

- i. Exterior repairs to properties, including structural works;
- ii. The restoration and reinstatement of architectural features, such as traditional shop fronts;
- iii. Bringing empty space within buildings back into use, such as unused space above shops or derelict parts of buildings.

2.2 THI grant rates are as follows:

- where a property is in use, the grant may cover up to 75% of the cost of eligible repair and structural works, and 90% for reinstatement of architectural features
- for vacant properties and floor space, the grant is calculated using a 'Conservation Deficit Formula', based on current value, end value and cost of eligible works.

2.3 The project at 9 Market Place is for vacant property and floorspace, and is therefore subject to the Conservation Deficit Formula. The application is for the restoration and rehabilitation of the whole of the property, with works to include:

New frontage and entrance, awnings, Internal reconfiguration, structural alterations, new internal stairs, toilets, kitchen, basic provision of heating, lighting, fixtures and fittings throughout, fire escape, roof, windows & doors, Ceramic cladding, Rain Water Goods, pigeon deterrents, decoration, utilities and drainage.

2.4 The scheme received full planning permission and listed building consent on the 12th October 2018 (2018/62/92397/E).

2.5 This will be the 9th grant awarded under the THI Scheme, 5 have successfully been completed to date, with 3 currently on site.

2.6 An outline of the grant application can be found in Appendix 1 of this report. Appendix 2 (in private) outlines the financial aspects of the grant application that is due to be submitted.

3. **Implications for the Council**

3.1 **Working with People**

3.1.1 From the outset of the THI, relationships have been built in particular with tenants and owners, which has allowed for 'on the ground' communication. This has enabled views and opinions to be obtained, which aid the understanding of issues and how they can then be best addressed.

3.1.2 In the case of 9 Market Place, the proposals have been formalised based on the applicant's vision and requirements, which through collaboration with the THI have ensured a good design which satisfies the criteria of THI and that of the 'Conservation Area' too.

3.2 **Working with Partners**

3.2.1 The THI has partnership at its core, being a programme which is jointly funded between the Council and HLF. It is delivered by the Council through engaging with a variety of partners locally ranging from: Kirklees College, to the Chamber of Trade and community groups such as Dewsbury Forward and Dewsbury Photography Group.

3.2.2 It also ensures it ties in with other complementary initiatives, such as the Heritage Action Zone, and in particular projects of the North Kirklees Growth Zone (NKGZ), enabling a strategic overview not just locally but also in the context of Leeds City Region too.

3.3 **Place Based Working**

3.3.1 The THI which is located within Dewsbury Town centre, reflects the diversity of its immediate population, which is mixed and evident particularly through the

retail / food offer in the town. The diversity of the area is a strength of the town, which certainly can be built upon, to bring vibrancy and stimulate activity in the town centre.

- 3.3.2 Through delivery of the THI over the past four years and engaging directly with property owners, tenants, residents, and local groups, with the support of local ward cllrs; it has gained a real understanding of the issues and needs of the area.
- 3.3.3 Through this understanding it has allowed the THI to tailor it's approach, in helping and encouraging applicants, with their formulation of property improvements, which not only meets their operational needs, but also that of the THI in terms of 'Conservation Standards' and the Council's objectives of improving 'Place' and 'Economy'.
- 3.3.4 The refurbishment of 9 Market Place will contribute to the attractiveness of the area by bringing a derelict premises back in to use, thus being more welcoming to customers and improving the perception of the area. There is also a wider benefit to this work in terms of it being consistent with other grant aided improvements that have been undertaken throughout the THI area. The scheme will enhance the streetscape and raise the quality of the town centre environment, particularly in this key central location and complement the neighbouring THI grant property of the 'The Black Bull', which together will be a big lift, bringing both confidence and quality through their refurbishment.

3.4 **Improving outcomes for children**

No implications

3.5 **Other (eg Legal/Financial or Human Resources)**

Financial

- 3.5.1 The THI was initially a five year programme, extended until end of December 2019. The Council is committed to providing £1.7m match funding to the project. This match funding is already factored in to the Council's capital plan.
- 3.5.2 The Council is committed to paying the grant to the applicant in full, which the Council will then claim 54% back from the HLF. Claims are made to the HLF each quarter, at the end of the quarter.
- 3.5.3 The THI programme was given approval to commence third party grant payments, as approved by Cabinet on 23rd September 2014. Under that decision, grants in excess of £50,000 must be individually approved by Cabinet - hence this report. This is the second empty property grant in the programme and specific due diligence information is required. This work is ongoing and the grant will be offered subject to confirmation that there are no issues following due diligence.
- 3.5.4 Due to this likely being the last grant in the THI, a small amount of additional capital resource may be needed to supplement the existing THI funding. This will be identified from existing budgets.

Legal

- 3.5.5 The application process has received approval from the Council's Audit, Procurement and Legal teams, as well as from the HLF.

3.5.6 Legal implications relate to the Council agreeing to the conditions applied by the HLF for release of grant funding. A grant agreement shall be drawn up by the Council's legal team, which incorporates both the conditions of the Council and the HLF. The conditions are consistent with similar previous schemes and focus on the eligibility, 'clawback' situations, and keeping the property in good repair.

3.5.7 Clawback is applied to ensure that no profit is made as a result of the grant, should the property be sold. Applicants are made aware of the risk of clawback which is a part of the grant agreement, and the Council subsequently takes a legal charge on the property.

3.5.8 Legal have confirmed that the application can be submitted as it is in compliance with the European Union 'State Aid' General Block Exemption Rule (GBER), of Article 53.

3.5.9 The applicant will enter into an agreement with the Council for the grant; the agreement for the works is between the applicant and contractor. The applicant is then responsible for paying the contractor and a 10% retention is also held until final completion of the project.

4. Consultees and their opinions

4.1 Ward councillors were consulted in December 2018. One question was received about the potential for the applicant to convert the upper stories in to a residential use. A response was provided explaining that a planning application for change of use would be required for this. The issue around permitted end use is also covered in the THI grant agreement.

5. Next steps and timelines

5.1 The report will be presented to Cabinet. Subject to Cabinet approval a grant offer will then be made to the applicant and a grant agreement will be drawn up by the Council's Legal Services.

5.2 The Applicant must then appoint their contractor for a start on site within three months of acceptance of the grant offer.

6. Officer recommendations and reasons

6.1 It is recommended that Cabinet approve the award of a THI grant up to the maximum amount specified in Appendix 2; and that delegated authority is given to the Strategic Director - Economy and Infrastructure in consultation with the Cabinet Portfolio holder, to agree the amount of grant and authorise payment of the grant, subject to HLF approval, satisfactory completion of the due diligence process and all necessary supporting information being supplied and in accordance with the terms of the grant agreement.

6.2 Subject to Cabinet approval it is recommended that delegated authority is given to the Service Director - Legal Governance & Commissioning, to enter into and seal all grant agreements legal charges and ancillary documents relating to the grant.

7. Cabinet portfolio holder's recommendations

7.1 The Cabinet portfolio holder for Economy, recommends approval as per the Officer recommendations and reasons, as outlined in section 6 of this report.

8. **Contact officer**

John Lambe - Dewsbury THI Officer

john.lambe@kirklees.gov.uk

Tel: (01484) 221000

9. **Background Papers and History of Decisions**

Appendix 1 (public): 9 Market Place Grant Overview Form

Appendix 2 (private): 9 Market Place Grant Overview Form - Financial Summary

Cabinet Decision 23rd September 2014 - Dewsbury Townscape Heritage Initiative:
Council permission to offer third party grants:

<https://democracy.kirklees.gov.uk/Data/Cabinet/201409231600/Agenda/Cabinet20140923DecisionSummary.pdf>

10. **Service Director responsible**

Karl Battersby

Strategic Director - Economy and Infrastructure

karl.battersby@kirklees.gov.uk

(01484) 221000

APPENDIX 1 (Public)

Dewsbury Townscape Heritage Initiative Grant Application 9 Market Place, Dewsbury

Grant Overview Form

Property – Grant Ref: DTHI-014
9 Market Place, Dewsbury, WF13 1AE.

Applicant (s):
IAS Properties Ltd.

Architect
DK Architects

Works

The project is based on a 'Vacant Floor space Grant' for the restoration and rehabilitation of the whole of the property for a restaurant and function space, to include:

New frontage and entrance, awnings, Internal reconfiguration, structural alterations, new internal stairs, toilets, kitchen, basic provision of heating, lighting, fixtures and fittings throughout, fire escape, roof, windows & doors, Ceramic cladding, Rain Water Goods, pigeon deterrents, decoration, utilities and drainage.

Planning Approval

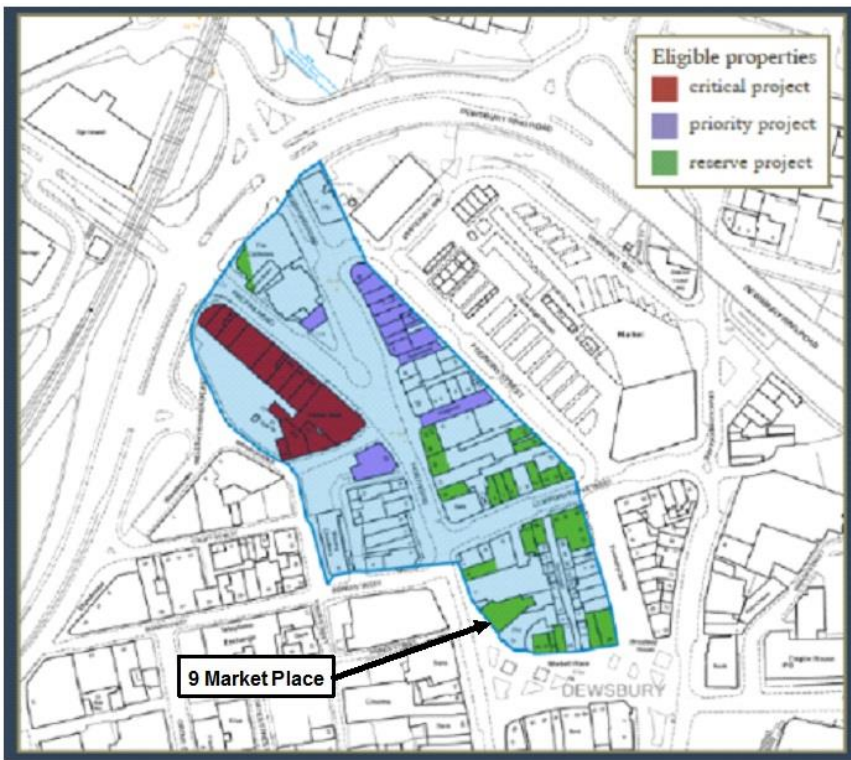
Planning permission and Listed Building consent Approved 12th October 2018 –
App. No: 2018/62/92397/E– <https://goo.gl/gmHpR9>

Building Regs - : Ref: 262340/WK/18 – JHAI Ltd. (approved 30.10.18)

Officer Recommendation

To proceed with appointment of Broadley Construction Ltd. based on being lowest price and ability to undertake the works, with an award of a THI Grant to the applicant (subject to full grant application and HLF approval).

Property Location



Property:



Dewsbury Townscape Heritage Initiative – 30th November 2018



Name of meeting: Cabinet
Date: 22nd January 2019
Title of report: Proposals to allocate funding from the Learning and Early Support Strategic Priorities section of the Capital Plan for the provision of new pupil places in Huddersfield North.

Purpose of the report To seek Cabinet approval to allocate capital funds to build a new 420 place primary school at Clare Hill, Edgerton, Huddersfield.

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes - this will result in capital expenditure significantly in excess of £250k.
Is it in the Council's Forward Plan?	Yes - 20 th August 2018
Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Strategic Director and name	Karl Battersby - 10/01/2019
Is it signed off by the Service Director - Finance (S151 Officer)?	Eamonn Croston - 10/01/2019
Is it signed off by the Service Director - Legal, Governance and Commissioning?	Julie Muscroft - 10/01/2019
Cabinet member portfolio	Cllr Graham Turner - Corporate Cllr Masood Ahmed - Learning and Aspiration

Electoral [wards](#) affected: Greenhead and Newsome Wards

Ward councillors consulted: Yes

Public or private: Public with private Appendix B

Has GDPR been considered? There are no GDPR implications arising from this report.

1. Purpose of report.

- 1.1 Following the successful delivery of new build primary schools to provide additional school places to serve Huddersfield North West and South West, this report will inform Members of work undertaken by Officers to develop a new build 420 place (2FE) 4-11 age Primary School, to be known as Brambles Primary Academy, on playing fields at Clare Hill, Edgerton to serve Huddersfield North.
- 1.2 Members will be requested to consider and approve the delivery of the proposed new school building within the capital plan allocation as outlined in this report.

2. Information required to take a decision

(a) Background

- 2.1 Ensuring that there are sufficient school places is a strategic priority for the Council in order to support the very best opportunities for our children and young people. The Local Authority (LA) has a statutory duty to secure sufficient supply of good quality school places, promote high standards of education and ensure fair access to education. As a strategic system leader the LA can only carry out these duties through maintaining existing partnerships and pro-actively developing new partnerships with all local providers to serve the needs of all children and families in the area.
- 2.2 In October 2013 Cabinet authorised officers to develop proposals, through working in partnerships with schools, to inject up to 1260 additional school places across the system to address ongoing and increasing pressures on primary school places arising from expected population growth and housing developments in Huddersfield North, North West and South West.
- 2.3 This requirement for new places was identified by the Council's School Organisation and Planning team and was evidenced in their published document called "Securing Sufficient High Quality Learning and Childcare Places – School Organisation, Planning and Development 2015-18", which provided an analysis of current and future demands for school places across Kirklees at the time.
- 2.4 In June 2016 the first of three new primary schools was completed in the grounds of Royds Hall Community School (which changed its age range from 11-16 to 4-16 to become an all through school), which provided 420 new pupil places for children aged 4-11 years old to serve Huddersfield North West from September 2016.
- 2.5 In September 2016 a second new school known as Beaumont Primary Academy was opened in temporary modular accommodation on the site of Moor End Academy pending a new build school being constructed. This was subsequently completed for occupation from September 2018 and provides

420 additional new pupil places as well as allowing for a reduction of 210 pupils at Oak CE (VC) Primary school in Huddersfield South West.

- 2.6 This report relates to the provision of the permanent building solution for the third new school (which has already opened in temporary accommodation), which will provide an additional 420 pupil places for the Huddersfield North area. The three new schools combined will inject 1260 new primary school places into the system across the Huddersfield area.

(b) The creation of a third new school, to be known as Brambles Primary Academy

- 2.7 On 18th October 2016 Cabinet considered a report in relation to the proposed creation of a new 420 (2FE) primary school to serve North Huddersfield. The following recommendations were approved:

- the selection of Clare Hill Playing Fields as the preferred site for the development and construction of the new school;
- the submission of an outline planning application for the new school in order to establish whether or not the development of a new school on this land was deliverable;
- the continuation of discussions with Greenhead College for the purchase of the land required, with Officers authorised to negotiate and agree a valuation and Heads of Terms for the potential purchase;
- in principle the potential use of some of the Cemetery Road allotments site as part of the overall solution for the new school proposal;
- the allocation of £874k of funds from signed S106 agreements to offset the final cost of this new school building.

- 2.8 On 21st November 2017 outline planning permission was obtained for the development of the new school on Clare Hill Playing Fields. This was subsequently amended through the planning process to reflect the design development of the new school and its site, with final full planning permission being granted on 12th November 2018.

- 2.9 On 21st August 2018 Cabinet approved, following a non-statutory consultation process, the appropriation of part of Cemetery Road allotments from general estates/temporary allotment purposes to education purposes. This decision is currently subject to a Judicial Review challenge from one of the current allotment plot holders, with an initial Court assessment of the JR application due in early 2019. This process does not prevent the construction of the new build school as the allotment land concerned will be used to provide playing field provision and other ancillary uses.

- 2.10 On 3rd September 2018 the new school, known as Brambles Primary Academy and operated by South Pennines Academies, opened in temporary accommodation located in the grounds of Highfields Adult Day Centre. Further

temporary accommodation will be provided for the September 2019 intake pending construction of the new school building.

(c) The new build school and its site

- 2.11 The new school will be built on a playing field at Clare Hill, Edgerton which is being purchased from Greenhead College. Subject to final legal details being agreed, the purchase will hopefully be completed by the end of January 2019 – please see **Appendix B** for further details. Replacement playing field provision and a second car park will be created on part of the former Cemetery Road Allotments site, which has been appropriated for education purposes for use by the new school.
- 2.12 The design of the new school has been heavily influenced by the two previous new build primary schools completed by the Council at Royds Hall Community School and Beaumont Primary Academy. A simple two storey rectangle building that suits the contours of the site has been designed containing 14 classrooms; a large hall suitable for dining, PE and assemblies; studio with sprung floor and kitchenette for overflow PE, dance, drama and community use; Learning Resource Centre for library and ICT activities; Specialist Learning room for food technology and science activities; a number of small quiet teaching rooms for pupils with Special Educational Needs and small groups plus other non-teaching spaces to support the activities of the school.
- 2.13 Externally, separate Key Stage 1 and 2 play areas will be provided plus a Multi-Use Games Area, alongside appropriate soft play and habitat areas. Direct access to a dedicated playing field for the school is also being created, which will be available for community use. Two car parks, one approached from Cemetery Road and another approached from Cambridge Road, are being provided to address Highways concerns regarding spreading the traffic load generated by the new school across the highways network.
- 2.14 As part of the project, significant Highways improvements to Cemetery Road and Cambridge Road will be undertaken, which will be delivered by the Council's Highways Service. Similarly the public footpath network in the vicinity of the new school will also be repaired and improved. This will ensure that the new school has good pedestrian and vehicular access to the new site.
- 2.15 Attached at **Appendix A** are two indicative visuals illustrating what the new school is expected to look like. A landscape diagram is also included that highlights the external layout of the school site.

(d) The procurement process

- 2.16 A tendering exercise to select a contractor to construct the new school, associated external works, sports pitches, drop off car parking, private access roads and small car park to replace parking lost at the end of Cambridge Road has been undertaken via Lot 4 of the YorBuild2 West Area Contractors' Framework Agreement.

- 2.17 YorBuild2 is a construction framework that has been developed by a consortium of Local Authorities (LAs) to provide efficient access for LAs, Public Sector Bodies and Third Sector organisations across the Yorkshire and Humber region to high quality construction contractors. Full details of the tendering process and the recommended outcome is attached at **Appendix B**.

(e) *Delivery phase programme*

- 2.18 The table below summarises the current anticipated key milestones for the delivery phase of the project:

Activity	Key Milestone Date
Cabinet approval for the capital expenditure required to deliver the new Brambles Primary Academy.	22 nd January 2019
Letter of Acceptance to successful contractor	8 th February 2019
Commencement of construction	26 th March 2019
Completion of construction	23 rd March 2020
Occupation and opening of the new school	Easter 2020

Given the current ongoing Judicial Review, work to convert the area of Cemetery Road Allotments appropriated for education use will not be undertaken until the JR process has been completed and the outcome known.

The Court have informed Legal Services that there is currently a backlog of Judicial Review applications but the position will be closely monitored so as to minimise the risk of any delays.

(f) *Capital Requirements*

- 2.19 Following completion of the tendering process, the total envelope required to deliver this project has been confirmed as **£9.7m**. This includes the construction and fit out of the new school and its associated facilities; all costs relating to the appropriation process and the subsequent creation of new allotments on the lower part of Cemetery Road Allotments site; highways improvements to Cambridge Road and Cemetery Road; purchase of land from Greenhead College; project development costs and all professional fees – both internal to the Council and payable to external bodies such as Architects and Solicitors. A full breakdown is shown in **Appendix B**.
- 2.20 The Council's 2018/19 to 2022/23 Five Year Strategic Capital Plan approved by Council in July 2018 contains financial provision of £10.366m for the new school to serve North Huddersfield. Taking into account £597K of expenditure incurred and paid for in previous financial years, there is a need to allocate £9.103m from the current plan as shown below:

Funding Source	2014/15 to 2017/18	2018/19	2019/20	2020/21	Total (000s)
Section 106		£94K	£1391K		£1485K
Grant	£597K	£500K	£5209K		£6306K
Borrowing			£1580K	£329K	£1909K
Total	£597K	£594K	£8,180K	£329K	£9700K

- 2.21 The new school will be predominately funded through Basic Need government grant provided to create additional new school places. Section 106 contributions generated through housing developments across North Huddersfield and received to date (January 2019) will be used to offset £1.485m of the project cost, with the remaining shortfall of £1.909m being provided by Council prudential borrowing. The associated costs of borrowing are factored into the Council's treasury management revenue budget provision.
- 2.22 In order to minimise the impact on the Council's Medium Term Financial Plan, government capital grant and Section 106 monies will be applied first to fund in year expenditure wherever possible in order to delay the point at which borrowing is required.
- 2.23 In total there is £1.884m of Section 106 monies relating to housing developments at (a) Crosland Road (b) Peat Pond Farm (c) Cowrakes/ Weatherhill Road and (d) Ainley Top / Yew Tree Road / Burn Road that can be used for this project, of which £1.485m has been received to date. If the remaining funds are received during the lifetime of this project these will be used to offset Council prudential borrowing for this project.

(g) Revenue implications

- 2.24 Numbers in the new primary provision will build up over the course of seven years. An initial intake of 19 pupils started in modular accommodation in September 2018, with a further 60 expected in September 2019 and then each subsequent year until September 2024 when the 420 place provision should be approaching full capacity.
- 2.25 Revenue funding for schools is provided by the Government through the Dedicated Schools Grant (DSG) and passed directly to schools, using a locally agreed formula which allocates most funding according to the age and number of pupils at each school. As the school would fill up over time, additional "start-up" revenue costs for the primary provision would be provided by the DSG. The cost of the modular accommodation is also being borne by the DSG. Overall, there would be no revenue cost to the Council as the DSG would bear the cost of the "start-up" and ongoing revenue requirements.

3. Implications for the Council

Working with people

- 3.1 Consultation events were held during the development of the new school with local residents and stakeholders. Particular concerns were identified by

allotment holders impacted by the appropriation of part of the Cemetery Road allotments site to education use, thereby requiring the displacement of 14 plot holders. Officers have engaged with the allotment holders regarding the selection process for their new plots and their particular individual requirements in order to try and alleviate their concerns. However, although officers have worked closely with the allotment holders, the decision made on 21st August 2018 by Cabinet to appropriate the land currently forming part of the Cemetery Road allotments is currently subject to a Judicial Review application by one of the plot holders and this is presently with the Court for consideration.

Working with partners

- 3.2 The new Brambles Primary School will be an academy that forms part of South Pennine Academies. This partner organisation was selected from a presumption competition overseen by the Council's Learning and Early Support Service, with input from the Regional Schools Commissioner and the Department for Education. Representatives of South Pennine Academies have had input into the design of the new school and have actively attended numerous meetings in relation to the development of the new school.

Place based working

- 3.3 The proposal for a new school for North Huddersfield was developed in partnership with local schools through a number of engagement meetings facilitated by the Council's School Organisation and Planning team. Local Ward members for Newsome and Greenhead were also engaged at an early stage regarding site selection. A number of consultation events with local residents and stakeholders were undertaken during the development of the project in relation to the new school and the impact on the Cemetery Road allotments.

Improving outcomes for children

- 3.4 The new school will be a light, airy and spacious building providing state of the art facilities that will encourage and inspire children to learn and develop. It will have its own fenced grounds, which will contain all the external facilities needed to stimulate young minds, and will have access to its own playing fields to encourage active involvement in sports and health / well-being activities. The school is set in an environment of trees, playing fields and allotments which will encourage children to explore their natural environment as part of the school's commitment to the Forest Schools programme.

- 3.5 *Other implications*

The financial and legal implications have been covered in other sections of this report. There are no Human Resources implications arising from this report.

4. Consultees and their opinions

- 4.1 There has been engagement with school leaders over a period of time, in particular with schools from the North Huddersfield area. Discussions have

covered the site selection process and the mechanism through which a new school can be created. Whilst it is difficult to achieve a consensus of opinion across a group of schools, there is a general level of acceptance and support for the need for additional places.

- 4.2 The Local Ward Members for Greenhead and Newsome have been briefed on various occasions during the course of the development of this project. Ward Members have previously expressed strong support for the need for the new school and have acknowledged the community benefits that could arise from a new school through the provision of much needed additional school places, potential links to the allotments and the national Food for Life programme and better use of the playing fields for community use. Concerns regarding the impact on allotment holders have been addressed through planning conditions related to this aspect of the development.
- 4.3 The Council's Executive Team, Leadership Management Team and Portfolio Holders have been briefed extensively during the course of the development of this project and have strongly supported it.
- 4.4 The new school has been subject to two full planning processes (outline and reserved matters) and a non-statutory process relating to the appropriation of part of Cemetery Road Allotments and all have been granted final permission. An application for a Judicial Review is currently being considered by the Court in relation to the appropriation decision taken by Cabinet on 21st August 2018.

5. Next steps and timelines

- 5.1 Subject to approval of the recommendations in sections 5 and 6 below, officers will proceed to let the construction contract for the provision of the new school and its associated facilities and finalise the land purchase (which will occur before the building contract is let). Further temporary accommodation will be provided for the September 2019 intake and the school will be supported to move into its new build accommodation at Easter 2020.
- 5.2 Officers from Capital Delivery and Legal Services will deal with the consequences of the current Judicial Review application and will report back to Cabinet in due course should there be any impact on the new school project.

6. Officer Recommendations and Reasons

Based on the content of this report, Officers make the following recommendations to Cabinet. Members are asked to:

- (a) Approve an overall capital allocation of **£9.7m** from the Council's Capital Plan for the project as defined in this report to create a new 420 place primary school building and associated facilities at Clare Hill, Edgerton to serve Huddersfield North;

- (b) Approve the proposed mix of government grant, Section 106 monies and prudential borrowing as detailed in sections 2.20-2.23 of this report and **Appendix B**;
- (c) Note the information contained in **Appendix B** which details the name of the successful contractor and the agreed contract price, which has been determined through a competitive tender exercise in accordance with the Council's Financial and Contract Procedure Rules;
- (d) Delegate authority to the Service Director – Legal, Governance and Commissioning in consultation with the Service Director – Commercial, Regulatory and Operational Services to finalise and enact all contractual agreements in relation to the building contract and the land purchase.

Officers make these recommendations as the provision of a new primary school to serve North Huddersfield will enable the Council to meet its statutory duty to provide high quality school places in areas where there is a Basic Need for additional provision. The new school has full planning permission in place and has been subject to a fully compliant procurement process.

7. Cabinet Portfolio Holders Recommendation

We are committed to improving the quality of education in our primary schools to give every child the best possible start and ensuring that all children have access to sufficient high quality school places.

Following the opening of Brambles Primary Academy in September 2018 in temporary accommodation to address a shortfall of school places in the Huddersfield North area, it is acknowledged that in order to meet the Council's statutory duties an investment of capital is required to create permanent high quality new build accommodation that will meet the needs of pupils, staff and the local community.

This new school represents the final phase of a delivery plan that has created 1260 additional primary school places for Huddersfield, following on from the excellent facilities already provided at Royds Hall Community School (2016) and Beaumont Primary Academy (2018).

The new school will be a fantastic educational facility with access to excellent internal and external spaces including dedicated playing fields that will stimulate young minds, provide a great start in life and support the health and well-being of the children that will be educated in this school for generations to come.

Regrettably, there is insufficient Government grant to meet the full cost of the new school provision therefore prudential borrowing as identified in the Council's Strategic Capital Investment Plan and accounted for in the Medium Term Financial Plan will be provided to meet the shortfall in funding. This highlights the Council's commitment to ensuring that high quality school places are available for Kirklees residents.

The Portfolio Holders for Corporate and Learning and Aspiration recommends that Cabinet:

- (a) Approve an overall capital allocation of **£9.7m** from the Council's Capital Plan for the project as defined in this report to create a new 420 place primary school building and associated facilities at Clare Hill, Edgerton to serve Huddersfield North;
- (b) Approve the proposed mix of government grant, Section 106 monies and prudential borrowing as detailed in sections 2.20-2.23 of this report and **Appendix B**;
- (c) Note the information contained in **Appendix B** which details the name of the successful contractor and the agreed contract price, which has been determined through a competitive tender exercise in accordance with the Council's Financial and Contract Procedure Rules;
- (d) Delegate authority to the Service Director – Legal, Governance and Commissioning in consultation with the Service Director – Commercial, Regulatory and Operational Services to finalise and enact all contractual agreements in relation to the building contract and the land purchase.

8. Contact Officer

David Martin – Head of Service for Capital Delivery and Facilities Management
Tel: 01484 221000 - Email: david.martin@kirklees.gov.uk

9. Background papers and History of Decisions

The following background papers are relevant to this report:

- Cabinet report dated 18th October 2016 which approved the principle of building a new primary school for North Huddersfield on the Clare Hill site and part of the associated Cemetery Road Allotments site;
- Cabinet report dated 21st August 2018 which approved the appropriation of part of Cemetery Road Allotments from general estates / temporary allotments purposes to education purposes.

10. Service Director Responsible

Joanne Bartholomew – Service Director – Commercial, Regulatory and Operational Services - Tel: 01484 221000 – Email: joanne.bartholomew@kirklees.gov.uk

Jo-Anne Sanders – Service Director – Learning and Early Support – Tel: 01484 221000 – Email: Jo-Anne.Sanders@kirklees.gov.uk

11. Attachments

Appendix 1 Images of the new build school and the grounds layout

Appendix 2 **This is a private appendix to this report containing commercial information relating to the tender process outcome for the construction contract arising from this report.**

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Name of meeting: Cabinet
Date: 22 January 2019
Title of report: Kingsgate Phase 2 - request for funding from the Property Investment Fund

Purpose of report To consider a request for loan support from the Property Investment Fund towards the remodelling of the Kingsgate Centre

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes Expenditure in excess of £250k
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by Strategic Director and name	Karl Battersby - 08.01.2019
Is it also signed off by the Service Director - Finance - (S151 Officer)?	Eamonn Croston - 11.01.2019
Is it also signed off by the Service Director - Legal Governance and Commissioning?	Julie Muscroft - 09.01.2019
Cabinet member portfolio	Cllr Graham Turner Corporate Cllr Peter McBride Economy

Electoral wards affected: Newsome

Ward councillors consulted: Cllr Karen Allison, Cllr Andrew Cooper, Cllr Julie Stewart-Turner

Public or private: Public Report with Private Appendix

GDPR

There is no personal data contained in this report.

1. Summary

Cabinet are asked to consider a request for support, via a loan from the Property Investment Fund, towards a scheme to remodel the Kingsgate shopping centre to provide a cinema and restaurant facilities in addition to existing retail units.

2. Information required to take a decision

The Kingsgate Centre is a focus for retail activity in the town centre and houses many of the “big name” retailers such as Next and Waterstones.

The retail market has seen significant changes in recent years as much retail activity has moved online. This has had a significant impact on many town and city centres including Huddersfield and Kingsgate. These challenges have been demonstrated recently in the acquisition of the House of Fraser group by Mike Ashley’s Sports Direct and the proposed closure of many stores, including flagships such as the one at the former Kendals in Manchester city centre.

It is now accepted that department stores are no longer viable in their current format outside a limited number of locations e.g. London.

In order to secure the future of the large retail space occupied by House of Fraser within the Kingsgate centre, the developer is proposing a comprehensive redevelopment of the space to create a mixed leisure and retail development within the existing House of Fraser unit. This would consist of a premier quality cinema, restaurant complex and a remodelled department store.

The Kingsgate Centre is a key focus of the retail offer for Huddersfield Town Centre. It is also adjacent to complimentary leisure uses. The offer provided by Kingsgate also needs to be viewed in the context of the wider masterplanning of the town centre which is currently being progressed, this includes public realm improvements to Cross Church Street. Kingsgate is therefore very likely to remain a key development within the town centre for the foreseeable future and is arguably inextricably linked with the overall future health and sustainability of the town centre.

Full Council at its meeting held on 15 November 2017, agreed to support the creation of a Property Investment Fund (PIF) of £25m, the intention of which was to allow the Council to support redevelopment schemes with loan funding. The scheme is focussed on supporting proposals which provided wider benefits to support the Council’s regeneration objectives. Whilst the loan funding would be provided on as close to commercial terms as possible and at an interest rate which allowed the Council to cover its own cost of borrowing and generate a surplus as a risk contingency, the Council can also take a view on the wider benefits of any proposals in a way which a purely commercial lender would not be prepared to do as part of their risk assessment of proposals.

Standard banking finance is not available to support the full cost of the remodelling of Kingsgate due to the overall uncertainty in the retail market, in particular in relation to House of Fraser. The details of the requested funding are set out in the private appendix to this report.

The importance of Kingsgate to the retail offer in Huddersfield, combined with its strategic location in the town centre near other leisure uses, thus creating a retail and leisure hub, supports the case for funding from the Property Investment Fund. The proposal to remodel the centre to include a cinema and restaurant uses will increase the time and money that people spend in the town centre – it has been demonstrated by research that a strong catering offer will have this effect. The proposal will help to stabilise the uncertain retail environment in which the Kingsgate centre is currently operating.

Research undertaken by WD, the developer, indicates that the redevelopment of the centre will increase sales of comparison goods (i.e. non food retail) by 8%, and that a catering “user” will spend 37% more than a non catering “user”.

3. Implications for the Council

3.1 Working with People

This is a proposal for the Council to work with the developer of the Kingsgate centre in an enabling role by providing development finance, rather than the Council undertaking direct works. WD are working proactively to respond to changes in the retail environment and diversify the uses of the centre. In turn this has the benefit for Kirklees citizens of aiming to ensure the sustainability of the town centre, and a vibrant leisure offer which is open to everyone.

A further benefit is that WD has committed to using a local contractor and a local supply chain, subject to overall tender costs, and to utilising local labour as far as possible during the construction. There is therefore a positive impact for the economy of Kirklees.

3.2 Working with Partners

The revitalisation of Huddersfield town centre is a key outcome of the Kirklees Economic Strategy.

As set out in (3.1) above, developer WD is working with the Council to respond to changes in the retail environment. The Kingsgate centre is a focus of retail activity in the town centre, adjacent to complementary leisure uses. This proposal will help to stabilise the current retail environment, by diversifying the use of the anchor unit within the shopping centre, which might otherwise be likely to close. The proposals will contribute to the wider vision for the town centre which is currently being developed, including proposals to improve Cross Church Street. It will add to the vibrancy of the town centre and help provide more varied uses, including a quality cinema which has the potential to serve as a destination for visitors.

3.3 Place Based Working

N/A

3.4 Improving Outcomes for Children

No direct impact.

3.5 Other Impacts

Legal/Financial or Human Resources

Subdivision of the House of Fraser unit is likely to result in an increase in rateable value, thus increasing the income being received by the Council.

Appropriate legal and finance resources will be required to carry out detailed due diligence and enter in to the necessary legal documentation for the loan.

The offering of a loan by the Council inevitably involves some financial risks, and these are considered in the private appendix. These risks need to be considered in the context of the strategic importance of Kingsgate to the town centre.

4. Consultees and their opinions

Ward members

Ward members have been consulted. One point of feedback was received regarding the original Council approval of the PIF. Feedback has been provided about the original Council report (15 November 2017, link provided in section 7 below) which sets out the overall aims and objectives of the PIF.

Cabinet members

The Portfolio Holders for Resources and Economy are supportive of the proposals brought forward by WD Kingsgate. They feel that diversifying the use of the Kingsgate centre is strategically important for the town centre, and links to other leisure uses in the area and that it responds positively to changes in the retail environment.

5. Next steps

If Cabinet is minded to support the proposal, officers will then carry out appropriate due diligence and prepare the necessary legal documentation to facilitate the loan.

6. Officer recommendations and reasons

- 6.1 That Cabinet agrees to a loan from the Property Investment Fund for the remodelling of the Kingsgate Centre in accordance with the details set out in the private appendix.
- 6.2 That the Strategic Director, Economy and Infrastructure in consultation with the Portfolio Holder for Corporate, having sought appropriate advice from the Service Director Legal, Governance and Commissioning, and the Service Director Finance be authorised to carry out appropriate due diligence on the proposal to offer a loan from the PIF.
- 6.3 That the Service Director Legal, Governance and Commissioning be authorised to enter into any documentation required to agree the Property Investment Fund loan and to protect the Council's position as lender.

7. Cabinet portfolio holder's recommendations

Councillor Graham Turner said "I support these proposals to diversify the use of the Kingsgate centre to respond to changes in the retail environment. The proposals will contribute to the creation of a leisure hub in an area which is strategically important to the town centre and with strong pedestrian links to the University. It is important that we work with partners to ensure we have the best possible offer for our residents in our ever changing town centres".

Councillor Peter McBride said "I support the proposal to offer a loan to diversify the uses in the Kingsgate centre. The strategic importance of the district's town centres cannot be understated, and I am pleased that the Council is able to support schemes such as this with loan finance".

The Cabinet portfolio holder recommends:

- 7.1 That Cabinet agrees to a loan from the Property Investment Fund for the remodelling of the Kingsgate Centre in accordance with the details set out in the private appendix.
- 7.2 That the Strategic Director, Economy and Infrastructure in consultation with the Portfolio Holder for Corporate, having sought appropriate advice from the Service Director Legal, Governance and Commissioning, and the Service Director Finance be authorised to carry out appropriate due diligence on the proposal to offer a loan from the PIF.
- 7.3 That the Service Director Legal, Governance and Commissioning be authorised to enter into any documentation required to agree the Property Investment Fund loan and to protect the Council's position as lender.

8. Contact officer

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Liz Jefferson - Strategic Partnership Lead - Regeneration Delivery
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(01484) 221000

9. Background Papers and History of Decisions

Cabinet Report - Property Investment Fund - 31 July 2017
<https://tinyurl.com/ychy56qg>

Council Report - 15 November 2017
<https://tinyurl.com/yd4q384h>

10. Strategic Director responsible

Karl Battersby
Strategic Director - Economy and Infrastructure
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(01484) 221000

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