

Public Document Pack

Kirklees Council



Council Chamber - Town Hall, Huddersfield

Tuesday 3 July 2018

Dear Member

The Council will meet on Wednesday 11 July 2018 at 4.00 pm at Council Chamber - Town Hall, Huddersfield.

This meeting will be webcast live and will be available to view via the Council's website.

The following matters will be debated:

Pages

1: Announcements by the Mayor and Chief Executive

To receive any announcements from the Mayor and Chief Executive.

2: Apologies for absence

Group Business Managers to submit any apologies for absence.

3: Minutes of Previous Meeting

To agree and authorise the Mayor to sign the Minutes of Annual Council held on 23 May 2018.

1 - 8

4: Declaration of Interests

9 - 10

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

5: Petitions (From Members of the Council)

To receive any Petitions from Members of the Council in accordance with Council Procedure Rule 9.

6: Deputations & Petitions (From Members of the Public)

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.

7: Public Question Time

The Committee will hear any questions from the general public.

8: Financial Outturn Report 2017-2018

11 - 74

To receive the report.

Contact: Eamonn Croston, Head of Finance and Accountancy

9: Kirklees Corporate Plan 2018-2020

75 - 94

To consider the Corporate Plan 2018-2020

Contact: Kate McNicholas, Strategy and Policy Service Manager

10: Allocation of Seats - Update

95 - 100

To consider the re-allocation of seats for the 2018-2019 municipal year.

Contact: Andrea Woodside, Principal Governance Officer

11: Scrutiny Update

To receive an update on the work of the Joint Health Scrutiny Committee Calderdale and Kirklees.

12: Written Questions to the Leader, Cabinet Members, Chairs of Committees and Nominated Spokespersons

To receive written questions to the Leader, Cabinet Members, Chairs of Committees and Nominated Spokespersons in accordance with Council Procedure Rule 12/12(1).

The schedule of written questions will be tabled at the meeting.

13: Minutes of Cabinet and Cabinet Committee Local Issues

101 -
126

To receive for information; the minutes of Cabinet held on 20 February, 6 March, 20 March and 17 April 2018 and Cabinet Committee – Local Issues held on 28 March 2018.

14: West Yorkshire Combined Authority Minutes

127 -
176

To receive the Minutes of the Meetings of the West Yorkshire Combined Authority held on 14 December 2017, 1 February 2018, 5 April 2018 and 10 May 2018.

15: Holding the Executive to Account

(a) To receive a Portfolio Update from the Leader of the Council

(b) Oral Questions/Comments to Cabinet Members on their Portfolios and relevant Cabinet Minutes;

(i) The Leader of the Council

(ii) The Deputy Leader of the Council

(iii) Adults and Independence Portfolio (Councillor Scott)

(iv) Children's Portfolio (Councillor Kendrick)

(v) Communities and Environment Portfolio (Councillor Mather)

(vi) Corporate Portfolio (Councillor Turner)

(vii) Economy Portfolio (Councillor McBride)

(viii) Health Portfolio (Councillor Khan)

(ix) Learning and Aspiration Portfolio (Councillor Ahmed)

16: Minutes of Other Committees

177 -
270

To receive for information the minutes of the following Committees;

(i) Appeals Panel

(ii) Corporate Governance and Audit Committee

(iii) Corporate Parenting Board

(iv) Health & Wellbeing Board

(v) Overview and Scrutiny Management Committee

(vi) Personnel Committee

(vii) Standards Committee

(viii) Strategic Planning Committee

17: Oral Questions to Committee Chairs and Nominated Spokespersons of Joint Committees/External Bodies

(a) Appeals Panel (Councillor Dad)

(b) Corporate Governance and Audit Committee (Councillor Richards)

(c) Corporate Parenting Board (Councillor Kendrick)

(d) Employee Relations Sub Committee (Councillor Pandor)

(e) Health and Wellbeing Board (Councillor Pandor)

(f) Licensing and Safety Committee – including Licensing Panel and Regulatory Panel (Councillor Pattison)

(g) Overview and Scrutiny Management Committee (Councillor Stewart-Turner)

(h) Personnel Committee (Councillor Pandor)

(i) Planning Sub Committee - Heavy Woollen Area (Councillor Kane)

(j) Planning Sub Committee – Huddersfield Area (Councillor Lyons)

(k) Strategic Planning Committee (Councillor S Hall)

(l) Kirklees Neighbourhood Housing (Councillor Smaje)

(m) Kirklees Active Leisure (Councillor Sokhal)

- (n) West Yorkshire Combined Authority (Councillor Pandor)
 - (o) West Yorkshire Combined Authority Transport Committee (to be confirmed)
 - (p) West Yorkshire Fire and Rescue Authority (Councillor O'Donovan)
 - (q) West Yorkshire Joint Services Committee (to be confirmed)
 - (r) West Yorkshire Police and Crime Panel (Councillor Hussain)
-

18: Motion submitted in accordance with Council Procedure Rule 14 as to Flockton Traffic Issues

To consider the following Motion in the names of Councillors Smith, J Taylor and D Hall.

“This Council notes that work is now underway to produce an Option Assessment Report in relation to the North Kirklees Orbital Route which will help to determine if this is a viable scheme to develop.

Additionally the £77 million Cooper Bridge by pass, linking the [A644 near junction 25](#) M62 and the A62 near Bradley Bar is currently in the Design phase.

The Council recognises that both these schemes have the potential to significantly affect the volume and flow of traffic in and around the village of Flockton and on the B6118.

Given the existing severe traffic problems affecting the village of Flockton and the undoubted increase in the future with developments already in construction and the potential from the Local Plan , the Council recognises that even if it were to overlook the 2 major road schemes already mentioned, without intervention, this situation will only continue to deteriorate.

Therefore the council calls on the Cabinet to undertake an assessment of any impact upon the village of Flockton & B6118 from the NKOR and A62 scheme and to ensure that due consideration is given to the issues in Flockton prior to any work starting on either of these road schemes.”

By Order of the Council



Chief Executive

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

ANNUAL COUNCIL

**At the Meeting of Annual Council of the Borough of Kirklees held at
Council Chamber - Town Hall, Huddersfield on Wednesday 23 May 2018**

PRESENT

The Mayor (Cllr Gwen Lowe) in the Chair

COUNCILLORS

Councillor Masood Ahmed	Councillor Mahmood Akhtar
Councillor Karen Allison	Councillor Bill Armer
Councillor Donna Bellamy	Councillor Martyn Bolt
Councillor Cahal Burke	Councillor Andrew Cooper
Councillor Nosheen Dad	Councillor Donald Firth
Councillor Eric Firth	Councillor Charles Greaves
Councillor David Hall	Councillor Steve Hall
Councillor Lisa Holmes	Councillor Edgar Holroyd-Doveton
Councillor Judith Hughes	Councillor Mumtaz Hussain
Councillor Christine Iredale	Councillor Paul Kane
Councillor Viv Kendrick	Councillor Musarrat Khan
Councillor John Lawson	Councillor Vivien Lees-Hamilton
Councillor Robert Light	Councillor Terry Lyons
Councillor Naheed Mather	Councillor Peter McBride
Councillor Darren O'Donovan	Councillor Marielle O'Neill
Councillor Shabir Pandor	Councillor Nigel Patrick
Councillor Carole Pattison	Councillor Amanda Pinnock
Councillor Andrew Pinnock	Councillor Kath Pinnock
Councillor Hilary Richards	Councillor Mohammad Sarwar
Councillor Cathy Scott	Councillor David Sheard
Councillor Ken Sims	Councillor Elizabeth Smaje
Councillor Mohan Sokhal	Councillor Julie Stewart-Turner
Councillor John Taylor	Councillor Kath Taylor
Councillor Graham Turner	Councillor Sheikh Ullah
Councillor Michael Watson	Councillor Gemma Wilson
Councillor Gulfam Asif	Councillor Richard Eastwood
Councillor Fazila Loonat	Councillor Michelle Grainger-Mead
Councillor James Homewood	Councillor Manisha Roma Kaushik
Councillor Bernard McGuin	Councillor Mussarat Pervaiz
Councillor Richard Smith	Councillor Rob Walker
Councillor Nell Griffiths	Councillor Alison Munro
Councillor Richard Murgatroyd	Councillor Mark Thompson
Councillor Harpreet Uppal	Councillor Habiban Zaman

Annual Council - 23 May 2018

1 To elect the Mayor for the ensuing year

It was moved by Councillor Pandor and seconded by Councillor Kendrick;

‘That Councillor Gwen Lowe be hereby elected Mayor of the Council of the Metropolitan Borough of Kirklees for the Municipal Year 2018-19, from now until her successor accepts office, and signed the required declaration.’

The Motion, on being put to the meeting, was CARRIED.

Councillor Lowe then made the declaration of Acceptance of Office required by law, took the Chair, returned thanks for her election and named Mr Ken Lowe as her Consort for the coming year.

(The Mayor, Councillor Gwen Lowe, took the Chair)

It was moved by Councillor John Lawson, seconded by Councillor Cahal Burke, and;

RESOLVED:

(1) That the thanks of the Council be hereby tendered to Councillor Christine Iredale for the efficient and dignified manner in which she has performed the duties of the Office of Mayor during the period May 2017 to May 2018.

(2) That the thanks of the Council be tendered to Mr Robert Iredale for his services as the Mayor’s Consort.

2 To appoint a Deputy Mayor for the ensuing year

It was moved by Councillor David Sheard, and seconded by Councillor Shabir Pandor;

‘That Councillor Mumtaz Hussain be hereby appointed as Deputy Mayor of the Council of the Metropolitan Borough of Kirklees for the ensuing year.’

The Motion, on being put to the meeting, was CARRIED.

Councillor Mumtaz Hussain then made the declaration of Acceptance of Office as required by law, returned thanks for his appointment, and named Mrs Noreen Hussain as Deputy Mayoress for the ensuing year.

3 To approve as a correct record the Minutes of the Ordinary Meeting of the Council held on 21 March 2018

RESOLVED - That the Minutes of the Meeting of Council held on 21 March 2018 be approved as a correct record.

Adjournment - At This Point, The Meeting Adjourned For A Short Period Of Time.

(Upon Resumption)

Annual Council - 23 May 2018

4 **Interests**

No interests were declared.

5 **Announcements by the Mayor and Chief Executive**

The Chief Executive advised of the official return of Councillors, following the local elections, held on 3 May 2018, as set out at Agenda Item 5.

The Mayor welcomed all Councillors to the new municipal year, and welcomed the newly elected Councillors, namely Councillors Griffiths, Munro, Murgatroyd, Thompson and Uppal, to the meeting.

The Mayor also conveyed the Council's best wishes to Councillor Jewitt.

It was moved by the Mayor, seconded by Councillor E Firth, and;

RESOLVED – That approval be given to the continuation of maternity leave for Councillor Erin Hill.

6 **To receive any apologies for absence from Elected Members**

Apologies for absence were received on behalf of Councillors Hill and Jewitt.

7 **Election of Leader of the Council**

It was moved by Councillor Sheard, seconded by Councillor E Firth, and

RESOLVED - That Councillor Shabir Pandor be elected as Leader of the Council.

8 **Proposed Amendments to the Council's Constitution (Reference from Corporate Governance and Audit Committee)**

It was moved by Councillor Richards and seconded by Councillor Pattison;

1) That approval be given to the changes as set out in paragraphs 2.04, 2.07, 2.08, 2.09, 2.10, 2.11, 2.12, 2.13, 2.18, 2.19 and 2.26, and accompanying appendices.

2) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to make the appropriate amendments to the constitution, and any consequential changes.

3) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to draft the DBS Policy, as referred to in paragraphs 2.03 and 2.12.

Whereupon, it was moved by Councillor Bolt, and seconded by Councillor J Taylor, by way of AMENDMENT, that the recommendation at paragraph 2.11 (iv) be deleted.

The AMENDMENT, on being put to the vote, was LOST.

Whereupon, it was moved by Councillor D Hall, and seconded by Councillor Sims, by way of AMENDMENT, that the recommendation at paragraph 2.13 be deleted.

Annual Council - 23 May 2018

The AMENDMENT, on being put to the vote, was LOST.

Whereupon, it was moved by Councillor Light, and seconded by Councillor Smaje, by way of AMENDMENT, that the recommendation at paragraph 2.19 be deleted.

The AMENDMENT, on being put to the vote, was LOST.

Upon being put to the vote, the SUBSTANTIVE Motion was CARRIED and it was therefore;

RESOLVED -

- (1) That approval be given to the changes as set out in paragraphs 2.04, 2.07, 2.08, 2.09, 2.10, 2.11, 2.12, 2.13, 2.18, 2.19 and 2.26, and accompanying appendices.
- (2) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to make the appropriate amendments to the constitution, and any consequential changes.
- (3) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to draft the DBS Policy, as referred to in paragraphs 2.03 and 2.12.

9 Proposed Amendments to the Council Financial Procedure Rules (Reference from Corporate Governance and Audit Committee)

It was moved by Councillor Richards, seconded by Councillor Pattison, and;

RESOLVED - That approval be given to the amendments to Financial Procedure Rules, as set out in the considered report.

10 Meetings of Council 2018/19 (Reference from Corporate Governance and Audit Committee)

It was moved by Councillor Richards, seconded by Councillor Pattison, and;

RESOLVED - That approval be given to the meetings of Council being held on the following dates for the 2018/2019 Municipal Year; 11 July 2018, 12 September 2018, 10 October 2018, 7 November 2018, 12 December 2018, 16 January 2019, 13 February 2019, 20 March 2019 and 22 May 2019.

11 Committees of the Council

It was moved by Councillor Sokhal, seconded by Councillor Sheard, and;

RESOLVED - That approval be given to the establishment of the following meetings of Council for the 2018/2019 municipal year; Appeals Panel, Corporate Governance and Audit Committee, Health and Wellbeing Board, Licensing and Safety Committee, Overview and Scrutiny Management Committee, Personnel Committee, Standards Committee, Strategic Planning Committee and Statutory Officer Dismissal Committee.

12 Re-establishment of Corporate Parenting Board

It was moved by Councillor Kendrick, seconded by Councillor Sheard, and;

RESOLVED -

- (1) That approval be given to the re-establishment of the Corporate Parenting Board for the 2018-2019 municipal year.
- (2) That approval be given to the membership of the Board being on a 1:1:1:1 ratio.
- (3) That the Terms of Reference of the Board be updated from those as previously approved on 24 May 2017.

13 Re-establishment of Regional Issues Working Party

It was moved by Councillor Pandor, seconded by Councillor Sheard, and;

RESOLVED -

- (1) That approval be given to the re-establishment of the Regional Issues Working Party for the 2018/2019 municipal year in accordance with the membership and terms of reference as set out in the considered report.
- (2) That authority be delegated to Group Business Managers to determine the membership of the Working Party.

14 Re-establishment of Kirklees Democracy Commission Working Party

It was moved by Councillor Scott, seconded by Councillor Cooper, and;

RESOLVED -

- (1) That approval be given to the re-establishment of the Democracy Commission Working Party for the 2018/2019 municipal year on a 3:2:1:1 ratio.
- (2) That authority be delegated to Group Business Managers to determine the membership of the Working Party.

15 Proposed revisions to Terms of Reference - Health and Wellbeing Board

It was moved by Councillor Pandor, seconded by Councillor Sheard, and;

RESOLVED - That the revised Terms of Reference of the Health and Wellbeing Board, as set out in the considered report, be approved.

16 Allocation of Seats

It was moved by Councillor Sokhal, seconded by Councillor Sheard, and;

RESOLVED -

- (1) That the requirements of Section 15 and 16 of the Local Government Act and Housing Act 1989 shall not apply to the Corporate Governance and Audit Committee, Overview and Scrutiny Management Committee, and Health and Wellbeing Board, for the ensuing Municipal Year.
- (2) That the number and proportion of members of Committees, Boards and Panels be in accordance with the schedule as set out within the considered report

Annual Council - 23 May 2018

17 **Membership of Committees, Boards, Panels and Ratio of Substitutes Panel**

It was moved by Councillor Sokhal, seconded by Councillor Sheard, and;

RESOLVED - That the membership of Committees, Boards and Panels be as set out in the considered report, and that Group Business Managers be delegated authority to make any subsequent changes.

18 **Dates/Times of Committees, Boards and Panels**

It was moved by Councillor Sokhal, seconded by Councillor Sheard, and;

RESOLVED - That the dates and times of meetings of Committees, Boards and Panels be in accordance with the schedule as set out at Agenda Item 18.

19 **Appointment of Members to Joint Authorities**

It was moved by Councillor Sokhal, seconded by Councillor Sheard, and;

RESOLVED -

- 1) That the appointments to (i) West Yorkshire Fire and Rescue Authority and its Committees and (ii) West Yorkshire Police and Crime Panel, be referred to Group Business Managers for determination.
- 2) That the Council Leader be appointed as the representative to the West Yorkshire Combined Authority, with the Deputy Leader as the Substitute Member.
- 3) That authority be delegated to the Chief Executive, in consultation with Group Leaders, West Yorkshire Combined Authority's Managing Director and other West Yorkshire Chief Executives, to appoint the three additional members to the Combined Authority and their substitutes, so that the 8 constituent council members taken as a whole reflect the balance of political parties for the time being among members of West Yorkshire Combined Authority's constituent councils so far as reasonably practicable.
- 4) That authority be delegated to Group Business Managers to determine members to West Yorkshire Combined Authority's Transport Committee on a 2:1 ratio.
- 5) That authority be delegated to Group Business Managers to determine three members and their substitutes to West Yorkshire Combined Authority's Overview and Scrutiny Committee.
- 6) That it be noted that the Council's relevant Cabinet Portfolio Holder will be co-opted by the West Yorkshire Combined Authority to the West Yorkshire and York Investment Committee.
- 7) That it be noted that the West Yorkshire Combined Authority Member appointed by this Council will be appointed (in their capacity as a WYCA Member) to the West Yorkshire Combined Authority's Leeds City Region Partnership Committee.
- 8) That authority be delegated to the Chief Executive, in consultation with Group Business Managers, to (i) confirm any relevant portfolio holder to be appointed, or (ii) make any additional nomination, to any West Yorkshire Combined Authority Committee or Panel, as requested by WYCA following this meeting of Annual Council.

Annual Council - 23 May 2018

- 9) That authority be delegated to the Chief Executive to appoint a local authority representative and substitute to the Leeds City Region Enterprise Partnership Board.
- 10) That authority be delegated to Group Business Managers to determine the appointment of Elected Members/Representatives to the remaining Joint Authorities not otherwise set out in the considered report.

20 **Appointment to Outside Bodies/Other Committees**

It was moved by Councillor Sokhal, seconded by Councillor Sheard, and;

RESOLVED –

- (1) That approval be given to the allocation of places and ratios, as set out in the considered report, and that authority be delegated to Group Business Managers to submit nominations to the Service Director (Legal, Governance and Commissioning) to fill vacancies and make adjustments to any nominees as listed.
- (2) That those bodies with executive functions be referred to the Leader of the Council to put forward nominations.
- (3) That, in relation to Yorkshire Purchasing Organisation Joint Committee, Council agrees to waive political balance rules which apply in accordance with Section 17 of the Local Government and Housing Act 1989 and that the Leader of the Council, in determining the nominees, resolves which Member will have one vote on behalf of the Council.
- (4) That one of the Council Trustees on Kirklees Active Leisure be authorised to represent the Council for the purposes of Member meetings pursuant to Section 323 of the Companies Act 2006, to exercise a vote.
- (5) That it be noted that Paul Kemp (Service Director – Economy, Regeneration and Culture) is the Company Secretary for Kirklees Stadium Development Limited.
- (6) That it be noted that Julie Muscroft (Service Director – Legal, Governance and Commissioning) is the Company Secretary for Kirklees Theatre Trust.

21 **Spokespersons of Joint Committees and External Bodies**

It was moved by Councillor Sokhal, seconded by Councillor Sheard, and;

RESOLVED -

- (1) That the nomination of spokespersons to reply to oral questions at Council meetings for the following organisations; Kirklees Active Leisure, Kirklees Neighbourhood Housing and West Yorkshire Crime Panel, be referred to Group Business Managers for determination.
- (2) That it be noted that the spokespersons for the West Yorkshire Combined Authority (and its Committees); West Yorkshire Fire and Rescue Authority, and West Yorkshire Joint Services Committee will be notified by these bodies.
- (3) That the appointed spokesperson for the West Yorkshire Joint Adoption Committee be the relevant Cabinet Portfolio Holder.

Annual Council - 23 May 2018

22 Appointment of Chairs of Committees

It was moved by Councillor Sokhal, seconded by Councillor Sheard, and;

RESOLVED - That the Chairs of Committees and Panels for the 2018/2019 Municipal Year be approved as follows;

Committee/Board/Panel	Chair
Appeals Panel	Cllr N Dad
Corporate Governance & Audit Committee	Cllr H Richards
Health and Wellbeing Board	Cllr S Pandor
Licensing & Safety Committee	Cllr C Pattison
Overview & Scrutiny Management Committee	Cllr J Stewart-Turner
Personnel Committee	Cllr S Pandor
Standards Committee	Cllr E Firth
Strategic Planning Committee	Cllr S Hall
Planning Sub Committee – Heavy Woollen	Cllr P Kane
Planning Sub Committee – Huddersfield	Cllr T Lyons
Statutory Officer Dismissal Committee	Cllr S Pandor
Children’s Scrutiny Panel	Cllr C Burke
Corporate Scrutiny Panel	Cllr G Asif
Economy and Neighbourhood Scrutiny Panel	Cllr R Walker
Health and Adult Social Care Scrutiny Panel	Cllr E Smaje

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Council			
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: Council

Date: 29 June 2018

Title of report: Council Financial Outturn and Rollover Report 2017-2018; incorporating General Revenue Fund, Housing Revenue Account, Capital and Treasury Management

Purpose of report

To receive information on the Council's 2017-2018 financial outturn position for General Fund Revenue, Housing Revenue Account and Capital Plan, including proposals for revenue and capital rollover from 2017-2018 to 2018-2019. The report also includes an annual review of Council Treasury Management Activity.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes The report includes proposals to roll forward capital underspend from 2017-2018 to spend against specific activities.
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?	No
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer Henshall
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Eamonn Croston
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft
Cabinet member portfolio	Councillor Graham Turner Councillor Shabir Pandor

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public report

1. **Summary**

The appended report was submitted to the meeting of Cabinet on 29 June 2018 for consideration, and for Cabinet to make a recommendation to Council.

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

(see appended report)

3. **Implications for the Council**

(see appended report)

4. **Consultees and their opinions**

(see appended report)

5. **Next steps**

Subject to approval, capital rollover proposals and the update of the year 5 capital plan will be incorporated into in-year financial monitoring in 2018-2019, and reported quarterly to Cabinet from Quarter 1 onwards.

6. **Recommendation of Cabinet**

- 1) That, in regards to General Fund; (i) the revenue outturn position 2017-2018 be noted (ii) the year end position on corporate reserves, including financial resilience reserves be noted (iii) the arrangement for regular monitoring and review of corporate reserves in 2018-2019, to be reported to Cabinet within the quarterly financial monitoring cycle, be noted (iv) approval be given to the revenue rollover recommendation, as set out in the report, including the proposal for officers to submit a further report to Cabinet, detailing options for the allocation of the £1.512m rollover for place based public realm works and (v) approval be given to the rollover of £62k roll forward of ward based budgets as detailed in paragraph 1.34 of the report.
- 2) That the Housing Revenue Account outturn and reserves position 2017-2018, be noted.
- 3) That, in regards to Capital; (i) the outturn position 2017-2018, be noted (ii) approval be given to the £53.5m capital rollover from 2017-2018 to 2018-2019 (iii) approval be given to the revised capital plan for the period 2018-2023, having taking into account rollover, the re-phasing of schemes and changes to grant assumptions and (iv) it be noted that officers will continue to review 2018-2019 in-year budget profiles with a view to transfer budget into future years to ensure a more realistic monitoring profile.
- 4) That, in regards to treasury management, (i) the review of treasury management activity for 2017-2018 be noted (ii) approval be given to proposals to review the two Lender Option Borrowing Option (LOBO) loan re-financing options in conjunction with the Council's external treasury management advisors, and to authorise the Acting Service Director – Finance, IT and Transactional Services to proceed and enter into

all appropriate documentation if considered beneficial to the Council (iii) agreement be given to the existing borrowing strategy to incorporate SALIX Finance as an interest free loan funding source and (iv) the intention to bring forward more detailed proposals regarding potential investment opportunities, including investment in the Local Authority Property Fund, as part of the overall Treasury Management Strategy, later in the year, be noted.

7. **Contact officer**

Eamonn Croston, Acting Service Director – Finance, IT and Transactional Services

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

Cabinet Report – 29 June 2018 (attached)

9. **Service Director responsible**

Eamonn Croston, Acting Service Director – Finance, IT and Transactional Services

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Name of meeting: Cabinet

Date: 29th June 2018

Title of report: Council Financial Outturn & Rollover Report 2017-18; incorporating General Fund Revenue, Housing Revenue Account, Capital & Treasury Management

Purpose of the Report

To receive information on the Council's 2017-18 financial outturn position for General Fund Revenue, Housing Revenue Account (HRA) and Capital plan, including proposals for revenue and capital rollover from 2017-18 to 2018-19. This report also includes an annual review of Council Treasury Management activity.

Key decision – is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes The report includes proposals to roll forward capital underspend from 2017-18 to 2018-19 to spend against specific activities.
Key decision - is it in the Council's Forward Plan (key decisions and private reports)?	Key decision - Yes
The Decision - Is it eligible for “call in” by Scrutiny?	Yes
Date signed off by Strategic Director & name	Rachel Spencer Henshall – 20 June 2019
Is it also signed off by the Service Director for Finance, IT & Transactional Services ?	Eamonn Croston – 20 June 2019
Is it also signed off by the Service Director – Legal, Governance & Commissioning ?	Julie Muscroft – 21 June 2019
Cabinet member portfolio - Corporate	Cllr Shabir Pandor Cllr Graham Turner

Electoral wards affected: All

Ward Councillors consulted: None

Public or private: Public

1. Summary

General Fund

- 1.1 The Council continues to face significant financial challenges and must ensure it can achieve a sustainable balanced budget over the medium term and beyond.
- 1.2 The approved budget plans for 2017-18 and the following 2 years, to 2020 included the delivery of General Fund revenue savings totalling £83m over a 3 year period. This included a planned savings requirement of £54m in 2017-18 and further planned savings of £29m over the 2018-20 period.
- 1.3 The Council's General Fund controllable (net) revenue budget for 2017-18 was set at **£294.7m**.
- 1.4 There was a (net) transfer from general fund to reserves during the year totalling **£8.3m**. This resulted in a revised budget of **£286.4m**.
- 1.5 The transfer to reserves included £9.1m release from the Treasury management budget following the minimum revenue provision (MRP) policy change. The remaining £0.8m balance in reserves movement reflects a net drawdown from one-off earmarked reserves to fund one-off deferred expenditure commitments and other developments.
- 1.6 Council spend was **£284.8m** in 2017-18. This resulted in an underspend of **£1.6m** or 0.6% against the revised budget. The year-end financial position is the equivalent to the actual delivery of £55.6m actual overall savings against £54.0m planned savings. This represents a significant achievement.

The revenue outturn position is summarised at Appendix 1 and in Table 1 below:

Table 1 - Overview of 2017-18 general fund revenue outturn position

	Controllable budget (net)	Use of reserves	Revised Budget	Outturn	Variance
	£000	£000	£000	£000	£000
Children & Families	67,946	2,956	70,902	82,159	11,257
Adults & Health	104,270	(1,974)	102,296	98,005	(4,291)
Economy & Infrastructure	37,772	(639)	37,133	35,658	(1,475)
Corporate Services	38,952	1,019	39,971	38,400	(1,571)
Central Budgets	45,747	(9,646)	36,101	30,607	(5,494)
Grand Total	294,687	(8,284)	286,403	284,829	(1,574)

- 1.7 The £1.6m underspend includes a number of headline overspends and offsetting underspends described in paragraphs 1.10 to 1.27 below. A summary of all key variances can also be found at Appendix 4.
- 1.8 Following council approval on 11th July 2017, there was a release of one off additional Better Care Fund monies of £8.3m into Adults in 2017-18. This follows on from the Government announcements as part of the March 2017 Budget to

allocate additional funding to Council Adult Social Care services. This released £5.7m base budget resources in year. This saving is unsustainable moving forwards with the funding allocations reducing in 2018-19 and 2019-20. See also paragraph 1.21. Without the £5.7m base budget release, the underlying outturn position would have been a £4.1m overspend.

- 1.9 Of the £55.6m net savings achieved in 2017-18, £21.9m came from Transformation activity against planned savings of £26.9m; 82% achievement, and £25.9m from Service Level Change savings against planned savings of £27.1m; 95% achievement.. There is a balancing figure of £7.8m underspend against other expenditure lines. This is summarised in Table 2 below:

Table 2 – Achievement of 2017-18 Savings by Type

Savings Type	2017-18 Planned Savings	2017-18 Savings Achieved	% Actual Savings against Planned
	£000	£000	%
Transformation	(26,860)	(21,930)	82%
Service level Change	(27,140)	(25,876)	95%
Sub Total	(54,000)	(47,806)	89%
Other*	0	(7,768)	-
Total Savings	(54,000)	(55,574)	103%

* includes £5.7m BCF base budget release (paragraph 1.5 above)

- 1.10 In Children and Families there was £5.8m spend above budget in year, reflecting continued priority investment in the emerging Children’s Improvement Plan, in partnership with Leeds Council; ongoing revenue investment is also built into approved budget plans for 2018-20.
- 1.11 Within Child Protection and Family Support there has been significant progress in reducing agency costs to a much more sustainable level in line with the budget strategies agreed as part of budget report to council. The agency spend in 2017-18 was £4.4m compared to £8.3m in 2016-17.
- 1.12 In Learning, Early Support and Schools there was an additional spend of £4.4m for emerging service pressures on Special Educational Needs (SEND) activity, in excess off the £40m resources available to fund this activity through the High Needs funding block allocation within the Dedicated Schools Grant (DSG). This is a potentially growing pressure.
- 1.13 Government, through its own national formula funding review, has acknowledged that Kirklees is under-funded currently on ‘high needs’ children’s activity. From 2018-19, increased high needs funding allocations will be phased-in over a 7 year transitional period in £1m increments, which will also need to contain any inflationary pressures over the period.
- 1.14 Originally, it was anticipated that this service pressure could be mitigated in-year through the Government DSG grant mechanism that allows funding pressures to be rolled into future years as a ‘deficit’, provided they can be mitigated through planned cost reductions over a reasonable time-frame. However, this approach is now considered by officers to be unrealisable, given both the scale and recurrent

nature of these pressures, and the timeline and measures to be put in place to deal with this.

- 1.15 Following a recent Kirklees wide high needs strategic review reported to Cabinet on 20th February 2018, the Council, working with key education partners across the district, is working on a comprehensive plan to deliver a more effective, whole systems approach and implementation through 2018-19. The implementation plan will also inform the Council budget strategy update later in the year.
- 1.16 As part of the early closedown review 2017-18, reported to Cabinet on 20th April 2018, £2.2m revenue resources were specifically released to the bottom line to part mitigate the impact of the in-year SEND pressures. This was achieved by the substitute funding of £2.2m in-year revenue resources identified for capital funding, with borrowing.
- 1.17 Further overspends in Learning, Early Support and Schools reflected timing issues on the delivery of key service transformation; £0.3m relating to Early Intervention and Targeted Support and £0.7m relating to Special Educational Needs. With respect to the latter, revenue investment was reinstated into this area as part of approved budget plans for 2018-20.

Adults

- 1.18 Adult social care has undertaken a significant programme of transformation aimed at both releasing cash savings and reducing the impact of demand pressures arising from legislative change (e.g. Deprivation Of Liberty Safeguarding (DOLS)), increased numbers of people requiring social care support, people experiencing increased complexity of need and the fragile state of the provider market.
- 1.19 Government has acknowledged that current national and local funding approaches to social care and health services are not sustainable. There has been significant national commentary that adult social care is in a state of crisis. There have been a number of short term national funding releases but the late nature of these and the conditions attached to them mean that it is difficult to plan on a recurrent basis.
- 1.20 Government has committed to a more fundamental funding review through the forthcoming green paper in summer 2018. However, the outcome of this and any subsequent funding changes could take a number of years to implement and is very unlikely to be addressed by the 2019 Comprehensive Spending Review. There has been national speculation that any significant change may not be fully implemented until 2022-23.
- 1.21 In 2017-18, there was a release of one-off additional Better Care Fund monies of £8.3m. This is not a recurrently sustainable position as future levels of BCF funding reduce year on year (reflecting the time limited nature of this funding source).

Economy and Infrastructure

- 1.22 The Council invested £2m more than the budget, to ensure that the roads were kept safe for residents and businesses this winter. Future year budget risks around exceptional winter weather will be managed through reserves, and it is anticipated that costs will reduce next winter as the thermal mapping approach is introduced, so the areas of greatest need can be targeted on the District's road network.

- 1.23 Delayed implementation of schools transport savings of £1.1m have been offset in-year across Economy & Infrastructure Directorate, largely through one-off savings, including temporary vacancies across the Directorate, one-off savings on the waste disposal contract, and landfill tonnage projections lower than budgeted, by 9%.

Corporate Services

- 1.24 Early delivery of future year savings across a range of Corporate Service activity in readiness for 2018-19, has contributed to about £1m underspend, plus higher than expected housing subsidy income at £0.7m. Some corporate service activity has been reviewed and additional organisational capacity incorporated into 2018-20 base budget plans, capital rollover proposals and ongoing earmarked transformation reserves.

Central Budgets

- 1.25 There are offsetting underspends in central budgets totalling £5.5m This includes the substitute funding of in-year revenue resources identified for capital funding with borrowing, releasing £2.2m saving to the bottom line (see para. 1.16 also) and additional Business Rates un-ringfenced grants of £2.0m; mainly late government adjustments relating to small business rates threshold changes in 2017-18. Other central budgets underspends include the Council required contribution to the Apprenticeship Levy £0.5m less than budgeted, council wide senior management review savings, and an anticipated £0.4m dividend from Yorkshire Purchasing Organisation (YPO).

New Grants

- 1.26 New grant monies for start-up funding to establish restorative practice teams were only recently confirmed by the Department for Education on 16 January 2018. This additional funding is up to a maximum of £181k in 2017-18 and £542k in 2018-19, based on approved expenditure. Costs and matched funding will be recognised over the period of the funding allocation, as appropriate. Longer term service requirements once the funding ceases will be considered as part of next year's budget round.
- 1.27 New grant monies for Homelessness (Homelessness Reduction Act: new burdens funding) were recently announced by the Ministry of Housing, Communities and Local Government. This additional funding amounts to £92k in 2017-18, £85k in 2018-19 and £105k in 2019-20. The 2017-18 funding was ring-fenced to service to support the changes needed to meet the requirements of the Homelessness Reduction Act with future years funding also being ring-fenced to contribute to a range of service measures.

General Fund Reserves

- 1.28 As per Table 3 below, general fund reserves are reduced through 2017-18 by £1.3m, from £90.1m at the start of the year, to £88.8m as at 31 March 2018. The reduction consists of £11.2m set aside as part of annual budget approval at budget Council in February 2017 to help deliver an overall balanced budget in 2017-18, less the £8.3m transfer to earmarked reserves referred to in paragraph 1.4 above and the year-end transfer of £1.6m underspend.

Table 3 – General Fund Reserves

	As at 1 st April 2017	Reserves Supporting 2017-18 MTFP	Planned Drawdown/ Contribution in Year	Year end transfer to General Reserves	As at 31 st March 2018
	£000	£000	£000	£000	£000
Statutory (school) Reserves	(11,852)	-	2,025	-	(9,827)
Earmarked Reserves:					
Financial Resilience Reserves	(28,046)	-	(9,100)	-	(37,146)
Other Earmarked Reserves	(39,494)	7,700	(1,209)	-	(33,003)
Sub Total Earmarked Reserves	(67,540)	7,700	(10,309)	-	(70,149)
General Balances	(10,718)	3,485	-	(1,574)	(8,807)
Grand Total	(90,110)	11,185	(8,284)	(1,574)	(88,783)

1.29 In line with the Council's reserves strategy set out in the Budget Report to Council 14th Feb 2018, £9.1m MRP (minimum revenue provision) overprovision has been ring-fenced and transferred to Financial Resilience reserves in 2017-18.

1.30 As indicated in the Early Closedown Review to Cabinet 17th March 2018, the Council's flexible capital receipts strategy has been applied in relation to £3.5m voluntary severance costs and £2.5m other transformation related spend in 2017-18. These costs meet the criteria for qualifying expenditure of *funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation*, set out at paragraph 3i) of the Flexible Capital Receipts strategy which can be found at Appendix 9. The strategy is based on current Government guidance which allows the capitalisation of certain types of qualifying revenue expenditure in-year, funded from the flexible use of 'in-year' generated capital receipts. The £6.0m total spend would otherwise have been drawn down from earmarked reserves and so the application of the strategy has enabled a carry forward of Transformation and Workforce Restructure Reserves at their current levels (£10m combined) into 2018-19.

1.31 It is anticipated that the £10m combined would be sufficient to meet earmarked reserves commitments at least over the 2018-20 period including additional IT resource capability, systems readiness for General Data Protection Regulations (GDPR), and investment in options appraisals for alternative service delivery models to support the Council's housing strategy, including specialist accommodation needs.

1.32 There is a balance of £88.8m general fund reserves at year end; of which £33.0m relates to earmarked reserves commitments including the £10m Transformation and Workforce Restructure reserves. A further £9.8m relates to statutory schools reserves (which cannot be re-directed for non-school uses), leaving £37.1m of available 'financial resilience' reserves to mitigate against future budget and other unfunded risks; equivalent to 12.6% of the current year £294.7m (net) controllable revenue budget.

- 1.33 General balances is £8.8m at year end. Within this figure is an assumed £5m minimum balances requirement. A more detailed list of reserves balances and movements in year can be found at Appendix 2.

Revenue Rollover

- 1.34 Sound financial management through the year, strengthening of financial resilience reserves, and flexible use of capital receipts to 'protect' existing transformational reserves for future years, effectively gives sufficient flexibility for members to consider targeted investment of revenue rollover into 2018-19. Within the overall £1,574k general fund underspend, ward based budgets within the Office of Chief Executive service area underspent by £62k in 2017-18. This underspend relates to timing issues between approvals to spend at an individual ward level, and when actual spend is incurred. It is proposed that the £62k underspend be rolled forward in full into 2018-19. Cabinet are asked to consider any further revenue rollover proposals for the remaining £1,512k general fund underspend.

Collection Fund

- 1.35 The Collection Fund accounts separately for council tax and business rates income and payments. Planned payments are set in advance of each financial year as part of the formal budget approval process, based on estimated income. Actual income collected during the year can vary from estimated, resulting in surpluses or deficits on the collection fund which are smoothed out over time through adjusted annual repayments to or from the Council's general fund. Table 4 below summarises the financial performance of the Collection Fund in 2017-18, including surpluses/deficits rolled forwards from previous years.

Table 4 – Collection Fund Summary Financial Performance

	Council Tax £'000	Business Rates £'000
(Surplus)/Deficit as at 1st April 2017	(3,000)	1,300
Re-payments to/(from) General fund in 17-18	2,000	(1,900)
In Year financial performance	(1,300)	600
(Surplus)/Deficit at 31st March 2018	(2,300)	-

- 1.36 In year income performance on council tax reflects a surplus of £1.3m; equivalent to 0.8% against planned income of £159.6m, and is mainly due to council tax income collection performance in excess of targeted.
- 1.37 In year income performance on business rates reflects a deficit of £0.6m; equivalent to 1.3% against planned income of £47.6m, in the main due to an adjustment of the provision for outstanding rates appeals, offset in part by a lower than anticipated bad debt provision requirement.

Housing Revenue Account

- 1.38 The Council's Housing Revenue Account (HRA) accounts for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account. The revenue outturn was a small surplus of £89k against an annual turnover of £92.9m in 2017-18; equivalent to just 0.1%. This includes the delivery of £2.6m efficiency savings in year against the £39m KNH fee, post building services transfer.
- 1.39 HRA reserves at 31 March 2018, net of set aside for business risks and a minimum working balance, is £60.4m. A summary of the HRA outturn and reserves position can be found at Appendix 3. Key variances are listed as part of Appendix 4.

Capital

- 1.40 The Council's revised capital budget for 2017-18 reflects headroom of £120.8m. The budgeted funding commitment against headroom is £98.8m. The funding commitment reflects the fact that the nature of capital programmes and funding means that with some schemes, there is greater potential for slippage in-year; for example timing of external funding being secured, or the size and complexity of specific schemes meaning longer lead in times than originally profiled for in capital budget plans.
- 1.41 The revised capital budget reflects proposals set out in the 2016-17 financial outturn and rollover report for the allocation of 2016-17 capital rollover to current 2017-18 approved budgets and the re-profiling of the existing approved plan over the 2017-22 period. Included in the revised capital budget is the capitalisation of £6.0m of qualifying revenue expenditure to be funded from in year capital receipts as detailed in paragraph 1.30 above.
- 1.42 The 2017-18 capital spend totalled £61.8m, equivalent to 63% delivery against planned commitments. Of the total spend, £10.8m relates to strategic priorities, the balance of £51.0m relates to baseline capital spend.

Table 5 –Capital Outturn 2017-18

By Category	Revised Budget £000	Outturn £000	Variance £000
Strategic Priorities	34,360	10,260	(24,100)
Baseline	57,903	32,325	(25,578)
Risks & Pressures	2,500	0	(2,500)
One Off Projects	5,970	5,970	0
General Fund	100,733	48,555	(52,178)
Strategic Priorities	4,153	503	(3,650)
Baseline	15,869	12,745	(3,124)
Housing Revenue Account	20,022	13,248	(6,774)
Overall Total	120,755	61,803	(58,952)
Slippage	(21,936)	-	21,936
Total Funding Requirement	98,819	61,803	(37,016)

- 1.43 The outturn underspend reflects in part, the timing in delivery of a number of strategic priority capital schemes, including £8.8m relating to HD-One development planned for John Smith's stadium, now due on site in Summer 2018. As well, the

revolving credit facility to Kirklees College of £6m is not required in 2017-18 together with slippage in New Pupil places across three school sites at £4.9m, and Social Housing development across three HRA sites at £3.4m.

- 1.44 Elsewhere, the risks and pressures contingency at £2.5m was not needed and just over £3m deferred capital spend relates to timing issues on the securing of external grant funding. Appendix 6 lists the variances in more detail.

Capital Rollover Proposals

- 1.45 The balance of capital spend committed but not spent, plus headroom, has been reviewed and incorporated as appropriate into capital rollover proposals.
- 1.46 The proposal is to roll forward £53.5m of the £59.0m underspend; £47.8m general fund and £5.7m HRA. This largely reflects deferred spend against existing schemes rolled forward into future years.
- 1.47 The remaining £5.5m underspend is identified as not required and is recommended to be removed from the Capital Plan; in the main this is made up of £2.5m from Risks & Pressures, £1.75m from European Grant Funding Opportunities (Strategic Priorities) and £1.1m from HRA. This equates to ongoing revenue savings of £277k per annum for the General Fund.
- 1.48 The capital plan approved at Budget Council on 14th February 2018 for the period 2018-23 totalled £389m. This has now been updated to take account of the capital rollover proposals mentioned in paragraph 1.46 above totalling £53.5m. Further revisions comprise a net increase in capital grants within baseline plans of £1.2m and the addition of three further schemes; Strategic Network of Electric Vehicle Rapid Charging Points £0.5m, Digital by Design £2.9m and GDPR related IT systems upgrades £0.3m. After these amendments, the revised capital plan including rollover currently reflects headroom of £447.4m. The budgeted funding commitment against headroom is £357.1m. See Appendix 8c.
- 1.49 The current Digital by Design programme is based on the maximised resources available from IT, and focussing those resources on the perceived priority areas by considering a combination of Largest Saving Opportunities, MTFP delivery and Member/Executive priority projects. The £2.9m investment will be used to fund an expanded programme enabling 19 digital streams to run from July 2018 to June 2019 and allow for emergent requirements including additional iterations and opportunities from July during 2019.
- 1.50 The additional £0.3m for IT upgrades will cover expenditure related to GDPR compliance including upgrades of systems to introduce automating lifecycles of GDPR sensitivities.
- 1.51 Following a recent corporate strategic review of the plan, opportunity has been taken to update the phasing of several strategic priorities i.e. new pupil places in primary/secondary schools, the delivery of an autistic spectrum disorder school, the loan facility to develop a hotel as part of the HD One scheme, the Property Investment Fund and the Spenborough Pool Replacement. Also, budgets for Learning and Early Support Basic Need, North Kirklees Day Care, Corporate Landlord and Strategic Assets within Baseline has been re-profiled into the second

year of the plan. The draft capital plan 2018-23 is shown at Appendix 8 and summarised in Table 6 below:

Table 6 – Draft Capital Plan 2018-23

By Category	2018 -19	2019-20	2020-21	2021-22	2022-23	Total
	£m	£m	£m	£m	£m	£m
General Fund						
Strategic Priorities	31.2	52.3	40.3	10.9	1.5	136.2
Baseline	59.6	33.7	27.7	22.6	22.3	165.9
Risks & Pressures	1.0	1.0	1.0	1.0	1.0	5.0
General Fund	91.8	87.0	69.0	34.5	24.8	307.1
Strategic Priorities	13.5	10.9	11.3	17.3	11.5	64.5
Baseline	18.5	14.2	14.2	14.3	14.6	75.8
Housing Revenue Account	32.0	25.1	25.5	31.6	26.1	140.3
Overall Total	123.8	112.1	94.5	66.1	50.9	447.4
Slippage	(22.2)	(25.0)	(19.6)	(13.8)	(9.7)	(90.3)
Total Funding Requirement	101.6	87.1	74.9	52.3	41.2	357.1

1.52 The Council's current approved 5 year capital investment plan includes significant investment in strategic priorities; in particular around town centre vibrancy and economic regeneration, and affordable housing.

1.53 The draft capital plan for 2018-23 reflects some reprofiling of existing plans, including rollover, into later years. Officers will continue to review capital budgets in year, and any further reprofiling movements between years will be reported to Cabinet as part of the quarterly financial monitoring arrangements through 2018-19.

1.54 This approach acknowledges the growing complexities and challenges over the next 5 years in delivering to this scale of ambition, and the intention is that a further update of the capital plan will be presented as part of the forthcoming budget strategy update report to Cabinet and Council early Autumn 2018, alongside other emerging capital investment proposals.

Prudential Indicators

1.55 Appendix 7 provides a schedule of the prudential indicators applicable to affordability and prudence which have been reported as part of capital monitoring in 2017-18. Indicators applicable to treasury management are reported in the Review of Treasury Management activity for 2017-18 which can be found at Appendix 10.

1.56 The proportion of the revenue budget absorbed by repaying debt and interest is a matter of local decision. However as borrowing grows as a proportion of the revenue budget, the Council's ability to provide day to day services is restricted as repayment of debt is a first call on the Council's finances.

2. Information required to take a decision

2.1 The Appendices accompanying this report provide a more detailed breakdown of the outturn financial monitoring position, as follows:

- i) Appendix 1 sets out by service area, the general fund revenue outturn position in 2017-18;
- ii) Appendix 2 summarises the general fund reserves movements in-year;
- iii) Appendix 3 summarises the HRA financial position including movements in HRA reserves in-year;
- iv) Appendix 4 highlights the more significant general fund and HRA variances across service areas;
- v) Appendix 5 summarises the bids for targeted investment of revenue rollover into 2018-19
- vi) Appendix 6a) sets out in more detail the capital outturn summary for 2017-18, Appendix 6b) highlights the reasons for the more significant capital variances across strategic priority and baseline capital schemes, Appendix 6c) shows the breakdown of capital budget changes since Quarter 3 monitoring,
- vii) Appendix 7 provides a schedule of the prudential indicators for 2017-18, applicable to affordability and prudence.
- viii) Appendix 8 shows the draft capital plan 2018-23, taking into account rollover, grant changes and additions. A funding summary and summary of changes is also included.
- ix) Appendix 9 details the flexible capital receipts strategy approved at Council, 15th February 2018.
- x) Appendix 10 is the Annual Report on Treasury Management activity to Corporate Governance and Audit Committee, 11th May 2018.

2.2 Annual revenue rollover proposals are informed by Council Financial Procedure Rules, which set out the following principles to annual revenue rollover considerations:

- i) total rollover proposals cannot exceed the overall net underspend position of the Council, and
- ii) rollover proposals by Directorate should not exceed the net underspend position by Directorate

2.3 The Council has complied with its prudential indicators for 2017-18, which were approved as part of the Treasury Management Strategy. Details accompany the Treasury Management report at Appendix 10. Indicators relating to affordability and prudence can be found at Appendix 7.

3. Implications for the Council

- 3.1 The report provides information on the Council's overall financial performance against annual Council revenue and capital budgets, incorporating as well an overall updated capital plan for 2018-23. These budgets support the overall delivery of the following Council objectives and Priorities within available resources:
- i) Early Intervention and Prevention (EIP)
 - ii) Economic Resilience (ER)
 - iii) Improving Outcomes for Children
 - iv) Reducing demand of services

Financial, Legal & Other Implications

- 3.2 Budget plans for 2018-20 include further target savings proposals of £16m in 2018-19 and £13m in 2019-20. The Council will continue to work closely with its Transformation Business Partner to ensure robust financial governance, programme management, monitoring and review across a range of key Transformation and Service level change activity across the Council. This will include deferred savings rolled forward from 2017-18.
- 3.3 Timing issues with the delivery of some transformational savings deferred to 2018-19 in part reflects the scope and complexity of rolling out of redesigned services in particular around early intervention and targeted support and service integration. It should be recognised that the extent of corporate service reductions in existing budget plans is impacting on the pace of current and future delivery of some key transformation programmes, and will require further targeted investment going forward.
- 3.4 Council reserves have been managed effectively in-year; in part to strengthen the Council's financial resilience over the medium term, in-part enabling continued organisational flexibility for targeted one-off investment to support service change and transformation across the organisation. The effective management of reserves in year means the Council is in a relatively strong position to support its ambitious forward plans within sustainable and reduced resources over the medium term.
- 3.5 Council reserves in more recent years were starting to deplete more rapidly. To put into context (excluding school balances), Council usable reserves in 2015 were £111.5m, and by April 2017 they had reduced to £78.3m. The approved budget plans for 2018-20 included a number of proposals to strengthen the Council's financial resilience reserves in particular, over the medium term. As at 1 April 2018, this reserve is £37.1m; an increase of £9.1m in-year. The purpose of this reserve is in part to mitigate against budget and other unfunded risks, including those identified in the corporate risk register, and as well give the organisation a degree of planning flexibility over the medium term, recognising current uncertainty and unpredictability on the national funding landscape for local government post 2020.
- 3.6 In conjunction with the above, other earmarked reserves have been relatively protected in year, and this will enable continued organisational flexibility for targeted one off investment to support service change and transformation across the organisation. Overall usable reserves (excluding ring-fenced schools balances) have increased by £0.7m in year to £79.0m.

- 3.7 It is intended that the forthcoming annual budget strategy update report to Cabinet and Council in early autumn will incorporate a more detailed review, quantification and sensitivity analysis on a range of emerging budget and other risks to help inform the Council's financial planning framework and overall reserves requirement as part of the re-freshed MTFP.

4. Consultees and their opinions

This report has been prepared by the Acting Service Director, Finance, IT and Transactional Services, in consultation with the Executive Team.

5. Next Steps

Subject to member approval, capital rollover proposals and the update of the 5 year capital plan will be incorporated into in-year financial monitoring in 2018-19, and reported quarterly to Cabinet from Quarter 1 onwards.

6. Cabinet portfolio holders recommendations

To agree the £62k roll forward of ward based budgets as set out in paragraph 1.34 earlier. To recommend to Cabinet that the remaining £1,512k general fund underspend be rolled forward into 2018-19 for place based public realm works, and that officers will take a further report in due course, setting out options for the allocation of this rollover for Cabinet consideration.

7. Officer recommendations and reasons

To confirm the Council's financial position as of 31 March 2018 and as part of the (Acting) Service Director- Finance , IT and Transactional Services' duty under the Local Government Act 2003 to report on the robustness of the budget. Having read this report and the accompanying Appendices, Cabinet are asked to:

General fund

- 7.1 note the revenue outturn position for 2017-18
- 7.2 note the year end position on corporate reserves including available financial resilience reserves
- 7.3 note the regular monitoring and review of corporate reserves in 2018-19 to be reported to Cabinet as part of the Quarterly financial monitoring cycle
- 7.4 approve the revenue rollover recommendation set out in the report, including the proposal for officers to take a further report to Cabinet in due-course, setting options for the allocation of the £1.512m rollover for place based public realm works.

HRA

- 7.5 note the HRA revenue outturn and reserves position 2017-18

Capital

- 7.6 note the Council capital outturn position for 2017-18
- 7.7 approve the £53.5m capital rollover from 2017-18 to 2018-19

- 7.8 Approve the revised capital plan for the period 2018-23 after taking into account rollover, the re-phasing of schemes and changes to grant assumptions.
- 7.9 Officers continue to review 2018-19 in year budget profiles with a view to transfer budget into future years to ensure a more realistic in year monitoring profile.

Treasury Management

- 7.10 Note the review of Treasury Management activity for 2017-18
- 7.11 Approve officer proposals to review the two Lender Option Borrowing Option (LOBO) loan re-financing options in conjunction with the Council's external Treasury Management advisors, and to authorise the (Acting) Service Director-Finance, IT and Transactional Services to proceed and to enter into all appropriate documentation if considered beneficial to the Council;
- 7.12 Agree an amendment to the existing borrowing strategy to incorporate SALIX Finance as an interest free loan funding source; and
- 7.13 Note officer intention to bring forward more detailed proposals regarding potential investment opportunities, including investment in the Local Authority Property Fund, as part of the overall Treasury Management strategy update later in the year, for member consideration.

8. Contact Officer

Eamonn Croston, Acting Service Director for Finance, IT and Transactional Services

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Sarah Hill, Finance Manager

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9. Background papers and History of Decisions

Annual budget report 2017-21

Annual budget report 2018-20

Early review of Closedown report 2017-18

CIPFA's Code of Practice on Treasury Management in the Public Services.

CIPFA's Prudential Code for Capital Finance in Local Authorities.

Public Works Loan Board Website.

Local Authorities Property Fund & Factsheet

10. Service Director responsible

Eamonn Croston, Acting Service Director for Finance, IT and Transactional Services

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Strategic Director portfolio responsibilities	Controllable Budget (Net)	Planned use of reserves	Revised Budget	Outturn	Variance
	£'000	£'000	£'000	£'000	£'000
Child Protection & Family Support	48,540	862	49,402	55,004	5,602
Learning , Early Support & Schools	18,637	1,882	20,519	25,951	5,432
Quality, Assurance, Standards & Safeguarding	769	212	981	1,204	223
Sub Total (Children & families)	67,946	2,956	70,902	82,159	11,257
Adults Social Care Operations	47,213	(1,478)	45,735	39,779	(5,956)
Policy, Intelligence & Public Health	1,229	(541)	688	343	(345)
Quality, Assurance, Standards & Safeguarding	1,435	-	1,435	1,461	26
Service Integration	54,393	45	54,438	56,422	1,984
Sub Total (Adults & health)	104,270	(1,974)	102,296	98,005	(4,291)
Economy, Regeneration & Culture	8,420	(47)	8,373	6,819	(1,554)
Commercial, Regulatory & Operational Services	29,352	(592)	28,760	28,839	79
Sub Total (Economy & Infrastructure)	37,772	(639)	37,133	35,658	(1,475)
Finance & Transactional Services	23,146	(165)	22,981	22,282	(699)
Governance & Commissioning	1,944	60	2,004	2,125	121
Office of the Chief Executive	13,862	1,124	14,986	13,993	(993)
Sub-Total (Corporate Services)	38,952	1,019	39,971	38,400	(1,571)
Central Budgets	45,747	(9,646)	36,101	30,607	(5,494)
General Fund Total	294,687	(8,284)	286,403	284,829	(1,574)

GENERAL FUND EARMARKED RESERVES

	As at 1st April 2017	Reserves supporting 2017-18 MTFP	Planned drawdown/ contribution in- year	Year end transfer to reserves (underspend)	Earmarked Reserves Review	Reserves Position as at 31st March 2018
	£'000	£'000	£'000	£'000	£'000	£'000
Statutory (School Reserves)	(11,852)	-	2,025	-	-	(9,827)
Earmarked						
Financial Resilience Reserves	(28,046)	-	(9,100)	-	-	(37,146)
Earmarked (Other)						
Workforce Restructure	(5,091)	-	-	-	-	(5,091)
Transformation	(4,944)	-	-	-	-	(4,944)
Rollover	(4,006)	-	1,759	-	322	(1,925)
Joint Adults/Health	(7,703)	7,700	3	-	-	-
Revenue Grants (various)	(8,215)	-	(2,722)	-	322	(10,615)
Troubled Families Grant	(1,902)	-	(22)	-	-	(1,924)
Prepayment Reserve (PFI)	(3,314)	-	259	-	-	(3,055)
Insurance	(1,900)	-	-	-	-	(1,900)
Other	(2,419)	-	(486)	-	-	(2,905)
Ward based activity	-	-	-	-	(644)	(644)
Total (Other)	(39,494)	7,700	(1,208)	-	-	(33,002)
General Balances	(10,718)	3,485	-	(1,574)	-	(8,807)
Grand Total	(90,110)	11,185	(8,284)	(1,574)	0	(88,783)

HOUSING REVENUE ACCOUNT 2017-18 – OUTTURN

	Revised Budget	Outturn	Variance
	£'000	£'000	£'000
Repairs & Maintenance	22,384	22,384	0
Housing Management	35,104	35,552	448
Other Expenditure	27,471	26,607	(864)
Total Expenditure	84,959	84,543	(416)
Rent & Other Income	(93,351)	(92,887)	463
Revenue Contribution to Capital Funding	5,394	0	(5,394)
Planned transfer to HRA Reserves	2,998	8,256	5,258
Total	0	(89)	(89)

HRA RESERVES

	Balance as at 31 March 2017	Planned Transfers to Reserves	Other Approved Movements within Reserves	Balance at 31 March 2018
	£'000	£'000	£'000	£'000
Set aside for business risks	(4,000)	-	-	(4,000)
Forecast in Year Surplus/Deficit	-	(89)	-	(89)
Set aside to meet Investment needs (as per HRA Business Plan)	(46,513)		(5,756)	(49,271)
Workforce Restructure	-		(2,500)	(2,500)
Working balance	(1,500)		-	(1,500)
Planned transfer from HRA		(8,256)	8,256	-
Total	(52,013)	(8,345)	-	(60,358)

Key Highlights – Child Protection & Family Support

Appendix 4

Activity Level	Progress Against Planned Savings	T/SLC/O*	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Fostering Service(including Recruitment)	Increase of fostering placements	T	6,306	6,840	534	Pressure on volume led External Fostering placements.
External Residential Placements	Super foster carers / review high cost placements	T	5,989	7,728	1,739	Pressure on volume led External Residential placements.
Fostering Service(including Recruitment)	Increase of fostering placements Internal	T	3,965	4,330	265	Pressure on volume led Internal Fostering placements.
Various	Further service pressures	SLC	18,124	21,590	3,466	Overspending on Agency ; £5.2m, offset in part by substantive vacancies at £2.4m. Overspending on external legal charges of £456k. Underspending on adoption allowances and leaving care supported accommodation.
Various	Skill mix (reduction in non-qualified staff)	SLC	262	0	(262)	Additional savings achieved relating to posts transferred over to Early Help.
<p>* T=Transformation planned savings SLC=Service Level change planned savings O=other significant (unplanned) variances Key Highlights = specific service variances of £250k or more</p>						

Key Highlights – Learning & Early Support & Schools

Appendix 4 (continued)

Activity Level	Progress Against Planned Savings	T/SLC/O	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Early Intervention & Targeted Support	Service redesign	T	5,943	6,281	338	Delayed implementation of Service redesign.
Early Years Special Educational Needs Support	Service redesign	T	(7)	657	664	Delayed implementation of Service redesign.
External School Placements	Pressure on high needs budget	T	-	2,718	2,718	Service pressure on out of area placement costs.
Further Education High Needs	Pressure on high needs budget	T	-	1,639	1,639	Service pressure on high needs students in a further education setting in the Kirklees area.

Key Highlights – Adults Social Care Operation

Activity Level	Progress Against Planned Savings	T/SLC/O	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Self-Directed Support	Reduction in direct payments / independent sector home care	T	5,458	2,932	(2,526)	Relates to Older People Client group; timing of new contractual arrangements for Ind. Sector Homecare resulting in lower spend in-year
Independent Sector Residential & Nursing	Reduction of Older People placements / adults future pressures (demographics)	T	15,681	17,616	1,934	Unit costs for Older People placements exceeding budgeted levels.
Self-Directed Support	Reduction in direct payments / independent sector home care	SLC	5,020	4,778	(242)	Spend on Physical Disabilities direct payments below budgeted level.
Activity Level	Other Significant Variances		Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Independent Sector Residential & Nursing	Reduction in high cost physical disability placements	SLC	3,293	2850	(443)	Additional savings achieved through reviews in 17/18
Other	Funding allocation	O	(1,756)	(7,420)	(5,664)	Supplementary external funding announcement (Spring budget 2017) - additional Better Care Funding allocation.
Other Demand Led	Bad Debt Provision	SLC	233	845	612	mainly one-off provision adjustment for historic continuing health care funding contributions currently under review

Key Highlights – Policy, Intelligence & Public Health

Activity Level	Progress Against Planned Savings	T/SLC	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Public Health	Vacancies	SLC	1,732	1,376	(355)	Mainly due to employee vacancies

Key Highlights – Service Integration

Appendix 4 (continued)

Activity Level	Progress Against Planned Savings	T/SLC	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Supporting People	Service redesign	T	2,837	4,657	1,820	Overspend due to timing delays/slippage in the delivery of required savings. Will reach required budget level for the start of 2018/19.
Children with a Disability	Service redesign	T	1	528	527	Part year saving not achieved in 2017/18. Balance of saving expected in 2018/19.
Self-Directed Support	Reduction in direct payments/ independent sector home care	T	13,560	13,885	326	Relates to Learning Disabilities/Mental Health client groups. Variance mainly on Direct Payments.
Community Plus	Community Plus	SLC	1,124	(158)	(1,281)	Delay in implementation of Community Plus model
Activity Level	Other Significant Variances		Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Children with a Disability	Direct Payments & Agency Home Care	SLC	2,290	2,629	400	A combination of volume and cost pressures (Agency Home Care).

Key Highlights – Commercial, Regulatory & Operational Services

Appendix 4 (continued)

Activity Level	Progress Against Planned Savings	T/SLC	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Corporate Landlord	New ways of working	T	10,799	10,093	(432)	Early realisation of savings linked to programme of building closures.
Schools Transport	Combined Authority working	SLC	2,857	3,918	1,060	Volume of passengers significantly more than budget for Taxi routes. Price increase in Bus Passes from September 2017. Year on year 11% reduction in Transport costs (£310k) & 15% increase in Income.
Seasonal Weather	New methods of working	SLC	1,170	3,124	1,955	Delayed implementation of planned savings plus additional seasonal weather pressures. Overall £174k favourable.
Activity Level	Other Significant Variances		Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Waste Services		SLC	17,630	16,433	(1,197)	One-off underspend on contract resulting in part from no October shutdown and Waste policy framework changes bedding in. Tonnage projected to be 9% lower than budget.
West Yorkshire Driver Training		SLC	(620)	(971)	(350)	Increased volume of courses which include a new Motorways driver training course. Not sustainable in 2018/19.

Key Highlights – Economy, Regeneration & Culture

Appendix 4 (continued)

Activity Level	Progress Against Planned Savings	T/SLC	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Strategic Regen	Service redesign	SLC	2,233	1,194	(1,039)	Mainly reflects planned vacancies pending completion of service review

Key Highlights – Finance & Transactional Services

Activity Level	Progress Against Planned Savings	T/SLC	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Welfare & Exchequer		SLC	8,274	7,866	(408)	Includes additional housing subsidy income in-year (£786k) above budgeted, against £115m annual subsidy payment ; partly offset by bad debt provision adjustment of £320k

Key Highlights – Office of the Chief Executive

Activity Level	Progress Against Planned Savings	T/SLC	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Access, Strategy & Delivery	Re shape service	T	4,178	3,274	(454)	Early realisation of savings in Library and Information Centres

Activity Level	Other Significant Variances	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Central Budgets		24,218	18,967	(5,251)	Mainly relates to conversion of direct revenue funded capital to borrowing, releasing £2.2m back into central budgets, and additional one-off unbudgeted Business Rates Grant Income allocation in 17-18 only, relating to business rates relief threshold compensation, at £1.4m. Also includes Council apprenticeship levy payments less than budgeted provision at £200k and additional Yorkshire Purchasing Organisation dividend at 183k.

Key Highlights – Housing Revenue Account

Appendix 4 (continued)

Activity Level	Other significant Variances	Annual Budget £'000	Outturn £'000	Variance £'000	Comments
Housing Management		35,104	35,552	448	Strategic priorities to support Capital Initiatives, PFI Insurance refund, Sheltered Heating, Communal Lighting, SLA's
Other Expenditure		27,471	26,607	(864)	Depreciation £136k less than budget. Bad Debt provision £711k projected underspend.
Rent & Other Income		(93,351)	(92,887)	463	Higher than anticipated Right To Buy Disposals £132k less than budget. Contributions from Rechargeable repairs less than budget £184k. Charges to leaseholders for repairs & service charges £125k less than budget.
Revenue funding to capital expenditure		5,394	0	(5,394)	Delayed delivery of capital plan. Resources to be re-aligned to updated Capital Plan for 2018/2023.
Planned Transfer to Reserves		2,998	8,256	5,258	Adjustment to reserves following the delayed delivery of the capital plan.

Revenue Rollover Bids

Activity	Bid Description	Bid Amount £000
Office of Chief Exec - Ward Based Activity Budget	Deferred expenditure commitments from 2017-18	62
Place Based Public Realm Works	Place Based Public Realm works - Officers will take a further report in due course, setting out options for the allocation of this rollover for Cabinet consideration	1,512
TOTAL		1,574

	Adjusted Budget	Outturn	Variance	Variance
	£'000	£'000	£'000	%
General Fund				
Strategic Priorities				
Learning & Early Support	12,016	7,168	(4,848)	(40)
Economy Regeneration & Culture	22,344	3,092	(19,252)	(86)
Strategic Priorities Total	34,360	10,260	(24,100)	(70)
Baseline				
Learning & Early Support	10,310	6,067	(4,243)	(41)
Adults Social Care Operation	1,190	190	(1,000)	(84)
Economy Regeneration & Culture	15,351	5,327	(10,024)	(65)
Commercial Regulatory & Operational	26,971	18,485	(8,486)	(31)
Office of the Chief Executive	482	289	(193)	(40)
Finance & Transactional Service	3,599	1,967	(1,632)	(45)
Baseline Total	57,903	32,325	(25,578)	(44)
Risks & Pressures	2,500	0	(2,500)	(100)
One-Off Projects	5,970	5,970	0	0
GENERAL FUND TOTAL	100,733	48,555	(52,178)	(52)
Housing Revenue Account				
Strategic Priorities	4,153	503	(3,650)	(88)
Baseline	15,869	12,745	(3,124)	(20)
HOUSING REVENUE ACCOUNT TOTAL	20,022	13,248	(6,774)	(34)
OVERALL COUNCIL TOTAL				
OVERALL COUNCIL TOTAL	120,755	61,803	(58,952)	(49)
Financing Slippage - Borrowing	(14,161)		14,161	
Financing Slippage - Grants	(7,775)		7,775	
TOTAL FUNDING REQUIREMENT	98,819	61,803	(37,016)	(37)

Key Highlights – Strategic Priorities

Appendix 6 b)

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
HD-One (KSDL)	8,750	(8,750)	The HD One Development planned for the John Smith's Stadium site is not due on site until summer 2018. The Council is providing a secured loan facility to Kirklees Stadium Development Ltd (KSDL) which would allow KSDL to take a majority equity stake in the complex. The full amount is therefore to roll forward into 2018-19.
Kirklees College Loan	6,000	(6,000)	The loan facility was repaid in full. No further utilisation of the revolving credit facility occurred during the year. The option for Kirklees College to take up the loan facility is open until 31.12.2018, so the full amount is to be rolled forward into the next financial year.
European Grant Funding Opportunities	1,750	(1,750)	This budget was created to provide match funding for opportunities to access funding from European Structural Funds. Given the outcome of the June 2016 referendum there was a high level of uncertainty around the availability and timing of any funding available. Therefore no expenditure was incurred and this scheme will no longer continue into next year, with the total amount being removed from the plan.
Learning & Support (New Pupil Places)	12,016	(4,848)	The build for the New North primary school (-£1m) will not start until 2018/19 due to complex site issues and Beaumont Academy (-£3m) has been updated for a more realistic spend profile for this financial year. The expansion of Birkby Junior School has also been delayed due to circumstances beyond the context of the build. Any underspend in funding on Strategic Priorities is to be rolled into 2018/19 to enable the rolling programme on schools to be delivered as part of the Schools Investment Needs Strategy.
Strategic Priorities Total	28,516	(21,348)	

Key Highlights – Baseline

Appendix 6 b)

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Learning & Early Support			
Basic Need	1,742	(1,447)	Schools Organisation & Planning worked with Head teachers in identifying no cost solutions to basic need capacity issues in 2017/18. The remaining funding will be required to rollover to support Basic Need pressures in 2018/19.
Capital Maintenance	4,930	(1,001)	The majority of funds are contractually committed as part of the 2017/18 Capital Maintenance programme, so funding will need to be rolled over into the next financial year.
One-Off Initiatives	2,391	(1,782)	Mainly due to underspend on Section 106 contributions (-£941k). Majority of funds remain unallocated either whilst discussions occur to identify schools to benefit or funds held pending emergence of new Investment Needs Strategy.
Learning & Early Support Total	9,063	(4,230)	

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Adult Social Care Operation Total	1,190	(1,000)	Underspend on North Kirklees in-house Learning Disability Day Opportunities building provision (-£750k). Limited progress has been made on reaching an agreed way forward, so full amount is to be rolled into 2018. Care Act IT/IS System Enhancement budget (-£250k) is now committed and will be spent next financial year.

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Economy, Regeneration & Culture			
Housing Private Sector	5,539	(2,840)	Includes Section 106 budget (-£969k) not currently projected to spend but looking into possible schemes that could be funded from this pot. The budget for Large Housing Sites Scheme (-£763k) to be applied to the development of the Ashbrow Housing site is to commence next financial year. Also the capital allowances underspend (-£228k) has been allocated to structural works on Cemetery Lodge as agreed by SLT.
Economic Resilience	3,412	(3,085)	Underspends on both West Yorkshire Transport Fund Land Acquisition Fund (-£850k) and Dewsbury Rail Station Gateway (-£450k) which have had Cabinet approval. The Dewsbury Town Hall Initiative (-£643k) project has been extended. The balance of the variance (-£815k) is uncommitted at this stage, but a bid has been made to roll this into the next financial year since plans are to be developed linked to the Town Centre Action Plans strategy.
KAL Self-Financed	1,825	(1,539)	Amendment to the Batley scheme start date required the capital to be re-phased/profiled to 2018/19 therefore committed underspend (-£1.3m) to roll forward. Also remaining capital (-£225k) also required to be rolled over to support future development and refurbishment schemes.
Asset Utilisation/ Rationalisation	4,575	(2,560)	Mainly slippage on schemes, of which £1.7m is contractually committed and bids have been made for the remaining £831k budget to roll forward into 2018/19.
Economy & Regeneration Total	15,351	(10,024)	

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Commercial Regulatory & Operational			
Highways :			
Asset Management	12,088	(934)	A substantial structures scheme (-£479k) funded through Challenge Fund grant was still on site at the financial year end and the Scar Lane, Golcar resurfacing project was deferred. The weather not only delayed the Structures programme but also Street lighting replacement (-£172k). Schemes for planned road surfacing which have five year subsequent protection from excavation, were delayed when utility companies proposed maintenance works on site in response to our notices served.
Integrated Transport	7,027	(3,907)	Grant funded programmes such as Bus Hot Spots and Challenge Fund grant drainage are two year programmes with the funding identified late in year 1 (17/18) so delivery will be in year 2 (18/19). Other schemes such as Dewsbury Railway Station and Huddersfield Ring Road have been incorporated into larger schemes with 18/19 funding so again expenditure is deferred.
Total Highways	19,115	(4,841)	
Corporate Landlord Asset Investment	4,843	(2,692)	All the schemes have been committed in the 2017-18 financial year, however some of the projects have been delayed or programmed out of year for a variety of reasons e.g. complexity and technical issues such as structural matters, programming matters such as providing continuity of service delivery or urgent late additions to the plan and determination of the asset utilisation strategy impacting on investment decisions.
Transport	2,614	(817)	The majority of the underspend (-£671k) is related to vehicles that have been ordered but have long lead time for delivery. The remaining rollover (-£146k) is to be carried forward as part of the annual fleet replacement programme, with vehicles currently out to tender.
Commercial Regulatory & Op Total	26,572	(8,350)	

Key Highlights – Baseline

Appendix 6 b)

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Finance & Transactional Services			
Leeds City Region Revolving Fund	2,550	(1,300)	At year end, £918k had been drawn down against the Kirklees contribution towards the Leeds City Region Revolving Fund loan. This is an ongoing revolving fund, so the full underspend is to be rolled forward into the next financial year.
Finance & Transactional Services Total	2,550	(1,300)	

Key Highlights – Risks & Pressures

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Risks & Pressures	2,500	(2,500)	No commitment against these resources for the financial year. Full budget has been offered up as part of the recent uncommitted rollover exercise.

Key Highlights – Housing Revenue Account

Appendix 6 b)

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
HRA Strategic Priorities			
New Build Phase 4 – Environmentally Friendly Housing	2,036	(2,036)	Council agreed a budget motion to use HRA funding to deliver new environmentally friendly social housing. Work has been ongoing to progress such a scheme but has to date not been finalised or a way forward agreed
New Build Pilot	800	(800)	This scheme at Golcar is anticipated to be delivered in 2018/19
Ashbrow Extra Care	500	(500)	This scheme will largely be delivered in the next financial year
HRA Strategic Priorities Total	3,336	(3,336)	
HRA Baseline			
Estate & Environmental Schemes (District Committees)	1,470	(1,256)	A decision was taken not to deliver this programme in its current form. This neighbourhood led budget to was been under review during 2017/18
Maintaining Decency - Rewires/Kitchens /Bathrooms	6,771	(589)	Procurement issue linked to leaseholders on Communal Doors (£440k) and Rewires (£150k). Leaseholder works to be progressed in 2019/20
High Cost Voids	1,759	(570)	This is a responsive budget linked to void levels - void levels have been lower than usual and high cost work on voids has been lower than previous years.
HRA Baseline Total	10,000	(2,415)	

**BREAKDOWN OF CAPITAL BUDGET CHANGES
(SINCE QUARTER 3 MONITORING)**

APPENDIX 6 c)

	£'000	£'000
QUARTER 3 CAPITAL BUDGET		111,773
Revenue Contributions to Capital**		1,395
Increase in Grants/Contributions		
Strategic Priorities:		
Highways – West Yorkshire Transport	406	
Baseline:		
Housing Private Sector	18	
Ward Based Activity (Insurance contribution)	79	
Economic Delivery (Waterfront Qtr & Dewsbury THI)	173	
Highways (Section 278 monies)	482	
Corporate Landlord Asset Investment - Parks & Open Spaces (S106 monies and contributions)	459	
Total Additions/Reductions		1,617
Revised Budget Prior to Capitalisation Directive		114,785
Capitalisation of staff voluntary severance and transformation costs (funded by “in-year” generated capital receipts)		5,970
REVISED OUTTURN BUDGET		120,755

***Borrowing subsequently used to fund capital instead of Revenue Contributions, as per member approval; Early Closedown Review Report (17.4.18)*

Capital Expenditure, Capital Financing Requirement and External Debt

The table below draws together the main elements of Capital Plan expenditure and financing arrangements. The table also shows the Capital Financing Requirement (CFR), which is the Council's underlying external indebtedness for a capital purpose, compared with the expected borrowing position.

	2016/17	2017/18	
	Actual <u>£000s</u>	Estimate* <u>£000s</u>	Actual <u>£000s</u>
Capital Expenditure			
General Fund	53,056	66,985	48,555
HRA	16,210	20,695	13,248
Sub-total (excl. PFI)	69,266	87,680	61,803
General Fund - PFI	1,392	1,849	1,849
HRA – PFI	174	266	266
Total	70,832	89,795	63,918
Financed by -			
Borrowing	17,092	29,453	15,465
PFI	1,566	2,115	2,115
Other	52,174	58,227	46,338
Total	70,832	89,795	63,918
CFR as at 31 March			
General Fund excl PFI	412,844	437,878	420,331
General Fund PFI	55,474	52,269	52,271
HRA excl PFI	186,181	182,843	182,843
HRA PFI	56,824	54,896	54,897
Total CFR	711,323	727,886	710,342
External debt as at 31 March			
Borrowing (excl interest accrued)	438,208	508,190	413,167
Other LT Liabilities	116,553	111,307	111,289
Total debt	554,761	619,497	524,456

*The PI estimates include an allowance for anticipated slippage of capital expenditure during the year.

The difference between the CFR and total debt reflects the amount of internal balances that are being “borrowed” to finance capital indebtedness.

Limits to Borrowing Activity

The first key control over the Council's borrowing activity is a Prudential Indicator to ensure that over the medium term, net borrowing will only be for a capital purpose. Net external borrowing should not, except in the short-term, exceed the total CFR. This allows some flexibility for limited early borrowing for future years. As can be seen from the table above, the Council kept its total debt within the CFR and this has also been the case in previous years.

A further two Prudential Indicators control overall level of borrowing. These are the Authorised Limit and the Operational Boundary. The Authorised Limit represents the limit beyond which borrowing is prohibited. It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3(1) of the Local Government Act 2003.

The Operational Boundary is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during this year.

	2016/17	2017/18	
	Actual (max)	Limits/ Boundary	Actual (max)
	£m	£m	£m
<u>Authorised limit for external debt</u>			
Borrowing	438.2	558.4	438.2
Other Long Term Liabilities	121.4	116.6	116.6
Total	559.6	675.0	554.8
<u>Operational boundary for external debt</u>			
Borrowing	438.2	508.2	438.2
Other Long Term Liabilities	121.4	116.6	116.6
Total	559.6	624.8	554.8

The Council was well within its Authorised limit and Operational Boundary for the year.

There is also a limit on HRA indebtedness set by the Department for Communities and Local Government under the recent HRA self-financing reform. The limit is set at £247.6 million for the HRA CFR, excluding PFI liabilities. The actual HRA CFR excluding PFI liabilities as at 31 March 2016 is £182.8 million which is well within the limit.

Affordability Prudential Indicators

Ratio of financing costs to net revenue stream

This indicator identifies the cost of capital (borrowing costs net of investment income) against the net revenue stream. The net revenue stream for General Fund is defined as the amount to be met from unringfenced government grants and local taxpayers, and for HRA it refers to the total HRA income (rent, other income and grant).

	2016/17	2017/18	
	Actual	Estimate	Actual
<u>Ratio of financing costs to net revenue stream</u>			
General Fund	10.00%	10.36%	7.31%
General Fund excl PFI	7.91%	8.05%	4.88%
HRA	32.07%	31.50%	31.32%
HRA excl PFI	30.07%	29.48%	29.28%

The actual for General Fund for 2017/18 was less than estimated largely due to the Council's decision to change its policy for the repayment of debt (MRP) from a 4% reducing balance basis to an annuity basis on supported borrowing from 2007/08 onwards, thus resulting in a much lower charge for 2017/18. The PIs have marginally decreased for HRA due to a reduction in depreciation charged to Council dwellings and slightly better income levels in year.

<i>2018/19 – 2022/23 Capital Plan Expenditure Summary</i>	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
General Fund:						
Strategic Priorities	31,201	52,270	40,316	10,895	1,526	136,208
Baseline	59,686	33,694	27,655	22,581	22,331	165,947
Risks & Pressures	1,000	1,000	1,000	1,000	1,000	5,000
General Fund Capital Plan	91,887	86,964	68,971	34,476	24,857	307,155
Housing Revenue Account:						
Strategic Priorities	13,459	10,961	11,281	17,258	11,504	64,463
Baseline	18,478	14,167	14,249	14,338	14,605	75,837
HRA Plan	31,937	25,128	25,530	31,596	26,109	140,300
TOTAL EXPENDITURE	123,824	112,092	94,501	66,072	50,966	447,455
Assumed Slippage	-22,269	-25,007	-19,565	-13,789	-9,728	-90,358
TOTAL FUNDING REQUIREMENT	101,555	87,085	74,936	52,283	41,238	357,097

<i>Funding Summary</i>	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Direct / Earmarked Contributions to Schemes						
<i>Capital Grants / Contributions applied</i>						
-In Year	24,863	16,865	15,602	14,114	13,864	85,308
-Funding brought forward (previous yr)	23,040	9,850	5,192	4,760	4,760	47,602
-Funding carried to next year	-9,850	-5,192	-4,760	-4,760	-4,760	-29,322
<i>Earmarked Capital Receipts</i>	10,791	1,590	2,679	4,968	3,241	23,269
<i>Revenue Contributions (HRA)</i>	18,580	10,380	10,925	13,194	6,513	59,592
<i>Reserves (HRA)</i>	9,400	11,917	11,493	13,579	16,500	62,889
Pooled Resources						
<i>Non Earmarked Capital Receipts</i>	6,000	8,000	8,000	8,000	8,000	38,000
<i>Commercial Loan Repayments</i>	0	4,000	8,000	8,500	2,848	23,348
<i>Corporate Prudential Borrowing</i>	41,000	54,682	37,370	3,717	0	136,769
Assumed Slippage :						
<i>Borrowing Slippage</i>	-14,822	-21,029	-16,523	-11,015	-7,004	-70,393
<i>Grants Slippage</i>	-7,447	-3,978	-3,042	-2,774	-2,724	-19,965
TOTAL FUNDING REQUIREMENT	101,555	87,085	74,936	52,283	41,238	357,097

	Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Learning & Early Support							
New Pupil Places in Primary/Secondary Schools	G/B S106	10,975	9,848	972	545	544	22,884
Delivery of an Autistic Spectrum Disorder (ASD) School to mitigate expenditure on out of area ASD placements	B	150	1,000	1,500	350	0	3,000
Learning & Early Support Total		11,125	10,848	2,472	895	544	25,884
Adults Social Care Operation							
Pump Prime & Commissioning Specialist Accommodation		750	1,250	0	0	0	2,000
Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy		250	500	0	0	0	750
Adults Social Care Operation Service Total		1,000	1,750	0	0	0	2,750
Economy Regeneration & Culture							
Aspirational Regeneration of Major Town Centres - Feasibility	B	500	0	0	0	0	500
Regeneration of Strategic Town Centres - Dewsbury	B	915	7,000	7,085	0	0	15,000
Regeneration of Strategic Town Centres - Huddersfield	B	1,050	12,172	10,759	6,500	0	30,481
Sports Facility (Spenborough area)	B	500	1,500	8,000	3,500	232	13,732
Sports Facility (Spenborough area) - KAL Contribution	B*	0	0	0	0	750	750
Huddersfield Leisure Centre	B	34	0	0	0	0	34
Dewsbury Learning Quarter	B	376	2,000	0	0	0	2,376
Local Growth Fund	B	550	0	0	0	0	550
Highways	B	151	0	0	0	0	151
HD-One (KSDL)	B	1,000	8,000	4,000	0	0	13,000
Property Investment Fund	B	8,000	9,000	8,000	0	0	25,000
Kirklees College Loan	B	6,000	0	0	0	0	6,000
Economy Regeneration & Culture Total		19,076	39,672	37,844	10,000	982	107,574
Strategic Priorities Total		31,201	52,270	40,316	10,895	1,526	136,208

	Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Learning & Early Support							
Basic Need	G	836	2,152	500	500	500	4,488
Capital Maintenance	G	4,799	3,600	3,400	3,200	3,000	17,999
Devolved Formula Capital	G	939	900	850	800	750	4,239
One-Off Initiatives:							
SEND Provision	G	352	352	352	0	0	1,056
SEN future needs review – option appraisal commissioning	B	150	500	0	0	0	650
Early Years Provision	G	198	0	0	0	0	198
IT Infrastructure for Children's System	R	447	0	0	0	0	447
Healthy Pupils	G	358	0	0	0	0	358
Section 106 funded schemes	S106	2,157	0	0	0	0	2,157
Completed Schemes	G	106	0	0	0	0	106
Learning & Early Support Total		10,342	7,504	5,102	4,500	4,250	31,698
Adults Social Care Operation Total							
	G	300	700	0	0	0	1,000
Economy Regeneration & Culture							
Housing Private Sector							
Disabled Facilities Grants	G	3,452	2,721	2,721	2,721	2,721	14,336
Discretionary Assistance	R	163	100	100	100	100	563
Minor Adaptations	R	450	290	290	290	290	1,610
Other	G	2,001	0	432	0	0	2,433
Housing Private Sector Total		6,066	3,111	3,543	3,111	3,111	18,942
Economic Resilience	B/G	4,223	900	900	900	900	7,823
KAL - Self Funded	B*	3,456	500	617	617	617	5,807
Strategic Asset Utilisation /Rationalisation	B	2,560	300	0	0	0	2,860
Leeds City Region Revolving Fund	B	1,632	0	0	0	0	1,632
Economy Regeneration & Culture Total		17,937	4,811	5,060	4,628	4,628	37,064
Commercial Regulatory & Operational Services							
Highways							
Maintenance :							
Principal Roads	G	2,605	2,600	2,600	2,600	2,600	13,005
Roads Connecting Communities	G	2,074	1,369	1,164	856	856	6,319
Local Community Roads	B/G	2,872	2,247	2,247	2,247	2,247	11,860
Structures	G	1,678	1,200	1,200	1,200	1,200	6,478

	Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
(Highways continued)							
Street Lighting Replacement Strategy	B*	3,172	3,000	3,000	1,000	1,000	11,172
Unadopted Roads	B	130	50	50	50	50	330
Integrated Transport :							
Integrated Public Transport	B/G	806	300	0	0	0	1,106
Network Management	B/G	442	100	100	100	100	842
Cycling & Walking	B/G	135	20	20	20	20	215
Safer Roads	B/G	1,545	650	650	650	650	4,145
Town Centre Car Parking	B	596	100	100	100	100	996
Flood Management and Drainage Improvements	B/G	1,451	680	680	680	680	4,171
Developer Funded Schemes	S106	1,452	0	0	0	0	1,452
Highways Total		18,958	12,316	11,811	9,503	9,503	62,091
Corporate Landlord Asset Investment	B	5,665	4,250	2,300	1,300	1,300	14,815
Transport	B	2,317	1,250	1,250	1,250	1,250	7,317
Environment & Strategic Waste	B	148	100	100	100	100	548
School Catering	B/ B*	488	400	400	400	400	2,088
Electric Vehicle Charge Points	G	547	0	0	0	0	547
Commercial Reg & Operational Total		28,123	18,316	15,861	12,553	12,553	87,406
Office of the Chief Executive							
Ward Based Activity	B	192	0	0	0	0	192
Office of the Chief Executive Total		192	0	0	0	0	192
Finance & Transactional Services							
Information Technology	B*/ R	2,792	2,363	1,632	900	900	8,587
Finance & Transactional Services Total		2,792	2,363	1,632	900	900	8,587
TOTAL BASELINE		59,686	33,694	27,655	22,581	22,331	165,947

FUNDING KEY:

B = Borrowing

B* = Service funded Borrowing - Work is ongoing to remove this category and have one system of prudential borrowing.

G = Grant

R = Capital receipts

	Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Strategic Priorities							
Housing Growth	H / R	4,320	4,000	4,000	4,000	4,000	20,320
New Build Phase 1 - Ashbrow Extra Care	H / R	990	3,961	1,650	0	0	6,601
New Build Phase 2 - Soothill Extra Care	H / R	0	0	3,631	3,703	0	7,334
New Build Phase 3	H / R	0	0	0	7,555	0	7,555
New Build Phase 4 - Environmentally Friendly Housing	H / R	4,111	0	0	0	0	4,111
Garage/Green Space Development Phase 1	H / R	2,038	0	0	0	0	2,038
Remodelling / High Rise	H / R	2,000	2,000	2,000	2,000	2,000	10,000
Strategic Priorities	H / R	0	0	0	0	5,504	5,504
IT System (Universal Housing Replacement)	H	0	1,000	0	0	0	1,000
Sub-Total		13,459	10,961	11,281	17,258	11,504	64,463
Baseline							
Neighbourhood Investment (previously Whole Home)	H	10,889	9,005	9,004	9,009	9,190	47,097
Estate Improvements (Neighbourhood Investment)	H	1,988	731	746	760	775	5,000
Compliance	H	2,200	1,000	1,000	1,000	1,000	6,200
Fuel poverty	H / G	662	638	650	663	676	3,289
Adaptations	H	2,739	2,793	2,849	2,906	2,964	14,251
Sub-Total		18,478	14,167	14,249	14,338	14,605	75,837
TOTAL HRA PLAN							
		31,937	25,128	25,530	31,596	26,109	140,300

FUNDING KEY:

H = HRA revenue contribution/major repairs reserve

R = Capital receipts

G = Grant

	GENERAL FUND		HRA	
	£'000	£'000	£'000	£'000
CAPITAL BUDGET PLAN (Council 14.02.18)		254,360		134,608
ROLLOVER:				
2017/18 Outturn	52,178		6,774	
Removal	-4,400		-1,082	
Total Rollover into New Plan		47,778		5,692
BASELINE PLANS - ADDITIONS/REDUCTIONS				
Grant Changes:				
Learning & Early Support, Capital Maintenance 2018.19 Grant to be received above budget assumption	198			
Learning & Early Support, Capital Maintenance Grant increase in 4 year budget assumptions (2019.20-2022.23)	800			
Learning & Early Support, Additional Section 106 monies	525			
Learning & Early Support, Healthy Pupils Grant	358			
Learning & Early Support, net change in grant (-£23k for DFC, +£33k for Studio School)	14			
Housing Private Sector, Additional Disabled Facilities Grant	115			
Housing Private Sector, Dewsbury Housing & Enterprise Growth Zone	4			
Highways, Net Reduction in Grant assumptions (approved Cabinet 20.3.18)	-1,083			
Highways, Additional Grant	438			
Corporate Landlord Asset Investment - Parks & Open Spaces reduction in Grant/S106 assumptions	-126			
New Schemes:				
Strategic Network of Electric Vehicle Rapid Charging Points	547			
Information Technology- GDPR related IT systems upgrades	300			
Information Technology- Digital by Design	2,927			
Total Additions/Reductions		5,017		0
REVISED CAPITAL ROLLOVER PLAN (2018/19-2022/23)		307,155		140,300

KIRKLEES COUNCIL - FLEXIBLE USE OF CAPITAL RECEIPTS STRATEGY

1. Government guidance allows the capitalisation of certain types of qualifying revenue expenditure in-year, funded from the flexible use of 'in-year' generated capital receipts. It covers in-year capital receipts generated in-year, from 2016-17 to 2021-22 inclusive.
2. In-year generated capital receipts includes general fund receipts from the sale of general fund land and buildings. It also includes 'right to buy' (RTB) receipts from the sale of Council houses. These are remaining receipts that are also available to the Council, after taking account of the Council's other obligations in relation to RTB receipts generated in-year.
3. It is proposed that consideration be given to applying 'in-year' capital receipts generated, to fund the following qualifying capitalised revenue expenditure, in line with original DCLG guidance issued in March 2016, as follows :
 - i) *funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;*

Qualifying expenditure in 2017-18

£2.5m transformation spend – used to support the Programme Management Office and the Council's external business partner in providing governance, monitoring, review and delivery of transformation and change.

£3.5m voluntary severance costs – will deliver future ongoing efficiency savings to the Council through a rationalised workforce.

- ii) *driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;*
4. The time period relating to the above qualifying expenditure covers 2017-18 and the following 4 years. The original DCLG guidance covered the 2016-19 period, but this was subsequently extended by a further 3 years, to 2021-22, following the Autumn Statement announcement on November 17th, 2017.
5. The extent to which capital receipts will actually be applied in-year will take into account the following factors :
 - i) the amount of capital receipts actually generated in-year;
 - ii) the amount of qualifying capitalisable revenue expenditure in-year;
 - iii) the affordability of borrowing to fund the capital plan in-year, where current funding assumptions include use of in-year capital receipts to part fund the Council's annual general fund capital plan

6. The proposals set out in 3. above are 'in principle', and allow officers the 'flexibility' to consider a range of funding options in-year that meet the intended objectives set out in the Council's budget strategy update.
7. It is intended that officers will update members as part of the annual budget report to full Council each February, and finalised proposals for the flexible use of capital receipts to be incorporated into an annual early closedown review report for Cabinet consideration early April.



Name of meeting: Corporate Governance and Audit Committee 11 May 2018

Title of report: Annual Report on Treasury Management 2017-18

Purpose of report

Financial Procedure Rules require that the Council receives an annual report on Treasury Management activities for the previous financial year. The report reviews borrowing and investment performance.

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?	Not applicable
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 Service Director & name	Eamonn Croston
Is it also signed off by the Service Director for Finance, IT and Transactional Services?	As above
Is it also signed off by the Service Director for Governance and Commissioning Support?	Julie Muscroft
Cabinet member portfolio	Cllr Graham Turner Cllr Musarrat Khan

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

1. Summary

- 1.1 The Council's treasury management operation for the year has followed the strategy approved by Council on 15 February 2017. Investments averaged £37.9 million, were largely deposited in instant access accounts and earned an average interest rate of 0.26%. Total external borrowing decreased for the year by £25.0 million to £413.2 million. (£438.2m 31st March 2017) The decrease is due to a variety of reasons including; repayment of existing debt, slippage in the capital plan and increases in reserves due to policy changes. The majority of

borrowing is on fixed rate terms and the average borrowing rate for 2017-18 was 4.76%.

- 1.2 In 2017-18 the Council approved a revision to its Minimum Revenue Provision (MRP) policy, which relates to the amount of revenue resources set aside each year to provide for its outstanding debt repayments over the longer term. This was done by updating its approach to Supported Borrowing from 2007-08 onwards, moving from a 4% reducing balance to an annuity basis in its repayment of debt.
- 1.3 In updating the approach the Council effectively over-provided in previous years the re-payment of debt to the sum of £91.1m. Within the Treasury Management Strategy 2018-19 the Council set out its approach to unwind this over-provision at £9.1m each year over the next 10 years, starting from 2017-18 onwards. Within the 2017-18 accounts this has resulted in the budgeted over-provision element of £9.1m being transferred to financial resilience reserves in order to strengthen the Council's overall financial resilience as per the Council's approved reserves strategy.
- 1.4 Treasury management costs incurred in the year include £10.4 million on net interest payments and £4.1 million on providing for the repayment of debt (MRP). The Council complied with its treasury management prudential indicators in the year.
- 1.5 This report also notes a number of early 2018-19 treasury management issues for consideration. These include options for re-financing two current Lender Option-Borrower Option loans at £10m each, and a proposed amendment to the treasury management strategy to include a further potential loan funding source; SALIX Finance, a government funded interest free loan funding body for public sector services. It also considers potential Council investment in a property fund investment fund, CCLA, specifically set up for not-for profit investors, including local authorities.

2. Information required to take a decision

2.1 Background

- 2.1.1 The Council has adopted the CIPFA Code of Practice on Treasury Management and operates its treasury management service in compliance with this Code and various statutory requirements. These require that the prime objective of the activity is to secure the effective management of risk, and that borrowing is undertaken on a prudent, affordable and sustainable basis.
- 2.1.2 Financial Procedure Rules require that the Council receives an annual report on Treasury Management activities for the year. Cabinet is responsible for the implementation and monitoring of the treasury management policies. Corporate Governance and Audit Committee undertake a scrutiny role with regard to treasury management.

2.1.3 In reviewing performance, reference will be made to the Treasury Management Strategy Report approved by Council on 15 February 2017.

2.2 Borrowing and Investment Strategy 2017-18

2.2.1 The Councils overall Treasury Management Strategy prioritises security, liquidity and risk management which was adhered to in 2017-18. The Council aims to invest externally balances of £30 million, largely for the purpose of managing day-to-day cash flow requirements, with any remaining balances invested “internally”, offsetting borrowing requirements. The investment strategy is designed to minimise risk, investments being made primarily in instant access accounts or short-term deposits, with the major British owned banks and building societies, or Money Market Funds.

2.3 The economy and interest rates

Below paragraphs 2.3.1-2.3.2 are a commentary from our external treasury management advisors, Arlingclose

2.3.1 2017-18 was characterised by the push-pull from expectations of tapering of Quantitative Easing (QE) and the potential for increased policy rates in the US and Europe and from geopolitical tensions, which also had an impact.

2.3.2 The Bank of England’s Monetary Policy Committee (MPC) increased Bank Rate by 0.25% in November 2017. It was significant in that it was the first rate hike in ten years, although in essence the MPC reversed its August 2016 cut following the referendum result. Although in March two MPC members voted to increase policy rates immediately and the MPC itself stopped short of committing itself to the timing of the next increase in rates, the minutes of the meeting suggested that an increase in May 2018 was highly likely.

2.4 Investment activity

2.4.1 The Council’s treasury management investments totalled £36.1 million as at 31 March 2018 (£31.3 million 31 March 2017). The Council invested an average balance of £37.9 million externally during the year (£41.8 million 2016-17). Income of £98k was generated through these investments (£153k 2016-17). Appendix 1 shows where investments were held at the beginning of April, the end of September and the end of March, by counterparty, by sector and by country. The Council’s average lending rate for the year was 0.26% (0.37% 2016-17). The fall in rates between the years reflects the Base Rate in 16-17 being 0.5% until autumn and then a reduction to 0.25%. In the current year there has been 4 months at the increased rate of 0.5%, but there is also an element of lag in institutions passing on the benefit of higher interest rates.

2.4.2 The majority of investments were placed in instant access bank deposit accounts/Money Market Funds (MMFs). MMFs offer greater

diversification of counterparties and thus lower risk, as well instant access and relatively good returns.

2.5 Borrowing requirement and debt management

2.5.1 In terms of borrowing, long-term loans at the end of the year totalled £392.5 million and short-term loans (excluding interest accrued) £20.7 million (£400.5 million and £37.7 million 31 March 2017), an overall decrease of £25.0 million. There was no new long term borrowing in 2017-18. Appendix 2 details repayments of long-term loans during the year and short-term loans outstanding as at 31 March 2018.

2.5.2 Fixed rate loans account for 81.25% of total long-term debt (see also Appendix 5) giving the Council stability in its interest costs. The maturity profile for all long-term loans is shown in Appendix 3 and shows that no more than 9% of all debt is due to be repaid in any one year. This is good practice as it reduces the Council's exposure to a substantial borrowing requirement in future years when interest rates might be at a relatively high level.

2.5.3 The primary source of the Council's borrowing is from the Government ie Public Works Loan Board (PWLB).

2.5.4 The table below sets out the estimated external borrowing requirement against actual requirements;

	2017-18 £m estimated	2017-18 £m actual
General Fund CFR - Non PFI	437.9	420.3
PFI	52.3	52.3
HRA CFR - Non PFI	182.8	182.8
PFI	54.9	54.9
Total CFR	727.9	710.3
Less: Other debt liabilities*	111.3	107.1
Borrowing CFR	616.6	603.2
Less: Deferred Liabilities	4.1	4.1
Less: Internal borrowing	104.3	185.9
PWLB Loans	278.6	278.6
LOBOs	76.6	76.6
Loan Stock (Fixed Rate)	7.0	7.0
Other LT Loans (Fixed Rate)	30.3	30.3
Temporary Borrowing	115.7	20.7
Total : External Borrowing	508.2	413.2
Investments	30.0	36.1

2.5.5 As can be seen from the table above the temporary borrowing requirement is far lower than expected due to a combination of an increase in internal balances (it was expected that these would reduce

in year by £38.0m from £146.4m) and additional slippage in the capital plan of £21.8m.

2.5.6 The Local Capital Finance Company established in 2014 by the Local Government Association as an alternative source of local authority finance. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. It has yet to issue any loans but officers will continue to monitor developments of this potential new funding source.

2.5.7 In terms of debt rescheduling, the premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Council's portfolio and therefore unattractive for debt rescheduling activity in 2017-18.

2.5.8 The average long term borrowing rate for 2017-18 for the Council's long-term loans outstanding was 4.76% (4.78% 2016-17).

2.6 Trends in treasury management activity

2.6.1 Appendix 4 shows the Council's borrowing and investment trends over the last 5 years. This highlights the current trend to re-pay long term debt at maturity and where required borrow over the short term.

2.7 Risk and Compliance Issues

2.7.1 The Council has complied with its prudential indicators for 2017-18, which were approved as part of the Treasury Management Strategy. Details can be found in Appendix 5. Indicators relating to affordability and prudence will be highlighted in the 2017-18 Outturn Report to Cabinet and Council In June and July.

2.7.2 When the Council has received unexpected monies late in the day, officers have no alternative but to put the monies into the Barclays Business Reserve Account overnight. The account is maintained so that usually, daily balances are under £100k. The maximum daily amount deposited in this account overnight as a result of unexpected late payments was £1.381m. Whilst this is not an ideal situation, the Council is still within investment limits as per the Treasury Management Strategy which is set at £10m per counterparty.

2.7.3 In line with Council treasury management strategy, the Council has not placed any direct investments in companies as defined by the Carbon Underground 200.

2.7.4 The Council is aware of the risks of passive management of the treasury portfolio and, with the support of the Council's consultants (Arlingclose), has proactively managed the debt and investments over the year.

2.7.5 The CIPFA Code of Practice requires that treasury management performance be subject to regular member scrutiny. The Corporate Governance and Audit Committee performs this role and members have received reports on strategy, half yearly monitoring and now the

outturn for the year 2017-18. Training was provided to Members on the 17th November 2017.

Looking ahead – Treasury Management developments in 2018-19

2.8 Re-financing/re-payment of current Long Term Borrowing

2.8.1 As outlined within the Council approved Treasury Management Strategy 2018-19, the Council will continue to look to repay existing long term debt when the opportunity arises where it becomes beneficial for the Council to do so.

2.8.2 Within the next 12 months there are 2 Lenders Option Borrowers Option (LOBO) loans which may present us with an option to convert or re-finance and these as detailed further below.

2.8.3 The Council currently has a £10.0m Range LOBO with Barclays. The Range LOBO has an annual rate of interest of 3.4% when the 6 month London Interbank Offered Rate (LIBOR) Rate is between 4%-6%, and a rate of 4.1% when it falls outside of this. Currently the LIBOR Rate is 0.83% and hasn't been as high as 4% since November 2008. The current interest rate is therefore 4.1%.

2.8.4 Barclays have approached the Council to convert the LOBO into a fixed rate of interest. The rate is currently subject to discussion between both parties, and would remain until maturity of the loan on 15th January 2067. This could generate immediate savings per annum. By way of illustration, a mid-point fixed rate of 3.75% would equate to immediate £35k annual savings to the Council for the remainder of the loan.

2.8.5 The Council also has a £10.0m LOBO loan with Commerzbank. The rate of interest applied for the first 2 years of the loan was 3.8%, which then increased to 5.0% after the first 2 years as per the signed agreement. This LOBO loan matures on the 9th June 2042.

2.8.6 Commerzbank have also approached the Council to review options for re-paying this loan early.

2.8.7 On both LOBO loans the Lender has the option to exercise their right to change the interest rate. At which point the borrower can then choose to accept the new interest rate or choose to re-pay at no additional cost.

2.8.8 It is intended that Council officers liaise with the Council's external Treasury Management advisors, Arlingclose, to review both lender options, and proceed if they are considered to be in the longer term best interests of the Council.

2.9 Loan Funding Sources

2.9.1 The Council may be presented with additional sources of long-term funding at certain points in time, beyond those currently listed in the

Council's current treasury management strategy. These may be at preferential rates of interest and therefore the Chief Financial Officer (s151 officer) will look to maximise the use of source funds when it is preferential to do so.

- 2.9.2 One opportunity is a source of funding from SALIX Finance Ltd. SALIX provides interest free Government funding to the public sector to improve their energy efficiency, reduce carbon emissions and lower energy bills. The Council has taken the opportunity to apply to SALIX for interest-free loan funding to be applied against the £11m Council approved street lighting replacement scheme within the 2018-19 – 2022-23 Capital Plan, which would otherwise be funded entirely from Council prudential borrowing.
- 2.9.3 SALIX has approved an in-principle £5.9m interest-free loan, repayable over a 7 year period.
- 2.9.4 The in-principle SALIX loan agreement requires Council approval to incorporate this type of loan product into its overall borrowing portfolio. It is estimated that this would save the Council £55k in interest payments over the period of the scheme, based on current short-term borrowing rates. If interest rates were to increase, the comparable savings to the Council would be higher.

2.10 Investment Opportunities

- 2.10.1 The Local Authorities Property Fund was established in 1972, and is managed by CCLA Fund Managers. Any Local Authority in the United Kingdom can invest in the Fund, and the minimum investment is £25k. The Fund aims to provide investors with a high level of income and long-term capital appreciation, and it is an actively managed, diversified portfolio of UK commercial property. It principally invests in UK assets, but may invest in other assets. There is an accompanying prospectus and factsheet attached to this report, for information.
- 2.10.2 Such funds tend to generate a higher rate of return. For example, (016-17 returned 3.07% dividend on the Local Authority Property Fund compared with the Council's average rate of return on investments of 0.37%.
- 2.10.3 Clearly there are increased risks associated with higher yield investment opportunities, and any potential investment would need to be considered very much as a much longer term investment strategy, pro-actively managed by CCLA, to manage those risks over time.
- 2.10.4 Investment opportunities in funds such as the CCLA are not part of the current Treasury Management Investment Strategy for 2018-19.
- 2.10.5 The annual budget report to Budget Council on 14 February 2018, in setting out the treasury management strategy for 2018-19, noted that the strategy reflected the pre-existing CIPFA Prudential Code and statutory Government guidance on Investment strategy and Minimum Revenue Provision. The CIPFA code and Government statutory

guidance was updated early 2018, and officers intend to bring forward an updated Treasury Management Strategy, for member consideration, at the same time as the Budget Strategy Update report, in Autumn 2018.

- 2.10.6 It is proposed that as part of the treasury management strategy update, officers will bring forward more detailed proposals for potential investment in the Local Authority Fund and any other investment opportunities.

3. Implications for the Council

- 3.1 Early Intervention and Prevention (EIP) – no impact
- 3.2 Economic Resilience (ER) – no impact
- 3.3 Improving Outcomes for Children – no impact
- 3.4 Reducing demand of services - no impact
- 3.5 Other implications – Any changes in assumed borrowing and investment requirements, balances and interest rates will be reflected in revenue budget monitoring reports during the year.

4. Consultees and their opinions

None.

5. Next steps

Comments and feedback from CGAC will be incorporated into this report which will be subsequently considered at Cabinet in June and Council in July 2018 as part of the overall financial outturn and rollover report 2017-18.

6. Officer recommendations and reasons

CGAC are asked to consider the following for Cabinet and Council approval ;

- 6.1 note treasury management performance in 2017-18 as set out in this report;
- 6.2 agree officer proposals to review the two LOBO loan re-financing options in conjunction with Arlingclose, and to proceed if considered beneficial to the Council;
- 6.3 agree an amendment to the existing borrowing strategy to incorporate SALIX Finance as an interest free loan funding source; and
- 6.4 note officer intention to bring forward more detailed proposals regarding potential investment in the Local Authority Fund, as part of the Treasury Management strategy update later in the year, for member consideration

7. CPAG recommendations

To follow

8. Contact officer

Eamonn Croston Acting Service Director for Finance, IT and
Transactional Services

James Buttery Finance Manager

9. Background Papers and History of Decisions

CIPFA's Code of Practice on Treasury Management in the Public
Services.

CIPFA's Prudential Code for Capital Finance in Local Authorities.

Public Works Loan Board Website.

Treasury Management Strategy Report approved by Council on 15
February 2017.

Local Authorities Property Fund & Factsheet

10. Service Director responsible

Eamonn Croston

01484 221000

APPENDIX 1

Kirklees Council Investments 2017/18											
Counterparty	Credit Rating Mar 2018*	1 April 2017				30 September 2017			31 March 2018		
		£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment	
Specified Investments											
Bank of Scotland	Bank	F1/A+	1.3	0.20%	Instant Access					Instant Access	
Svenka Handelsbanken	Bank	F1+/AA			Instant Access	8.0	0.20%	Instant Access		Instant Access	
Std Life	MMF**	AAAmf	8.7	0.28%	Instant Access	10.0	0.20%	Instant Access	9.9	0.46%	
Aviva	MMF**	Aaa-mf	7.3	0.22%	Instant Access	10.0	0.16%	Instant Access	10.0	0.42%	
Deutsche	MMF**	AAAmf	6.9	0.20%	Instant Access			Instant Access	9.0	0.37%	
Goldman Sachs	MMF**	AAAmf	7.1	0.20%	Instant Access	3.5	0.13%	Instant Access	7.2	0.37%	
			31.3			31.5			36.1		
Sector analysis											
Bank			£m	%age		£m	%age		£m	%age	
Bank			1.3	4%		8.0	25%				
Building Society											
MMF**			30.0	96%		23.5	75%		36.1	100%	
Local Authorities/Cent Govt											
			38.3	100%		31.5	100%		36.1	100%	
Country analysis											
UK			£m	%age		£m	%age		£m	%age	
UK			1.3	4%							
Sweden						8.0	25%				
MMF**			30.0	96%		23.5	75%		36.1	100%	
			31.3	100%		31.5	100%		36.1	100%	

*Fitch short/long term ratings, except Aviva MMF (highest Moody rating). See next page for key. ** MMF – Money Market Fund. These funds are domiciled in Ireland for tax reasons, but the funds are made up of numerous diverse investments with highly rated banks and other institutions. The credit risk is therefore spread over numerous countries, including the UK. The exception to this is the Aviva Government Liquidity Fund which invests directly in UK government securities and in short-term deposits secured on those securities.

Key – Fitch’s credit ratings:

		Long	Short	
Investment Grade	Extremely Strong	AAA	F1+	
		Very Strong		AA+
	AA			
	AA-			
	Strong	A+		F1
		A		
		A-		
	Adequate	BBB+		F2
		BBB		
BBB-		F3		
Speculative Grade	Speculative	BB+	B	
		BB		
		BB-		
	Very Speculative	B+		
		B		
		B-		
	Vulnerable	CCC+		C
		CCC		
		CCC-		
CC				
C				
Defaulting		D	D	

Appendix 2

Long-term loans repaid and short-term loans outstanding 31 March 2018

Long-term loans repaid during 2017/18

	Amount £000s	Rate %	Date repaid
Repayments on maturity			
PWLB (498358)	2,768	4.24	21 Aug 17
PWLB (496734)	4,613	8.375	6 Dec 17
Repayments on annuity loans			
PWLB (496956)*	322	4.58	29 Sep 17
PWLB (496956)*	329	4.58	29 Mar 18
Total	8,032		

* represents loan extended to Kirklees College, for which the College is making similar repayments to the Council

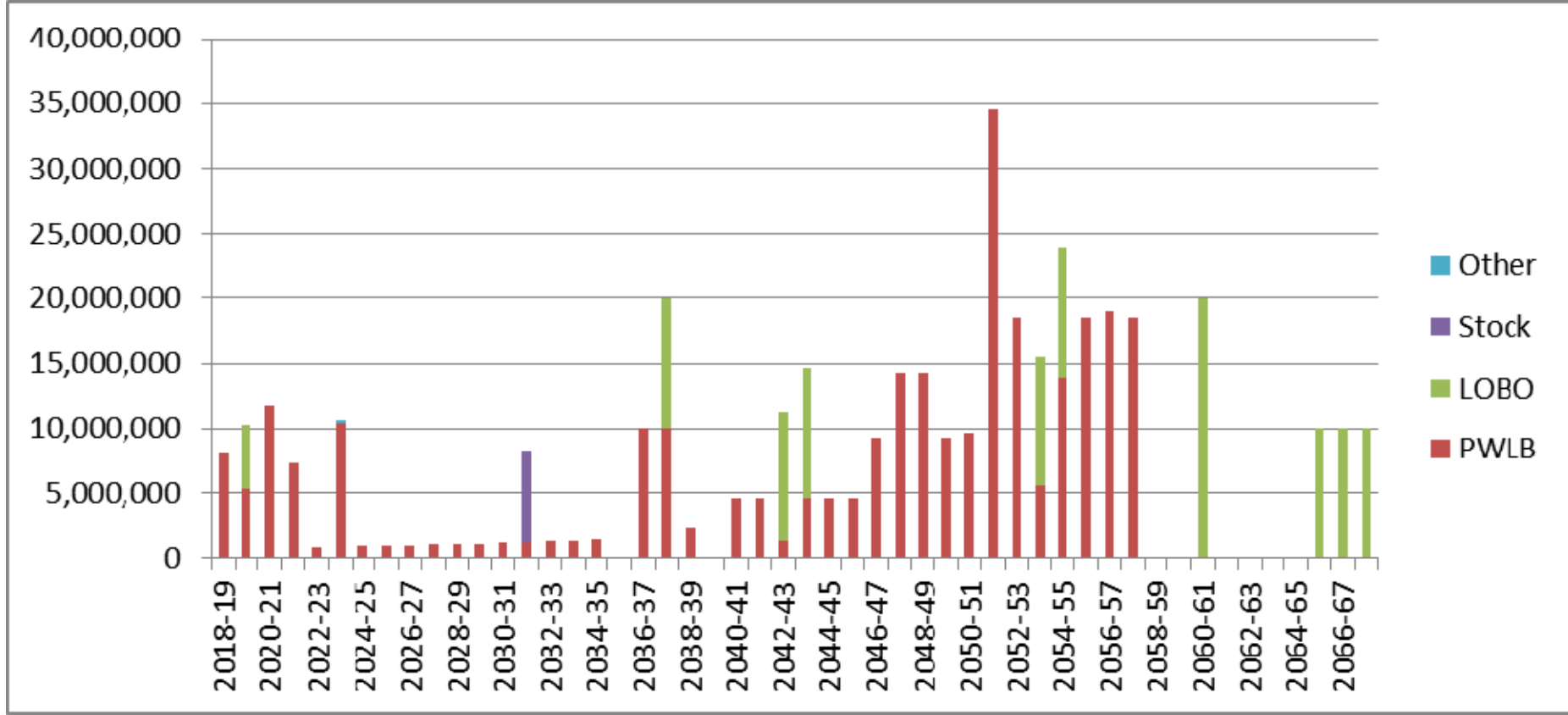
Short-term loans outstanding 31 March 2018

	Amount £000s	Rate %	Length (days)
Temporary borrowing from the Money Market			
London Borough of Newham	5,000	0.45	19
Gateshead Council	5,000	0.55	9
Local lenders/Trust Funds	2,626		
Long-term loans due to mature in the next twelve months	8,062		
Total*	20,688		

* excludes interest accrued

Kirklees Council Loan Maturity Profile (All Debt)

Appendix 3



Kirklees Council - Borrowing and Investment Trends

At 31 March	2018	2017	2016	2015	2014
Investments	36.1m	31.3m	38.3m	38.7m	33.1m
ST Borrowing (excl interest accrued)	20.8m	37.7m	16.0m	21.1m	29.6m
LT Borrowing	392.4m	400.5m	408.4m	422.6m	432.4m
Total Borrowing	413.2m	438.2m	424.4m	443.7m	462.0m
Deferred liabilities (non PFI)	4.1m	4.1m	4.3m	4.4m	4.5m
Net debt position	373.0m	411.0m	390.4m	409.4m	433.4m
Capital Financing Requirement (excl PFI)					
General Fund	420.3m	412.8m	411.3m	422.2m	447.5m
HRA	182.8m	186.2m	192.4m	196.6m	203.3m
Total CFR	603.2m	599.0m	603.7m	618.8m	650.8m
Balances "internally invested"	185.9m	156.7m	175.0m	170.7m	184.3m
Ave Kirklees' investment rate for financial year	0.3%	0.4%	0.5%	0.4%	0.4%
Ave Base rate (Bank of England)	0.3%	0.3%	0.5%	0.5%	0.5%
Ave LT Borrowing rate (1)	2.5%	2.5%	3.2%	3.7%	4.3%

(1) Based on average PWLB rate throughout the year on a 20 year loan repayable on maturity.

APPENDIX 5

Treasury Management Prudential Indicators

Interest Rate Exposures

While fixed rate borrowing can contribute significantly to reducing the uncertainty surrounding future interest rate scenarios, the pursuit of optimum performance justifies retaining a degree of flexibility through the use of variable interest rates on at least part of the treasury management portfolio. The Prudential Code requires the setting of upper limits for both variable rate and fixed interest rate exposure:

	Limit Set 2017-18	Actual 2017-18
Interest at fixed rates as a percentage of net interest payments	60% - 100%	81%
Interest at variable rates as a percentage of net interest payments	0% - 40%	19%

The interest payments were within the limits set.

Maturity Structure of Borrowing

This indicator is designed to prevent the Council having large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate	Limit Set 2017-18	Actual Levels 2017-18
Under 12 months	0% - 20%	3%
12 months to 2 years	0% - 20%	2%
2 years to 5 years	0% - 60%	6%
5 years to 10 years	0% - 80%	4%
More than 10 years	20% - 100%	85%

The limits on the proportion of fixed rate debt were adhered to.

Total principal sums invested for periods longer than 364 days

The Council has not invested any sums longer than 364 days.

Name of meeting: Council
Date: 11 July 2018
Title of report: Kirklees Council's Corporate Plan 2018/20

Purpose of report

The Corporate Plan sets out how the Council will deliver against our shared outcomes, and identifies how our "We're Kirklees" approach will shape the way in which we will work over the coming years.

Following the recommendation of Cabinet on 29 June 2018, this report seeks approval of Kirklees Council's Corporate Plan for 2018/20, in advance of the launch of key content and messages to staff in September 2018.

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?)	Decision of Council on 11 July 2018
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall – 13 June 2018
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Eamonn Croston – 18 June 2018
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft – 13 June 2018
Cabinet member portfolio	Cllr Pandor

Electoral wards affected: all

Ward councillors consulted: none

Public or private: public

1. **Summary**

- 1.1 The Corporate Plan sets out how the Council will deliver against our shared outcomes, and identifies how our “We’re Kirklees” approach will shape the way in which we will work over the coming years.
- 1.2 Following the recommendation of Cabinet on 29 June 2018, this report seeks approval of Kirklees Council’s Corporate Plan for 2018/20, in advance of the launch of key content and messages to staff in September 2018.

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

- 2.1 The Corporate Plan forms the business plan for the Council for the period 2018/20.
- 2.2 It sets out our focus around delivering against the seven shared outcomes, plus an eighth additional outcome that considers the Council’s own efficiency and effectiveness as an organisation.
- 2.3 The Plan identifies what difference we’re aiming to achieve, provides examples of key delivery and sets out measures that will be used to evaluate how successful we are. Case studies bring our approach to life.
- 2.4 The Corporate Plan also sets out *how* the Council will work, via an approach known at “We’re Kirklees” which builds on the previous “New Council” approach and sets out an emphasis on:
 - Working *with* people rather than doing *to* them
 - Working with partners
 - Recognising the importance of local identity and how needs differ in different places
- 2.5 Although it will be available publically, the primary audience for the Corporate Plan will be Council employees. Communication and staff engagement around the core messages of the Plan will be rolled out from September, alongside an interactive web based version. Helping staff be clear on the ways in which we will work in the future, and our focus on outcomes will ensure that what they do on a day to day basis makes the most difference for positive outcomes for the people and places of Kirklees.
- 2.6 Establishing this year’s Plan as a two year Corporate Plan, with a light refresh in line with the 2019/20 budget, will allow for a timescale to the Plan which better reflects our ongoing commitment to our shared outcomes. In future years sign off will be sought alongside the annual budget, to ensure alignment of resources and delivery.

3. **Implications for the Council**

- 3.1 **Early Intervention and Prevention (EIP)**

“We’re Kirklees” puts a strong emphasis on working with people and partners and in places. It describes our aim of focusing our resources on making a difference, changing and developing our relationship with residents, so that we develop solutions together and make the most of opportunities. This will help build capacity, make the most of local strengths to act early, and prevent the need for significant service interventions.

3.2 **Economic Resilience (ER)**

Incorporating actions to address the shared “sustainable economy” outcome, the Corporate Plan sets out the Council’s approach to delivering economic resilience.

3.3 **Improving Outcomes for Children**

Incorporating actions to address the shared “best start” and “aspire and achieve” outcomes, the Corporate Plan sets out the Council’s approach to improving outcomes for children.

3.4 **Reducing demand for services**

Many of the actions incorporated in the Corporate Plan focus on finding effective ways of working with people and communities that encourage actions that reduce demand for services without diminishing positive outcomes for people.

By working to build people’s capacity to find and develop support within their own communities, in ways that are locally appropriate,

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

The Corporate Plan is a non-statutory plan which forms part of the Council’s Policy Framework under Article 4 of the Constitution. It requires full Council to approve or adopt it following the Cabinet’s approval and recommendation to full Council.

The Corporate Plan helps inform the relative resourcing and priority of resources allocated in the Council’s medium term budget plan.

Council staff will need to be fully engaged in the Corporate Plan so that they identify with the approach set out and they understand how this impacts on the way in which they carry out their work: this extends to expectations around staff behaviours and culture which are reinforced by the Plan. A communication and engagement plan is being developed to ensure that this takes place.

4. **Consultees and their opinions**

4.1 Engagement with Leadership Management Team took place on 4 June.

4.2 Engagement with representatives from employee networks took place on 13 June.

4.3 Engagement with Leading Members took place on 28 June.

4.4 Cabinet recommended the Corporate Plan for approval on 29 June.

4.5 Corporate Scrutiny Panel will consider the Corporate Plan on 3 July.

5. **Next steps**

5.1 As part of the Policy Framework of Kirklees Council, the Corporate Plan requires formal sign off by Council.

5.2 Subject to Council approval, the Plan will be released to managers. Work will continue on the communication and staff engagement plan, including an interactive web based version, for launch in September when less staff are likely to be on leave.

6. **Officer recommendations and reasons**

- 6.1 To recommend approval of the Corporate Plan 2018/19 to full Council (and delegate authority to the Chief Executive to make any required in-year amendments in consultation with the Leader following full Council approval).
- 6.2 Reasons: the Corporate Plan 2018/20 is an overarching plan forming part of the Council's Policy Framework, that sets out how the Council will deliver against our shared outcomes and identifies how the "We're Kirklees" approach will shape how the Council works in the coming years.

7. **Cabinet portfolio holder's recommendations**

Following the decision of Cabinet on 29 June, the Cabinet Portfolio Holder recommends that full Council approve the Corporate Plan.

8. **Contact officer**

Kate McNicholas, Strategy and Policy service manager

9. **Background papers and history of decisions**

Cabinet recommended the Corporate Plan for approval on 29 June 2018.

Appendix 1: Kirklees Council's Corporate Plan 2018/20.

10. **Service Director responsible**

Rachel Spencer-Henshall, Corporate Strategy and Public Health

We're
Kirklees

Kirklees Council's Corporate Plan 2018/20



Version for Council
11 July 2018



We're **Kirklees**



Introduction



We've worked hard over the last few years to protect frontline services, balance the books and make progress on the regeneration of our town centres. We know that in the face of the tough decisions we will still have to make, there is much we can do, and much we can achieve by investing to strengthen our communities.

We want to revive our town centres and enhance our villages, and will develop masterplans that will translate this into action. We want residents young and old to live healthy lives in safe communities, with access to recreation and the services they need. We want those who require extra support to receive it. Local groups, organisations and the voluntary sector play a significant role in shaping our communities and we will commit to helping them to do this.

In representing and serving the people and places of Kirklees, councillors' roles are growing – they are community leaders and at the heart of democratically elected local government. We are enhancing diversity within the Council, so we have a workforce that reflects the communities that make up Kirklees.

We will continue to build relationships and establish strong partnerships within Kirklees and beyond to ensure that local people continue to get the good services they need and deserve. We are stepping up the pace,

and putting inclusive growth at the heart of everything we do, in the way we develop our plans and deliver services within the Council, and in the way we work with partners.

Focusing on equality and fairness, and better outcomes for all our diverse communities will help create a more inclusive economy that maximises wealth creation and income opportunities, narrowing the gap between rich and poor, and creating a fairer, more equal and just society for all.

A handwritten signature in black ink, appearing to read 'Pandor'.

Cllr Pandor
Leader of Kirklees Council



For the past three years, we've been on a journey to develop a very different organisation with new and innovative ways of doing things, better collaboration and a workforce with new behaviours and expectations.

In the last year I've also come to appreciate even more what a diverse place Kirklees is – while our administrative boundary doesn't matter greatly to the people that live here, the towns, villages and landscapes that make up Kirklees really do, as does the sense of identity that they create.

As we move into the next phase of developing our Council to be the best it can be, we will build on what we've achieved and take it further.

We will be a Council that focuses on achieving outcomes by:

- Working with people rather than doing to them
- Working with partners
- Recognising the importance of local identity and how needs differ in different places

This new approach is called 'We're Kirklees'. I am proud of the transformation we've achieved under our previous New Council programme. We've done much of what we set out to do, changing the way that we work with communities, keeping vulnerable people safe and in control of their own lives, and focusing on the things that only the Council

can do. 'We're Kirklees' will help us take this vision further while remaining focused on achieving the best for Kirklees, its communities, businesses and residents.

It is our staff who make the difference to the running of services and the experience our residents have while using them. Positive employees, who work well with their colleagues in a flexible way are more productive and help us achieve our goals. That's why we continue to expect all our staff to behave in ways that are positive and supportive, display honesty, respect and flexibility, and communicate effectively.

A handwritten signature in black ink, appearing to read 'Jacquie'.

Jacquie Gedman
Chief Executive of Kirklees Council

We're Kirklees is the way we describe the next phase of our journey to change the way we work, whether that's internally within the Council or with people and our partners, to make Kirklees an even better place to live, work, visit and invest.

We're Kirklees describes our aim of responding positively to the financial challenges we continue to face, focusing our resources on making a difference, changing and developing our relationship with residents, and our commitment to working with our partners for the benefit of all the towns and villages within Kirklees.

We're Kirklees is about our pride in Kirklees: we're ambitious for the place and our people and we want to celebrate all that makes Kirklees special.

Focusing on what we are trying to achieve, the difference we are trying to make and who we're making it for, puts residents firmly at the heart of everything we do. We set out the difference we're working to make in our shared outcomes. With clear intelligence, and clear plans for how we focus on these outcomes, the Council will be more accountable, more joined up and better able to communicate what's important.

To achieve these outcomes 'We're Kirklees' is underpinned by three key principles:

Working with people not doing to them

Working together with people and communities to solve problems and make the most of opportunities is at the heart of the way in which we will work. We want to remove barriers so that we can develop solutions together, and engage people and build relationships based on trust to create positive change. It is our role to facilitate and enable, to create the right conditions for improving opportunities and outcomes.

This means also putting people at the heart of the decisions that might affect them, and supporting local democracy and councillors in their community leadership roles.

The Council has a unique role to play in supporting vulnerable adults. We are developing different ways to help people live independent lives for as long as possible, especially by helping people stay fit and healthy. This means that as people get older, they can look after themselves using more of the support already

available to them in their community. An important part of our work is preventing problems before they happen and helping people get back to living the way they want after a period of illness or injury.

Working with partners

Businesses, the voluntary and community sectors and public bodies all have a part to play in achieving our shared outcomes. We are stronger when we share our knowledge, skills and resources, and we will continue to work together, for the wellbeing of all Kirklees residents.

Place-based working

Place-based working helps us translate our principles and outcomes into action and impact. The people and places of Kirklees are complex and varied. We're home to very different places, and people identify not just with communities but with causes, creeds and common interests.

This diversity is one of our strengths. Increasing our understanding of our differences, and also what we have in common, provides us with an opportunity to give a voice to every citizen, and work in different ways that draw on our diverse strengths, to enable people to prosper.

Our councillors really understand the diversity of Kirklees. They are important community leaders and much of their time and energy is invested in working closely with the citizens and communities they represent. Councillors develop dialogue and networks in their wards, helping to connect communities and support residents to improve their own lives, independence and wellbeing.

The grass-roots level is where real change can be delivered that makes a difference to people's lives. Making the most of the assets to be found in our diverse places, and continuing to develop the capacity of citizens and communities, will support self-help and independence, address inequalities and improve outcomes.



Our Vision

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our shared outcomes



Best start
Children have the best start in life



Sustainable economy
Kirklees has sustainable economic growth and provides good employment for and with communities and businesses



Well
People in Kirklees are as well as possible for as long as possible



Safe and cohesive
People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm



Independent
People in Kirklees live independently and have control over their lives



Clean and green
People in Kirklees experience a high quality, clean, sustainable and green environment



Aspire and achieve
People in Kirklees have aspiration to achieve their ambitions through education, training employment and lifelong learning

..... PLUS

Efficient and effective
Kirklees Council works smart and delivers efficiently and effectively.

The next few pages present information on our outcomes, setting out what we're aiming to achieve, key actions underway and planned, and the measures we'll use to check whether we've been successful.

Lots of what the Council does contributes to more than one of our outcomes, and the outcomes themselves are intended to reinforce each other. To avoid repetition, we've tried to provide information on our actions only once in this Plan, even when that action impacts across several outcomes.

Supporting vulnerable people, and promoting inclusion and diversity weaves through all that we do, and housing is a theme that threads through all our outcomes. We will continue to work to ensure that we take these priorities into account as we deliver against our outcomes.



Best start

Children have the best start in life

The first few years of every child’s life help shape the skills they gain and the choices they make throughout their lives. We want children and their families, communities and services to work together to provide positive childhood experiences, support when it is needed and to ensure every child in the district starts school healthy, happy and ready to learn.

What we’re aiming to achieve:

Confident children ready to do well at school and in life.

Better outcomes for vulnerable children.

Child focused activities which support families.

As many children as possible staying with their families.

Measuring our impact:

- School readiness - Good Level of Development at the end of Reception.

What we’re doing:

1. Supporting parents to access high quality early learning and childcare provision including ensuring parents can access 30 hours funded provision, and supporting providers to develop sustainable business models.
2. Supporting children to get a good start with reading and other skills through Bookstart, Rhymetime and coding clubs, chess clubs and lego clubs delivered by volunteers in local libraries. Improving school readiness and narrowing the gap for vulnerable groups.
3. Delivering the Kirklees Integrated Healthy Child Programme (through the ‘Thriving Kirklees’ partnership) including expanding antenatal education, launching an early years parenting course and integrating data across Thriving Kirklees partners.
4. Expanding Fit and Fed – a programme aimed at reducing the number of children who are hungry in the school holidays.
5. Working closely with communities and our partners to ensure local support for families that builds on their strengths and that brings back and keeps our children living in Kirklees.
6. Developing great family homes and neighbourhoods that nurture children.

Case study



Preparation for Parenthood (PfP) is a 6-week interactive education course for all first-time parents in Kirklees. It is delivered by the Nurturing Parents Partnership (the Council, Locala, Calderdale and Huddersfield Foundation Trust, and Mid Yorkshire Hospital Trust). The course helps future parents understand the physical and emotional aspects of parenthood as well as what is best for their baby’s wellbeing and social and emotional development. It also provides an opportunity for peer-support.

We have helped more than 1,000 parents since the course started in October 2015. Participants say they feel better prepared for becoming parents, understand how having a baby may change a relationship and how their baby’s brain develops. A large proportion of people on the course also make friends with others on the course and stay in contact with them.



Well

People in Kirklees are as well as possible for as long as possible

No matter where they live, we want people in Kirklees to be able to live their lives confidently, in better health and for longer. Preventing problems and supporting people early will help people choose healthy lifestyles and increase physical and mental health and wellbeing.

What we're aiming to achieve:

People have access to opportunities to improve their health and wellbeing.

A joined up health and care system in Kirklees.

Support, help and advice for people in the communities where they live.

Protection of the public's health through education, support and interventions.

Measuring our impact:

- Healthy life expectancy

What we're doing:

1. Supporting people to remain healthy and physically active, by working with individuals to help themselves and make the changes that matter to them, and supporting groups that empower people to manage common long term conditions.
2. Establishing the Integrated Commissioning Board to join up how health and care is planned and delivered.
3. Supporting and developing physical activity programmes for target groups of people, encouraging walking and cycling, and commissioning Kirklees Active Leisure (KAL) to manage and improve facilities which provide choices for everyone to be physically active.
4. Fully implementing our model of working with communities to help and support people and families who might be struggling to lead a better life by connecting them with local resources, groups and individuals.
5. Delivering family group conferencing where appropriate to empower families to identify solutions and make decisions about their children and young people.

Case study



The Walking for Health programme aims to increase people's activity levels through guided walks. The Sport and Physical Activity Development team have trained 68 people across Kirklees to be walk leaders. The walk leaders currently offer 180 walks a month on a variety of terrain and ranging from 30 to over 90 minutes.

In a survey last year, walk leaders said they volunteered in order to meet people, make friends, and socialise, as well as be active. We asked them how happy being a walk leader made them feel and over half scored it 9 or 10 out of 10. One respondent said, "it motivates me to go out in all-weather". 90% of respondents said volunteering had encouraged them to be more active.



Independent

People in Kirklees live independently and have control over their lives

We want people in Kirklees to live their lives confidently, independently and with dignity. The right advice, help and support at the right time will empower people to take control of their own health and wellbeing, and connect people with caring and supportive communities.

What we're aiming to achieve:

Joined up and personalised support which enables independence, helps people to live as close to home as possible, draws on support from their communities and prevents or delays inappropriate admission to hospital or long term care.

If people need it they can choose between a broad range of high quality options for care and support and are always treated with dignity and respect.

People can successfully manage the changes in their lives.

People live in suitable and affordable homes in attractive places within a supportive community.

Measuring our impact:

- Percentage of people who need help or support to continue to live in their own home

What we're doing:

1. Reshaping the way that we join up points of contact with the Council, to ensure that everyone has access to the advice and information they need to make informed choices and the best use of the support that exists in local communities.
2. Redesigning the way we work with people so they are in control of their own care, and developing individual and community capacity to be able to take positive action to make long term improvements.
3. Taking a more collaborative approach with care providers so they deliver more flexible, people centred care and support, and it is easier for people to transfer from one form of care to another.
4. Developing a range of housing that meets the needs of vulnerable people, and enables people to live as independently as possible.
5. Making best use of technology, equipment and adaptations where appropriate, to enable people to live as independently as possible in their own homes.
6. Providing information and advice and a Personal Housing Plan to all people threatened with or who are homeless, working with partners to join up referral arrangements and continuing to secure accommodation for people who are in priority need groups.

Case study



Mrs B lives at home on her own with a support package from one of our local domiciliary care providers because of her mental health issues. Mrs B's needs were reviewed, focusing on her strengths. Sonia, her daughter, was involved and they both felt Mrs B would be able to do more with Sonia supporting her.

The Council's reablement team worked with Mrs B to find different ways to enable greater independence. The solutions they came up with together included a new medication dispenser and identifying local social activities that Mrs B could access.

Within a week Mrs B was fully in control of her own medication and she continues to receive support to access local social activities. Due to the personalised, strengths-based approach, Mrs B received support from reablement for just 3 weeks during which she regained her confidence with all daily living tasks.



Aspire and achieve

People in Kirklees have aspiration and achieve their ambitions through education, training, employment and lifelong learning

We want children to achieve well and leave school ready for life and work. We want people to enjoy and value learning throughout their lives and businesses to support a skilled workforce. The Council has a role in making sure that education and learning is accessible and relevant to needs and opportunities now and in the future.

What we're aiming to achieve:

People in Kirklees have access to the highest quality inclusive learning and education provision.

Learning provision responds to the needs of people throughout their lives.

Children making good progress and achieving the best outcome, and improved life chances for everyone.

A highly skilled population able to secure good jobs now and in the future.

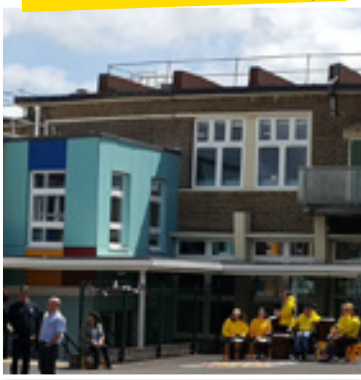
What we're doing:

1. Securing enough high quality learning places.
2. Developing an ambitious educational attainment strategy that helps children do better at reading and maths, and reduces the gap between how well boys and girls do in their first years in education.
3. Working with the Education and Learning Partnership Board to speed up the progress of pupils with Special Educational Needs and Disability (SEND).
4. Developing a joined up skills system which helps people improve their skills, and improves their prospects for employment and higher incomes, including via active community hubs close to where people live and work.
5. Maximising opportunities for support into employment within the Council including an effective and accessible apprenticeship scheme.

Measuring our impact:

- Performance at the end of Key Stage 4 (i.e. at end of GCSEs)
- Adults qualified to level 4 or above (i.e. equivalent to a BTEC)

Case study



Southgate Special School works with children aged 5-16 with complex needs. It was previously based in New Mill on Kirklees's southern border and had 74 places. Its location and capacity meant many Kirklees children went to school far from home, sometimes outside the district.

The Council and school worked together to move the school to a more central location with greater capacity on the former site of Almondbury Junior School. The building was redesigned to meet the complex needs of the school's pupils and its capacity more than doubled to 164 places.

The new building has meant the school is able to deliver a more suitable curriculum that helps children achieve their educational ambitions and prepare for adulthood. The ambitious leadership team are developing further, innovative ways to support this, such as promoting pupil volunteering.



Sustainable economy

Kirklees has sustainable economic growth and provides good employment for and with communities and businesses

We want a strong, resilient and productive economy, creating good jobs and decent incomes. The private sector will generate growth, but the public sector has a role in creating the right conditions for growth, attracting investment, and encouraging businesses to invest in their workforce and communities.

What we're aiming to achieve:

More and better quality jobs in Kirklees.

.....
Create the environment to enable major regeneration activity to support economic resilience and greater inward investment into the district.
.....

People have access to an appealing cultural offer and vibrant town centres.
.....

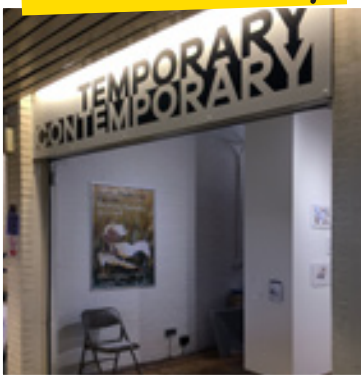
Measuring our impact:

- Disposable income per household (£)
 - Productivity per head (£) - Gross Value Added
-

What we're doing:

1. Delivering Huddersfield and Dewsbury town centre regeneration projects.
2. Developing a joined up business growth support system which helps businesses to improve competitiveness, profitability and provide good quality jobs.
3. Developing and delivering activities, events and public art projects, to help make our town centres more vibrant and build a sense of cultural identity.
4. Working with regional partners to secure external investment for priority projects including Leeds City region business rates pool resources.
5. Working more closely with business partners to change attitudes and promote the district as a place to invest and start-up a business.

Case study



A new project has emerged through a partnership between the traders at Queensgate Market, Kirklees Council and the School of Art, Design and Architecture at the University of Huddersfield.

The Temporary Contemporary initiative places contemporary art within vacant spaces within Queensgate Market, and is transforming vacant stalls into gallery spaces, where students, lecturers, local artists and creative businesses can showcase their creative talents.

As the Temporary Contemporary initiative evolves, other smaller projects and spaces will pop up around the market, such as a central kiosk where you will be able to find out about what's going on in Huddersfield and beyond.



Safe and cohesive

People in Kirklees live in cohesive communities, feel safe and are protected from harm

We want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district.

What we're aiming to achieve:

More people active in their communities and engaged in local democracy.

A thriving voluntary and community sector.

High quality, joined up and accessible services which safeguard children and adults from harm.

Measuring our impact:

- Proportion of adults who say people get on well together
- Proportion of people who say they feel safe
- Recorded crime

What we're doing:

1. Helping to build community capacity, and increasing the amount of voluntary and community activity across the district, in order to increase community connectivity, wellbeing and cohesion.
2. Developing a citizen engagement framework that helps define how we will work with communities in ways that reflect the diversity of the towns, villages and people of Kirklees.
3. Revising our Inclusion and Diversity Action Plan to develop outcomes and activities that have positive impacts for our communities and employees alike, celebrating the strengths of our communities and supporting them to work together and focusing on what we have in common to help tackle inequality.
4. Developing relationships and partnership working with Community Hubs, signposting to local education and training providers, and joining up internally – for example Communities Plus and Library services.
5. Developing a clearer approach that informs how we invest in the voluntary and community sector in order to increase and coordinate the resources and assets that are available and maximise their impact. And enabling and supporting volunteer roles within the Council, including delivery of a training package for volunteers.
6. Making it clear that safeguarding is everyone's responsibility, by joining up with partners including schools, ensuring children and adults have good access to well informed advice, support and decision making from social work professionals, and there are effective, timely and proportionate responses when abuse or neglect occur.

Case study



Following successful trials, the Council Cohesion Team was awarded funding from the Police and Crime Commissioner to run interfaith school trips to centres of worship, where pupils have a chance to learn about different faiths. Since January 2018, 16 schools have booked a visit.

The trips show pupils what they have in common with pupils of different faiths and help them understand others' religious practices. This highlights shared values and helps tackle and prevent intolerance and extremism of every kind.

The project has been extremely well received by schools. All the schools have reported favourable responses from pupils and some have seen positive changes in pupils' behaviour. Some schools are now looking to involve parents in the visits. Many faith centres have been involved, including Dewsbury Minster, Zakaria Mosque, and Gurdwara Singh Sabha Temple.



Clean and green

People in Kirklees experience a high quality, clean and green environment

Our built and natural environment contributes to people’s quality of life and makes the district a more attractive place in which to live and invest. We want to connect people and places, improve air quality and be resilient in the face of extreme weather, as well as helping people reduce waste and recycle more.

What we’re aiming to achieve:

- Well planned places and sustainable communities.
- Better infrastructure for our communities.
- People have access to greenspaces including appropriate sports and leisure opportunities.

Measuring our impact:

- Overall satisfaction with local area (%)
- Waste recycling rate
- Amount of household waste produced
- Air quality

What we’re doing:

1. Supporting the final stages of the adoption of our Local Plan.
2. Reviewing how we provide key services to residents such as waste collection, recycling and street cleansing, and developing an education programme to improve communication with residents.
3. Delivering an ongoing highways maintenance programme and securing investment in infrastructure across Kirklees from the West Yorkshire Transport Fund, as well as improving digital connectivity and access to high quality digital infrastructure and working with Kirklees Neighbourhood Housing (KNH) to increase digital inclusion.
4. Improving the quality of greenspaces which enable people to be active and increase biodiversity, by encouraging people to volunteer, and developing a greenspace strategy.
5. Improving air quality via a Kirklees Air Quality Action Plan and other interventions across the Council and with partners.
6. Taking forward our ambitious plan to deliver 10,000 new homes by 2023, including delivering 1,000 ourselves on Council owned land, delivered through a newly created Housing Development Company.

Case study



Despite the rough weather in early 2018, including the ‘Beast from the East’, our services were exceptional, keeping people safe day and night. Our drivers were professional and dedicated in the face of the difficult conditions. Others helped coordinate the efforts with frontline services such as care homes.

The communications team headed up our media and social media responses, keeping people informed. On 16 January alone, a day of heavy snow, the communications team reached over 104,000 people via @kirkleeswinter and around 70,000 on Facebook. The team were able to tackle common myths around gritting and raise the profile of the positive impact of our work.



Efficient and effective

Kirklees Council works smart and delivers efficiently and effectively

We want to be a transparent, well managed and high performing council. We will focus our resources on doing the right things and doing things right, to make a difference to the outcomes of the people and places of Kirklees.

What we're aiming to achieve:

Staff that are healthy, motivated and well led with the right skills and behaviours to work with people and partners.

Strong political leadership, intelligence led decision making and strategies and policies.

Getting the basics rights, with robust systems, processes and governance that make best use of available resources.

Collaborative partnership working to inform and shape priorities and action across the public, private and voluntary sectors in Kirklees.

Transforming our organisation so that it is fit for purpose now and in the future.

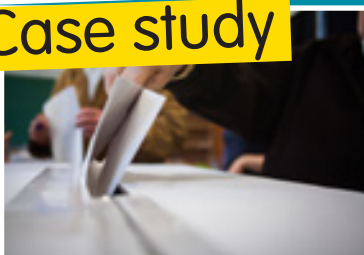
Measuring our impact:

- Focused on the Council's internal operation, there are no high level indicators to measure our wider impact against this outcome. More detailed performance measures will be developed during the next 12 months.

What we're doing:

1. Attracting, retaining and developing our staff through workforce development that includes more flexible and creative recruitment practices, improved leadership and management development and a workforce health and wellbeing strategy.
2. Developing systems, processes and culture to support intelligence led decision making and developing a clear set of strategies that set direction and shape delivery.
3. Understanding and managing demand, identifying opportunities to improve outcomes, making better use of resources and achieving efficiencies, including via a shift towards digital by design.
4. Understanding how the way we spend our resources could better support local supply chains, and working out how we and other big organisations in Kirklees can use our resources to encourage suppliers to contribute more to our shared outcomes and social value.
5. Developing the way in which we work with partners in our formal partnerships and improving the effectiveness of our regional engagement activity.
6. Delivering on the recommendations of the Democracy Commission by encouraging greater active citizenship and developing a new democratic relationship between Kirklees residents. This includes redefining the role profile for Kirklees councillors, continuing our innovative approaches to electoral outreach work and working collaboratively with schools to develop an optional approach to registering young people at the age of 16.
7. Clarifying our messages and joining up communication to encourage pride in our places and inspire community action.

Case study



Our electoral outreach service aims to inform, teach, support and empower the Council's partners to maximise voter registration and encourage participation in the democratic process, especially among under-registered groups. The team works directly with under-registered groups, voluntary agencies, schools/colleges, the University and others.

The team started an outreach focus group three years ago with neighbouring authorities. More recently, they designed and delivered a national outreach focus event. It was attended by key speakers and local authorities from across the country to share expertise, develop new strategies and discuss how we can use our resources more effectively.

In the last year Kirklees Council has...

Kirklees Council's scale and scope of activity can't be captured in just a few figures, but to give an idea of what we do...

Best Start



28,000 school meals cooked per day.
2,540 families in Kirklees benefitting from 30 hours free childcare.
68% of early years children achieving a good level of development.

Well



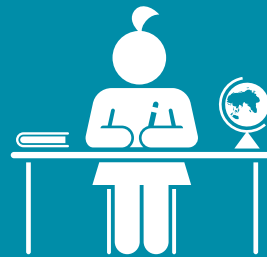
18,000 people taking part in health walks.
15,000 people taking part in physical activity sessions as part of recovery from illness.
2.2 million visits to Sports & Leisure Centres.

Independent



2,400 people with poor physical and mental health supported to remain in their homes.
1,800 cases where homelessness has been prevented.

Aspire and achieve



95.5% pupil attendance in schools.
855 people supported through council employment schemes, with **115** people getting a job as a result.
104 people began an apprenticeship with Kirklees Council.

Sustainable economy



2,579 planning decisions.
263 jobs created as a result of Kirklees Business Advisor support to local businesses.
1,965 food premises inspected in a year.

Safe and cohesive



1.5m visits to libraries and information centres.
200,000 visits to museums and galleries.
14,500 people taking part in community spirit building events and activities.

Clean and green



43,455 bins collected each day.
14,070 fridges sent for safe removal of CFCs and subsequent recycling.
477 grass sports pitches maintained.

Efficient and effective



882,000 telephone calls handled.
20,000 people signed up for a My Kirklees Citizen's Account in the first four months since it went live.
£291 million council budget, **7,019** staff.



We're **Kirklees**



Name of meeting: Council

Date: 11 July 2018

Title of report: Adjustment to Committee Membership/Ratios

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	No – it is not an executive decision
Date signed off by Strategic Director & name	Rachel Spencer-Hensall, 2.7.18
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Not applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft, 27.6.18
Cabinet member portfolio	Not applicable

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private report: Public

1. **Summary**

To recommend that Council approve the adjustments in the allocation of Committee places, arising from a change in the membership of political groups.

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

Following the move of Councillor Gemma Wilson from the Conservative Group to the Liberal Democrat Group on 9 June 2018, the allocation of places on Committees has been recalculated in order to ensure overall proportionality.

Following consultation with the relevant Group Business Managers, the following changes are proposed;

- (i) Appeals Panel will now be constituted on a ratio of 7:3:2:1, reflecting that the Conservative Group have lost one place and the Liberal Democrat Group have gained one place.
- (ii) The membership of Health and Social Care Scrutiny Panel will be changed to reflect that Councillor Gemma Wilson joins the Panel, and Councillor Smith leaves the Panel, in accordance with the requirement for the Conservative Group losing one place on Scrutiny Panel representation, to be transferred to the Liberal Democrat Group.

3. **Implications for the Council**

3.1 **Early Intervention and Prevention (EIP)**

Not applicable.

3.2 **Economic Resilience (ER)**

Not applicable.

3.3 **Improving Outcomes for Children**

Not applicable.

3.4 **Reducing demand of services**

Not applicable.

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

Not applicable.

4. **Consultees and their opinions**

Group Business Managers, as set out at paragraph 2.

4. **Next steps**

Subject to the approval of Council, the changes will be implemented.

6. **Officer recommendations and reasons**

That, in order to ensure overall proportionality, Council approve the amended ratios and membership changes as outlined in paragraph 2 above.

7. **Cabinet portfolio holder's recommendations**

Not applicable.

8. **Contact officer**

Andrea Woodside, Principal Governance Officer

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

Report is pursuant to the decision of Annual Council on 23 May 2018, Agenda Item 16

10. **Service Director responsible**

Julie Muscroft – Legal, Governance and Commissioning

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Council - 11 July 2018

Committees/Panels/Boards	Total No. of members	Labour 36	Cons 18	Lib Dem 8	Green 3	Independent 2	
Appeals Panel	13	7	3	2	1	0	
Corporate Governance and Audit Committee	7	2	2	2	1	0	(Non-proportional)
Licensing and Safety Committee	15	8	4	1	1	1	
Overview and Scrutiny Management Committee	5	2	1	1	1	0	(Non-proportional)
Personnel Committee	9	5	3	1	0	0	
Employee Relations Sub-Committee	9	5	2	1	1	0	
Overview & Scrutiny Panels x 4	24	13	6	3	1	1	
Planning Sub-Committee (Heavy Woollen)	11	6	3	1	1	0	
Planning Sub-Committee (Huddersfield)	11	6	3	1	0	1	
Standards Committee	7	4	2	1	0	0	
Strategic Planning Committee	7	4	2	1	0	0	
Health and Wellbeing Board	5	3	1	1	0	0	(Non-proportional)
Statutory Officer Dismissal Committee	5	3	1	1	0	0	

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 20th February 2018

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

Observers: Councillor Mohan Sokhal, Labour - Group Business
Manager
Councillor Rob Walker

Apologies: Councillor Erin Hill (Currently on Maternity Leave)
Councillor Viv Kendrick

419 Membership of the Committee

Apologies for absence were received on behalf of Councillors Hill and Kendrick.

420 Minutes of previous meeting

Approved as a correct record.

421 Interests

There were no declarations of interest.

422 Admission of the Public

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

423 Deputations/Petitions

Cabinet received a deputation from Mr Ken Shaw with regards to highway safety matters at Waingate, Newsome.

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

424 Public Question Time

No questions were asked.

425 Member Question Time

No questions were asked.

426 Corporate Financial Monitoring Report - Quarter 3 for 2017-18

Cabinet received a report which set out financial monitoring information for the quarter 3 period, 2017/2018.

The report provided key information in relation to the general revenue fund, housing revenue account and capital plan. With regards to the general revenue fund, it was noted that there was a forecast underspend of £3.3m against the £307.8m revised budget at quarter 3, which equated to a minus 1.1% variance against budget and included a number of overspends and offsetting underspends.

With regards to general revenue fund reserves, it was reported that reserves were forecast to reduce through 2017/2018 by £24.3m, from £90.1m to £65.8m and that this reduction included a £13.1m earmarked reserves drawdown, plus £11.2m set aside to help achieve a balanced budget in 2017/18. It was noted that the general balances was forecast at £7.3m and that, within this figure, there was an assumed £5m minimum balances requirement.

The report advised that council tax was projecting an in-year surplus of £2.5m, mainly due to improved performance of income collection and that the housing revenue account forecast revenue outturn was a surplus of £411k, equivalent to 0.4%.

The revised capital budget for 2017/2018 was £111.7m and at quarter 3 the forecast capital outturn was £68.2m, resulting in an underspend equivalent to 39%.

RESOLVED –

- 1) That the use of additional Better Care Funding monies in 2017-2018, as set out in the considered, be noted.
- 2) That the Quarter 3 forecast £3.3m revenue monitoring underspend.
- 3) That the forecast reduction in general fund reserves in-year at £24.3m and year end position at £65.8m.
- 4) That the overall favourable in-year financial performance on the Collection Fund be noted.
- 5) That the Quarter 3 forecast HRA surplus at £411k and forecast reserves position at year end at £55.4m be noted.
- 6) That approval be given to the transfer of Revenue contributions to Capital (RCCOs) totalling £125k, in accordance with Financial Procedure Rules 3.10 – 3.12.
- 7) That the additional Homelessness Reduction Act: New Burdens Funding of £92k in 2017/18, £85k in 2018/19 and £105k in 2019/20 be noted.

427 Corporate Performance Monitoring - Quarter 3 2017-18

Cabinet received a report which provided an overview of the Council's corporate performance at the end of quarter 3, 2017/2018. The report focussed upon key strategic issues in relation to the delivery themes of (i) Ambitious Kirklees (ii) Inclusive Kirklees and (iii) Resilient Kirklees, and advised that 57% of all actions had been assessed as being on track.

Cabinet noted the key issues which included regeneration progress in Dewsbury, the development of the citizen account, housing of vulnerable people and casework management of children's safeguarding operations.

The Quarter 3 performance monitoring report was appended to the considered report.

RESOLVED - That the Quarter 3 Corporate Performance Report be noted.

428 Determination of Admission Arrangements for 2019/20

Cabinet gave consideration to a report which set out the results of the annual consultation regarding school admission arrangements for 2019/2020. The report advised that no major changes had been made to the proposed schemes, which were attached as an appendix to the considered report. It was noted that 12 responses to the consultation had been received, which were set out at paragraph 4.

The report sought approval from Cabinet to approve the co-ordinated admissions schemes, admission arrangements for community and voluntary controlled schools, and the proposed published admission numbers.

RESOLVED –

- 1) That approval be given to the Kirklees Co-Ordinated Admission Schemes for 2019/20, including in-year admissions as set out at Appendix 2 to the considered report.
- 2) That the admission arrangements for Kirklees Community and Voluntary Controlled Schools, as detailed at Appendix 1 of the considered report, including the schedule of Published Admission Number, be approved.

429 Freehold Asset Transfer of Slaithwaite Civic Hall, New Street, Slaithwaite, Huddersfield, HD7 5AB

Cabinet gave consideration to a report which set out a proposal for the freehold transfer of land and buildings which comprise Slaithwaite Civic Hall to Slaithwaite Civic Trust.

The report advised that the building was in an acceptable state of repair, but that a condition survey had identified works totalling £133,466, and that, in transferring the asset, the Council would avoid financing costs of £7,396 associated with the capital works, and achieve a revenue saving of £15,691.

Cabinet - 20 February 2018

Cabinet noted that, in accordance with the 2017 Community Asset Transfer Policy, the Trust had requested payment equivalent to 15% of the average of the previous two years running costs for this facility which would have a one off revenue implication for the Council of £2,626. It was noted that the Trust had requested a match funding loan of £100,000 to part fund a programme of refurbishment and improvements.

RESOLVED -

- 1) That approval be given to the freehold transfer of Slaithwaite Civic Hall to the Trustees of Slaithwaite Civic Hall Trust under the 2017 Community Asset Transfer Policy for nil consideration, and to include covenants for community use with the exception of up to 30% commercial use, as detailed at paragraph 2.9.3 of the considered report.
- 2) That authorisation be given to a payment of £2,626 to Slaithwaite Civic Hall Trust on completion of the transfer, being 15% of the average of the previous two years running costs in line with the 2017 Community Asset Transfer Policy.
- 3) That approval be given to a match funding secured loan of £100,000, in accordance with the 2017 Community Asset Transfer Policy, to be repaid over a term of 20 years, and that the loan only be released when the Trust has demonstrated that match funding has been secured.
- 4) That approval be given to the Service Director (Economy, Regeneration and Culture) negotiating and agreeing the terms of the transfer for Slaithwaite Civic Hall (including the extent of the land transferred) and the match funding loan agreement to Slaithwaite Civic Hall Trust and the Service Director (Legal, Governance and Commissioning) entering into and executing all documents necessary to effect the transfer and loan agreement.

430 Disposal of development site in Quarmby, Huddersfield

RESOLVED - That the report be withdrawn, in accordance with paragraph 1.2 of the report, due to no objections having been received following the statutory notice under S123 of the Local Government Act 1972, and that the disposal of the site be dealt with under Delegated Powers for asset disposals, as approved by Council on 23 March 2011.

431 Disposal of Public Open Space at North Rd/Nevins Rd, Ravensthorpe

Cabinet received a report which requested that consideration be given to the disposal of public open space at North Road and Nevins Road, Ravensthorpe. The report advised that an objection to the proposed disposal of the land had been received, which was attached at appendix two of the considered report.

As the objection had not been withdrawn, it was necessary for the matter to be determined by Cabinet.

RESOLVED - That approval be given to the disposal of public open space at North Road/Nevins Road, Ravensthorpe.

432 Summary of Findings from the Special Educational Needs and/or Disability (SEND) High Needs Strategic Review

Cabinet received a report which set out a summary of findings arising from the Special Educational Needs and/or Disability (SEND) High Needs Strategic Review. The report set out the findings of the data collection and analysis, and non-statutory consultation, to inform strategic planning for provision for children and young people with special educational needs and disability. It advised that the review focussed on the main areas of (i) the range of SEND data, including recent trends and likely changes in the future and (ii) the effectiveness of the current pattern of provision in meeting needs using feedback from parents and young people, providers and partners, with a view to identifying any gaps in provision and future opportunities.

The report explained that the overall purpose of the review was to consider the effectiveness of local provision with a view to ensuring sufficient quality of local provision, which is at the right place, at the right time, and effectively meets the needs of children and young people with SEND, enabling access to learning in the local area and reducing the need to travel out of the area in order to have needs met.

The report set out details of the current context in Kirklees, an analysis of the responses received to the consultation, conclusions from the high needs review, and emerging priorities for improvement. Cabinet were advised that the DfE had instructed local authorities to publish how they will utilise their specialist provision capital fund and that the Council's allocation of £1m will then be allocated in three tranches between 2018 and 2021.

RESOLVED -

- 1) That the findings of the data collection and analysis, and non-statutory consultation, to inform the strategic planning of provision for children and young people with special educational need and disability be noted.
- 2) That a further report be submitted to the meeting of Cabinet on 20 March 2018 setting out details of proposals to utilise the £1m capital funding allocation from the DfE.

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Contact Officer: Richard Dunne

KIRKLEES COUNCIL

CABINET

Tuesday 6th March 2018

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

Apologies: Councillor Erin Hill (Currently on Maternity Leave)
Councillor Graham Turner

433 Membership of the Committee

Apologies for absence were received on behalf of Councillors Hill and Turner.

434 Minutes of previous meeting

That the minutes of the meeting held on 30 January 2018 be approved as a correct record.

435 Interests

There were no declarations of interest.

436 Admission of the Public

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

437 Deputations/Petitions

Cabinet received deputations from the following people regarding item 8 Bereavement Services – Fees and Charges Review:

Soyeb Yusuf (Muslim Burial Council of North Kirklees), Abdel Jebar Ahmed and Ayzaz Khaliq ((Huddersfield Muslim Burial Council) and Hasan Badat.

438 Public Question Time

Under the provisions of Council Procedure Rule 37 the following people asked Cabinet a number of questions as part of the discussion on item 8 Bereavement Services – Fees and Charges Review.

Soyeb Yusuf, Abdel Jebar Ahmed, Ayzaz Khaliq and Hasan Badat.

439 Member Question Time

No questions were asked.

440 Bereavement Services - Fees and Charges Review

Cabinet received a report that covered a review of the fees and charges for Bereavement Services and sought approval to introduce an updated business model and charging structure for the next 5 years.

The report provided details of the current position; the engagement process that had been followed; the proposed business model; the key principles of operation and the impact of the revised service delivery model.

The report advised that the revised charges would come into effect on 1 April 2018 and outlined the implications for the Council, next steps and officer recommendations and reasons.

Cllr Shabir informed Cabinet of an additional proposed recommendation that acknowledged that timeliness of burials and grave depth were important considerations and the Council would therefore look, on a case by case exception basis, to be flexible and accommodating to requests related to faith or cultural issues.

RESOLVED -

- (1) That the fees and charges as set out in Appendix 1 of the considered report be approved.
- (2) That the key principles of operation as set out in section 2.4 of the considered report be approved.
- (3) That the operational changes as set out in paragraph 2.4.10 of the considered report be noted.
- (4) That authority be delegated to the relevant Service Director - Commercial, Regulatory & Operational Services, to benchmark regionally and revise burial charges annually, as outlined in paragraph 2.5.3. of the considered report.
- (5) That the proposal to set up of the forum for continued engagement with stakeholders as set out in paragraph 2.4.12. of the considered report be approved.
- (6) That approval be given to the additional recommendation that acknowledges that timeliness of burials & grave depth are important considerations, and the Council we will look to be flexible and accommodating to requests relating to faith or cultural issues, on a case by case exception basis.

441 Extra Care Housing - Restaurant Facility

Cabinet gave consideration to a report which sought approval to introduce a service charge to contribute towards the cost of providing the onsite restaurant service at the Council's three extra care housing schemes.

The report provided details of the current care and support model; the restaurant facilities; and three options that had been considered for the future of the restaurant services.

Cabinet - 6 March 2018

The report advised that following a consultation with tenants and looking at other restaurant models in extra care schemes that it was proposed that a fixed service charge be introduced to support the costs of providing the service.

The report outlined details of how the charge would be implemented, the number of meals that would be provided and the implications for the Council.

RESOLVED -

- (1) That approval be given to the option to implement a service charge for the restaurant facility as set out at 2.10 of the considered report and monitor the impact of the charge.
- (2) That Community Plus and other approaches are used to maximise use of the restaurants by the wider community.
- (3) That alternative delivery options are developed and evaluated.

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Contact Officer: Steve Copley

KIRKLEES COUNCIL

CABINET

Tuesday 20th March 2018

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

Observers: Councillor John Lawson
Councillor Nicola Turner

Apologies: Councillor Erin Hill (Currently on Maternity Leave)

442 Membership of the Committee

Apologies for absence noted on behalf of Cllr Hill who is currently granted leave of absence.

443 Minutes of previous meeting

The Minutes of the meeting held on 20 February 2018 were approved as a correct record.

444 Interests

Cllr Peter McBride declared an interest in item 14, as he is a member of the KSDL Board (see Minute No. 455 below).

445 Admission of the Public

Cabinet agreed to consider items 1-15 in public session. Items 17 and 18 were considered in private.

446 Deputations/Petitions

No deputations or petitions were received.

447 Public Question Time

No questions were submitted.

448 Member Question Time

No questions were submitted.

449 Recommendations from the Special Educational Needs and/or Disability (SEND) High Needs Strategic Review - Specialist Provision Capital Fund

Cabinet considered a report, an addendum to a previous report entitled "Summary of Findings from the Special Educational Needs and/or Disability (SEND) High Needs Strategic Review", which sought approval for a series of specific recommendations on how the Department for Education's (DfE) £1m Specialist Provision Capital Fund allocation to Kirklees should be used to develop local provision for children and young people with special educational needs and disability (SEND).

Cabinet noted that the purpose of today's report was to allocate a specific capital grant allocation, acknowledging that it is not intended to, nor would it be able to, address overall need in the area.

The specific projects and recommendations in today's reported focused on (i) Ravenshall School (Approx. £400k), (ii) Newsome High School (Approx. £300k) and Honley High School (Approx. £300k)

RESOLVED - That the recommendations within the report for the allocation of the £1million of capital funds to the projects involving Ravenshall School, Newsome High School and Honley High School, be approved.

450 2018/2019 Road Surfacing Programme (large schemes)

Cabinet considered a report which sought approval for a series of proposals to undertake road resurfacing works as part of the Highways Capital Plan for 2018/19.

Details on each of the proposed schemes were set out in the report and its appendices.

RESOLVED - That the recommendations within the report for the large scheme road surfacing programme, be approved.

451 Highways 2 Year Capital Plan 2018/19 and 2019/20

Cabinet considered a report which sought approval for a detailed programme of works to be undertaken as part of the Highways Capital Plan during the next two years.

Further details on the proposed schemes were set out in the report and its appendices.

Cabinet Members also answered questions from Cllr Nicola Turner about the strict directions and rules etc surrounding the use of the capital funding provided by central government to repair the major, minor and unclassified roads in Kirklees, pointing out that, without a change in the rules or significant additional funding, many of the unclassified roads, which were still important links in our local road network, were unlikely to be prioritised for significant improvement and/or repair.

All councillors in Kirklees should therefore continue to lobby government for change and further investment in our local roads.

RESOLVED - That the recommendations within the report and appendix 1 to use £13.679k of the funding in the Capital Plan 2018/19 for highway improvement works, be approved.

452 Risk Management Statement

Cabinet considered a report which sought approval of an updated Risk Management Statement (March 2018) for use as a working document by the Council and its services in 2018/19.

A draft copy of the statement was appended to the Cabinet report.

RESOLVED - That the risk management statement be approved.

453 Outline proposals to support social care in 2018/19

Cabinet considered a report which explained that the finalised financial settlement for 2018/19, announced by Government on 7 February 2018, included an extension of the Adult Social Care Support Grant for a further year with an additional national funding allocation of £150m in 2018/19. This equates to a Kirklees share of £1.16m based on the relative funding formula.

In addition, as a result of the successful bid in relation to Leeds City Region Business 100% retained business rates pilot, up to £1.6m of additional resources will also be available in 2018/19.

Therefore, Cabinet noted that the purpose of today's report was to set out indicative areas of investment in 2018/19 that reflect the one-off nature of the funding, subject to approval of Council in the next municipal year.

Cllr Sheard also asked that, as officers begin to consider proposals for the use of this funding, they should look to involve councillors too in order to help develop ideas. The outcome of this engagement and work to be shared with Cabinet in due course.

Cabinet Members also answered questions from Cllrs John Lawson and Nicola Turner about the work which members and officers are pursuing with developers to try to identify opportunities and sites which may be suitable for the development of more specialist and supported housing schemes in the towns and villages throughout Kirklees from 2018 onwards.

RESOLVED - That the following recommendations within the report be approved:-

- 1) That the broad areas for investment outlined within the report are noted and supported in order that more detailed work is undertaken as required. Further details on the development and outcome of this work to be shared with councillors in due course.
- 2) That the council continue to advocate for a national sustainable solution for adult social care, based on recurrent funding.

454 North Kirklees Growth Zone

Cabinet considered a report which explained that the North Kirklees Growth Zone strategy, delivery and financial plans are due for consideration by Cabinet in Summer 2018, post consideration of the Local Plan.

Therefore, Cabinet noted that the purpose of today's report was to set out a number of interim actions that relate specifically to Dewsbury town centre and early phases of development at Dewsbury Riverside which are required before Summer 2018. Plus, the report also sought authority to progress some of the opportunities that have arisen as a result of external funding announcements.

Cabinet Members, in welcoming news of these developments, also asked councillors and officers to continue to work with those landlords and business owners in Dewsbury who are, as yet, not aware or involved in the major improvement works which will be taking place in the town centre, and to help encourage them to develop their buildings and business premises from 2018 onwards.

RESOLVED - That the proposals set out in the report, plus the following specific recommendations, be approved:-

Dewsbury Riverside

- 1) That the Service Director Housing and the Service Director for Economy, Regeneration & Culture, be authorised to enter into negotiation with Miller Homes with a view to disposal of the Council land asset as detailed in appendix D. The final terms of that negotiation and any disposal of assets being subject of a further report.
- 2) That the Service Director Housing and the Service Director for Economy, Regeneration & Culture, be authorised to enter into negotiation with Miller Homes in respect of the Memorandum of Understanding as detailed in appendix A of this report. Final acceptance and amendments of a non-fundamental nature being delegated to the Service Director Housing and the Service Director for Economy, Regeneration & Culture Service in consultation with relevant portfolio holder(s) subject to them being to the satisfaction of the Service Director Legal, Governance and Commissioning.

Dewsbury Town Centre

- 1) That resources of £290k be approved to support the THI contribution to implement the Dewsbury Better Spaces Public Realm scheme at Pioneer House.
- 2) That the Service Director Housing and the Service Director for Economy, Regeneration & Culture be authorised to progress the Dewsbury Better Spaces Public Realm scheme for Pioneer House as detailed in section 5.17 of the report.

- 3) That Cabinet agree to support a Heritage Action Zone for Dewsbury and provide match funding of £2m as detailed in sections 5.20-5.27.
- 4) That the Service Director Housing and Service Director for Economy, Regeneration & Culture, be authorised to finalise the detail of the HAZ Delivery Plan with Heritage England and to negotiate a Memorandum of Understanding with Historic England for delivery of the HAZ Programme, that final acceptance of the Delivery plan and MoU be delegated to the Service Director Housing and the Service Director for Economy, Regeneration & Culture Service in consultation with relevant portfolio holder(s).

455 The HD One Snow Sports Centre Provision of Loan Facility

Cabinet considered a report which explained that, at the Cabinet meeting on September 20th 2016, Cabinet had agreed in principle to offer a secured debt facility to Kirklees Stadium Development Ltd (KSDL) to allow KSDL to invest to acquire a majority equity stake in the Special Purpose Vehicle (SPV) company that will be set up to develop and manage the operations of the Snow Sports Centre (SSC) which will form the main visitor attraction being created as part of the wider HD One development on land adjacent to the John Smith's Stadium site in Huddersfield.

Cabinet noted that as negotiations between the various parties involved in the setting up of the SPV have progressed over the period since late 2016, it has become apparent that a more advantageous structure for the SPV would be for the Council loan to be provided direct to the SSC SPV with the provision of appropriate security for the loan from KSDL during the construction and early operational phase of the SSC. Once the SSC is trading successfully, the assets of the SPV would be valued for security purposes with a view to transferring the security for the Council loan from KSDL to the SPV. If at the point the valuation advice is received, it is felt that there is not sufficient security value in the assets of the SSC SPV, then the Council security required would remain in whole or in part on the assets of KSDL.

Therefore, Cabinet noted that as this is a different structure from that which was reported to Cabinet in September 2016, Cabinet approval was being sought today (20 March) to amend the previously approved recommendations to reflect the revised structure.

In summary, the report explained that the reasons for the latest recommendations were that, subject to due diligence and subsequent advice and negotiation, these proposals were considered the safest and securest way of proceeding to make the proposed loan whilst minimising the risk to the Council in doing so. Facilitating the loan will ensure construction of the SSC which is the core attraction of the wider HD One. The HD One development, as a whole, would create substantial Business Rate income and employment opportunities but would not be viable without this core attraction.

Cabinet also noted that a private appendix to the report had been provided for them to consider (Minute No. 458 refers) and to help determine their decision.

RESOLVED - That the proposals set out in the report, plus the following specific recommendations, be approved:-

- 1) To support, in principle, an offer of secured loan funding to the Snow Sports Centre SPV that will develop the snow sports facility at the John Smith's Stadium site.
- 2) To agree to authorise the Strategic Director Economy & Infrastructure, supported by the Councils S151 Officer and the Service Director Legal, Governance and Commissioning, to enter into detailed due diligence on the loan proposal and progress negotiations on appropriate legal documentation to offer a secured loan.
- 3) To agree to delegate authority to the Chief Executive in consultation with the relevant Portfolio Holders to agree the final terms of the loan offer.
- 4) To agree to delegate to the Service Director Legal, Governance and Commissioning the authority to negotiate and enter into any documentation required in connection with the proposed loan.

456 Dewsbury Townscape Heritage Initiative DTHI-010 – '28-30 Northgate' Grant Application

Cabinet considered a report which sought approval for:-

- A Dewsbury Townscape Heritage Initiative (THI) grant towards improving 28-30 Northgate, Dewsbury.
- Delegated authority for the Strategic Director, Economy and Infrastructure to authorise payment of the grant upon receipt of a completed application and all necessary supporting information from the applicant.

The report explained that the Dewsbury Townscape Heritage Initiative (THI) is a five year, Heritage Lottery Fund (HLF) regeneration programme in partnership with Kirklees Council which aims to:

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

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 Dewsbury THI was formally launched in June 2014 and was extended to run until end of December 2019.

It was noted that the owner of 28-30 Northgate has put forward a scheme of restoration and rehabilitation for the property, which is eligible for grant funding. This is subject to Cabinet approval of the grant.

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It was also noted that the proposed scheme is consistent with work undertaken to other properties in Northgate, delivering a uniformity of high quality traditional frontages, which considerably enhances the streetscape, improves perceptions therefore adding to the economic confidence in the town.

Cabinet also noted that a private appendix to the report, containing details of the tenders received, had been provided for them to consider (Minute No. 459 refers) and to help determine their decision.

RESOLVED - That the proposals set out in the report, plus the following specific recommendations, be approved:-

- 1) That Cabinet approve the award of a THI grant in accordance with the amounts specified in Appendix 2; and that delegated authority is given to the Strategic Director - Economy and Infrastructure, to authorise actual payment of the grant, upon receipt of a completed application form and all necessary supporting information and in accordance with the terms of the grant agreement.
- 2) 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.

457 Exclusion of the Public

RESOLVED – That acting 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 it involves the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

458 The HD One Snow Sports Centre Provision of Loan Facility

(This report was considered in private session because the information contained in it is considered to be exempt information under Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006. The report is recommended for consideration in private because it contained commercially sensitive information about third parties. The public interest in maintaining confidentiality of the information outweighs the public benefit of disclosing the information for reasons of open governance).

Cabinet gave consideration to this exempt information.

RESOLVED – Cabinet gave consideration to this exempt information prior to the determination of the decision (Minute No. 455 refers).

459 Dewsbury Townscape Heritage Initiative DTHI-010 – '28-30 Northgate' Grant Application

(This report was considered in private session because the information contained in it is considered to be exempt information under Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006. The report is recommended for consideration in

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private because the information relates to the financial or business affairs of persons (or the authority holding that information) and specifically information relating to the applicants financial status and contractors tender prices. It is considered that the disclosure of the information would adversely affect the companies concerned. The public interest in maintain 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).

Cabinet gave consideration to this exempt information.

RESOLVED – Cabinet gave consideration to this exempt information prior to the determination of the decision (Minute No. 456 refers).

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 17th April 2018

Present: Councillor Shabir Pandor (Chair)
Councillor Peter McBride
Councillor Musarrat Khan
Councillor Viv Kendrick
Councillor Masood Ahmed
Councillor Graham Turner
Councillor Cathy Scott

Observers: Councillor Eric Firth

Apologies: Councillor David Sheard (Chair)
Councillor Naheed Mather
Councillor Erin Hill (Currently on Maternity Leave)

460 Membership of the Committee

Apologies for absence were received on behalf of Councillors Hill, Mather and Sheard.

461 Minutes of previous meeting

RESOLVED – That the Minutes of the Meeting held on 20 March 2018 be approved as a correct record.

462 Interests

No interests were declared.

463 Admission of the Public

It was noted that Agenda Items 13 and 14 would be considered in private session.

464 Deputations/Petitions

No deputations or petitions were received.

465 Member Question Time

No questions were asked.

466 Special Educational Needs and Disability - Information Advice and Support Service (SENDIASS), known as Kirklees Independent Advice Service (KIAS) and its potential integration with Calderdale SENDIASS

Cabinet received a report which set out proposals to integrate Kirklees and Calderdale Special Educational Needs and Disability Information and Support Services (SENDIASS), with affect from 1 September 2018.

Cabinet - 17 April 2018

The report advised of the statutory duty to deliver impartial information, advice and support, and set out the rationale for proposals to integrate services with Calderdale. Information was provided with regards to the (i) the proposed delegation of functions (ii) monitoring arrangements (iii) public sector equality duty and (iv) workforce/contractual implications.

Cabinet noted that a consultation exercise had been carried out with the Kirklees Independent Advice Service Stakeholder Steering Group during December 2017 and that the proposal had been supported. The report advised that a formal consultation with Kirklees Independent Advice Service staff would also be required.

RESOLVED -

- 1) That approval be given to the integration of Kirklees and Calderdale SENDIASS services under a Delegation of Functions Agreement, from 1 September 2018, or on a date to be agreed with Calderdale Council in due course.
- 2) That approval be given to delegate the Council's Executive Functions under legislation, as set out in Section 1 of the considered report, to the Executive of Calderdale Council under Section 9EA of the Local Government Act 2000 (SI2000/22), together with Regulation 5 of the Local Authorities (Arrangements for the Discharge of Functions) Regulations 2012 (SI2012/1019).
- 3) That the Service Director (Legal, Governance and Commissioning) be authorised to (i) negotiate the terms and conditions of a Delegated Functions Agreement with Calderdale Council, and (ii) sign and seal the final Delegated Functions Agreement with Calderdale Council, and to update the Council's constitution accordingly.

467 Memorandum of Understanding with the University of Huddersfield and Arts Council England

Cabinet gave consideration to a report which sought approval for the signing of a Memorandum of Understanding (MoU) with Arts Council England and the University of Huddersfield as a public declaration of commitment to working with other partners to develop the cultural offer in Kirklees.

The report explained that, by working together, it was considered that partners could (i) develop the role of culture in placemaking and develop cultural leadership (ii) collaborate with Kirklees Cultural Education Partnership to promote and support the engagement of young people in arts and culture (iii) promote opportunities to retain cultural graduates in the district (iv) develop programmes to support emerging talent and support the development of skills and knowledge in the cultural sector in Kirklees and (v) support the process of developing creative works for digital platforms and improve the engagement of the public with culture through digital matters.

Cabinet noted the content of the Memorandum of Understanding, which has attached at Appendix 1 of the considered report, which had been produced following

Cabinet - 17 April 2018

discussions between the Council, University and Arts Council. The report advised that the MoU was a three year commitment, which would commence in April 2018.

RESOLVED - That approval be given to the signing of a Memorandum of Understanding with the Arts Council England and the University of Huddersfield in order to commit to working in partnership to develop the cultural offer and sector within Kirklees.

468 **Early closedown review 2017/18**

Cabinet received a report which provided an update on the early close down of the Council's accounts for 2017-2018 and set out proposals to capitalise an estimated £8.2m revenue expenditure as part of the 2017-2018 final accounts process.

Further to the report submitted to the meeting of Budget Council on 14 February 2018, it was proposed that up to £6m of qualifying revenue expenditure in 2017-2018, that was to be funded from planned drawdown of earmarked reserves, be capitalised and earmarked from in-year capital receipts, which would enable the equivalent amount of earmarked reserves not now required in 2017-2018 to roll forward into future years, to support future earmarked reserves requirements, particularly in regards to transformation activity and workforce restructure reserves requirements over the 2018-2020 period.

Cabinet also noted that the report set out proposals where capital expenditure was due to be funded from revenue in 2017-2018, totalling approximately £2.2m, to substitute fund with borrowing, which would release equivalent revenue resources to the general fund 'bottom line' in 2017-2018.

The Council's Capital flexible receipts strategy was attached at Appendix A of the considered report. Appendix B set out the total direct funding to support capital spend of £2.2m.

The report advised that, subject to approval, the totality of £2.235m approved direct revenue funding in 2017-2018 be replaced with borrowing.

RESOLVED - That approval be given (i) to apply the Council's flexible capital receipts strategy to eligible revenue expenditure and associated proposals, as detailed within the considered report (ii) to approve the direct revenue funding of capital proposals as set out at Appendix B, in accordance with Financial Procedure Rules 3.10-3.12 and (iii) to approve the replacement of £2.2m revenue funded capital expenditure in 2017-2018 with borrowing and associated proposals.

469 **2017/18 and 2018/19 Council Capital Plan – Proposed allocation of 2018/19 capital funding from the Learning & Early Support baseline and proposed amendments to the 2017/18 approved programme.**

Cabinet received a report which identified potential projects to be funded from the Learning and Early Support Capital Maintenance baseline section of the Capital Plan, and sought approval of the Capital Maintenance Programme and named projects in order to enable them to be delivered in 2018/2019.

Cabinet - 17 April 2018

The report also provided an update regarding the delivery of the 2017/2018 Learning and Early Support Capital Maintenance Programme and advised of amendments and virements authorised by officers under delegated powers.

Appendix A to the considered report outlined the process for identifying the condition needs of individual schools, the prioritisation of backlog repairs across all schools and how the 2018/2019 schools' condition programme would be procured, project managed and implemented. Appendix B set out a prioritised list of urgent condition works to be undertaken in schools during the 2018/2019 financial year. Details of amendments, deletions and additions to the original programme set within the overall Cabinet budget for 2017/2018 were set out at Appendix C.

(Cabinet gave consideration to the exempt information at Agenda Item 13 (Minute No. 472 refers) prior the determination of this item.)

RESOLVED -

- 1) That approval be given (i) to the business case at Appendix A of the considered report and (ii) the detailed list of proposed works in schools for 2018/2019 as set out in Appendix B of the considered report.
- 2) That the Service Director (Commercial, Regulatory and Operational Services) be given delegated powers in accordance with Council Financial Procedure Rule 3.12 in order to enable the programme to be managed and the identified works to be implemented within the respective agreed total programme budget.
- 3) That the revised amendments and allocations applied by Officers under delegated powers to the detail of the 2018/2018 Schools Capital Maintenance programme, as set out in Appendix C of the considered report, be noted.

470 2017/18 and 2018/19 Corporate Landlord Asset Investment Capital Plan - Amendments to the detail of the approved 2017/18 Corporate Landlord programme and proposed allocation of 2018/19 capital funding.

Cabinet received a report which identified potential projects to be funded from the 2018/2019 Corporate Landlord Asset Investment baseline section of the Capital Plan, as approved at Budget Council on 14 February 2018. Cabinet were asked to consider and approve the Corporate Landlord programme, along with other projects, in order to enable them to be delivered in 2018/2019, and to authorise delegated powers for the programme to be managed within the overall budget allocation. The report also provided an update on the delivery of the 2017/2018 Corporate Landlord Asset Investment programme and advised of amendments and virements authorised under delegated powers.

The 2018/2019 Corporate Landlord Asset Investment Programme was attached at Appendix A of the considered report. Appendix B provided a schedule of projects which have been either changed, deleted or added to the programme.

Cabinet - 17 April 2018

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 14 (Minute No. 473 refers).

RESOLVED -

- 1) That the amendments to the detail of the approved 2017/2018 Corporate Landlord Asset Investment Capital Plan be approved.
- 2) That approval be given to the programme of work for 2018/2019 as per the overall capital allocation as approved at Budget Council on 14 February 2018.
- 3) That authority be delegated to the Service Director (Commercial, Regulatory and Operational Services) to manage the implementation of the identified works within the respective agreed total programme budget, and that delegated powers shall include authority to (i) add new urgent projects under £250k to the programme without prior Cabinet approval providing that the total cost of the programme remains within the approved capital allocation set by the Council and (ii) slip or delete projects during the course of the financial year to enable the effective management of the programme concerned.
- 4) That all virements, additions and deletions be reported retrospectively to Cabinet in accordance with Financial Procedure Rule 3.14.

471 Exclusion of the Public

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

472 2017/18 and 2018/19 Council Capital Plan - Proposed allocation of 2018/19 capital funding from the Directorate for Children's Learning & Early Support baseline section of the Capital Plan along with details of proposed amendments to the 2017/18 approved programme of works

(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). The public interest in maintaining the exemption, which would protect the interests of the Council and the company concerned, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making.)

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 10 (Minute No. 469 refers).

RESOLVED - The information was considered prior to the determination of Agenda Item 10.

473 2017/18 and 2018/19 Corporate Landlord Asset Investment Capital Plan - Amendments to the detail of the approved 2017/18 Corporate Landlord programme and proposed allocation of 2018/19 capital funding

(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). The public interest in maintaining the exemption, which would protect the interests of the Council and the company concerned, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making.)

Cabinet gave consideration to the exempt information prior to the determination of Agenda Item 11 (Minute No. 470 refers).

RESOLVED - The information was considered prior to the determination of Agenda Item 11.

Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

CABINET COMMITTEE - LOCAL ISSUES

Wednesday 28th March 2018

Present: Councillor Peter McBride (Chair)
Councillor Naheed Mather

Apologies: Councillor Musarrat Khan

1 Membership of the Committee

Apologies from Cllr Musarrat Khan.

2 Minutes of Previous Meeting

The minutes of the meetings held on the 24 January 2018 be agreed as a correct record.

3 Interests

No Interests were declared.

4 Admission of the Public

All agenda items were considered in public session.

5 Deputations/Petitions

No deputations or petitions received.

6 Naming of new street - Land Adjacent, Grange Road, Golcar, Huddersfield. HD7 4QZ

The Committee considered a report which outlined plans for the naming of a new street which formed part of a new development at Grange Road in Golcar.

Following initial consultation, suggestions for naming the new street were received and this included Graham Shaw Way. Committee was informed that Graham Shaw was a Lance Corporal who lived in Golcar and had died in February 2010 while in active service. There has been support for the suggestion from the developer and family members.

RESOLVED:- That approval be given to naming one of the new streets at the development in Golcar 'Graham Shaw Way'.

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 14 DECEMBER 2017 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)
Councillor Tim Swift (Vice-Chair)
Roger Marsh OBE
Councillor Nicola Turner
Councillor Andrew Waller
Councillor James Lewis
Councillor Shabir Pandor

Bradford Council
Calderdale Council
Leeds City Region Enterprise Partnership
Kirklees Council
City of York Council
Leeds City Council
Kirklees Council

In attendance:

Councillor Robert Light
Ben Still
Caroline Allen
Angela Taylor
Kersten England
Heather Waddington
Ruth Chaplin

Chair, WYCA Overview & Scrutiny Committee
WYCA
WYCA
WYCA
Bradford Council (minute 69 only)
WYCA (minute 73 only)
WYCA

61. Apologies for Absence

Apologies for absence were received from Councillors J Blake, P Box, A Carter, S Cooke, D Sheard and K Wakefield.

62. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by members at the meeting.

63. Exempt Information - Possible Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of the appendices to Agenda Item 15 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report

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that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

64. Minutes of the Meeting of the Combined Authority held on 5 October 2017

Resolved: That the minutes of the meeting held on 5 October 2017 be approved and signed by the Chair.

65. Capital Spend and Project Approvals

The Authority considered a report of the Director of Delivery on the progression and funding for the following schemes through WYCA's Assurance Process in line with WYCA's Assurance Framework:

- Leeds City Region Enterprise Zones Programme
- Steeton and Silsden A629 Foot/Cycle Crossing
- East Leeds Outer Ring Road Junctions
- Warm Homes Programme
- WYCA Website

It was noted that the Warm Homes Grant Fund and WYCA Website projects had proceeded directly to WYCA because of either timescales relating to their delivery or governance requirements of the funding stream.

The Authority also considered the following two schemes which had exception reports assessed in line with WYCA's Assurance Framework:

- A641 – Bradford to Huddersfield Corridor
- Strategic Inward Investment Fund

Details of the schemes were outlined in the submitted report.

Resolved:

- (i) In respect of the **Leeds City Region Enterprise Zones Programme (Decision Point 2)** –

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the Leeds City Region Enterprise Zones Programme proceeds through Decision Point 2 and work commences on Activity 3 (Outline Business Case) for the Phase 2 sites outlined in the submitted report and Activity 4 (Full Business Case) for Phase 1 Leeds EZ.
- (b) That an indicative approval to the £20.000m programme cost is



given from the Local Growth Fund with Full Approval to spend being granted to individual sites once they have progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).

- (c) That development costs of up to £0.302m from the Local Growth Fund are approved in order to progress Phase 2 sites to Decision Point 3 (Outline Business Case).
- (d) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(ii) In respect of **Steeton and Silsden A629 Foot/Cycle Crossing (Decision Point 2)** –

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the Steeton and Silsden A629 Foot/Cycle Crossing proceeds through Decision Point 2 (Case Paper) and work commences on Activity 3 (Outline Business Case).
- (b) That approval to the total project value of £0.210m is given from the CCAG Fund (which incorporates the DfT Grant) for Activity 3 (Outline Business Case) only.
- (c) That WYCA enters into a Funding Agreement with City of Bradford Metropolitan District Council for expenditure of up to £0.210m from the CCAG Fund.
- (d) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including that Decision Point 3 approval be delegated to WYCA's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(iii) In respect of **A641 – Bradford to Huddersfield Corridor (Activity 1 Exception)** –

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That further development costs of up to £0.630m be approved from the West Yorkshire plus Transport Fund to enable further Expression of Interest development, in order to progress the scheme to Decision Point 2 (Case Paper), taking the total project approval to £0.730m.

- (b) That WYCA enters into an addendum to the existing funding agreement with Calderdale Council for A641 – Bradford to Huddersfield Corridor for additional expenditure of up to £0.630m from the WY+TF.
 - (c) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (iv) In respect of **ELOR Leeds Outer Ring Road Junctions (Decision Point 5) –**

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the East Leeds Outer Ring Road Junctions Project (part of the East Leeds Orbital Road Package of schemes) proceeds through Decision Point 5 (Full Business Case with Finalised Costs) and work commences on Activity 6 (Delivery).
 - (b) That approval be given to WYCA's contribution of £14.047m (which will be funded from the West Yorkshire plus Transport Fund), taking the total project approval for the full ELOR package of schemes to £25.857m (£14.047m plus £3.900m for design and preparation for Phase 1 and the Outline Business Case for the ELOR project plus £6.750m for land costs and a £1.160m contribution from funding approved by WYCA to commence development work on WY+TF projects before the growth deal was established (all funded from the WY+TF)).
 - (c) That WYCA enter into an addendum to the existing Funding Agreement with Leeds City Council for expenditure of up to £25.857m from the WY+TF.
 - (d) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (v) In respect of the **Strategic Inward Investment Fund (Activity 6 Exception) –**

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the exception is approved to change the Strategic Inward Investment Fund lower limit for applications from £250,000 to GBP

equivalent (at time of application) to €200,000.

- (b) That the exception is approved to amend the assurance and approval processes for applications of £250,000 or below as outlined in the submitted report, so that these decisions are delegated to the WYCA Managing Director.

(vi) In respect of **The Leeds City Region Warm Homes Programme –**

That WYCA approves:

- (a) That the Warm Homes project proceeds through Decision Point 2 (Case Paper) and work commences on Activity 5 (Full Business Case with Finalised Costs).
- (b) That indicative approval is given to the total project cost of £2,909,600 and WYCA's contribution of £1,619,960 (to be funded from the National Grid Warm Homes Fund).
- (c) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in the submitted report including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the report.

(vii) In respect of the **WYCA Website (Web3) –**

That WYCA approves:

- (a) That the WYCA Website (Web3) project proceeds through Decision Point 2 and work commences on the Full Business Case with Finalised Costs (Activity 5); an indicative funding allocation of £0.300m from part of the Authority's overall capital programme, (with the funding source coming from cash, eligible programmes and/or borrowing) with full approval to spend once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
- (b) That future approvals are made in accordance with the Assurance Pathway with Full Business Case with Finalised Costs (Activity 5) approval made through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This approval route will be subject to the scheme remaining within the tolerances outlined.



66. Project Beta

The Authority considered a report of the Executive Head of Economic Services which advised of the situation relating to Project Beta and proposed support to the future provision of grant funding of up to £3 million.

Members were given an overview and discussed the proposals regarding the application from a company which was seeking support to establish a new UK-based drug manufacturing facility and the benefits this would bring to the Leeds City Region. It was reported that the request for the grant from the Strategic Inward Investment Fund had been considered and recommended for approval by the Investment Committee. The continued support and approval of the grant will be subject to applications progressing through the WYCA Assurance Process.

Resolved: That support be given in principle to the provision of grant funding of up to £3 million to Project Beta subject to the scheme's progression through WYCA's Assurance Process.

67. HS2 and Connectivity

The Authority considered a report of the Head of Transport Policy which:

- provided an update on the LCR HS2 Growth Strategy
- provided an overview of the LCR HS2 Connectivity Strategy
- sought support to the development of Inclusive Growth Corridor Plans as part of the next stage in work.

Members noted the three emerging strands of the Connectivity Strategy which were detailed in the submitted report. In discussing the regional/pan-northern HS2 'Inclusive Growth Corridors' which had been identified, it was requested that the Bradford corridor be amended to 'Bradford – Halifax – Calder Valley and beyond'. It was noted that York had also been identified as a corridor and the importance of the East Coast Main Line and York as a key hub was recognised. The corridors will connect major communities, including some of the most deprived to HS2 and the importance of providing services to smaller stations in outlying areas was recognised. Members discussed the work being undertaken on the Leeds City Region's Housing Strategy and the need to ensure that this was linked with the HS2 plans for connectivity and inclusive growth.

Resolved:

- (i) That the progress on the LCR HS2 Growth Strategy be noted.
- (ii) That the emerging principles of the LCR HS2 Connectivity Strategy be endorsed.
- (iii) That the development of Inclusive Growth Corridor Plans as part of the next stage in development be endorsed.

68. HS2 and Skills

The Authority considered a report of the Executive Head of Economic Services which provided an update on the skills strategy needed to ensure the most is made of HS2 and to seek endorsement to develop the strategy into an implementation plan.

The report provided a summary of the skills work being undertaken and the strategy for ensuring people have the right skills to make the most of the HS2 opportunity. It also provided an overview of the Skills and Supply Chain Growth Strategy and a summary which provided further detail regarding the proposed programmes was attached at Appendix 1 to the submitted report.

Members discussed the strategy which built on the objectives detailed in the LCR Employment & Skills Plan and the work that WYCA and partners were already doing to support the development of a skilled workforce. It was intended to submit the Skills Strategy to Government as part of the HS2 Growth Strategy and then to turn the strategy into an implementation plan. It was noted that the approach to implementation would depend on how far the Government supports the plan financially and an initial meeting was being arranged with them in the near future.

Resolved: That the HS2 Skills Strategy be endorsed and an implementation plan be developed.

69. Transforming Cities Fund

The Authority considered a report of the Head of Transport Policy which provided an update on the Budget announcement in respect of the Transforming Cities Fund.

It was noted that the £1.7 billion fund was to support transport investment and the Chancellor had set out that half the fund would be allocated via competition for transport projects in cities and the remaining half allocated to the 6 combined authorities with elected metro mayors.

It was expected that guidance would be published in the New Year with bids to be submitted during Spring 2018. It was proposed that a range of options for the bid be considered and developed with partners including the suitability of schemes which came forward in the 'call for projects' and those on the local prioritised corridors as identified in the HS2 Connectivity Strategy.

It was noted that should a devolution deal be agreed for the region, the Transforming Cities Fund would automatically deliver significant additional capital investment for the Mayor to invest in transport.

A report would be brought to a future meeting once further details are known.

Resolved: That the financial position around the Transforming Cities Fund be noted.

70. Local Inclusive Industrial Strategy Update

The Authority considered a report of the Head of Economic Policy which:

- provided an update on the development of a single, bold city region strategy, owned by both WYCA and LEP Board with inclusive growth at its core;
- provided an overview of the headline messages from the national Industrial Strategy White Paper that was launched on 27 November 2017;
- provided an update on the outcome of the LEP Board meeting of 29 November 2017 and sought agreement to the LEP Board's decision to begin the development of Local, Inclusive Industrial Strategy (LIIS) as a replacement for the Strategic Economic Plan (SEP); and
- set out an indicative timetable for the development of a local, inclusive, industrial strategy that reflects national guidance whilst recognising the LEP's ambition around delivering at pace.

It was reported that the proposals to update and replace the SEP with a LIIS were agreed at the LEP Board meeting on 29 November 2017. Members discussed the key themes and messages emerging from the City Region's submission to the Industrial Strategy Green Paper, Autumn Budget and Industrial Strategy White Paper to inform the development of a local inclusive and place based industrial strategy. An emerging vision and statement of intent for the City Region emphasising that good growth delivers good outcomes would be developed in January/February 2018. This would be used as a mechanism for engagement with Government and local stakeholders. A full LIIS would be produced in March 2019 aimed at driving growth, boosting productivity and earning power for a post-2030 economy.

Resolved: That WYCA agree to formally commit to beginning the development of a single, bold Local Inclusive Industrial Strategy (LIIS) as a replacement for the Strategic Economic Plan (SEP), which will be owned by both the LEP and WYCA with inclusive growth at its core.

71. Inclusive Growth in the Leeds City Region

The Authority considered a report of the Managing Director which sought approval for funding the last 6 months of the secondment for the Project Director for Inclusive Growth.

Members noted the progress of the work undertaken to embed inclusive growth across Leeds City Region and of the development of a second work programme. The proposed activities for the next six months were set out in Appendix 1 and it was agreed that the remaining 6 months of the secondment be funded by WYCA. A

report would be prepared for a future meeting outlining appropriate next steps for resourcing after the secondment ends.

Resolved:

- (i) That the work accomplished to date be noted.
- (ii) That the funding of a secondment by WYCA for 6 months until 14 May 2018 be approved.

72. Business Planning & Budget 2018/19

The Authority considered a report of the Director of Resources advising members of the work underway on business planning and budgeting for 2018/19.

Members discussed and noted the latest position regarding business planning and the medium term financial strategy and the successes of the past year. The report also set out a draft budget proposal for 2018/19 and consideration was given to the draft three year position on the revenue budget which was attached at Appendix 2 and the initial capital programme figures for the next two years at Appendix 3.

A full report incorporating the budget and levy for 2018/19 will be brought to the next meeting.

Resolved: That the work being undertaken on the medium term financial strategy and business planning and budget for 2018/19 be noted.

73. Update on WYCA Procurement Strategy 2018-2021

The Authority considered a report of the Director of Resources which provided an update on progress regarding the development of the new WYCA Procurement Strategy.

It was noted that a new procurement function had been created at WYCA and it was proposed that the strategy would outline the vision and work required for the next 3 years in this area.

Members were advised that through the Inclusive Growth Steering Group, work was being undertaken across the region to assist local authorities and other key anchor institutions in defining a set of common principles that will underpin procurement and other activities. Workshops and a meeting had been held with the Heads of Procurement across the region and number of discussions have also been undertaken with the wider Inclusive Growth programme.

It was acknowledged that the final strategy must support the organisation in meeting the key agreed elements and be in line with the new National Procurement Strategy which was being finalised by the LGA and details were outlined in the submitted report.

Members welcomed the progress being made and it was proposed to submit the final Procurement Strategy to the next meeting. It was noted that an update on the Contract Standing Orders would also be required to implement the strategy.

Resolved:

- (i) That the progress made on Procurement within WYCA be noted.
- (ii) That the elements outlined in the submitted report be accepted as forming the basis of the Procurement Strategy document.
- (iii) That the planned update to Contract Standing Orders to implement the new Procurement Strategy be noted.

74. Governance Arrangements

The Authority considered a report of the Director of Resources on the following issues in respect of appointments:

- To note a change to the City of York Council's appointment to WYCA.
- To approve the appointment of private sector and advisory co-optees onto WYCA's Advisory Panels and to appoint the Chair of the Employment & Skills Panel and the Green Economy Panel.
- To approve the appointment of local authority co-optees on the Business Innovation & Growth Panel and the Employment & Skills Panel following receipt of revised nominations.
- To approve a change in membership of WYCA's Governance & Audit Committee.
- To note that the Director of Policy, Strategy & Communications is leaving WYCA at the end of the calendar year and to approve the appointment of an interim Director.

It was reported that Councillor Andrew Waller replaced Councillor Keith Aspden on WYCA with effect from 9 October 2017 and the Chair welcomed him to his first meeting.

Members noted the appointments to WYCA's Advisory Panels which were set out in paragraph 2.5 of the report and Appendix 1 and agreed the appointments of Rashik Parmar as Chair of the Employment & Skills Panel and Simon Pringle as Chair of the Green Economy Panel.

In respect of the Governance & Audit Committee, it was agreed that Councillor Hinchcliffe replace Councillor Sheard.

It was noted that Rob Norreys, Director of Policy, Strategy & Communications was leaving WYCA at the end of the year. Members expressed their gratitude to Rob for his hard work, contributions and support during his long and distinguished service

and the important role he had played in building the foundations for the City Region, creation and development of the LEP and WYCA and in securing significant Local Growth funds.

A process for an internal interim replacement had been undertaken and it was agreed that Liz Hunter be appointed as interim Director of Policy & Strategy.

Resolved:

- (i) That the termination of the City of York Council's appointment of Councillor Keith Aspden and the appointment of Councillor Andrew Waller be noted.
- (ii) That WYCA co-opts members to the Advisory Panels as set out in Appendix 1, and to the Land and Assets Panel, as set out in paragraph 2.5 of the submitted report.
- (iii) That Rashik Parmar be appointed as Chair of the Employment & Skills Panel and Simon Pringle as Chair of the Green Economy Panel.
- (iv) That WYCA notes Wakefield Council's revised nomination to the Business Innovation & Growth Panel and co-opts Councillor Darren Byford onto the Panel in place of Councillor David Jones.
- (v) That WYCA notes North Yorkshire County Council's revised nomination to the Employment & Skills Panel and co-opts Councillor Patrick Mulligan onto the Panel in place of Councillor Cliff Lunn.
- (vi) That WYCA replaces Councillor Sheard with Councillor Hinchcliffe on the Governance & Audit Committee.
- (vii) That WYCA notes that the Director of Policy, Strategy & Communications is leaving WYCA at the end of the calendar year.
- (viii) That the appointment of Liz Hunter as interim Director of Policy & Strategy be approved.

75. European Structural & Investment Funds - Sustainable Urban Development

The Authority considered a report of the Director of Resources on European Structural & Investment Funds – Sustainable Urban Development (ESIF SUD).

It was noted that WYCA has a role, as Intermediate Body, in the consideration and recommendation of projects to be funded through ESIF SUD. The Investment Committee had considered the detail of each project and endorsed the advice and decision at parts 3 and 5 of each of the project assessment forms. They had also considered and were recommending to WYCA the prioritisation list which was detailed in the exempt Appendix 1. Members discussed the outline applications which were attached to the submitted report as exempt Appendices 2-6 and

accepted their recommendations and approved the advice, the selection decision and the prioritisation list.

It was noted that the Managing Authority, DCLG, will finalise the assessment and make its final decision with regard to those projects which will now be asked to progress to the next stage.

Resolved: That WYCA, in its role as the Intermediate Body for the SUD part of the ESIF programme, approves the advice included in the outline assessment forms at Part 3 of each exempt Appendix 2-6, the decision and any respective conditions outlined in Part 5a and the prioritisation list for SUD included in exempt Appendix 1.

76. Minutes of the Meeting of the Transport Committee held on 8 September 2017

Resolved: That the minutes of the meeting of the Transport committee held on 8 September 2017 be noted.

77. Minutes of the Meeting of the Green Economy Panel held on 14 September 2017

Resolved: That the minutes of the meeting of the Green Economy Panel held on 14 September 2017 be noted.

78. Minutes of the Meeting of the Overview & Scrutiny Committee held on 20 September 2017

Resolved: That the minutes of the meeting of the Overview & Scrutiny Committee held on 20 September 2017 be noted.

79. Draft Minutes of the Land & Assets Panel held on 13 October 2017

Resolved: That the draft minutes of the Land & Assets Panel held on 13 October 2017 be noted.

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 1 FEBRUARY 2018 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift (Vice-Chair)	Calderdale Council
Councillor Judith Blake CBE	Leeds City Council
Councillor Peter Box CBE	Wakefield Council
Councillor Andrew Carter CBE	Leeds City Council
Councillor Simon Cooke	Bradford Council
Councillor Stewart Golton	Leeds City Council
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor David Sheard	Kirklees Council
Councillor Andrew Waller	City of York Council

In attendance:

Councillor Keith Wakefield OBE	Chair, Transport Committee (to minute 86 only)
Councillor Robert Light	Chair, Overview & Scrutiny Committee
Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Heather Waddington	West Yorkshire Combined Authority (minute 93 only)
Peggy Haywood	Ministry of Housing, Communities & Local Government (minute 93 only)
Ruth Chaplin	West Yorkshire Combined Authority

80. Apologies for Absence

Apologies for absence were received from Councillor N Turner.

81. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by members at the meeting.



82. Exempt Information - Possible Exclusion of the Press and Public

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 1 to Agenda Item 5 and Appendix 1 to Agenda Item 14 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

83. Minutes of the Meeting of the Combined Authority held on 14 December 2017

Resolved: That the minutes of the meeting held on 14 December 2017 be approved and signed by the Chair.

84. Capital Spend and Project Approvals

The Authority considered a report of the Director of Delivery on the progression and funding for the following schemes through WYCA's Assurance Framework:

- Bradford Interchange Phase 1
- Bradford Interchange Phase 2
- Project Beta
- Natural Flood Management Programme
- Wyke Beck Valley Flood Alleviation
- York Outer Ring Road Junction

The Authority agreed to withdraw consideration of Project Raven as the situation had changed since publication of the agenda and this would be brought back to a future meeting.

The importance of the Natural Flood Management Programme was discussed and members requested further details regarding the individual projects included in the programme. It was suggested that an overview be provided to a future meeting, taking into account the work also being undertaken by the Yorkshire Flood and Coastal Committee and the Green Economy Panel.

It was noted that an exception report for the DfT Cycling and Walking to Work scheme had been assessed in line with WYCA's Assurance Framework and had progressed directly to WYCA because of timescales relating to its delivery and governance requirements of the funding stream.

Members discussed the reporting and transparency in respect of the level of detail provided for the schemes in the submitted report. The importance of engaging with the public and information being accessible was stressed and consideration would be given to the presentation of future reports. It was

suggested that options such as the inclusion of a summary box, hyperlinks to the business cases, previous papers and other reports as background information for the schemes be included going forward.

It was reported that there were rigorous processes in place for assessing schemes. These were detailed in the Leeds City Region Assurance Framework which was to be considered at agenda item 10. The process included WYCA's Programme Appraisal Team (PAT) considering scheme business cases and, subject to their assessment, these are then considered by the Investment Committee who would take a decision on whether to recommend the schemes to WYCA for approval. It was noted that business cases were published on WYCA's website. It was agreed that summary scheme performance information be included in the 'summary box'.

Resolved:

- (i) In respect of Bradford Interchange Phase 1 (Decision Point 2 Case Paper) –

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the Bradford Interchange Phase 1 project proceeds through Decision Point 2 and work commences on Activity 3 (Outline Business Case) of the Assurance process.
 - (b) That an indicative approval to the total project value of up to £5.605m is given to be funded from the West Yorkshire plus Transport Fund, with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs).
 - (c) That further development costs of up to £0.100m are approved in order to progress the scheme to Decision Point 3 (Outline Business Case) taking the total project approval to £0.180m, and that WYCA enter into an addendum to the existing funding agreement with City of Bradford Metropolitan District Council for total expenditure of up to £0.180m from the West Yorkshire plus Transport Fund.
 - (d) That future approvals are made in accordance with the Approval Pathway and Approval Route set out in the Case Paper. This will be subject to the scheme remaining within the tolerances outlined in the Case Paper.
- (ii) In respect of **Bradford Interchange Phase 2 – Pre-feasibility Option Development (Decision Point 2 Case Paper) -**

That following a recommendation from the Investment Committee, WYCA approves £0.512m pre-feasibility funding from the WY+TF Transformational Projects Fund to support the selection of a preferred option for progressing Phase 2 of this project and that WYCA enter

into a Funding Agreement with City of Bradford Metropolitan District Council for expenditure of up to £0.512m from the WY+TF Transformational Projects Fund.

(iii) In respect of **Project Beta (Decision Point 2 Case Paper) -**

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That Project Beta proceeds through Decision Point 2 and work commences on Activity 4 (Full Business Case).
- (b) That an indicative approval to the proposed grant funding award £3m is given, to be funded from the Strategic Inward Investment Fund, with Full Approval to expenditure being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs).
- (c) That future approvals are made in accordance with the Approval Pathway and Approval Route set out in this report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(iv) In respect of **Leeds City Region Natural Flood Management Scheme (Decision Point 3 Outline Business Case) -**

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the LCR Pilot Natural Flood Management Programme proceeds through Decision Point 3 and work commences on Activity 4 (Full Business Case).
- (b) That an indicative approval to WYCA's contribution of £1.700m (which will be funded through from the Local Growth Deal 3 fund) is given with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs). The total project value is £3.801m.
- (c) That development costs of £0.045m are approved in order to progress the scheme to Decision Point 4 and then WYCA enter into a Funding Agreement for expenditure of up to £0.045m from the Local Growth Deal Fund.
- (d) That future approvals are made in accordance with the Approval Pathway and Approval Route set out in this report, including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the

scheme remaining within the tolerances outlined in the submitted report.

(v) In respect of **Wyke Beck Valley Flood Alleviation (Decision Point 4 Full Business Case) -**

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the Wyke Beck Valley Flood Alleviation Project proceeds through Decision Point 4 and work commences on Activity 5 (Full Business Case with Finalised Costs).
- (b) That an indicative approval to WYCA's contribution of £2.600m (which will be funded through from the Local Growth Deal 3 fund) is given with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (FBC with Finalised Costs).
- (c) That future approvals are made in accordance with the Approval Pathway and Approval Route set out in this report, including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(vi) In respect of **York Outer Ring Road – Phase 1 (Full Business Case Decision Point 4) -**

That following a recommendation from the Investment Committee, WYCA approves:

- (a) That the York Outer Ring Road Phase 1 project proceeds through Decision Point 4 and work commences on Activity 5 (Full Business Case with Finalised Costs).
- (b) That an indicative approval to York Outer Ring Road Phase 1 total forecast costs of up to £3.600m is given (to be funded from the West Yorkshire plus Transport Fund) with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5 (Full Business Case with Finalised Costs).
- (c) That future approvals are made in accordance with the Approval Pathway and Approval Route outlined in this report including at Decision Point 5 through a delegation to WYCA's Managing Director following a recommendation by WYCA's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- (vii) That in respect of **Project Raven (Decision Point 2 Case Paper)** - it was agreed to withdraw consideration of the item as the situation had changed following publication of the agenda and this would be brought back to a future meeting.
- (viii) In respect of DfT Cycling and Walking to Work Fund (Activity 6 Delivery Change Request) -

That WYCA approves:

- (a) That the additional funding of £6.40k offered by DfT to extend the programme is accepted by the Director of Resources as Chief Finance Officer by the deadline of 31 March 2018
- (b) The Request for Change to programme funding and timescales as outlined in the submitted report
- (c) That the spending of up to £2.14m to be funded from the West Yorkshire Cycling and Walking to Work DfT grant

85. Leeds City Region Growth Deal Programme Review

The Authority considered a report of the Director of Delivery which:

- Provided an update on the implementation of the Growth Deal and sought agreement of actions to actively manage scheme performance.
- Presented recommendations following the recent Call for Projects relating to Growth Deal funding, that a number of schemes are brought forward for consideration, pending the outcome of the programme re-profiling exercise and the future availability of funding, and subject to approval through the WYCA Assurance Process.
- Provided an update on current activity relating to the forthcoming 2019/20 Growth Deal Review, and sought approval for an allocation of £400,000 to undertake the work required in preparation for the Gateway Review.

The performance and management of schemes in the Growth Deal was discussed. It was reported that an Investment Committee workshop would be held in March to consider the timing and profiling of projects and WYCA members would be invited to take part in those discussions.

Members discussed the recent Call for Projects and the list of schemes outlined in the submitted report which were recommended for taking forward. They reiterated their request that hyperlinks be provided in future reports to any background information available. It was noted that based on the information that had been provided, the schemes would potentially deliver direct jobs and houses by 2021. It was recognised that because of delivery timescales, the Call for Projects had been restrictive to projects that would deliver by 2021; it was however noted that there may be further

opportunities to support a wider range of projects with the development of the Local Inclusive Industrial Strategy. It was proposed that a further Call for Projects be considered and this would be discussed at a future meeting of the Investment Committee.

It was noted that the Growth Deal review is a stipulation by Government. A project ceiling budget of £400,000 has been identified by Government to undertake the Gateway Review exercise in the Leeds City Region, including all lead-in activity and reporting to Central Government. It was reported that WYCA was working with other LEP areas and Government to understand what the money would be spent on and how it could be reduced, including whether it was possible that some of the initial work could be undertaken in-house to reduce the expenditure.

Resolved:

That WYCA approves:

- (i) In-principle support to the projects identified in paragraphs 2.10 and 2.11 of the submitted report and that the projects be brought forward for consideration for entry into the WYCA pipeline list, pending the outcome of the programme re-profiling exercise and the future availability of funding, and subject to approval through the WYCA Assurance Process.
- (ii) A maximum of £400,000 to be funded from the Local Growth Fund to fund the Growth Deal Review activity as detailed in the submitted report.

86. Local Inclusive Industrial Strategy update

The Authority considered a report of the Interim Director of Policy & Strategy which provided an update on the development of a single, bold city region strategy, owned by both the LEP and WYCA that provides a compelling proposition using the city region's tech assets and opportunities to deliver inclusive growth outcomes.

It was noted that there was an ambition to deliver this work at pace in order to position the City Region so that it forms part of the first wave of Local Industrial Strategies agreed by Government by March 2019.

Members discussed and noted the update which included the draft vision statement, emerging priorities and proposals that could form the core building blocks of the local inclusive industrial strategy and the suggested approach to the development of the strategy.

In welcoming the progress to date, the following comments/observations were made:

- The important development work being undertaken across all the local authorities should be highlighted.

- Inclusive growth needs to be reflected in the emerging priorities and throughout the document.
- Ensure that the narratives are written for different audiences and take other views into account.

The opportunity to consider how businesses could be supported as the economy grows and new jobs created was recognised and the challenges in respect of skills, retraining, working practices and the apprenticeship levy were discussed. It was agreed that a skills report would be prepared for a future meeting.

Resolved: That WYCA endorses the direction of travel on the following areas:

- (i) An updated Leeds City Region strategic framework.
- (ii) The draft vision statement as set out in paragraph 2.7 and the intention to develop further 'expressions' for different audiences.
- (iii) The emerging priorities and proposals summarised in paragraph 2.10 that could form the core building blocks of our local, inclusive industrial strategy and will be key to securing future investment.
- (iv) The proposed 'open policy' approach that intends to harness the views and influence of partners in co-producing a compelling, bold city region proposition.

87. West Yorkshire plus Transport Fund Transformational Programme

The Authority considered a report of the Interim Director of Policy & Strategy on the proposed approach for the Transformational Fund which is part of the West Yorkshire plus Transport Fund (WY+TF).

It was noted that the WY+TF Growth Deal Transformational Fund provides the opportunity to undertake early development work to shape the future transformational pipeline of schemes. The WY+TF includes an allocation of £12.5m within the Transformational Fund and endorsement of £7m to develop the LCR Connectivity Strategy Priority pipeline was sought. This would take into account the recent call for projects and Inclusive Growth Corridor Plans.

Members were advised that the Investment Committee had endorsed the approach set out in the submitted report at their meeting held on 3 January 2018. It was proposed that a further report be prepared for consideration by the Investment Committee and WYCA to seek approval to spend within the £7m allocation, subject to approval through the WYCA Assurance Process.

Resolved:

- (i) That the proposed approach for the West Yorkshire plus Transport Fund Transformational Fund, as set out in the submitted report, be endorsed.
- (ii) That an allocation of £7m be made within the West Yorkshire plus Transport Fund Transformational Fund to develop the Leeds City Region Connectivity Strategy Priority pipeline taking into account the recent call projects and Inclusive Growth Corridor Plans.
- (iii) That a further report be prepared for consideration by the Investment Committee and WYCA to seek the capital approval to spend the £7m allocation subject to approval through the WYCA Assurance Process.

88. Business Planning and Budget 2018/19

The Authority considered a report of the Director of Resources and was given a presentation which:

- Set out the outline corporate plan for West Yorkshire Combined Authority (WYCA) for 2018/19 and its strategic aims on behalf of local people.
- Sought approval for the proposed revenue budget and transport levy for 2018/19, the indicative capital programme and the treasury management statement.

Corporate Plan 2018/19

It was reported that the Corporate Plan was in the process of being developed. A high level summary of the draft business plans for each of the organisation's five Directorates was attached at Appendix 1 and these will form the basis of the 2018/19 corporate plan which will be brought to the next WYCA meeting for approval. The proposed shape of the corporate plan was set out in Appendix 2.

Revenue Budget 2018/19

Members considered the revenue budget and transport levy for 2018/19. Details of the proposed budget for 2018/19 and early estimates for the subsequent two years were provided in Appendix 3.

The challenges in setting a balanced budget were noted together with a number of actions which had been required, including identifying budget savings and income targets required.

The proposed transport levy reduction of £1m was in response to continuing pressure on local government funding with proposals that the levy is further reduced by £1m in each of the next two years. A review would be undertaken over the next year of the way in which transport services are provided in order to reduce expenditure over the next three years. Details of

the net and gross levy by population, showing the decrease was set out in Table 2 of the submitted report together with the rebates due to each District.

Details of the Reserves Policy and position for 2017/18 were outlined in the submitted report. The workings for this year's reserves policy were set out in Table 1 and were based on the approach taken in previous years with an updated assessment of the relative risks.

Capital Programme 2017/18 and 2018/19

WYCA noted the capital programme for 2018/19 and subsequent years and the indicative capital programme which were outlined in the submitted report.

It was reported that the Investment Committee had considered the individual projects within the West Yorkshire plus Transport Fund (WY+TF) and would continue to be a key part of the process whereby Growth Deal and other projects are considered and recommended for progression. This would also include the further work on the call for projects. It was proposed that the arrangements for the Transport Committee to approve Integrated Block funded projects up to a value of £3m also be continued for 2018/19.

Treasury Management

Members noted the Prudential Funding Statement which was attached at Appendix 4. This set out the treasury management activity in the year, the arrangements in place and details of the funding position.

Resolved:

- (i) That the approach to the corporate plan for 2018/19 be endorsed.
- (ii) That the revised budget/forecast for 2017/18 and the proposed budget for 2018/19 for WYCA be approved.
- (iii) That the indicative capital programme for 2018/19 – 2020/21 be approved.
- (iv) That the Transport Committee be delegated to approve individual schemes within the integrated transport block of the 2018/19 capital programme up to a maximum cost of £3m.
- (v) That in accordance with the powers contained in the Local Government Finance Act 1988 (as amended) and by virtue of article 9(6) of the West Yorkshire Combined Authority Order and the Transport Levying Bodies Regulations 2015 (as amended) a levy of £105m be determined for the year ended 31 March 2019.
- (vi) That the Chief Financial Officer be authorised to issue the levy letter in respect of the financial year ending 31 March 2019 to the five District Councils in West Yorkshire.

- (vii) That a payment of £5.099m be made to the District Councils in accordance with Table 2 of the report.
- (viii) That the Chief Financial Officer be authorised to arrange appropriate funding for all expenditure in 2017/18 and 2018/19 subject to statutory limitation, including the most appropriate application of capital funding as set out in the report.
- (ix) That the expenditure of highways maintenance funding of £28.4m and the pothole action fund of £2.2m, to be paid quarterly to the West Yorkshire local authorities in accordance with the DfT formula be approved, and that the Director of Resources be authorised to vary these amounts should DfT revise the payments from those provisionally indicated be approved.
- (x) That the policy, effective from 2017/18, for recovering the WYCA costs of managing the capital programme against the capital programme spend being mainly Growth Deal, Leeds Public Transport Investment Programme and Local Transport Plan Integrated Transport be approved. For 2018/19 the estimated total value is £5.24m (2%-3%).
- (xi) That the adoption of the CIPFA Code of Practice for Treasury Management in Public Services be reaffirmed.
- (xii) That the treasury management policy as set out in Appendix 4 to the report be approved.
- (xiii) That the prudential limits for the next three years as set out in Appendix 4 to the report be adopted.

89. Leeds City Region Assurance Framework - Annual Review

The Authority considered a report of the Director of Delivery which:

- Provided an update on progress relating to changes proposed to the Leeds City Region Assurance Framework arising from its annual review, and with the recently issued review of Local Enterprise Partnership Governance & Transparency (October 2017).
- Sought feedback on the updated assurance requirements and approval of the substantive form of the document following the incorporation of further changes requested, and sought authority for WYCA's Managing Director to finalise the document in consultation with the Chair of WYCA and the Chair of the LEP Board for submission, and to make further in-year changes as may be required.

It was reported that the Assurance Framework had to be updated annually and published on the Local Enterprise Partnership's website. Members discussed the draft document which was attached at Appendix 1 and noted that this had been shared and discussed at meetings of the LEP Board,

Overview & Scrutiny Committee and Governance & Audit Committee. The Overview & Scrutiny Committee, through their SEP Delivery Working Group, had offered level of challenge to the approach taken and were content with the current progress. It was proposed that the scrutiny sessions would continue to ensure that the Assurance Framework remains fit for purpose as this was a 'live' document.

It was noted that the changes to the LCR LEP's governance arrangements which were approved by the LEP Board on 16 January 2018 had been reflected in the document. The LEP Board had agreed the revised framework subject to any further comments from WYCA and, in this respect, members' views regarding reporting and transparency which had been discussed earlier in the meeting would be incorporated. It was proposed that WYCA's Managing Director would finalise the content of the Assurance Framework in consultation with the Chair of WYCA and the Chair of the LEP Board prior to its submission to Government by 28 February 2018.

Resolved:

- (i) That the substantive form of the draft Assurance Framework, subject to the incorporation of any further feedback, be approved.
- (ii) That WYCA's Managing Director be authorised to finalise the content of the Assurance Framework in consultation with the Chair of WYCA and the Chair of the LEP Board, and to submit the document to Government by 28 February 2018.
- (iii) That it be noted that further changes and updates to the Assurance Framework are anticipated during the year and WYCA's Managing Director be authorised to make such further changes as are appropriate, and to update WYCA and the LEP Board on an annual basis.

90. Report of the Overview and Scrutiny Committee

The Authority considered a report of the Overview & Scrutiny Committee which put forward the findings and recommendations of a task and finish working group.

It was reported that in September 2017, the Overview & Scrutiny Committee established a cross party task and finish working group consisting of 5 members. This was to consider whether any lessons could be learnt from a review of the processes and governance relating to the award of a loan to Oxford GB2 in 2013 by the Leeds City Region Local Enterprise Partnership (LCR LEP).

Members discussed the findings of the Working Group which had been considered at the meeting of the Overview & Scrutiny Committee on 24 January 2018. It was recognised that their recommendations had already been addressed by WYCA in establishing and developing its Assurance Framework and governance arrangements.

In noting the improvements which had already been introduced and approving the recommendations, the Authority thanked the Overview & Scrutiny Committee for their work and the time taken to produce the thorough report on this important issue.

Resolved: That WYCA notes the work of the Overview & Scrutiny Committee Working Group and agrees with the recommendations contained in their report. Further, WYCA notes the improvements to assurance and governance that have taken place over recent years.

91. WYCA Procurement Strategy and Changes to Contract Standing Orders

The Authority considered a report of the Director of Resources which sought approval of the new WYCA Procurement Strategy and updated Contract Standing Orders (CSOs).

It was reported that a review of the procurement needs of the organisation had been undertaken and a new Procurement Team created. The new Procurement Strategy would cover the period 2018 to 2021 and set out a framework for committing spend and undertaking procurement activities throughout the Authority. A copy of the Procurement Strategy was attached at Appendix 1 and it was proposed that this be reviewed annually to monitor progress and update as required.

The Contract Standing Orders were attached at Appendix 2. These had been updated and approved in April 2017 and substantial changes were now required following the introduction of new working practices that would ensure greater focus on transparency and value for money

Resolved:

- (i) That the new Procurement Strategy to cover the period 2018 – 2021 be approved.
- (ii) That the amended Contract Standing Orders be approved.

92. Governance Arrangements - Appointments

The Authority considered a report of the Director of Resources on governance arrangements in respect of the following:

- To note a change in WYCA substitutes.
- To approve the appointment of a change in local authority appointment on the Business Innovation & Growth Panel and appoint a new private sector member.
- To approve appointments to Transport for the North.

WYCA Substitute Members

It was reported that Councillor Robert Light, on behalf of the West Yorkshire Conservative Group Leaders, had notified WYCA of a change in WYCA substitute members as follows:

- Councillor Scott Benton (Calderdale Council) to replace Councillor Nadeem Ahmed (Wakefield Council) as substitute WYCA member for Councillor Andrew Carter (Leeds Council).
- Councillor John Pennington (Bradford Council) to fill the vacant position of substitute WYCA member for Councillor Simon Cooke (Bradford Council).

Business Innovation & Growth Panel

It was reported that North Yorkshire County Council had notified WYCA of their wish to make the following change on the Business Innovation & Growth Panel:

- Councillor Andrew Lee to replace Councillor Patrick Mulligan

Following the conclusion of the appointments process for private sector membership on the Panel, members considered the recommendation for the appointment of an additional member and details were set out in Appendix 1 to the submitted report.

Appointment to TfN Shadow Board

It was reported that a number of WYCA appointments were to be made pending TfN being established as a statutory body in April 2018 and the following appointments were agreed:

- The TfN Shadow Board - Councillor Judith Blake and Councillor Keith Wakefield as the substitute member.
- TfN when established as a statutory body - As above.
- TfN's Scrutiny Committee - Councillor Eric Firth and Councillor Barry Collins as the substitute member.

Resolved:

- (i) That the change in Conservative WYCA substitute members be noted.
- (ii) That WYCA co-opts members to the Business Innovation & Growth Panel as set out in Appendix 1 to the submitted report.

- (iii) That WYCA appoints Councillor Judith Blake to the TfN Shadow Board and Councillor Keith Wakefield as the substitute TfN Shadow Board member.
- (iv) That WYCA appoints Councillor Judith Blake as TfN member and Councillor Keith Wakefield as the substitute TfN member.
- (v) That WYCA appoints Councillor Eric Firth to the TfN's Scrutiny Committee and Councillor Barry Collins as the substitute member.

93. European Structural and Investment Funds - Sustainable Urban Development

The Authority considered a report of the Director of Resources on European Structural & Investment Funds – Sustainable Urban Development (ESIF/SUD) which sought approval for the prioritisation list for SUD undertaken by the Department for Communities and Local Government (DCLG) as Managing Authority (MA), reconciled to the available budget.

At the last meeting, WYCA had considered and approved the advice contained in each of the outline assessments and the prioritised list for the selection of SUD projects. The MA had now finalised their assessment, taking into account the advice provided by WYCA and members considered the prioritisation list for SUD which was detailed in the exempt Appendix 1. It was noted that the total value of the projects exceeds the indicative budget attached to the Call and the MA, having taken into consideration the Intermediate Body's (WYCA's) decision in respect of local strategic fit, had reconciled the projects to the budget.

Following WYCA's agreement, as Intermediate Body, the MA will formally notify applicants of the outcome and progress the successful projects to the next stage. It was expected that the full applications will be presented to WYCA by Summer 2018.

Resolved: That the prioritisation list for SUD, included in exempt Appendix 1, undertaken by the Managing Authority (MA), Department for Communities and Local Government (DCLG), reconciled to the available budget, be approved.

94. Minutes of the West Yorkshire and York Investment Committee held on 9 November 2017

Resolved: That the minutes of the West Yorkshire & York Investment Committee held on 9 November 2017 be noted.

95. Minutes of the Overview and Scrutiny Committee held on 15 November 2017

Resolved: That the minutes of the Overview & Scrutiny Committee held on 15 November 2017 be noted.

96. Minutes of the Transport Committee held on 17 November 2017

Resolved: That the minutes of the Transport Committee held on 17 November 2017 be noted.

97. Draft Minutes of the Green Economy Panel held on 21 November 2017

Resolved: That the draft minutes of the Green Economy Panel held on 21 November 2017 be noted.

98. Draft Minutes of the Governance and Audit Committee held on 28 November 2017

Resolved: That the minutes of the meeting of the Governance & Audit Committee held on 28 November 2018 be noted.

99. Draft Minutes of the Employment and Skills Panel held on 4 December 2017

Resolved: That the draft minutes of the Employment & Skills Panel held on 4 December 2017 be noted.

100. Draft Minutes of the West Yorkshire and York Investment Committee held on 3 January 2018

Resolved: That the draft minutes of the West Yorkshire and York Investment Committee held on 3 January 2018 be noted.

A handwritten signature in blue ink, appearing to be 'J. H. White', is located in the lower right quadrant of the page.

**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 5 APRIL 2018 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift (Vice-Chair)	Calderdale Council
Councillor Judith Blake CBE	Leeds City Council (to minute 106)
Councillor Peter Box CBE	Wakefield Council
Councillor Simon Cooke	Bradford Council
Councillor David Sheard	Kirklees Council
Councillor Andrew Waller	City of York Council

In attendance:

Councillor Keith Wakefield OBE	Chair, Transport Committee
Angela Taylor	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

101. Apologies for Absence

Apologies for absence were received from Roger Marsh and Councillors S Benton and N Turner.

102. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by Members at the meeting.

103. Exclusion of the Press and Public

There were no items on the agenda requiring the exclusion of the press and public.

104. Minutes of the Meeting of the Combined Authority held on 1 February 2018

Resolved: That the minutes of the meeting held on 1 February 2018 be approved and signed by the Chair.

105. Transforming Cities Fund

The Combined Authority considered a report of the Interim Director of Policy & Strategy which provided an update on the Transforming Cities Fund guidance.

It was reported that the Department for Transport (DfT) had issued detailed guidance and the first stage deadline for submission of a bid to the fund was 8 June 2018.

An officer task and finish group was being set up with representatives from partner councils and it was proposed that a portfolio or lead Member working group be established in order to support and shape the development of the bid.

Resolved:

- (i) That the principles of the Transforming Cities Fund guidance and the first stage deadline for submission of a bid by 8 June 2018 be noted.
- (ii) That the establishment of a Member led working group for portfolio/lead Members to shape the response to the Transforming Cities Fund submission be endorsed.

106. Response to Transport for the North's Strategic Transport Plan Consultation

The Combined Authority considered a report of the Interim Director of Policy & Strategy on the proposed submission and key principles of a response to Transport for the North's (TfN) consultation on its draft Strategic Transport Plan (STP).

It was reported that TfN was inviting formal feedback from its partners on the consultation for the draft STP. The Transport Committee had endorsed a set of key principles highlighting the Combined Authority's priorities which they felt should form the basis of a Combined Authority response and these were set out in the submitted report. Members discussed the importance of freight transport and investing in the road networks and considered that the response should also ask for further emphasis on the strategic transport priorities including Northern Powerhouse Rail and HS2. A draft response was being prepared for submission by 17 April 2018 and it was agreed that approval of the final response be delegated to the Combined Authority's Managing Director in consultation with the Chair of the Transport Committee.

Resolved:

- (i) That a response be submitted to the Transport for the North consultation on its draft Strategic Transport Plan.



- (ii) That the key principles identified in the submitted report form the basis of the Combined Authority's response.
- (iii) That approval of the final consultation response be delegated to the Combined Authority's Managing Director in consultation with the Chair of the Transport Committee.

107. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progression and funding for the following schemes through the Combined Authority's assurance process:

- Rail Park & Ride Programme – Garforth Rail Station Car Park Project
- Apprenticeship Grants for Employers (AGE) Extension
- North East Calderdale Transformational Programme
- Inclusive Growth Corridors and the Transformational Programme
- Growing Places Fund (GPF) LEP Loan 319
- The West Yorkshire Urban Traffic Management Control (UTMC) Scheme

Details of the six schemes were provided in the submitted report and it was noted that these had been considered and recommended by the Investment Committee for approval.

The Combined Authority also considered a change request to authorise spending of additional funding received in respect of the West Yorkshire Broadband Infrastructure Programme.

Members asked for consideration to be given to the narrative, presentation and information provided in future reports eg. factoring in the future proofing of investments, providing maps where appropriate and the delivery of inclusive growth objectives.

Resolved:

- (i) In respect of Rail Park and Ride Programme – Garforth Rail Station Car Park Project (decision point 2 –case paper) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) That the Garforth Station Car Park project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
- (b) That an indicative approval to the total project value of £825,000 is given from the Transport Fund with full approval to spend being granted once the scheme has progressed through

the assurance process to decision point 5 (full business case with finalised costs).

- (c) That development costs of £45,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), taking the total project approval to £59,000.
- (d) That the Combined Authority enter into a funding agreement (Section 56) with Arriva Rail North for expenditure of up to £45,000 from the Transport Fund.
- (e) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(ii) In respect of Apprenticeship Grants for Employers (AGE) Extension (decision point 2 case paper) –

That following a recommendation from the Investment Committee the Combined Authority approves:

- (a) That the AGE Extension Programme proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
- (b) That an indicative approval to the total grant fund value of £1.2 million is given to be funded from the unallocated AGE Programme 2015-2017 funds with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (c) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(iii) In respect of North East Calderdale Transformational Programme study (decision point 2 case paper) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) That the North East Calderdale Transformational Programme study proceeds through decision point 2 (case paper) and work commences on the strategic case for the programme.
- (b) That full approval is given for the total study costs of £400,000.
- (c) That the Combined Authority enters into a funding agreement with Calderdale Council for expenditure of up to £400,000 to be funded from the Transport Fund.
- (d) That any change requests relating to the study are made in accordance with the approval pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- (iv) In respect of Inclusive Growth Corridors and the Transformational Fund (decision point 2 case paper) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) That the Inclusive Growth Corridors and the Transformational Fund Phase 1 proceeds through decision point 2 (case paper) and work commences on the completion of the Corridor Plans and Connectivity Strategy.
- (b) That indicative approval to the total programme value of £7 million is given and full approval of £2.395 million for Phase 1 is approved.
- (c) That any change requests relating to Phase 1 are made in accordance with the approval pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

- (v) In respect of Growing Places Fund 319 Loan (decision point 3 outline business case) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) That the project proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
- (b) That an indicative approval to the total project value of £1.5 million, and the Combined Authority contribution of £1 million (to be funded from the Growing Places Fund) with full approval to spend being granted once the scheme has progressed through

the assurance process to decision point 5 (full business case with finalised costs).

(c) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(vi) In respect of the West Yorkshire Urban Traffic Management Control (UTMC) decision point 3 (outline business case) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

(a) That the UTMC project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

(b) That the project includes the reorganisation of the four existing district UTC services into a combined West Yorkshire UTC service.

(c) That an indicative approval to the total project value of £7.49 million is given from the Transport Fund, with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).

(d) That development costs of £170,000 from the Transport Fund are approved in order to progress the scheme to decision point 4 (full business case), taking the total project approval to £450,000.

(e) That the Combined Authority enters into an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £450,000 from the Transport Fund.

(f) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report to include approval at decision point 4 and decision point 5 to be delegated to the Combined Authority's Managing Director. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

(vii) In respect of West Yorkshire and York Broadband Infrastructure Programme (activity 6 delivery) change request:

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) The change request to the West Yorkshire and York Broadband Infrastructure Programme as set out in the submitted report.
- (b) Expenditure of the increase in external funding from £7.25 million to £17.6797 million to be funded from BDUK, ERDF, BET and British Telecom contract 1 and districts as detailed in the submitted report, in order to fund contract 2 deployment of the West Yorkshire and York Broadband Programme.
- (c) That the Combined Authority enters into the variation to funding agreement between the Combined Authority and the Ministry of Housing, Communities and Local Government covering funding from ERDF (current award is £7,299,918) for the broadband programme.
- (d) That authority is delegated to the Combined Authority's Managing Director to approve any future grant variation agreements which are the result of financial re-profiling and are within the total ERDF funding envelope of £7,229,918.

108. Broadband Approvals and Spending

The Combined Authority considered a report of the Interim Director of Policy & Strategy and the Director of Delivery on the approach to digital infrastructure delivery across the City Region and funding bids for a proposed Contract 3 of the West Yorkshire and York Superfast Broadband Programme, including use of Gainshare.

Members discussed the options for digital infrastructure delivery and the key considerations for the next phase which were outlined in the submitted report.

It was reported that there are a number of funding opportunities that can support investment in digital infrastructure in West Yorkshire and the City Region including DEFRA, the Department for Media Culture and Sport and European Funding. There was also an opportunity to invest an element of the Gainshare accruing from Contracts 1 and 2 of the existing broadband programme as capital match and Members discussed the range of options, the proposed West Yorkshire and Yorkshire Superfast Broadband Contract 3 and potential programme risks which were outlined in the submitted report.

Resolved:

- (i) That the Combined Authority note the context to digital infrastructure and its alignment with national and City Region policy.



- (ii) That the Combined Authority agrees that the governance for Contract 2 and the Partnership Agreement be reviewed to ensure alignment with the Combined Authority governance model.
- (iii) That the Combined Authority agrees in principle that proposed funding applications for Contract 3 be submitted. Officers to develop options for Contract 3 making use of the funding available and which will best achieve the Combined Authority's objectives. These options will be shared with Members with the final decision on the bids to be submitted delegated to the Combined Authority's Managing Director in consultation with the LEP Chair and Combined Authority's Chair.

109. Energy Accelerator

The Combined Authority considered a report of the Interim Director of Policy & Strategy which provided an update on the Energy Accelerator including:

- The draft Contract for Funding between the EIB (European Investment Bank) and the West Yorkshire Combined Authority.
- Highlighting potential risks for the Combined Authority and project sponsors should the contract be signed.
- A recommendation from the Green Economy Panel.

The report also sought approval for the signing of the EIB Contract and progress through decision point 5 with all final approvals delegated to the Combined Authority's Managing Director.

It was reported that the Green Economy Panel had welcomed the offer of funding from the EIB. The LEP Board had considered the report at its meeting on 27 March 2018 and recommended that the Combined Authority sign the contract and proceed to establishing the Accelerator by September 2018.

Resolved: That the signing of the EIB Contract be approved and the programme progresses through decision point 5 with all final approvals delegated to the Combined Authority's Managing Director with input from the Investment Committee with regard to the assurance process.

110. Embedding Inclusive Growth Across City Region Activity

The Combined Authority considered a report of the Interim Director of Policy & Strategy which provided an update on the inclusive growth project and set out how inclusive growth will be embedded across the City Region's expanded policy framework.

The report outlined the work of partner councils in delivering prototype services which, subject to further investment, might be extended across the City Region to deliver inclusive growth outcomes. It was recognised that inclusive growth depended upon partnership working between public, private and community organisations with partner councils playing a vital

role to ensure economic growth benefits all residents. The LEP Board had agreed to work towards a broader policy framework where partners agree to work together on a range of topics to drive inclusive growth. Members were assured that inclusive growth was embedded in all of the Combined Authority's activities and included in the business plan with key performance indicators. Members reiterated their request that inclusive growth be referenced in future reports.

The achievements of the inclusive growth project through partnership working across the City Region were set out in Appendix 1 and Members considered that this was a good example of articulating the work of the Combined Authority. The future approach to resourcing inclusive growth within the Combined Authority was discussed and Members asked that their thanks be passed to Ruth Redfern, Project Director for Inclusive Growth, for her work on the project.

Resolved:

- (i) That the update on the inclusive growth project be noted and inclusive growth continues to be embedded across the City Region's expanded policy framework.
- (ii) That the work of partner authorities, including where activity might be extended across the City Region to delivery inclusive growth outcomes be noted.
- (iii) That the comprehensive approach to resourcing inclusive growth work within the Combined Authority as detailed in the submitted report be approved.
- (iv) That the Combined Authority's thanks be passed to Ruth Redfern, Project Director for Inclusive Growth, for her work on the project.

111. Gender Pay Gap

The Combined Authority considered a report of the Director of Resources which provided information on the gender pay gap.

It was reported that all organisations and businesses with over 250 employees were required, by legislation, to publish their gender pay gap. Appendix 1 showed the gender make-up of the Combined Authority, the mean and median pay gap and the pay breakdown by quartiles. Members considered the comparisons to district partners' gender pay reports and noted that York's figures would be added to the table.

Members discussed the measures and future plans to reduce the pay gap and noted that the Combined Authority has a number of policies and working practices to encourage gender diversity and women into more leadership roles. It was agreed that further work on the talent management pipeline, including apprenticeships and links to schools and colleges would be undertaken and a report prepared for a future meeting.

Resolved: That the gender pay gap and the actions proposed to address this be noted.

112. Corporate Planning and Performance

The Combined Authority considered a report of the Director of Resources which:

- Provided an update on progress against the 2017/18 corporate plan and wider corporate performance issues.
- Sought endorsement to the proposed text of the corporate plan for 2018/19.

Members discussed the current progress against the 23 key performance indicators (KPIs) attached at Appendix 1 to the submitted report. It was reported that work had continued to update the corporate risk register following the review of strategic risks and the current version was attached at Appendix 2.

It was noted that the content for the 2018/19 corporate plan had been developed and this was attached at Appendix 3. Members were asked to provide comments on the list of KPIs which was being prepared to measure progress against priorities by 9 April 2018. It was noted that the Overview & Scrutiny Committee were also being given the opportunity to consider the KPIs.

It was proposed that updates on corporate performance be provided at future meetings.

Resolved:

- (i) That the information on corporate performance be noted.
- (ii) That the 2018/19 corporate plan be endorsed with final sign off delegated to the Combined Authority's Managing Director in consultation with the Chair of the Combined Authority and the LEP Chair.

113. Devolution

The Combined Authority considered a report of the Interim Director of Policy & Strategy which provided an update on progress towards securing devolution to Leeds City Region.

It was reported that a proposal had been submitted by 18 Leaders as a basis for initiating negotiation. The Government had acknowledged receipt of the Yorkshire proposal but the Secretary of State had not yet formally responded.

In noting the current position, Members endorsed the approach for a One Yorkshire Chief Executives' devolution sub group of the Yorkshire

Leaders Board to progress with the further work outlined in the submitted report.

Resolved: That the progress be noted and the next steps outlined in paragraph 2.11 of the submitted report be endorsed.

114. Minutes of the Overview & Scrutiny Committee held on 4 January 2018

Resolved: That the minutes of the meeting of the Overview & Scrutiny Committee held on 4 January 2018 be noted.

115. Draft minutes of the Land & Assets Panel held on 5 January 2018

Resolved: That the draft minutes of the Land & Assets Panel held on 5 January 2018 be noted.

116. Minutes of the Transport Committee held on 12 January 2018

Resolved: That the minutes of the Transport Committee held on 12 January 2018 be noted.

117. Draft Minutes of the Overview & Scrutiny Committee held on 24 January 2018

Resolved: That the draft minutes of the Overview & Scrutiny Committee held on 24 January 2018 be noted.

118. Draft Minutes of the Governance & Audit Committee held on 25 January 2018

Resolved: That the draft minutes of the Governance & Audit Committee held on 25 January 2018 be noted.

119. Chair's Comments

The Chair reported that this was Councillor Simon Cooke's last meeting as a representative on the Combined Authority and Members thanked him for his contributions at the meetings.



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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 10 MAY 2018 AT COMMITTEE ROOM A -
WELLINGTON HOUSE, LEEDS**

Present:

Councillor Tim Swift (Vice-Chair)	Calderdale Council
Councillor Judith Blake CBE	Leeds City Council
Councillor Stewart Golton	Leeds City Council (Substitute)
Councillor Simon Cooke	Bradford Council
Councillor Imran Khan	Bradford Council (Substitute)
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council (Substitute)
Councillor Andrew Waller	City of York Council

In attendance:

Councillor Keith Wakefield OBE	Chair, Transport Committee
Councillor Robert Light	Chair, Overview & Scrutiny Committee
Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

120. Apologies for Absence

Apologies for absence were received from Councillors S Hinchcliffe, P Box, D Sheard and S Benton.

121. Chair's Comments

The Chair gave thanks to Councillors David Sheard and Nicola Turner for their contributions to the Combined Authority.

122. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by Members at the meeting.

123. Exclusion of the Press and Public

There were no items on the agenda requiring the exclusion of the press and public.

124. Minutes of the Meeting of the Combined Authority held on 5 April 2018

Further to minute 108, Broadband Approvals and Spending, it was reported that City of York Council would be willing to share their experiences in respect of the rollout of the broadband programme.

Resolved: That the minutes of the meeting held on 5 April 2018 be approved and signed by the Chair.

125. Governance Arrangements

The Combined Authority considered a report of the Director of Resources on the following governance arrangements:

- To note the changes to West Yorkshire Combined Authority (the Combined Authority) members and substitute members.
- To note a vacancy on the Governance and Audit Committee.
- To approve changes to the City of York members on the Transport Committee, the Overview and Scrutiny Committee and the Land and Assets Panel.
- To endorse a proposal to appoint an Inclusive Growth Panel at the annual meeting as a formal advisory committee of the Combined Authority, and to endorse inclusive growth being embedded as a 'golden thread' across all panels.
- To consider a proposal to appoint a Place Panel at the annual meeting as a formal advisory committee of the Combined Authority.
- To endorse a proposal to appoint a substitute for each Overview and Scrutiny member at the annual meeting.

Members noted the changes to Combined Authority members and substitutes and also the proposed changes to committee membership in respect of the City of York representatives on the Transport Committee, Overview and Scrutiny Committee and the Land and Assets Panel.

Members discussed and endorsed in principle the proposed changes to governance arrangements which were set out in the submitted report. This included appointing the Inclusive Growth Panel as an additional advisory committee, to rename the Land and Assets Panel to Place Panel and extend the functions to include the Planning Portfolio Board and for each West Yorkshire and York council to nominate a substitute member for each nominated member to the Overview and Scrutiny Committee. These proposals would be brought to the annual meeting in June 2018 for approval and implementation.

Resolved:

- (i) That the resignation of Councillor Andrew Carter as a Combined Authority member and Councillor Scott Benton as his replacement with effect from 19 April 2018 be noted.
- (ii) That the termination of the appointment of Councillor Scott Benton as a substitute Combined Authority member and Councillor Andrew Carter as his replacement with effect from 26 April 2018 be noted.
- (iii) That the termination of the City of York Council's appointment of Councillor David Carr as a substitute Combined Authority member and the appointment of Councillor Ian Gillies with effect from 4 April 2018 be noted.
- (iv) That the City of York Council's revised nomination to the Transport Committee be noted and Councillor Peter Dews be co-opted onto the Committee in place of Councillor Ian Gillies with immediate effect.
- (v) That the City of York Council's revised nomination to the Overview and Scrutiny Committee be noted and Councillor Tina Funnell be co-opted onto the Committee in place of Councillor Sonja Crisp with immediate effect.
- (vi) That the City of York Council's revised nomination to the Land and Assets Panel be noted and Councillor Helen Douglas be co-opted onto the Committee in place of Councillor David Carr with immediate effect.
- (vii) That the Combined Authority notes that the resignation of Councillor Andrew Carter will leave a vacancy on the Governance and Audit Committee.
- (viii) That the Combined Authority agrees to progress the appointment of an Inclusive Growth Panel at the annual meeting, and to embed securing inclusive growth into the terms of reference of every relevant panel for the next municipal year.
- (ix) That the proposal to appoint a Place Panel for the next municipal year be progressed with the membership as set out in the submitted report.
- (x) That each West Yorkshire and York council be invited to nominate a substitute for any member nominated to the Overview and Scrutiny Committee, such substitutes to be appointed at the annual meeting.

126. Capital Spending and Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progression and funding for the following schemes through the Combined Authority's assurance process:

- Clean Bus Technology Fund (CBTF)
- Canal Road Urban Village Ltd (CRUVL) (New Bolton Woods) – LEP Loan 318
- A629 Halifax Road improvement phase 5
- Beech Hill, Halifax

Details of the four schemes were provided in the submitted report and it was noted that these had been considered and recommended by the Investment Committee for approval.

In respect of the Clean Bus Technology Fund, it was noted that the project will provide £4.756 million to fund clean technology on approximately 25% of the existing bus fleet within West Yorkshire. Comment was made that any opportunities to broaden the geography of the project across the city region should be considered as this could improve the quality of the bid.

Members welcomed the presentation of the information provided in the report which had been revised following comments made at the previous meeting.

Resolved:

- (i) In respect of the Clean Bus Technology Fund (CBTF) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (a) That the CBTF project proceeds through decision point 2 and work commences on activity 5 full business case with costs alongside preparation and commencement of the grant allocation process.
- (b) That an indicative approval to the total project value of £4.756 million (this includes the Combined Authority, Leeds City Council (LCC) grant awards and operator match funding) is given from the DEFRA Clean Bus Technology Fund awarded to the Combined Authority and Leeds City Council with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- (c) That Combined Authority project development and delivery expenditure of £120,000 funded by the DEFRA grant is approved in order to progress the scheme to decision point

5 full business case, before being reimbursed from the scheme's private sector match funding.

- (d) That the Combined Authority enters into an agreement with Leeds City Council (LCC) for the Combined Authority to receive and manage on LCC's behalf their CBTF funding award (£1.371 million) from the CBTF fund.
 - (e) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (ii) In respect of CRUVL (New Bolton Woods) – LEP Loan 318 –

That following a recommendation from the Investment Committee the Combined Authority approves:

- (a) That the LEP Loan 318 project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
 - (b) That an indicative approval to the total loan value of £346,000 is given from the Growing Places Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).
 - (c) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's programme appraisal team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.
- (iii) In respect of A629 Halifax Road improvement, phase 5 –

That following a recommendation from the Investment Committee the Combined Authority approves:

- (a) That the WYTF (Transport Fund) A629 Halifax Road Phase 5 project proceeds through decision point 3 and work commences on activity 4 (full business case).
- (b) That an indicative approval to the total project value of

£12.09 million is given from the Transport Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs).

- (c) That development costs of £4.113 million are approved in order to progress the scheme to decision point 4 (full business case), taking the total project approval to £4.418 million and that an addendum to the funding agreement with Kirklees Council for the additional £4.113 million is entered into.

- (iv) In respect of Beech Hill –

That following a recommendation from the Investment Committee the Combined Authority approves:

- (a) That the Beech Hill project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
- (b) That conditional approval to the total project value of £5.4 million is given (which includes a £1.4 million contribution from the Combined Authority's Growth Deal Fund with full approval to spend being granted once the scheme has progressed through the assurance process to decision point 5 (full business case with finalised costs)
- (c) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report to include at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

127. Inclusive Growth Outcomes from the Business Growth Programme

The Combined Authority considered a report of the Executive Head of Economic Services on the LEP Board's decision to adopt the revised criteria and associated conditions for awarding grants to businesses from the LEP/Combined Authority's Business Growth Programme (BGP), commencing from July 2018.

It was reported that as part of the City Region's approach to a local inclusive industrial strategy, the LEP is proposing to revise the criteria and associated conditions for awarding grants to incentivise businesses to grow in a way that delivers inclusive growth. The report provided an overview of the consultation and the main findings to date were noted.

Members discussed the importance of linking businesses with young people, ensuring a range of training is available to make the best use of the workforce and the need to monitor outcomes over a sustained period. The revised approach which was set out in Appendix 1 to the submitted report was endorsed. Members welcomed the proposal and that the proposed changes aimed to improve inclusive growth within the City Region by encouraging, incentivising and supporting businesses to pay higher wages and invest in their current and future employees.

Resolved: That the Combined Authority endorses the LEP Board's decision to adopt the revised criteria and associated conditions for awarding grants from the Business Growth Programme (BGP) as set out in Appendix 1 to the submitted report, commencing from July 2018, with a review of outputs and outcomes to be undertaken after six months.

128. Transport Strategy and Bus Strategy Update

The Combined Authority considered a report of the Interim Director of Policy and Strategy which:

- Provided an update on work to deliver the West Yorkshire Transport and Bus Strategies.
- Sought approval to adopt a Performance Management Framework of indicators and targets to set the Combined Authority's ambition for the transport system and assess performance in delivering the Transport Strategy.

The West Yorkshire Transport and Bus Strategies were adopted by the Combined Authority in August 2017. In adopting the Transport Strategy, the Combined Authority had agreed some mid-term targets for the first 10 years of the strategy and that more indicators and targets would be added.

A proposal for a full set of indicators and targets has now been developed and a copy was attached at Appendix 1 to the submitted report. It was noted that this had been considered by the Overview and Scrutiny Committee's Transport Plan Delivery Working Group prior to its endorsement by the Transport Committee. The Transport Plan Delivery Working Group will continue to have a role in overseeing the development and delivery of policies contained in the Transport and Bus Strategies.

It was proposed that the Transport Strategy be updated to include a Performance Management section to explain the indicators and targets and the process for their regular monitoring and review. A report setting out a proposed performance management framework for the Bus Strategy would be considered by the Transport Committee at its next meeting.

Resolved:

- (i) That the progress in delivering the West Yorkshire Transport Strategy 2040 and Bus Strategy 2040 be noted.

- (ii) That the Combined Authority adopts the proposals for the Performance Management indicators and targets for the West Yorkshire Transport Strategy 2040 and the Transport Strategy is updated to include a Performance Management section.

129. Corporate Planning and Performance

The Combined Authority considered a report of the Director of Resources which provided:

- An update on corporate performance including progress against corporate priorities, risk management and budget position.
- An update on progress with regard to the development of the 2018/19 Corporate Plan and the performance measures associated with this.

In respect of performance against the 2017/18 Key Performance Indicators (KPIs), it was noted that the position had not significantly changed since the previous update and a final report on performance would be provided at the next meeting.

A copy of the current Corporate Risk Register setting out the strategic risks currently affecting the organisation was attached at Appendix 2 and the current 2017/18 budget position as at March 2018 was attached at Appendix 3. The final outturn budget position for 2017/18 will be reported to the next meeting.

Resolved: That the information on corporate performance be noted.

130. General Data Protection Regulation Update

The Combined Authority considered a report of the Director of Resources which provided details on the approach developed to ensure compliance with the General Data Protection Regulation (GDPR) which will come into force on 25 May 2018.

A copy of the GDPR implementation plan was attached at Appendix 1 to the submitted report. It was noted that good progress was being made with implementing any required changes although it was likely that further work in relation to records management and further improvements to legacy systems would be required.

Resolved: That the Combined Authority notes the approach developed to ensure compliance with the General Data Protection Regulation and the progress made to date.

131. Strategy, Policy and Communications Director - Review and Approach

The Combined Authority considered a report of the Managing Director on the proposal to move to recruit to the post of Director, Strategy and Communications which is currently vacant.

Members noted the current position and, in discussing the options outlined in the submitted report, endorsed that the position be recruited to on a substantive basis. It was proposed to establish a member appointment panel to be involved in the process for the recruitment to the position of Director of Policy, Strategy and Communications.

Resolved:

- (i) That the Combined Authority endorses that the vacant Director of Policy, Strategy and Communications position be recruited to on a substantive basis.
- (ii) That the Combined Authority endorses the proposed approach to recruiting to this position and establishes a member appointment panel to be involved in the recruitment process.

132. Corporate Priorities

The Combined Authority considered a report of the Director of Resources which:

- Sought approval to enter into a borrowing facility with the European Investment Bank.
- Advised the Combined Authority of the work undertaken to establish a corporate technology strategy.
- Sought approval for the corporate technology strategy to progress through decision point 2 of the assurance framework and for work to proceed on the outline business case.

It was reported that borrowing will be required to achieve the ambition to deliver a programme of schemes over a shorter timescale than the twenty years for which Growth Deal funding has been granted. Discussions have been held with the European Investment Bank (EIB) who are able to offer a flexible facility that could be utilised alongside traditional Public Works Loan Board loans. As the s73 finance officer, the Director of Resources has the authority to enter into appropriate borrowing and investment arrangements within the agreed treasury management strategy. However the EIB needs a specific resolution from the Combined Authority to enter into a borrowing facility.

Members discussed the corporate technology strategy and executive summary which was attached at Appendix 1 to the submitted report. It was noted that the strategy set out a three year plan to update the Combined Authority's core systems to ensure compliance and robustness and provide for more efficient and effective ways of working.

Resolved:

- (i) That the Director of Resources be authorised to contract with the

European Investment Bank for a borrowing facility up to the value of £100 million and approve subsequent disbursements and amendments over the five year term.

- (ii) That the corporate technology strategy be noted.
- (iii) That the corporate technology strategy progress through decision point 2 of the assurance framework with an indicative allocation of £3.5 million, funded through the Combined Authority's internally funded capital programme.
- (iv) That funding of £150,000 be approved to develop the outline business case and that future progress through the assurance process be delegated to the Managing Director, subject to remaining within tolerance.

133. Draft Minutes of the Business, Innovation & Growth Panel held on 7 March 2018

Resolved: That the draft minutes of the Business Innovation & Growth Panel held on 7 March 2018 be noted.

134. Draft Minutes of the Transport Committee held on 16 March 2018

Resolved: That the draft minutes of the Transport Committee held on 16 March 2018 be noted.

135. Minutes of the West Yorkshire & York Investment Committee held on 21 March 2018

Resolved: That the minutes of the West Yorkshire & York Investment Committee held on 21 March 2018 be noted.

136. Draft Minutes of the Governance & Audit Committee held on 29 March 2018

Resolved: That the draft minutes of the Governance & Audit Committee held on 29 March 2018 be noted.

Contact Officer: Alaina McGlade

KIRKLEES COUNCIL

APPEALS PANEL

Thursday 15th March 2018

Present: Councillor Nosheen Dad (Chair)
Councillor Bill Armer
Councillor Hilary Richards

- 1 Minutes of Previous Meeting**
RESOLVED - That the minutes of the meeting held on Thursday 25th January 2018 be approved as a correct record.
- 2 Interests**
No interests were declared.
- 3 Exclusion of the Public**
RESOLVED - That the public be excluded for the rest of the agenda.
- 4 School Transport appeal (PK)**
RESOLVED - That the appeal be refused.

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Contact Officer: Alaina McGlade

KIRKLEES COUNCIL

APPEALS PANEL

Thursday 10th May 2018

Present: Councillor Nosheen Dad (Chair)
Councillor Andrew Cooper
Councillor Bernard McGuin

1 Minutes of Previous Meeting

That the minutes of the meeting held on Thursday 15th March 2018 be approved as a correct record.

2 Interests

No interests were declared.

3 Exclusion of the Public

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

4 School Transport Appeal (AAH)

The Panel considered the information in the report and information received from the Service and the appellant and:

RESOLVED – That the appeal be upheld for the remainder of the 2017/18 school year.

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Contact Officer: Penny Bunker

KIRKLEES COUNCIL

CORPORATE GOVERNANCE AND AUDIT COMMITTEE

Friday 9th March 2018

Present: Councillor Hilary Richards (Chair)
Councillor Julie Stewart-Turner
Councillor Carole Pattison
Councillor Kath Pinnock
Councillor Ken Sims
Councillor John Lawson

Apologies: Councillor Linda Wilkinson
Councillor Nigel Patrick

1 Membership of the Committee

(1) Apologies for absence were received from Cllr Nigel Patrick and Cllr Linda Wilkinson

(2) Cllr John Lawson substituted for Cllr Linda Wilkinson

2 Minutes of Previous Meeting

Cllr Kath Pinnock made reference to a previous discussion of the Committee regarding Fresh Horizons. It was agreed that an item be included on a future agenda as soon as possible.

RESOLVED -

(1) The minutes of the meeting held on 30 January 2018 were agreed as a correct record

(2) That a report on the issue previously raised by Cllr Wilkinson concerning Fresh Horizons be included on the agenda for the Committee as soon as possible.

3 Interests

No interests were declared.

4 Admission of the Public

It was agreed that all agenda items would be considered in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Public Question Time

No public questions were received.

7 Report of Members Allowances Independent Review Panel

The Committee received a report which set out the recommendations of the Members Allowances Independent Review Panel regarding the Members Allowances Scheme for 2018/19.

The report put forward recommendations concerning:

- The level of basic allowance
- Special responsibility allowances, in particular the recommendation to establish a pool of members to serve on the Foster Panel at a daily rate. The Group Business Managers to determine the size of the pool.

The Committee supported the proposal to move to a pool arrangement for Fostering Panel duties given the high volume of work involved. The importance of providing appropriate training for the role was also highlighted.

RESOLVED -

- (1) That the recommendations of the Members Allowances Independent Review Panel, as set out at Appendix A to the report, be noted
- (2) That the Committee recommends that the Council approves and adopts the Members Allowances Scheme for 2108/19, as set out in Appendix B to the report, with effect from 1 April 2018.

8 Amendment Options for the Scrutiny Call in Process

The Committee considered a report on amendment options for the Council's call in process. It was noted that following previous discussions at the Corporate Governance & Audit Committee, officers had undertaken benchmarking work to look at practice elsewhere and develop potential options as to how the call in process might be amended in Kirklees.

In developing the options officers had considered the principles underpinning scrutiny in Kirklees and reviewed the decision making principles to bring them in line with current best practice. The Committee was also provided with the views of political groups concerning the options within the report.

The proposed options were:

- A requirement for Councillors calling in a decision to set out how they had tried to resolve the concerns prior to calling in the decision.
- Amending the constitution to clarify that supporting evidence and reasons to illustrate which decision making principles had been breached should be included in the call in request.
- Amendment to the call in proforma in line with the approval of any options.
- Updating of the decision making principles to simplify in line with good practice and to ensure clarity of interpretation.

Corporate Governance and Audit Committee - 9 March 2018

- That the decision on the validity of a call in request be determined by the Service Director, Legal, Governance & Commissioning in consultation with the Chair of Overview & Scrutiny.

In considering the options presented, the Committee did not support the introduction of a requirement to demonstrate steps taken to resolve concerns but it was suggested that a section could be included within the proforma to allow for information to be included where appropriate. It was noted that not all political groups supported change to the call in procedure. The Committee supported the clarification of the decision making principles and the submission of supporting evidence to illustrate the breach of decision making principles.

RESOLVED -

- (1) That the call in proforma be amended to include a section where a signatory may set out, where appropriate, any steps they have taken to try to resolve their concerns prior to calling in the cabinet decision.
- (2) That the Scrutiny Procedure Rules in the Constitution be amended to clarify that supporting evidence and reasons to illustrate how the decision making principle(s) has been breached should be included in the call in request. Officers to amend the call in proforma to allow for evidence to be included.
- (3) That the decision making principles in Article 13 of the constitution, as set out in appendix 2 of the report, be simplified in line with good practice and to ensure clarity of interpretation.
- (4) That the decision about the validity of a call in request will be determined by the Service Director, Legal, Governance and Commissioning in consultation with the Chair of Overview and Scrutiny.
- (5) That any required amendments to the constitution will be considered at the Annual Council Meeting.

9 Procurement Update

The Committee received a report on procurement compliance activity in 2017/18. The Committee noted an overview of headline activities which had been undertaken to strengthen procurement rule compliance during the financial year. These have included guidance and reminders about the Contract Procedure Rules to all managers; bespoke training sessions on procurement compliance and an initial review and refresh of the content of the procurement internet page.

The report continued to provide information on the procurement transformation project which focusses on three strands of work, namely improving data visibility, developing future ways of working and delivering procurement savings in specific spend categories.

In noting that the operating model for procurement was to move to a category led procurement model, the Committee explored how officers were going to ensure compliance with the revised model. The Committee also discussed the use of local

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contractors and the additional benefits to the economy of Kirklees of such an approach.

RESOLVED -

- (1) That the current position regarding procurement compliance activity in 2017/18 be noted.
- (2) That a further update report be provided for the Corporate Governance and Audit Committee during the next municipal year.

10 Amendment to Officer Scheme of Delegation

The Committee received a report which updated on the position regarding the Section 151 Officer and the consequential constitutional change to the officer non-executive delegated decision making. The Committee noted that the Service Director, Finance, IT and Transactional Services had left the Council and the Section 151 responsibilities had been filled on an acting basis for up to 6 months or until the recruitment of a permanent replacement. The report set out interim proposals for the responsibility of other non-executive functions which would be carried out by the Service Director Legal, Governance and Commissioning and the Service Director Policy, Intelligence and Public Health. In considering the report the Committee requested that a time period for the temporary arrangements be specified within the report to Council.

RESOLVED -

- (1) That the appointment of the Acting Service Director - Finance, IT and Transactional Services as the Section 151 statutory officer, be noted.
- (2) That the proposed changes to the responsibility for non –executive functions, as set out in the report, be agreed in principle and recommended to Council for agreement.
- (3) That the report be referred to Council to note the change in personnel.

Contact officer: Helen Kilroy – Tel. 01484 221000

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Monday 12th March 2018

Present: Councillor Viv Kendrick (Chair)
Councillors Allison, Loonat
Ophelia Rix, Head of Safeguarding and Quality Assurance
Janet Tolley, Virtual School Head Teacher
John Walsh, Service Manager (Safeguarding Services)
Melanie Tiernan, Service Manager
Martin Green, Head of Localities Officer (Children and Families)
Scott Deacon, Participation Officer
Steve Comb, Interim Head of Corporate Parenting

In attendance: Helen Kilroy, Principal Governance & Democratic Engagement Officer
Julie Chew, One Adoption

Apologies: Cllrs Hill and Watson
T Brailsford, E Mc Shane, J Sanders

1 Introductions and Apologies

The Board welcomed Melanie Tiernan to the meeting.

Apologies for absence were received on behalf of Councillor Hill and Watson, Tom Brailsford, Elaine McShane and Jo-Anne Sanders.

2 Minutes of previous meeting

The Board considered the minutes of the meeting held on 22nd January 2018 and noted apologies from Councillor Loonat.

The Board discussed the visit from officers from Leeds Council to the Fostering and Placement Services and agreed to consider the Action Plan when it was available.

RESOLVED –

1. That the minutes of the meeting held on 22nd January 2018 be amended to record apologies from Councillor Fazila Loonat and be approved as a correct record.
2. That the Board consider the Action Plan on the Fostering and Placement services in Kirklees as soon as it was available – date to be determined.

3 Interests

No interests were declared.

4 Admission of the public

All items were considered in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Public Question Time

No questions were received.

7 Overview update on One Adoption

The Board considered a report giving an overview update on One Adoption and welcomed Julie Chew from One Adoption to the meeting.

Julie Chew highlighted the main challenges faced by One Adoption since it had started in April 2017 and the key points were as follows:-

- IT had been the biggest challenge as One Adoption had moved onto the Mosaic System and key IT training would be undertaken on the Mosaic case recording system for all staff;
- One Adoption had an adoption support team based in Kirklees;
- There were currently less adoptive families around, but more children were needing adoption;
- Information evenings were taking place and interest in adopting was on the increase;
- As soon as someone was approved for adopting they were placed on the waiting list for a child;
- One Adoption were making use of early permanence places and placing children with approved adopters;
- Some cases required a decision within 24 hours which could be outside of the fostering panels, eg decisions to make approved adopters temporary foster carers;
- Social Workers attended a monthly meeting to discuss potential children for adoption;
- There were ongoing access issues to other local authority legacy systems and problems with fire walls, but progress was being made and solutions were being found;
- One Adoption Panels – 11 Panels were set up originally, but this had reduced to 7 panels per month held in 3 locations – 2 in Huddersfield, 3 in Bradford and 2 in Leeds;
- Membership on the Adoption Panels had now settled and training for Panel Members was taking place and Panel papers were now circulated electronically;
- More applicants were currently in the middle of the adoptive process so the number of children matched should increase;
- Number of children matched with an adoption was similar to the numbers across the rest of West Yorkshire;
- One Adoption were represented at Legal Gateway meetings in Kirklees.

The Board considered the performance data relating to Kirklees Children for Quarters 1, 2 and 3 which was outlined within the report.

The Board agreed to receive the comparable adoption data for quarter 4 for West Yorkshire and the One Adoption Annual Report at a future meeting of the Board. The Board agreed to receive information regarding the 'journey of a child' both prior to and since One Adoption had been in place so that there were some clear comparators for the Board to consider.

In response to a question from the Panel regarding what difference One Adoption had made, Julie Chew advised that it was hard to evidence until a full year of data was available for analysis and could be shared with the Board.

Resolved –

1. That the Overview update on One Adoption be noted and that Julie Chew be thanked for attending the meeting.
2. That the Board consider a future report giving comparable data for West Yorkshire in Quarter 4.
3. That the Board consider an Annual Report on One Adoption, which should include an update on further progress and what difference One Adoption had made to children and young people – date to be determined.

8. Ofsted update

The Board considered a verbal update from Steve Comb, Interim Head of Corporate Parenting, on the scheduled monitoring visit by Ofsted on the 13th and 14th March 2018.

Steve Comb advised the Board that Ofsted planned to meet with a number of officers focusing on looked after children, children in care and placement with parents (children on legal orders).

The Board was advised that a focused piece of work had been undertaken by officers in Kirklees in preparation for the visit which included progress made since the monitoring visit in 2016 and data where there had been both challenges and improvements. Steve Comb advised the Board that Kirklees was hoping for some feedback from Ofsted shortly after the planned monitoring visit and that it was hoped this would include some positive messages that could be shared with staff.

Steve Comb advised the Board that Copthorne Children's Home had been closed by Ofsted following an inspection in November 2017. The Board was informed that Kirklees was in dialogue with the children's home. Steve Comb advised the Board that it was anticipated the number of looked after children at the home would be reduced from 6 to 4, but that further feedback from Ofsted was expected in the near future. Steve Comb explained that the Statement of Purpose for the Copthorne Children's home would be revised in accordance with Ofsted's recommendations.

The Board was informed that Members from the Children's Scrutiny Panel had recently visited Healds Children's Home and the Chair of the Corporate Parenting Board would be visiting the home in the near future.

In response to a question from the Panel regarding why children in Kirklees were placed back at home, Steve Comb advised that people and families changed and made progress. The Board was also informed that Courts could sometimes place a child back at home on an interim care order while further assessments took place.

In response to a question by the Panel regarding the position of the Children's Service in terms of the 2 year timeline on progress, Ophelia Rix confirmed that it was a rolling programme time plan and that the Leeds Improvement Team had come to Kirklees in 2017 which was almost a year after the initial inspection by Ofsted in 2016. Ophelia Rix further explained that progress had been made and the Service was beginning to see the change and it was important that this was shared with Ofsted.

RESOLVED –

1. That the Ofsted update be noted.

9 Future shape of service and relationship with partners

The Board agreed to defer consideration of the update on the future shape of the Children's Service and relationship with partners to a future meeting.

RESOLVED –

- 1) The Board agreed to defer consideration of the update on the future shape of the Children's Service and relationship with partners to a future meeting – date to be determined.

10 Corporate Parenting Board relationship with Children in Care Council and Care Leavers Forum

The Board considered a verbal report on the Corporate Parenting Board relationship with Children in Care Council (CCIC) and Care Leavers Forum (CL Forum) from Ophelia Rix, Head of Safeguarding and Quality Assurance.

The Board were informed that the Chairs of the CCIC and CL Forum would be attending the Board in April to give an update on progress and the Board noted that they would be invited to attend a future meeting of the CCIC and CL Forum in the near future.

Ophelia Rix circulated a paper at the meeting outlining the role of the Corporate Parenting Board and the responsibility of local authorities towards children and young people in care. The Board noted that the Board should be able to evidence and challenge what difference was being made to children and young people.

The Board discussed the Corporate Parenting Board Strategy for 2017-2019. The Board agreed to set up a Working Party to include the Chair and other Members of the Board to review and update the Strategy and consider the new draft at the Board meeting in April 2018. The Board agreed that the Strategy should be updated to demonstrate how it links with the 10 point improvement plan, to reflect Ofsted's priorities, the Children's Act and include

the 7 Corporate Parenting principles for looked after children and care leavers.

RESOLVED –

1. That the update on Corporate Parenting Board relationship with Children in Care Council (CCIC) and Care Leavers Forum (CL Forum) be noted.
2. That the Board consider a presentation by the Chairs of the CCIC and CL Forum at the April Board meeting.
3. That the Corporate Parenting Board Strategy be reviewed, updated and considered at the next Board meeting in April.

11 Overview of number of children in care

The Board considered a report giving an overview of the number of looked after children in care, presented by Steve Comb, Interim Head of Corporate Parenting.

Steve Comb highlighted the following key areas from the report:-

- The Sufficiency Strategy was being updated – sufficiency was a challenge and Kirklees wanted as many of our children and young people to be placed within the Kirklees boundary as possible;
- 'Refer a Friend' scheme was now in place which was offering £500 if an existing foster carer referred a friend and they became a foster carer;
- A review had been undertaken of the recruitment of foster carers –foster carers who were transferring to Kirklees from another local authority retained their existing fee for 2 years but after that time they would be paid the Kirklees standard rate;
- Foster Care week would be held in May 2018;
- Kirklees was building relationships with private Children's Home providers and were hoping to seek agreement that more vacancies would be allocated to Kirklees children in the first instance;
- Children in care was 669 as of Friday 9th March, measured against a population of 10,000;
- There were more children in care currently than in recent years.

RESOLVED –

1. That the Overview of number of children in care be noted and that Steve Comb and Julie Bragg be thanked for the report and their contributions.

10 Corporate Parenting Board Agenda Plan

The Board considered the Agenda Plan for the remainder of the 2017/18 Municipal year.

The Board agreed to consider future reports on the following issues:-

- Review of Corporate Parenting Board Strategy – April 2018;
- Preparation for SEND Inspection – Mandy Cameron to be invited to a future meeting of the Board – date to be determined;
- That the Board receive a presentation by the Chairs of the CCIC and CL Forum at the April Board meeting.

RESOLVED –

1. That the Corporate Parenting Board Agenda Plan for 2017/18 be updated as agreed.
2. That the Board's supporting officer be authorised to liaise with attendees to address the agreed actions.
3. That the Board consider a draft agenda plan for the 2018/19 municipal year at the April meeting.

11 Dates of Future Meetings

To note future meeting dates of the Board during the 2017/18 municipal year:

- Monday 30 April 2018, 10am

To note the provisional dates for the 2018/19 municipal year:-

- Monday 9th July 2018, 10 am
- Monday 24th September 2018, 10 am
- Monday 19th November 2018, 10 am
- Monday 21st January 2019, 10 am
- Monday 11th March 2019, 10 am
- Monday 15th April 2019, 10 am

Contact officer: Helen Kilroy – Tel. 01484 221000

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Monday 30th April 2018

Present: Councillor Viv Kendrick (Chair)
Councillors Loonat, Marchington
Ophelia Rix, Head of Safeguarding and Quality Assurance
Melanie Tiernan, Service Manager
Steve Comb, Interim Head of Corporate Parenting
Tom Brailsford, Head of Joint Commissioning

In attendance: Helen Kilroy, Principal Governance & Democratic Engagement Officer
Joanna Pritchard (Observer)
Kevin Larkin, Radio Leeds
Laura Counce, Residential Service Manager

Apologies: Cllrs Hill, Allison and Watson
E Mc Shane, J Sanders, J Tolley and J Walsh

1 Introductions and Apologies

Apologies for absence were received on behalf of Councillors Hill, Allison and Watson, Elaine McShane, Jo-Anne Sanders, Janet Tolley and John Walsh.

2 Minutes of previous meeting

The Board considered the minutes of the meeting held on 12th March 2018.

RESOLVED –

1. That the minutes of the meeting held on 12th March 2018 be approved as a correct record.

3 Interests

No interests were declared.

4 Admission of the public

All items were considered in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Presentation by Children in Care Council (CICC) and Care Leavers Forum (CL Forum)

The Board considered a verbal presentation from Sanna Mahmood, Care Leavers Advocate, on behalf of the Children in Care Council (CICC) and the Care Leavers Forum (CL Forum).

Sanna Mahmood highlighted the following key issues:-

- One of the purposes of the CICC and CL Forum was to enable young people in care to build friendship groups with other young people with whom they have common interests;
- The CICC and CL Forum had created a logo and were working on a pledge;
- Members of the groups were made up of school age children between 7 to 13 years old and care leavers and dates of meetings had been arranged;
- an area of focus for the groups was accessing suitable housing, financial budgeting and housekeeping and helping to prepare the young people for living in and managing their own homes.

Sanna Mahmood advised the Board that one of the main issues for the young people was being able to access the right type of housing in Kirklees. The Board noted that there were some barriers to young people getting access to some types of housing. The Board agreed that it would be helpful if the Council could try and help young people to access suitable housing and build relationships with KNH and Housing Associations. Cllr Marchington advised that he was on the KNH Board and suggested that he could raise this issue at a future meeting. The Board also recognised that providers of affordable electrical goods and services was important.

The Board noted that some Members had visited the No 11 drop-in facility for young people in care and had noted the facilities available, such as cooking a meal, accessing computers and a chance to meet other young people.

Sanna Mahmood informed the Board that a report on the outcomes and progress of the CICC and CL Forum meetings would be drafted and shared in due course with the Corporate Parenting Board – date to be determined.

Resolved –

1. That the verbal presentation on the Children in Care Council and the Care Leavers Forum be noted and that Sanna Mahmood, Care Leavers Advocate, be thanked for attending the meeting.
2. That the Board agreed to update their Membership to include representatives from the Children in Care Council and Care Leavers Forum.
3. That the Board consider a progress report from the Children in Care Council and Care Leavers Forum at a future meeting – date to be determined.

7. Review of Membership and Terms of Reference of the Corporate Parenting Board

The Board considered a review of the Terms of Reference and the Membership of the Board prior to Council Annual General Meeting on the 23rd May.

The Board agreed that the Chairs of the Children in Care Council and Care Leavers Forum, the Designated Nurse for Looked after Children and a representative from the Kirklees Fostering Network should be included on the Membership of the Board and be invited to attend future meetings.

The Board agreed it was important not to duplicate the work of the Children's Partnership Board, but that the Corporate Parenting Board should challenge performance, achievement and progress within the Children's Service.

Councillor Kendrick advised the Board that she had recently met with the Kirklees Fostering Network Chair and Deputy and suggested that could be invited to a future meeting of the Board.

The Board noted that a report on progress of the Board would be submitted to a future meeting of the Health and Wellbeing Board and Council in the 2018/19 municipal year – date to be determined.

The Board agreed that reference should be made within the Terms of Reference to the statutory responsibility for the health of looked after children.

RESOLVED –

1. That the Terms of Reference be amended to make reference to the statutory responsibility for the health of Looked after Children.
2. That the Board's Membership be updated as agreed.
3. That the revised Terms of Reference be agreed.
4. That a report be considered by Council AGM on the 23rd May to request approval to re-establish the Corporate Parenting Board and note the revised Terms of Reference.
5. That a progress report on the work of the Board be submitted to a future meeting of the Health and Wellbeing Board and Council in the 2018/19 municipal year – date to be determined.

8 Ofsted Update

The Board considered a verbal update on Ofsted by Steve Comb, Interim Head of Corporate Parenting.

Steve Comb advised the Board that a 2 day monitoring visit by Ofsted had taken place on the 13th and 14th March 2018 and that Ofsted had focussed on the experiences of looked after children who were placed with their parents.

The Board noted a letter from Ofsted which was attached to the agenda and Steve Comb highlighted the key findings and comments, as follows:-

- Strong support and high level challenge being modelled by senior managers was starting to have a positive impact on staff morale;

- A comprehensive professional development framework was better supporting staff to access learning and training opportunities;
- Reports being developed were more robust and were being used more confidently by frontline managers to support their oversight of practice;
- No children had been found in situations of unassessed risk in the cases seen;
- Children were being seen regularly whilst placed at home, and where appropriate their views were acted upon;
- The quality assurance framework was being embedded;
- The Corporate Parenting Board was not providing sufficiently robust oversight or challenge about the quality of practice and the pace of change needed in this area had been slow;
- Inspectors spoke to staff who said they felt they were receiving better support from their managers and that they felt more confident to ask for advice and guidance;
- Supervision of staff was now more regular and managers were more accessible.

Cllr Kendrick advised the Board that she had been interviewed by Ofsted, as Cabinet Member with responsibility for Children and Chair of the Board. Cllr Kendrick further explained that not having a young person's voice on the Board made it less effective. The Board noted that the Corporate Parenting Strategy was being updated and agreed that the evidence that staff were starting to feel safer and more supported in the Children's Service was very positive.

The Board agreed that even though there was still a lot of work to do, the report from Ofsted was more positive in terms of progress made.

Steve Comb advised the Board that Liquid Logic would be implemented later in 2018 and that training was ongoing and migration testing was being undertaken. The Board was informed that workshops were being held on the implementation of Liquid Logic.

Ophelia Rix advised the Board that as part of the Children's Framework, there was a more streamlined process for scrutinising case files and that conversations with social workers, managers and voice of the child was informing good practice.

Steve Comb advised the Board that the Children's Scrutiny Panel had visited one of the Children's Homes and had fed back their comments which had been followed up. Cllr Kendrick advised that she had visited a Children's Home in Kirklees and met with staff.

Councillor Kendrick advised the Board that she had visited the Fostering, Children in Care Teams and Social Worker Service to meet staff and was starting to make the relevant links to the work of the Corporate Parenting Board.

Steve Comb advised the Board that the following figures were sent to Cllr Kendrick on a weekly basis:-

- Number of children in care
- Number of children in need
- Number of children with a child protection plan

The Board agreed to discuss its work programme for the 2018/19 municipal year at the first meeting on the 9th July 2018 and agree what information should be considered and how that information should be presented to the Board.

Councillor Kendrick advised that there were currently 2 places for Kirklees Councillors on the Kirklees Fostering Panels, but that the Panels were struggling to be quorate due to the time commitment required from Councillors. The Board was informed that Kirklees was currently considering whether to have a pool of Councillors to sit on the Fostering Panels, which would allow other elected members to get an in-depth knowledge of some of the issues involved in the corporate parenting role.

RESOLVED –

1. That the verbal update on Ofsted, following the monitoring visit on the 13 and 14 March, be noted.

9 CSE and Missing Provision

The Board considered a report on CSE and Missing Provision presented by Ophelia Rix, Head of Safeguarding and Quality Assurance.

The Board noted that the overall vision of the service was to reduce the risk of Child Sexual Exploitation (CSE), Child Criminal Exploitation (CCE) and episodes of children missing from home and care.

Ophelia Rix highlighted the following key issues:-

- In the month of February 2018, 125 children were referred to social care due to missing episodes, all of which would have been offered a missing return interview;
- The Team were proposing to strengthen links with Licensing and the Police and were looking at the safeguarding practices of the night time economy and visiting businesses;
- The data from return interviews would be scrutinised to look at the areas where children go missing to;
- The team were working with schools regarding children who go missing during the school day.

The Board agreed that future reports on CSE and Missing should include the numbers of missing episodes, numbers of interviews held and outcomes.

Ophelia Rix advised the Board that staff in the team were working with the Police and sharing information on missing children on a daily basis. The Board was informed that real efforts were being made to have consistent independent persons undertaking the return interviews to build relationships

with children who go missing and there had therefore been an increase in the take up of interviews and better outcomes for children. Ophelia Rix further explained that the number of missing episodes in Children's Homes had seen a significant reduction and that the Police had better relationships with Children's Homes and were visiting them regularly.

The Board noted that a Partnership day would be held in July and suggested that Members of the Board could be invited to have some input.

The Board agreed to receive regular updates on the progress of the CSE and Missing provision – dates to be determined.

The Board agreed that the work with the night time economy and engaging with businesses was a priority.

RESOLVED –

1. That the report on CSE and Missing Provision and proposal of the development of a Risk and Vulnerability Team be noted.
2. That future progress reports on CSE and Missing Provision be considered by the Board, that included numbers of missing episodes, numbers of interviews held and outcomes.

10 Statement of Purpose for Registered Children's Homes (Annual Report)

The Board considered an Annual Report on the Statement of Purpose for three mainstream residential Children's Homes in Kirklees presented by Laura Counce, Residential Service Manager.

Laura Counce advised the Board that there were three mainstream residential homes in Kirklees that were inspected by Ofsted once a year. The Board noted that all three homes cared for children with emotional and behavioural difficulties between the ages of 13 and 16 years old on admission. Laura Counce further explained that the Statement of Purpose set out important factors in the care of a young person, as outlined in the report.

Laura Counce advised the Board of a model called "Pillars of Parenting" used in all three homes, which was an emotional warmth model of caring for young people which drew from the knowledge base of applied psychology, theory and research and was designed to empower the main carers of young people in care. The Board was informed that the main focus of the model was to focus on matching the children to the right home, whilst taking account of the impact on the child and other children in the home.

Steve Comb advised the Board that Copthorne Children's Home had its Ofsted registration suspended in November 2017 and that this was due to safeguarding and fire safety concerns. The Board was informed that Kirklees had been working with Ofsted to meet the requirements of the compliance notices for Copthorne Children's Home and that it would re-open in May 2018 as a 4 bedded home. Steve Comb explained that the Statement of Purpose for the Copthorne Children's Home was being reviewed.

The Board was informed that six bedded Children's Homes were complex to manage and that the Council would be looking at the make-up and offer of its in-house provision to ensure it met with the Service's sufficiency needs for the future.

The Board suggested that it would be useful to see examples of best practice for standards of children's homes. Laura Counce advised that monthly meetings took place with semi-independent private residential home providers and suggested that representatives of the Board could be invited to attend these meetings.

Laura Counce advised that the Statement of Purpose for Healds Road and Woodlands Children's Homes were being reviewed and would be submitted to Ofsted shortly.

The Board noted that a Sufficiency Strategy for looked after children resources was currently in the approval pathway and had recently been presented to the Chief Executive and Executive Team.

RESOLVED –

1. That the Annual Report on the Statement of Purpose for Children's Homes in Kirklees be noted.

11 Statement of Purpose for the Fostering Service (Annual report)

The Board considered an Annual Report on the Statement of Purpose for the Fostering Service presented by Steve Comb, Interim Head of Corporate Parenting.

The Board noted that the three main aims of the Fostering Service was to:-

- Provide continuously improving quality placements with foster carers for all children and young people where it was assessed as being in their best interests to be cared for in a family setting;
- To recruit foster carers who could meet the assessed needs of children;
- To assist looked after children and care leaving young people within Kirklees to improve and drive up their life chances and outcomes.

Steve Comb advised that the Statement of Purpose for the Fostering Service would be submitted to Ofsted. The Board was informed that the biggest challenge for Kirklees was the recruitment of foster carers and that Kirklees would be holding a Fostering Fortnight event in May 2017 to try and recruit more foster carers.

The Board agreed to receive further details regarding the Fostering Fortnight and any other events relevant to the role of Corporate Parenting.

Steve Comb further explained that Fostering Network meetings had been arranged for the rest of 2018. The Board was informed that a new Acting Service Manager, Andy Quinlan, had recently been appointed in the Fostering Service.

RESOLVED –

1. That the Annual Report on the Statement of Purpose for the Fostering Service be noted.
2. That the Board receive information regarding the Foster Fortnight event taking place in May 2018 and other future events relevant to the role of Corporate Parenting.

12 Corporate Parenting Strategy for Kirklees 2018-2020 – Corporate Parenting Function and the seven principles of Corporate Parenting

The Board considered a report on the Corporate Parenting Strategy for Kirklees 2018-2020 and a report outlining the Corporate Parenting Function and the seven principles of Corporate Parenting presented by Steve Comb, Interim Head of Corporate Parenting.

The Board agreed that any elected members who were involved in the Corporate Parenting Board or other Children's Panels should receive more detailed training that was tailored to be fit for purpose for the role of Corporate Parenting.

Steve Comb advised the Board that following the elections, training would be arranged for Members of the Board and other elected members as appropriate on the Corporate Parenting Principles.

The Board agreed that a working group be established to revise the Corporate Parenting Strategy, which would include the Chair and other elected Members of the Board.

RESOLVED –

1. That the report on the Corporate Parenting Strategy for Kirklees 2018-20 Corporate Parenting Function and the seven principles of Corporate Parenting be noted.
2. That a working group be established to revise the Corporate Parenting Strategy, which would include the Chair and other elected Members of the Board.
3. That Members of the Board have access to and be invited to training as required on the role of Corporate Parenting.

13 Corporate Parenting Board Agenda Plan for 2017/18 and looking forward to 2018/19

The Board considered the progress of the Board during the 2017/18 municipal year and identified issues to put forward for consideration during 2018/19.

The Board agreed that the Chair and key Officers should work with the Governance Officer to agree dates for submission of key reports to the Corporate Parenting Board during the 2018/19 municipal year and finalise the Board's agenda plan for consideration by the Board in July 2018.

RESOLVED -

1. That the progress of the Board during the 2017/18 municipal year be noted.

2. That the Work Programme and Agenda Plan of the Corporate Parenting Board for 2018/19 be reviewed at the first meeting of the Board in July 2018.
3. That the Board's supporting officer be authorised to liaise with attendees to address the agreed actions.

11 Dates of Future Meetings

That the Board noted the future meeting dates of the Board during the 2018/19 municipal year:

- Monday 9th July 2018, 10 am
- Monday 24th September 2018, 10 am
- Monday 19th November 2018, 10 am
- Monday 21st January 2019, 10 am
- Monday 11th March 2019, 10 am
- Monday 15th April 2019, 10 am

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Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

HEALTH AND WELLBEING BOARD

Thursday 14th December 2017

- Present:
- Councillor Viv Kendrick - Kirklees Council
 - Councillor Kath Pinnock - Kirklees Council
 - Councillor Donna Bellamy – Kirklees Council
 - Richard Parry – Kirklees Council
 - Carol McKenna – Greater Huddersfield CCG
 - Dr Steve Ollerton - Greater Huddersfield CCG
 - Fatima Khan-Shah – North Kirklees CCG
 - Rory Deighton – Healthwatch
 - Dr David Kelly - North Kirklees CCG
 - Rachel Spencer-Henshall, Kirklees Council
 - Kathryn Hilliam – NHS England
- In attendance:
- Mike Houghton-Evans – Independent Chair of Kirklees Safeguarding Adults Board
 - Saf Bhuta – Head of Safeguarding & Quality
 - Sarah Carlile – Safeguarding Adults Partnership Manager
 - Tom Brailsford – Head of Joint Commissioning Children
 - Steve Brennan, Senior Responsible Officer Working Together
 - Councillor Elizabeth Smaje – Chair of Health and Adults Social Care Scrutiny Panel
 - Steve Brennan – Chief Finance Officer - North Kirklees CCG
 - Phil Longworth – Health Policy Officer
- Invited Observer: Steve Cotter, Chief Superintendent West Yorkshire Police

- 27 Membership of the Board/Apologies**
Apologies from the following Board members were received: Cllr David Sheard, Cllr Erin Hill, Priscilla McGuire and Steve Walker.
- 28 Minutes of previous meeting**
That the minutes of the 28 September 2017 be approved as a correct record.
- 29 Interests**
No Interests were declared.
- 30 Admission of the Public**
That all agenda items were considered in public session.
- 31 Deputations/Petitions**
No deputations or petitions received.

32 Public Question Time

No questions were asked.

33 Kirklees Safeguarding Adults Board 2016/17 Annual Report

Mike Houghton-Evans, Independent Chair of the Kirklees Safeguarding Adults Board (KSAB) attended the meeting to present the KSAB's Annual Report 2016/17.

The Health and Wellbeing Board was advised that KSAB is a statutory strategic partnership which brings together the main organisations namely the Council, West Yorkshire Police and NHS organisations working with adults at risk of abuse and neglect.

KSAB produces a three-year strategic plan which is a rolling document and is updated following learning and analysis of the year's work. The annual report presents progress made over the last 12 months against the strategic plan. This year, there has been strong emphasis on collaboration in both the annual report and the strategic plan.

In summary, the KSAB annual report also includes:-

- Board member attendance information. This information has been included for the first time. There are only four meetings a year and it is important to ensure people are accountable for their attendance
- The report celebrates the Boards achievements and also considers what is next
- For the first time there is a section on performance with four domains highlighted which includes financial abuse. Neglect is the highest and there has been some initiatives with Trading Standards which help people protect themselves.

The Board was informed that the role of KSAB is to exert challenge and seek assurance from partners. In February 2018, there will be a formal challenge event held over two days which will call to account members of KSAB. At this event the focus will be how KSAB members feel they are achieving the aspirations of 'making safeguarding personal' which focuses on the individual rather than the organisation.

KSAB is committed to having a learning culture and is engaged with, and keen to support the initiative around prevention and early intervention. There is also a need to ensure and hold partners to account regarding having a competent workforce that understands and is trained in key aspects of safeguarding matters and keeping people safe.

Mr Houghton-Evans explained that last year, KSAB advised the Health and Wellbeing Board of the infrastructure that enables KSAB to exert its strategic and leadership purpose. The infrastructure includes a delivery group supported by a small number of sub groups and task and finisher groups that deliver parts of the work programme.

Mr Houghton-Evans advised that, KSAB had recently lost one of its lay members, Hazel Whitworth who made a wonderful contribution to the work of KSAB.

The Board was informed that at a recent regional meeting of independent chairs, information was presented regarding how future statistics on safeguarding adults would be measured. A regional dashboard had shown how it was recorded and there was no consistency. An officer has been working with the regional team and there is now a consensus about how Section 42 enquiries should be recorded. This will show a significant increase in the count for Kirklees, however it is simply the way in which the figures are collected and recorded.

RESOLVED - That the 2016/17 Kirklees Safeguarding Adults Annual Report be received by the Board.

34 Children & Adolescence Mental Health Service (CAMHS) Local Transformation Plan Refresh

Tom Brailsford, Head of Joint Commissioning attended the meeting to provide the Board with an update on the CAMHS Transformation Plan Refresh. The Board was advised that every year there is a requirement for the refreshed plan to be formally agreed and signed off by the Health and Wellbeing Board.

The Board was informed that as part of this year's refresh, the priorities have been reduced from forty-nine to twenty five, focusing on the 'Future in Mind' themes. The priorities very much focus on reducing waiting times and improving the quality of provision. The Board was directed to the executive summary of the appended report which gives a breakdown of the key priorities.

The Board raised questions with regard to actions being taken to ensure that referrals to the service were appropriate. In addition, questions were also raised about the disparity in numbers between north and south Kirklees in respect of tier 4 services. The Board requested that the disparity between north and south Kirklees be further explored and brought back for further discussion.

RESOLVED - That the Kirklees CAMHS Local Transformation Plan refresh for 2017 be approved by the Board. That the Board continues to maintain a strategic oversight of the plan.

35 Pharmaceutical Needs Assessment Post Consultation

Rachel Spencer-Henshall, Service Director, Policy, Intelligence and Public Health presented for information a summary of the responses received post Pharmaceutical Needs Assessment Consultation.

The Board was reminded that in September 2017, a paper was presented which outlined the intention to consult on the second Pharmaceutical Needs Assessment for Kirklees. The updated report aimed to show the responses received following the 60 day consultation. The Board was advised that the responses will be considered by the steering group, following which the draft will be presented to the Board for sign off before going live in April 2018.

RESOLVED - That the Board notes the consultation responses and updates

36 Proposals for Integrated governance arrangements for Commissioning Health and Social Care in Kirklees

Steve Brennan, Senior Responsible Officer attended the meeting to update the Board on the proposed integrated governance arrangements. In summary, the Board was provided with information on the current arrangements and the suggested changes. The Board was informed that while the existing arrangements had worked well over the past few years, there was now a need to review them in light of the agreement to move towards greater integration.

The proposals aim to combine the functions of the Integrated Commissioning Executive (ICE) and the Better Care Fund Partnership Board (BCFPB) into a new Integrated Commissioning Board. Rather than having a series of Integrated Commissioning Groups the proposal is to have a programme of work to help the Integrated Commissioning Board deliver its plan and outcomes.

The aim is that the new arrangements will be in place from April 2018, initially operating in safe mode. Some of the areas that the Integrated Commission Board could focus on during the first 12 months will include:

- Building on existing trust, working relationships and confidence
- Developing the integrated commissioning strategy and plan the outcomes framework
- Continuing to Integrated commissioning strategy
- Receiving financial, performance and quality information

Mr Brennan explained that if the Board is in agreement that the proposals are a reasonable way forward, officers will work up more detailed on the arrangements and bring this back to a future meeting.

The Board raised questions about the independence and accountability within this proposed arrangement. In response, the Board was advised that as more details are developed, consideration will be given to the membership and terms of reference and these are the areas that will also be considered. In addition, consideration will be given to involving patients and the public.

RESOLVED - That the Board supports the proposed changes to integrated governance arrangements and note the next steps in developing these arrangements including further discussion and approval at future Board meetings

37 Date of next meeting

That the date of the next meeting, 22 March 2018, be noted by the Board.

Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

HEALTH AND WELLBEING BOARD

Thursday 22nd March 2018

- Present: Councillor David Sheard (Chair)
Councillor Donna Bellamy
Councillor Viv Kendrick
Councillor Cathy Scott
Rory Deighton
Dr David Kelly
Carol McKenna
Dr Steve Ollerton
Richard Parry
Fatima Khan-Shah
- Attendees: Steve Brennan – SRO Working Together, North Kirklees CCG
Nicola Bush – PH Pharmaceutical Advisor
Phil Longworth – Health Policy Officer
Councillor Elizabeth Smaje – Chair of Health and Adults Social Care Scrutiny Panel
Emily Parry-Harries, Consultant in Public Health
Clare Costello, Healthwatch
- Invited Observers: Carol Harris - South West Yorkshire Partnership NHS Foundation Trust
Tilly Poole – Mid Yorkshire NHS Hospital
Catherine Riley, Calderdale and Huddersfield NHS Foundation Trust
Dr N Mounsey, GP
- Apologies: Councillor Kath Pinnock
Rachel Spencer-Henshall
Jacqui Gedman
Kathryn Hilliam

38 Membership of the Board/Apologies

Apologies were received from the following Board members, Cllr Kath Pinnock, Kathryn Hilliam, Rachel Spencer-Henshall and Jacqui Gedman.

Emily Parry-Harries substituted for Rachel Spencer-Henshall.

39 Minutes of previous meeting

RESOLVED - That the minutes of the meeting held on the 14 December 2017 be amended to reflect that Dr Steve Ollerton chaired the meeting.

40 Interests

No Interests were declared.

41 Admission of the Public

That all agenda items be considered in public session.

42 Deputations/Petitions

No deputations or petitions were received.

43 Public Question Time

Christine Hyde, North Kirklees NHS Support Group asked 2 questions of the Board:

- 1) Is there an Integrated Commissioning Board for the Local Kirklees Plan and another for the regional West Yorkshire Health and Care Partnership and which bodies are represented on the Integrated Commissioning Board at the moment?
- 2) How will the conversations rather than 'referrals' work to get people health treatment in the future?

Phil Longworth, Health Policy Officer responded to Question1 and Steve Brennan, SRO Working Together responded to Question 2.

44 Arrangements for Integrated Commissioning Board

Steve Brennan, updated the Board on arrangements for the new Integrated Commissioning Board (ICB) that will begin to meet in April 2018 and will undertake the existing functions of Integrated Commissioning Executive and the Better Care Fund Partnership Board.

The Board was informed that the terms of reference for the ICB had been developed and the new arrangement will initially operate in safe mode and will incorporate all the functions of the Integrated Commissioning Executive and the Better Care Fund Partnership Board. The ICB will be responsible for a number of important functions which includes delivering on existing plans, developing integrating commissioning arrangements and overseeing plans for integrated provision.

The Board was advised that progress had also been made on the underlying arrangements to support the work of the ICB, such as identifying lead officers and project teams to take forward work in the priority areas as set out in the terms of reference. The terms of reference will be reviewed in six months to reflect the ongoing development of integrated commissioning and the experience gained from operating the new arrangements.

The Board was asked to support the commencement of the new Integrated Commissioning Board.

RESOLVED - That the Board:

- a) continues to support the proposed changes to integrated governance arrangements

- b) Note and approve the Terms of Reference for the Integrated Commissioning Board and support the commencement from April 2018
- c) Note the progress being made and request updates as necessary

45 Children Services Improvement Journey

Cllr Viv Kendrick, Cabinet Member for Children Services (Statutory Lead) provided an update on the Children Services improvement journey. The Board was reminded that the Department for Education had approved a Children Services improvement partnership between Kirklees and Leeds City Council with Eleanor Brazil as the Children's Commissioner to help with the improvement journey.

The Board was advised that the Improvement Board established to oversee the improvement journey is well attended and includes a range of organisations working together to deliver the 10 point improvement plan. Cllr Kendrick outlined some of the successes which includes: a reduction in agency staff exceeding the improvement plan target, a reduction in staff turnover, a reduction in staff sickness levels and the appointment of experienced leaders including a Service Director. Cllr Kendrick advised that there was still work to do in some areas and the outcome of a recent Ofsted monitoring visit is awaited. The draft letter from Ofsted should arrive shortly.

Cllr Kendrick advised that in respect of the Corporate Parenting Board (CPB), more data needed to come to the CPB, there needed to be more clear challenge from the CPB and the voice of the child and young person needs to be heard more clearly at the CPB.

The Board was informed that a place called 'Number 11' which is a drop in centre for Looked After Children and care leavers who wish to call in and use the facilities or get some advice has been opened in the town centre. Board members were encouraged to visit the centre.

RESOLVED - That the Board note the Children Services Improvement Journey.

46 Learning From Winter 2017-18 Across Kirklees

Phil Longworth, Health Policy Officer advised that the report being presented was to seek the Boards view and support on an approach to reflect on winter 2017/18. This was to ensure that as a Kirklees system, lessons can be learnt from what had been a pressurised time for the health and social care system. The operational leadership to respond positively to winter comes from two bodies, an A&E Delivery Board for Calderdale and Huddersfield and an A&E Delivery Board for North Kirklees and Wakefield based on the acute hospital footprints.

The Board was informed that both these bodies were responsible for the operational work over the winter and learning from their experiences, and some of the areas they look at was particularly pertinent to the Kirklees system. Learning from the two delivery boards was important to develop a Kirklees wide perspective to enable the system to respond to challenges over winter in a proactive, effective and efficient way. The aim is not to duplicate the work of the delivery boards but to draw on it and learn for future years.

RESOLVED - That the Board:

- Support the proposal to undertake a Kirklees health and social care system wide review of local experiences over winter 2017/18 to identify the key learning points
- That learning points should be used to inform future years
- A report setting out lessons learned and proposed actions be presented to the Board in June 2018

47 Pharmaceutical Needs Assessment Post Consultation

Nicola Bush, Public Health Pharmaceutical Advisor, presented the Pharmaceutical Needs Assessment (PNA) advising that the Board had received previous updates, and the intention is to present the Board with a completed document with all the amendments. The Board was reminded that it is a statutory duty to publish the PNA on the 1 April 2018. The Board was asked to agree the amendments and approve the publication of the PNA.

RESOLVED - That the PNA be approved by the Board for publication on 1 April 2018.

48 Health and Wellbeing Board Terms of Reference

The Board agreed the revisions to the terms of reference which aimed to clarify the role, purpose and full range of the Boards responsibility.

RESOLVED - That the proposed revision to the terms of Reference be accepted by the Board.

Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 26th February 2018

Present: Councillor Julie Stewart-Turner (Chair)
Councillor Cahal Burke
Councillor Elizabeth Smaje
Councillor Rob Walker

Apologies: Councillor Gulfam Asif

140 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 15 January 2018 were agreed as a correct record.

141 Interests

No interests were declared.

142 Admission of the Public

That all agenda items be considered in public session.

143 Findings of Commons Select Committee on Overview and Scrutiny in Local Government

The Overview and Scrutiny Management Committee considered a report which summarised the findings of the 2017 Communities and Local Government Select Committee which has looked into Overview and Scrutiny in Local Government. It was noted that at the time of considering the report a formal response to the recommendations of the Select Committee was still awaited from Government.

The Committee noted that the Select Committee had considered whether overview and scrutiny arrangements in England were working effectively and whether local communities were able to contribute to and monitor the work of their councils. Issues explored included:

- effectiveness and holding decision makers to account
- political impartiality and independence from executives
- independence of scrutiny officers
- selection of chairs and members
- how topics are selected
- use of specialist external advisers
- scrutiny of external organisations
- the role of scrutiny in devolution deals

The Committee continued to consider the areas of recommendation made by the Committee within the context of practice in Kirklees. It was evident that in some authorities there was an inappropriate Executive influence within Scrutiny. It was felt that in Kirklees Scrutiny set its own agenda and invited cabinet members

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attendance as appropriate. It was important to continue to maintain constructive relationships with cabinet members.

The Select Committee had identified the ability for scrutiny to access confidential information as a barrier. The Scrutiny Committee agreed that scrutiny should be able to access all information as part of looking at issues and not be subject to legislative restrictions.

The Select Committee had examined the resourcing of scrutiny work in detail. It was recognised that the amount of dedicated scrutiny resources had diminished in line with the wider reduction of resources in Local Government. It was emphasised that scrutiny should be supported by officers who could operate with independence and provide impartial advice. The Select Committee also concluded that there should be greater parity of esteem between Scrutiny and the Executive with Scrutiny committees having the same access to the expertise and time of senior officers and the Chief Executive as their Cabinet counterparts. The Select Committee proposed that the statutory scrutiny officer post should have a seniority and profile equivalent to the councils Corporate Management Team. It was also suggested that the statutory scrutiny officer would be required to make regular reports to full council.

The Scrutiny Management Committee recognised that diminishing resources did impact on the amount of work that scrutiny could undertake. Cllr Smaje suggested it was important that within the scrutiny sector there was a sharing of best practice both at officer and member level. The Council needed to heed the lessons from high profile failures and reflect those lessons within the scrutiny approach in Kirklees.

There followed a discussion on the reporting of scrutiny work at council. Cllr Stewart-Turner welcomed the recent discussions of scrutiny findings reports and felt that progress had been made in engaging Councillors. However it was suggested that Scrutiny should provide more regular updates on work programmes and seeking views of Councillors on issues that Scrutiny was looking at. The Committee did not consider it appropriate that the statutory Scrutiny officer should be required to report to Council as Scrutiny should be member led in such arenas. It was further suggested that Scrutiny should be reporting back to Council on the outcomes of Scrutiny work particularly where Scrutiny can illustrate the difference that has been made as a result of Scrutiny recommendations.

All members of the Management Committee supported the clear separation of the Executive and Scrutiny and the independence of committees and panels to be able to set their own agenda. It was not felt that there was a particular problem in this area in Kirklees. Cllr Stewart-Turner agreed to raise the views of the Committee in her next briefing with the Chief Executive.

The Committee continued to explore independent and impartial advice and the use of advisors. Councillor Smaje indicated that one of the Scrutiny Co-optees on the Health & Adult Social Care Panel was an emeritus professor from Huddersfield University and his expertise had proved invaluable to the Panel. It was suggested when we started looking to recruit further co-optees that we might consider how to encourage people with professional expertise to become co-optees.

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Councillor Smaje advised that within Health Scrutiny there was a West Yorkshire Scrutiny Panel which already brought key scrutiny members together across authorities. All members welcomed the idea of having a network to pick up on key issues and share good practice.

The Committee continued to look at the role of the public in overview and scrutiny and how we better engage and involve the public moving forward. It was recognised that this linked in part to improved scrutiny communications. It was recognised that processes needed to be simple and not onerous in order to encourage public engagement.

RESOLVED -

- 1) That the findings of the Commons Select Committee report into Overview and Scrutiny in Local Government be noted.
- 2) That the Committee supports the sharing of confidential information with Scrutiny on request, whilst recognising the need to maintain the confidentiality of such information.
- 3) That sharing of good practice across local authorities should be encouraged, possibly through the establishment of a network.
- 4) That in addition to the Scrutiny Annual Report and Ad Hoc Panel finding reports, the Scrutiny Panel Lead Members should share Panel highlights at Council approximately three times a year.
- 5) That the Committee supports the ambition that Scrutiny should be able to “follow the council pound” and have the power to oversee any taxpayer funded service.

144 Scrutiny Lead Member Reports

The Scrutiny Committee considered reports from each of the 4 scrutiny panel lead members which highlighted work being undertaken by the panels.

Councillor Cahal Burke, Lead Member of the Children’s Scrutiny Panel highlighted work undertaken between 27 November 2017 and 26 February 2018. This had included:

- A visit to the Drop in Centre
- Consideration of Kirklees Safeguarding Children’s Board annual report
- Scrutiny of the findings of the Ofsted monitoring visit in October 2017
- School transport
- Consideration of performance information

It was further noted that the Elective Home Education Ad-Hoc Panel work was ongoing, with activities planned including 2 meetings to be held in the near future. Cllr Burke advised that Councillor Donna Bellamy was now attending as the scrutiny representative on the Children’s Services Improvement Board.

Looking forward the Scrutiny Panel would look at mainstream school transport proposals and have a briefing on special educational needs and disabilities. The

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revised Children and Young Peoples' Plan would also be considered by the Scrutiny Panel in April 2018.

The Committee welcomed the report including the news of the visits being undertaken by the Scrutiny Panel to look at the service from a user perspective.

There followed a further discussion on the future role of the CSE & Safeguarding Member Panel and the Corporate Parenting Board and how they related to Overview & Scrutiny. Cllr Burke indicated that he would be discussing this issue with the Cabinet Member.

The Committee continued to look at the Lead Member report for the Economy & Neighbourhoods Panel. Councillor Walker indicated that the panel had prioritised 3 areas namely, housing, transport and towns & communities. Following a meeting in November where the Panel had received an overview of housing issues and had highlighted several topics for further consideration which included:

- age designation and letting of properties
- the availability and demand for supported housing
- the provision of affordable new homes

In December the Panel had looked in more detail at the demand and supply of supported housing in Kirklees. This was followed by the opportunity for members of the Panel to visit the extra care housing schemes at Crosland Moor and Heckmondwike.

In the new year the Panel held a meeting to look at the issues facing the development of transport links in Kirklees and West Yorkshire, focussing in particular on local rail links. A senior representative from Network Rail was invited to attend the panel meeting on 15th March for a further informal discussion on how the proposed developments would impact on local rail services in towns and villages within the Kirklees district.

The Committee noted that Cllr Walker had attended the Cabinet Portfolio Briefing meeting to follow up on the discussion on extra care housing and to discuss how a small group drawn from the Scrutiny Panel would be following up on the issues raised.

The Management Committee welcomed the progress made, including the visit and constructive meetings with Cabinet Members and senior officers. It was welcomed that Cllr Walker had extended the invitation to the informal meeting with Network Rail to all councillors.

In considering the work of the Health & Adult Social Care Scrutiny Panel, Cllr Smaje highlighted the issues covered at panel meetings and any follow up activity. The panel had looked at wheelchair services in Kirklees and made recommendations to the Clinical Commissioning Group, it was awaiting feedback.

The Committee noted that the Panel had received a further update at its meeting in January on tuberculosis in Kirklees. This followed previous scrutiny investigation work into the approach in Kirklees. Cllr Smaje reported that the panel was pleased

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with the work that had been carried out by Public Health and had confidence that the action plan was robust enough to strengthen TB control within Kirklees.

Cllr Smaje indicated that there were still areas of the previous adult mental health assessment scrutiny investigation which she wished to follow up on and information would be circulated when an update was available.

The Committee also noted that the Joint Health Overview & Scrutiny Committee (Yorkshire and Humber) had met to consider the details of NHS England's final decision on the commissioning of congenital heart disease services for adults and children across Kirklees. The members of the Committee recognised the work as an excellent example of joint health scrutiny arrangements and it was agreed that the Committee would cease to be operational at the end of the current municipal year.

In the absence of the Lead Member, Cllr Stewart-Turner reported on the highlights of the work of the Corporate Scrutiny Panel. There followed a discussion on the future overview of the Transformation Programme. Cllr Stewart-Turner proposed that in future, given the cross cutting nature of the Transformation Programme, the Overview & Scrutiny Management Committee would maintain the overview of the progress of the whole programme. Any scrutiny work to look in more detail at certain aspects, for example procurement and commercialisation strands, would continue within the Corporate Scrutiny Panel. Cllr Stewart-Turner indicated that she had asked for an overview for the Management Committee for the final meeting of the municipal year.

Cllr Stewart-Turner circulated details of the work she had undertaken in her capacity as Chair of Scrutiny, this had included attendance at the Centre for Public Scrutiny Conference where Cllr Stewart-Turner had been interested to hear about the work being undertaken to strengthen governance with Rotherham Council. Cllr Stewart-Turner circulated information to members of the Committee on a range of topics relevant to scrutiny work. Cllr Stewart-Turner indicated that as part of her crime and disorder remit she had met with Chief Superintendent Cotter to understand the work of the community safety partnership and improvements in working with offenders with mental health difficulties.

Cllr Stewart-Turner had attended briefings with the Chief Executive and Cllr Sheard and Cllr Pandor were now attending the same briefings.

Cllr Stewart-Turner had raised the issue of scrutiny communications with the Chief Executive including the need to replace the previous Scrutiny web page with an alternative that gave the public information.

Cllr Stewart-Turner asked if all Lead Members could develop action logs to enable actions to be monitored thereby allowing scrutiny to identify the difference it was making.

In closing the discussion of the Lead Member reports Cllr Cahal Burke raised concerns regarding access to information and officer attendance from Children's Services. On some occasions the Scrutiny Panel had been able to have good discussions but generally reports were not provided in a timely way and this was delaying the progress of some areas of scrutiny work.

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Cllr Stewart-Turner reported back on her discussions with the Chief Executive in which she had raised similar concerns. Cllr Stewart-Turner asked that where members had concerns regarding scrutiny access and information or officer resources then they needed to identify those to Cllr Stewart-Turner so that they could be used as examples within discussion.

RESOLVED -

- 1) That the Panel Lead Member reports on recent activities within Scrutiny Panels be received and noted.
- 2) That the overview of the Transformation Plan be carried out by the OSMC with the Corporate Panel continuing to look in more detail at specific strands such as procurement and commercialisation.

145 Agenda Plan 2017/18

The Management Committee considered the remainder of the agenda plan for the 2017/18 municipal year. It was agreed that the Transformation Programme and Lead Member reports would be included on an additional meeting agenda in April 2018.

RESOLVED -

- 1) That the Scrutiny Committee agenda plan for the remainder of the municipal year be noted.
- 2) That an additional item be added to the meeting on 13 April on the Transformation Programme.
- 3) That a year end Lead Member report be presented to the Committee meeting on 13 April 2018.

146 Arrangements for Future Meetings

The Management Committee confirmed that the date of the next meeting would be 12 March 2018 at 9.30am. It was further agreed that an additional meeting of the Committee would be held on 13 April 2018 at 10.00am.

RESOLVED -

- 1) That the next meeting of the Committee be held on Monday 12 March 2018, starting at 9.30am.
- 2) That an additional meeting of the Committee be held on Friday 13 April 2018 at 10.00am.

Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 12th March 2018

Present: Councillor Julie Stewart-Turner (Chair)
Councillor Gulfam Asif
Councillor Cahal Burke
Councillor Elizabeth Smaje
Councillor Rob Walker

147 Membership of Committee

All members of the Committee were present.

148 Interests

No interests were declared.

149 Admission of the Public

It was agreed that all agenda items would be considered in public session.

150 The work of the West Yorkshire Combined Authority Scrutiny Function

Cllr Robert Light, Chair of Scrutiny at the West Yorkshire Combined Authority attended the committee meeting to provide an overview to the approach of the work of Scrutiny at the Combined Authority.

In introduction Cllr Light explained the history of the development of the West Yorkshire Combined Authority which had brought together a number of existing bodies including the Association of West Yorkshire Authorities and the Leeds City Region into one body. In 2014 the Combined Authority was established providing a more cohesive body at regional level. Initially it started as a shadow board and was fully established in 2015, focusing on the areas of transport and investment, skills and jobs. The Local Economic Partnership sits alongside the Combined Authority. The Combined Authority also has an investment committee with final decisions being made by the Leaders Board.

The Combined Authority had not reached agreement concerning an elected Mayor, however it had been successful in securing a growth deal with time limited funding for about 3 years. The challenge would be how to sustain ongoing work when the growth deal funding had run out.

Cllr Light continued to explain in more detail the different constituent parts of governance structures within the Combined Authority.

Cllr Light explained that the Scrutiny Committee membership was based on proportionality and had a total of 18 members. This included a range of experienced members at both Leader and Cabinet Level as well as some long term Scrutiny members. The work of the Scrutiny Committee focused on 2 areas, firstly, key agenda items and priorities and secondly, future issues. The Combined Authority Chair attended the meeting with the Investment Committee Chair at least once a

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year. The Chair of the Local Enterprise Partnership also attended on a separate occasion.

Recent work had seen scrutiny of the assurance framework which saw the Committee shape proposals and establish small working groups to progress scrutiny of the issue. The Scrutiny Committee had also tried to look at investment including grant approval criteria and midterm reviews to ensure that investment had delivered the predicted outcomes.

The Scrutiny Committee had looked at risk and whether the approach of the Combined Authority was appropriate. Devolution was also a standing item on the Scrutiny Committee agenda to enable regular updates to understand progress and any risks. The Scrutiny Committee regularly reviewed the forward plan of the Combined Authority and had the opportunity to influence proposals.

In looking to the future Cllr Light indicated that the work of Ad Hoc Scrutiny Panels would continue to look at investment and assurance and how the Combined Authority delivers jobs and business growth. Scrutiny of the work of the Transport Committee would also continue.

The Management Committee thanked Cllr Light for providing the comprehensive update on the history of the development of the Combined Authority and the current work of the Scrutiny function. The committee then discussed with Cllr Light the funding challenges facing the Combined Authority given no devolution deal had yet been agreed. Cllr Asif also recognised the benefits to the Leeds City Region but wanted to understand how we were able to ensure that the Kirklees district also benefited in a proportionate way. Cllr Light recognised that some projects for example, the clean air zone started in the Leeds area however, analysis had been undertaken concerning the geographical allocation of funding over the last 3-4 years and Kirklees Council had received slightly more proportionally than some other authorities within the region.

The Committee continued to discuss the Economic and Inclusive Growth Policy of the Combined Authority and how it was being developed and whether it linked to the skills agenda. Cllr Light pointed to some examples of work on the skills agenda including apprenticeship hubs but recognised that there was more to do and the opportunity for Kirklees Council to have greater influence in these areas. The Committee discussed how the work of the Leeds Economic Partnership linked to the strategic direction of the Combined Authority. Cllr Light reported that progress had been made as a result of the Combined Authority Strategic Framework which had been influenced by Kirklees. So previous decisions made in isolation were no longer the case. The point was raised that Kirklees could be more proactive in coming forward for schemes when funding was available. Leeds City Council always had a number of schemes ready to go and were therefore very successful in securing the available funding for their area.

RESOLVED -

- 1) That Cllr Robert Light be thanked for his informative briefing on the governance structures and work of Scrutiny in the West Yorkshire Combined Authority.

2) That the Scrutiny Committee consider a further update in about a year's time.

151 Statutory Scrutiny of Crime and Disorder

The Management Committee considered a report which provided an update on the Kirklees Community Safety Plan particularly related to crime reduction and preventing violent extremism.

Chris Walsh, Safer Kirklees Manager indicated that the Kirklees Community Safety Plan had 4 key outcome themes which were;

- Increasing confidence and satisfaction
- Reducing crime
- Tackling anti-social behaviour
- Protecting people from serious harm

Attached is appendix 1 to the report was a summary of the strategic intelligent assessment findings which had been used to inform the Community Safety Partnership Plan. Headlines indicated that over the past 3 years the total number of crimes recorded by the police have increased by 70%. It was stated that the vast majority of this increase was associated with recording changes to improve quality and consistency. The level of crime within the Kirklees district was below the average for other similar areas. It was estimated that the actual increase in risk was around 5%.

Residential burglary had increased by 41% over 3 years and one of the changes in recording meant that burglary of sheds and garages was included within statistics. Vehicle crime had also increased by 27% although figures were stabilising. Changes in technology had continued to influence the nature of vehicle crime, although the main volume was associated with items being left on display.

The report continued to explain that violent crime had seen the largest impact in recording changes. This had resulted in levels of recorded violent crimes having increased over 200%. Violent offences tended to be most concentrated within town centres with the highest risks associated with young men aged 18-23. A tiered approach was in place to try to prevent violent crime happening in the first place and where it does, to stop it at the earliest stage.

The report also highlighted the areas of tackling anti-social behaviour, confidence and satisfaction and protecting people from serious harm. It was noted that in respect of confidence and satisfaction, 80% of Kirklees respondents reported feeling safe in their local area.

In considering the information on the findings of the Strategic Intelligence Assessment, the Scrutiny Committee explored demographics within the Kirklees district that might have contributed to the statistics. It was suggested that the Management Committee receive a copy of the full assessment which covers a period of 3 years to gain a fuller understanding of contributing factors.

There followed a discussion on anti-social behaviour and nuisance and how it is recorded. A chart was circulated which proved a breakdown by ward. The

Overview and Scrutiny Management Committee - 12 March 2018

Management Committee asked for further details on ASB including fly tipping, noise nuisance, and arson. In respect of the confidence and satisfaction survey, Mr Walsh indicated that the CliK Survey in Kirklees was used. This was a 3,500 representative sample of residents of the district. In addition the Police and Crime Commissioner Survey had informed the intelligence assessment.

The Committee continued to discuss the arrangements for local ward members to be able to discuss ongoing issues of crime and disorder with police representatives. Neighbourhood Management Groups did not meet in every area and Councillors wanted reassurance that issues being reported were being responded to and dealt with. Whilst recognising the impact of reducing resources, the Committee wanted to understand how community safety partners would interact with Councillors moving forward.

The Management Committee was interested to understand how the Community Safety Partnership was reviewed to measure its effectiveness. Carole Gilchrist, Head of Communities indicated that there was performance monitoring information that underpinned the Community Safety Partnership Plan across the 4 themes. As part of a recent service review four Officers had been appointed to oversee all the performance data in respect of the work of the theme groups.

The discussion continued to explore the use of CCTV and the regulations which meant that there had to be necessary authorities in place to utilise evidence gathered through CCTV.

Cllr Walker highlighted issues regarding domestic abuse related to drug and alcohol abuse and the impact on children. Chief Superintendent Cotter stated that where there were repeat incidents of domestic abuse schools were contacted so they were aware and children were appropriately cared for.

The crime and disorder update continued with a progress report on the work of the Kirklees Prevent Hub. The update included a local overview, the position regarding national threat and risk and local threat and risk incidents. Details of individual convictions in Kirklees in 2017 were also listed.

It was noted that the role of social media and online extremism continued to be a predominant risk factor in individuals being referred to Channel in Kirklees. It continued to be critical for preventative work to be undertaken with parents and young people to highlight the dangers of online extremism and ensure young people are given the skills to think critically.

It was noted that the Kirklees Channel Panel continued to meet on a monthly basis and that Kirklees had been in 1 of 9 local authorities to take part in a Channel pilot known as Dovetail. The Home Office had deemed the pilot a success and it was anticipated that regional rollout in 2019 would involve Kirklees providing support to other areas.

Lee Hamilton, Prevent Coordinator, continued to update the Management Committee on work in schools which ranged from full day workshops as part of an alternative curriculum day or sessions that were embedded within the school timetable and curriculum. It was noted that sessions did not always specifically refer

Overview and Scrutiny Management Committee - 12 March 2018

to radicalisation, extremism or terrorism but covered learning outcomes to build resilience, focusing on;

- Beliefs and values
- Identity
- Developing empathy
- Risk identification and management
- The development of critical thinking skills
- Understanding influence, persuasion and manipulation
- Assessing and evaluating fact from fiction.

Since April 2017, 42 projects have been delivered to over 4,000 students across 29 schools.

The Management Committee welcomed that Cllr Robert Light was leading the development of a Yorkshire and Humber Prevent Elected Members Network. The network which had been in operation since July 2017 brought together elected members and prevent leads from priority and non-priority areas in a regular forum with the Home Office. In recognising the important role that elected members play in the delivery of prevent, the network had recently developed a 2018 Yorkshire and Humber Briefing Pack for elected members.

The Management Committee thanked Mr Hamilton for the informative update and the progress that had been made since the last report. Cllr Cahal Burke highlighted that the Children's Scrutiny Panel had also looked more specifically at the work in schools and was satisfied with the work being undertaken. The Management Committee welcomed the case studies that had been attached to the report to help to illustrate the issues that were being addressed through prevent work.

The final part of the crime and disorder update was provided by Chief Superintendent Steve Cotter who explained changes to Community Neighbourhood Policing teams and how increased resources were being allocated. It was noted that additional sergeants were being employed with an increase from 25 to 50 constables and 85 PCSO's to work across the Kirklees area. The Policing structure was aligned closely with early help and community safety in taking an early intervention and prevention approach.

RESOLVED -

- 1) That Chief Superintendent Steve Cotter, Carol Gilchrist, Lee Hamilton and Chris Walsh be thanked for attending the meeting.
- 2) That a full copy of the Partnership Strategic Intelligence Assessment be circulated to committee members.
- 3) That the discussion on cohesion be postponed and picked up as part of next year's work programme with Scrutiny being given an early opportunity to influence any proposals.

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- 4) That the Scrutiny Committee supports the intention to have discussions with ward councillors on working arrangements at ward level. The Committee to receive feedback on the outcomes following the discussions.
- 5) That the Committee supports the development of guidance so councillors can understand the different options for using CCTV as part of crime and disorder work.
- 6) That the Prevent briefing pack be recirculated to councillors.
- 7) That the update on policing changes in neighbourhood teams, including additional sergeants and an increase in PCSOs, be welcomed and noted.

152 The Corporate Approach to Performance Management

The Management Committee received a progress report on work to revise the council's approach to performance management. Rachel Spencer Henshall, Service Director, Policy, Intelligence and Public Health and Mike Henry, Head of Intelligence and Performance, attended the meeting to discuss the issue with the Committee.

The Committee noted that Mr Henry was new to the post and was tasked with creating an intelligence framework to work alongside the rollout of outcome based accountability. Performance would be underpinned by effective business critical indicators to be overseen by both Cabinet and senior officers. It was recognised that there needs to be an understanding of how the Council was going to reintroduce meaningful challenge into performance monitoring work.

The Management Committee continued to discuss the role of Scrutiny in considering performance information and how it can provide an informed challenge and add value. It was emphasised that Scrutiny needed to understand when things were underperforming at an early stage to be able to provide a timely challenge. It was also suggested that Scrutiny might use the intelligence function to commission work to inform issues on the work programme. In this way Scrutiny would have access to information outside of the information provided by the service area. The Management Committee welcomed this idea and recognised that there had to be sufficient forward planning to enable this independent research to be taken. The Management Committee also shared concerns that by the time they received performance information it was at least 3 months out of date. It was agreed by all parties that timeliness was critical to providing a constructive and meaningful challenge.

Cllr Julie Stewart-Turner was keen to develop a workshop for Scrutiny members to understand the revised approach and the role of Scrutiny in Scrutinising performance moving forward. Cllr Julie Stewart-Turner, Chair of Overview and Scrutiny agreed to meet with Ms Spencer-Henshall to develop the proposal for a workshop at the beginning of the new municipal year.

RESOLVED -

- 1) That Rachel Spencer Henshall and Mike Henry be thanked for attending the meeting

Overview and Scrutiny Management Committee - 12 March 2018

- 2) That the Chair of Scrutiny meet with Ms Spencer Henshall, Service Director, Policy, Intelligence and Public Health to agree the approach to a Scrutiny workshop on the future scrutiny of performance information.
- 3) That the opportunity for Scrutiny to commission additional intelligence reports for future pieces of Scrutiny work be welcomed and noted.

153 Agenda Plan 2017/18 / Date of next meeting

The Management Committee noted that the next meeting will be held on Friday 13 April 2018 at 10.00am. Agenda items for discussion would include an overview of the Transformation Programme. It was noted that Cllr Asif was unable to attend the meeting on the 13th and his apologies were noted.

RESOLVED - The Committee noted the arrangements for the next meeting on 13 April at 10am.

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Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Friday 13th April 2018

Present: Councillor Julie Stewart-Turner (Chair)
Councillor Elizabeth Smaje
Councillor Rob Walker

Apologies: Councillor Gulfam Asif
Councillor Cahal Burke

154 Minutes of Previous Meeting

The minutes of the meetings held on 26 Feb and 12 March 2018 were agreed as correct records.

155 Interests

No interests were declared.

156 Admission of the Public

It was agreed that all items would be considered in public session.

157 Inclusion and Diversity Strategy - Action Plan Update

Cllr Shabir Pandor, Naz Parkar, Service Director for Housing and David Bundy, Corporate Policy Officer attended the meeting to provide an update on the Council's new Inclusion and Diversity Strategy and action plan 2017-2021, which had been approved at full council in September 2017.

The Committee noted that the new strategy and action plan was supported by an Inclusion and Diversity Policy Statement which establishes the direction of travel and change within the organisation. The strategy and action wanted to go beyond compliance and address the needs of Kirklees as a place and its citizens. The report continued to summarise key areas of progress made within the first 6 months of the action plan. These were in the following sections;

- Committed and Diverse Workforce
- Positive and Inclusive Approach
- Listen and Act
- The way we do things in Kirklees
- Inclusive Policies
- Spread the Word

It was noted that the Positive and Inclusive Approach work stream was underpinned by the new Kirklees People Strategy. Areas of focus included Leadership and Management, Performance, Workforce Planning and recruitment.

In respect of a committed and diverse workforce, a promotional campaign had begun to fill in the equality profile fields in the Council's internal systems. This was

Overview and Scrutiny Management Committee - 13 April 2018

part of initial data gathering to establish a baseline against which improvement could be measured. The Committee noted with interest the publication of the Council's first Gender Pay Gap Report in March 2018. The figures indicated that the Council employs a high proportion of female workers in comparison to other Local Authorities. A large proportion of senior staff at Grade 17 and above are female, a change from recent years.

In considering the Listen and Act session the committee noted the work with the Council's employee networks. Mr Parkar emphasized that the Council was keen to see networks achieving outcomes. The Committee questioned what support was in place to support the networks and enable employees to attend network meetings. Mr Parkar said since the relaunch of the networks they had become reinvigorated and outcomes focussed. In addition a network Chairs meeting was now being held to discuss issues across the networks. Cllr Smaje was concerned that the Carers Network meeting was not well supported. Mr Parkar highlighted 2 of the areas that the network had been most recently involved in which were the Carers Charter and work on the Carers Passport.

Cllr Pandor informed the Committee that the initial 6 months of work had largely focussed on gathering statistical information to understand the current position and establish a baseline. The Council was keen to move forward in all the priority areas identified and set the pace for local authorities.

The Committee continued to explore the publicity and communications around the work of the networks and how they were attracting new members and demonstrating the ways in which they were making a difference. It was noted that networks were developing at different rates. One of the important channels of communication would be from senior leadership teams who shared responsibility in delivering against some of the actions within the plan.

The Committee noted the intention for the Council to take part in National inclusion week which would be held in January 19.

The Committee welcomed the progress that had been made and acknowledged that the initial phases of work had focussed on data gathering and starting to refresh key strategy and guidance. The Committee noted that the action plan would be refreshed for the next 6 months and year 2 would become more outcome focussed. Cllr Stewart-Turner asked that Scrutiny have the opportunity to input into the proposed revisions. The Committee was also keen to see the proposals for National Inclusion Week. There followed a discussion on how the Council made physical environments inclusive in order to meet employee's needs. It was acknowledged that there were a number of older buildings in use by the Council which presented challenges. Managers were issued with guidance to support reasonable adjustments. Mr Bundy indicated that employees had a passport that went with them when they changed jobs and reasonable adjustments could be put in place in line with those stated on the passport.

RESOLVED –

- (1) That Cllr Shabir Pandor, Naz Parkar and David Bundy be thanked for attending the meeting.

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- (2) That the data gathering phase of the implementation of the Inclusion and Diversity Strategy be noted.
- (3) That the Committee supports the refresh of the action plan to a more outcome based focus. The Committee asked to have an early input into the Year 2 action plan.
- (4) That the Scrutiny Committee have the opportunity to consider the proposed People Strategy prior to it being formally approved.
- (5) That the Committee see the proposals for the Council's participation in National Inclusion Week.

158 **Update on the Leader / Deputy Leader priorities for the 2017/18**

Cllr Shabir Pandor, Deputy Leader of the Council attended to provide a progress report on the delivery of the priorities of the Leader and Deputy Leader of the Council.

Cllr Pandor highlighted in particular the transformation work that was being undertaken across Council services and highlighted the integration work between Health and Social Care. The balancing of the Council's budget without the need to access Council reserves was also identified by Cllr Pandor. It was recognised that within Children's Services there remained many challenges, however the Council had signed a partnership arrangement with Leeds City Council which was beginning to demonstrate positive improvements in the areas previously identified as concerns by Ofsted.

Cllr Pandor recognised that issues within Economy and Place were critical as ward councillors were very aware of issues relating to road condition, pavements and gritting. The Council also needed to ensure the development of towns and communities. Housing supply remained an issue with the need for good quality homes together with thriving businesses encouraging new growth within Kirklees. Cllr Pandor advised that the Kirklees Local Plan was being considered by Inspectors with a findings report due at any time. It was hoped that the Plan could be adopted later in the year.

Cllr Smaje, Lead Member for Health and Adult Social Care Scrutiny Panel agreed that transformation work between health and social care was ongoing however she felt that there needed to be more pace in the transformation work. Cllr Smaje also asked for a position statement on the Council's progress on environmental issues that were of importance to local members. In particular information on the waste management strategy was requested. Cllr Pandor confirmed that the issues that ward councillors raised concerning the state of roads and pavements were very important but had to be managed within the available resources. The Council had invested in new technology to help with the on-going challenge of repairing potholes. The latest information was that the Council was dealing with around 900 potholes a week. In response to questions about housing needs, Cllr Pandor briefly reported on a recent conference and the intention to develop a thousand homes in the next 5 years on Council owned land, dependent upon the approval of the Local Plan. In addition, a new Housing Strategy was being developed and would be put

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forward early in the new municipal year. Cllr Stewart-Turner asked for information on the Excellent Homes for Life Scheme and Cllr Pandor agreed to provide a briefing note on the progress to date.

Cllr Smaje asked that the Committee be provided with statistical information in relation to the skills agenda and the work of the Leeds City Region and the Combined Authority in providing jobs across the area. Cllr Smaje also questioned how the council was continuing to promote growth within the local economy and consequential apprenticeship opportunities within local businesses. Cllr Pandor informed the Committee that the Kirklees Partnership had been refreshed, including the Economy Board which brought key partners into discussions. Apprenticeships continue to be a priority.

Cllr Stewart-Turner thanked Cllr Pandor for attending the meeting. It was recognised that the Cabinet Member will not have details of all projects. It was suggested that at each meeting the top ten priorities could be identified and a written report produced for consideration by the Scrutiny Committee.

RESOLVED –

- (1) That Councillor Pandor be thanked for providing an update on the political priorities of the Council leadership.
- (2) That the Committee be provided with briefing notes on the following:
 - The progress of the Waste Management Strategy
 - The statistics for the creation of partnerships and jobs through the work of the West Yorkshire Combined Authority.
 - Progress against targets to provide more social housing, including extra care housing.
- (3) That the Council's Leader and Deputy Leader be invited to an early meeting of the Committee in the 2018 /19 municipal year to outline the Administrations priorities.

159 Year End Lead Member Reports

The Management Committee considered reports from the 4 Scrutiny Panel Lead Members and the Chair of Scrutiny on the work of their Panels during February and March 2018. The reports also advised of possible issues for the work programme in the new municipal year and the highlights across the year for each of the standing panels.

Cllr Liz Smaje advised the Committee that panel meetings had been held in March to receive an update on podiatry services in Kirklees and presentation of the Kirklees Safeguarding Adults Board Annual Report. In addition the Panel had considered the adults care offer consultation questionnaire.

In highlighting issues from the panel's work programme during the 2017/18 municipal year, Cllr Smaje identified the work on wheelchair services in Kirklees which had made a number of suggestions to improve the quality of services for service users. In addition the proposed changes to podiatry services had led to the

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panel making recommendations to Locala and the CCGs which may help alleviate and mitigate the changes for many service users.

Cllr Smaje also highlighted the work of the joint Health Scrutiny Panels in particular commending the hard work of these involved in the Calderdale and Huddersfield Panel. The Panel was still awaiting the reply from the Secretary of State to their referral.

Cllr Rob Walker, Lead Member for the Economy and Neighbourhoods Panel highlighted the wide range of issues the panel had looked at. The March panel meeting had focused on homelessness and rough sleeping in Kirklees. Cllrs had wanted more information and assurances on the development of a local rough sleepers outreach initiative, together with work with community groups and volunteers to ensure that people were properly trained to deal appropriately with people who are homeless or sleeping rough.

Looking ahead Cllr Walker suggested that work on the Housing Allocations Policy and the Housing Strategy should be considered in the new municipal year together with waste minimisation and a Skills Strategy for Kirklees. Panel members had reported that they had enjoyed the work of the Scrutiny Panel in 2017-18. Cllr Walker asked that consideration be given to identifying an additional Co-optee for the Scrutiny Panel in the 2018-19 municipal year.

Cllr Stewart-Turner read the lead member report for the Children's Scrutiny Panel to the meeting. The highlights from the most recent March meeting were discussions on the proposed changes to the Home to School Transport Policy for children attending mainstream school.

It was noted that the Elected Home Education Ad-Hoc Scrutiny panel was on-going. Cllr Donna Bellamy continued to attend the meetings of the Children's Services Improvement Board.

The Committee noted that Cllr Viv Kendrick had taken on portfolio responsibility for Children's services and was working with senior officers to ensure that quality information was provided for the scrutiny panel.

In considering the report Cllr Stewart-Turner requested that in the new municipal year the Scrutiny Panel follow up specifically on the recommendations of the ad-hoc Scrutiny panel into Children's Services. It was considered important to be able to see what progress had been made as a result of the agreed recommendations being implemented.

In considering the Lead member report for the Corporate Scrutiny Panel it was noted that the Panel had considered the following issues during the year;

- Financial Monitoring
- Democracy Commission
- IT Systems
- Asset Programme
- Transformation Programme
- Procurement

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- The Council as a Commissioning Authority
- Access to Services

A further meeting was planned in April which would receive an update on the work of the Democracy Commission as well as information on the Transformation Programme.

In discussing the report and considering issues for 2018-19 it was suggested that procurement; commercialisation, budget assumptions and the street lighting invest to save programme were potential work programme items.

Cllr Stewart-Turner updated the Committee on her work as Chair of Scrutiny since the last meeting. It was noted that the Corporate Governance and Audit Panel had agreed minor changes to the call-in process and any consequent amendment to the constitution would be considered at the Annual Meeting. It was noted that there was no requirement to demonstrate steps taken to try to resolve concerns prior to the Cabinet decision being called in.

Cllr Stewart-Turner had held further discussions with the Strategic Director for Resources on performance monitoring and intelligence in relation to scrutiny work programmes. A further discussion would take place in the new municipal year.

The Committee noted that Cllr Stewart-Turner would be attending a meeting of the Council Management Group on the 5th April to restate the role of Scrutiny and set out expectations for engagement by officers in the new municipal year.

The Committee welcomed Cllr Stewart-Turner's intention not to have presentations and verbal reports at future Scrutiny meetings. Officers had been told to produce written reports that could be read before the meeting which enabled more time for questions and discussion of the issues at the meeting.

RESOLVED –

- (1) That the End of Year Highlight Reports of the Panel Lead Member and the Chair of Scrutiny be welcomed and noted.
- (2) That the potential issues identified for the new municipal year be rolled forward for the draft Scrutiny work programme.

160 Future meetings of the Committee

The Committee discussed potential dates for the new municipal year with the proposal that the first meeting be held on Friday 15 June. It was agreed that the proposed dates would be circulated for comment by all members of the Committee.

RESOLVED - That the following proposed dates for meetings of the OSMC in the new municipal year be circulated for comment:

Friday 15 June 2018 (all at 10.00)
Monday 16 July 2018
Monday 3 September 2018
Monday 5 November 2018

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Monday 7 Jan 2019
Monday 4 March 2019
Monday 15 April 2019

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Contact Officer: Steve Copley

KIRKLEES COUNCIL
PERSONNEL COMMITTEE

Tuesday 13th February 2018

Present: Councillor David Sheard (Chair)
Councillor David Hall
Councillor Terry Lyons
Councillor Peter McBride
Councillor Andrew Palfreeman
Councillor Shabir Pandor
Councillor Graham Turner
Councillor Nicola Turner

1 Membership of the Committee

Apologies for absence were noted on behalf of Councillor John Taylor.

Members of the Committee also welcomed Deborah Lucas, the new Head of People Services, to her first Personnel Committee meeting.

2 Minutes of Previous Meeting

The minutes of the Personnel Committee meeting held on 18 December 2017 were approved.

3 Interests

None declared.

4 Admission of the Public

Members resolved to consider items 9-11 in private session, as they contain exempt information. The details and reasons are set out at the start of each item.

5 Public Question Time

No questions were received.

6 Member Question Time

No questions were received.

7 Deputation/Petitions

No deputations or petitions were received.

8 Exclusion of the Public

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

9 Update on Human Resources and Industrial Relations and Trade Union Relationships in the New Council

(Exempt information relating to consultations or negotiations, or contemplated consultations and negotiations, in connection with a labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. The need to maintain confidentiality around negotiations with the trade unions outweighs the public interest in disclosing the information)

Further to the Personnel Committee on 18 December 2017, the Committee received a verbal update from Jacqui Gedman on the progress being made in the discussions with the trade unions.

In summary, today's report focused on:-

- The outcome of the Employee Relations Sub Committee (25 January 2018) which had considered the outcome of the Central Negotiating Team (7 December 2017) regarding issues in Refuse Collection Services.
- Relationships between the management and trade union sides at the present time
- New opportunities to try to improve these relationships in 2018/19

RESOLVED- Members of the Personnel Committee agreed to:

(1). Receive this progress report

(2). Request Karl Battersby and Deborah Lucas to follow up on the outcome of the Employee Relations Sub Committee, as set out in the decision letter from Councillor Graham Turner, the Chair of the Sub Committee, to the joint secretaries for the management and trade union sides

(3). Request officers to prepare a progress report on (2) above and the next steps surrounding the work on the independent assessment of refuse collection services e.g. the participants, the terms of reference and the timescales, in time for the next Personnel Committee in March 2018 (Date tbc)

(4). Ask Deborah Lucas to follow up on the concerns raised by members of the committee about the communications and correspondence from Kirklees Unison.

10 Succession Planning and Managing Change

(Exempt information relating to particular employees. The public interest in maintaining the exemption, which would protect the rights of the individual under the Data Protection Act 1988, outweighs the public interest in disclosing the information and providing greater openness in the council's decision making)

Personnel Committee - 13 February 2018

Following a report at the Personnel Committee on 18 December 2017, Jacqui Gedman introduced a verbal report which focused on the:-

- Appointment of Elaine McShane to the post of Service Director - Child Protection & Family Support (*A decision taken at the last Personnel Committee meeting on 18 December 2017*)
- News that Saleem Tariq, Deputy Director for Children's Services in Leeds, will be working with Kirklees for four days per week from February 2018 onwards as part of the partnership arrangements with Leeds City Council. Steve Walker will also be working in Kirklees on the remaining day.
- Improvements being made within Kirklees Children's Services as a result of the partnership between Kirklees Council and Leeds City Council
- Plans to fill a number of Head of Service posts in Kirklees Children's Services
- Plans to recruit to the post of Service Director for Learning and Early Support in 2018
- Two options to fill the position designated as Section 151 Officer as soon as possible and before the departure of Debbie Hogg in February 2018. In summary, these options were (a) the appointment of an internal candidate, on an acting basis for an interim period to the post which is designated as such in the Councils constitution, working with the help and support from colleagues in a neighbouring authority, or (b) to go to external market to find a suitable interim candidate. The interim arrangement will be in place pending the recruitment of a permanent Section 151 Officer.

RESOLVED- Members of the Personnel Committee agreed to:-

- (1). Note the update provided regarding developments and posts in Kirklees Children's Services
- (2). Note plans to recruit to the position of Service Director for Learning and Early Support, which will involve a member appointment panel, based on a ratio of 2.1.1
- (3). Ask Jacqui Gedman to pursue option (a) to fill the position of Section 151 Officer on an interim basis and as soon as is possible. A member appointment panel, based on a ratio of 2.1.1, will be convened, if required. Progress to be shared with the Personnel Committee in March 2018 (Date tbc)
- (4). Ask Jacqui Gedman to provide councillors with an updated version of the senior management structure chart as soon as is possible given the pending appointments.
- (5). Ask Jacqui Gedman and Deborah Lucas for an update report for the next Personnel Committee in March 2018 (date tbc) on the management of sickness absence across the Council.

11 Management posts in Adult Social Care Services

(Exempt information relating to particular employees. The public interest in maintaining the exemption, which would protect the rights of the individual under the Data Protection Act 1988, outweighs the public interest in disclosing the information and providing greater openness in the council's decision making)

Following on from reports to the Personnel Committee in 2017, Jacqui Gedman and Richard Parry introduced a report which sought approval to make appointments to the service director structure in Adult Social Care working within the existing establishment.

Jacqui Gedman and Richard Parry went on to explain the background and reasons for each of the recommendations within the report.

RESOLVED- Members of the Personnel Committee agreed with the recommendations in the report, that:-

(1). Having considered the options set out in paragraph 3.5 of the report, the Personnel Committee supports option 2

(2). Following on from (2) above, the Personnel Committee agreed to establish a sub-committee to consider the re-appointment of Sue Richards on a part time basis (18.5 hours per week) on a fixed term contract until 31 December 2019 to the post of Service Director - Community Plus and Integration.

(NOTE: In light of this decision, a sub-committee took place to confirm this appointment. Notice for this potential meeting was provided via the agenda for the Personnel Committee)

(3). The Personnel Committee approves the changes in the Adult Social Care management structure within existing overall establishment levels to ensure that there is sufficient Service Director capacity to manage operational pressures and service improvement and transformation in Adults Social Care.

(4). Having considered the options set out in paragraph 4.4 of the report to secure additional Service Director capacity, the Personnel Committee supports option 2, which involve an approach to the Clinical Commissioning Groups (CCGs) to consider establishing a joint post

(5). Following on from (4) above, the Personnel Committee agrees that Richard Parry put in place the appropriate recruitment arrangements to secure the additional Service Director capacity as soon as is possible. A member appointment panel, based on a ratio of 2.1.1, will be convened, as appropriate.

(6). In light of the decisions set out above (1) to (6) Jacqui Gedman and Richard Parry to prepare a progress report for the Personnel Committee in Spring 2018, to explain how these arrangements and proposals are developing in reality and the timescales involved in making any permanent appointments.

Personnel Committee - 13 February 2018

(7). Jacqui Gedman and Deborah Lucas to prepare a report for a future Personnel Committee meeting on succession planning in the Council, in particular relating to senior management and how we might best retain and/or transfer knowledge, experience and skills so that these are not lost from the Council .

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Contact Officer: Steve Copley

KIRKLEES COUNCIL
PERSONNEL COMMITTEE

Wednesday 25th April 2018

Present: Councillor Shabir Pandor (Chair)
Councillor Terry Lyons
Councillor John Taylor
Councillor Graham Turner
Councillor Nicola Turner

In attendance: Jacqui Gedman - Chief Executive
Deborah Lucas – Head of People Services
Karl Battersby – Strategic Director Economy and Infrastructure

Apologies: Councillor David Sheard (Chair)
Councillor David Hall
Councillor Peter McBride

1 Membership of the Committee

Apologies for absence were received from Cllr Sheard, Cllr David Hall, and Cllr McBride.

Cllr D Firth substituted for Cllr D Hall and Cllr Patrick substituted for the Conservative vacancy.

In the absence of Cllr Sheard, Cllr Pandor was appointed as Chair for the meeting.

2 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 13 February 2018 were approved as a correct record.

3 Interests

There were no interests declared.

4 Admission of the Public

It was agreed that agenda items 10 and 11 would be considered in private session.

5 Member Question Time

No questions were received.

6 Deputation/Petitions

No deputations or petitions were received.

7 Sickness absence in 2017/18 and 2018/19

The Committee considered an update on levels of sickness absence in 2017/18 and proposals to improve attendance in 2018/19.

The Committee noted that the target for sickness absence was set at 10 days in 2017/18, reducing to 9 days per employee in 2018/19. Since July 2017 the average days lost per employee was 12.2 days with averages varying across directorates.

The report indicated that the main reasons for absence were stress, mental ill health and musculoskeletal. Statistics indicated that whilst absence was higher in Kirklees Council, the reasons for absence were in line with national trends. The Committee noted the approach taken to date within Kirklees to reduce absence.

Deborah Lucas continued to explain that as part of work on the People Strategy , a Health and Wellbeing Strategy would be developed, informed by intelligence, to move to a more proactive and preventative approach. Part of the considerations would be ensuring that councillors had timely oversight of the issues.

The Committee welcomed the proposals and made suggestions concerning the separation of statistics to provide a more accurate picture of absence levels. Councillors supported the use of intelligence to try to understand the underlying reasons for absence, including management approach.

RESOLVED –

(1) That the update on sickness management be noted.

(2) That the Committee supports proposals to improve the quality of attendance management information and the development of a Workforce Health and Wellbeing Strategy.

(3) That as part of development work, consideration be given to clarifying arrangements for councillor oversight of sickness absence and management.

8 Employee Relations Sub Committee - 25 January 2018

The Committee received for background information the minutes of the meeting of the Employee Relations Sub Committee held on 25 January 2018.

RESOLVED - That the minutes of the meeting of the Employee Relations Sub Committee held on 25 January 2018 were noted.

9 Exclusion of the Public

RESOLVED - The Committee 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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

10 Update on Human Resources and Industrial Relations and Trade Union Relationships in the Council

(Exempt information relating to consultations or negotiations, or contemplated consultations and negotiations, in connection with a labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. The need to maintain confidentiality around negotiations with the trade unions outweighs the public interest in disclosing the information)

Further to the Personnel Committee on 13 February 2018, the Committee received an update from Karl Battersby on the progress being made in the discussions with the trade unions.

In summary, today's report focused on:-

- The outcome of the Employee Relations Sub Committee (25 January 2018) which had considered the outcome of the Central Negotiating Team (7 December 2017) regarding issues in Refuse Collection Services.
- Relationships between the management and trade union sides at the present time.
- The proposals and timescales for work to address the areas under discussion.

It was agreed that a further report on the Waste Review be submitted to the Employee Relations Sub Committee.

RESOLVED -

- 1) That the update on developments since the last meeting of the Committee be noted.
- 2) That the proposed approach concerning untaken leave be endorsed by the Committee.
- 3) That a further report on the findings of the Cleansing Review be submitted to the Employee Relations Sub Committee.

11 Succession Planning and Managing Change

(Exempt information relating to particular employees. The public interest in maintaining the exemption, which would protect the rights of the individual under the Data Protection Act 1988, outweighs the public interest in disclosing the information and providing greater openness in the council's decision making)

Following a previous report to Personnel Committee in December 2017 and a subsequent verbal update at the Personnel Committee meeting on 13 February, Jacqui Gedman presented an update report which focused on:-

- A proposal to extend the existing temporary senior management arrangements in respect of the posts of Strategic Director of Corporate

Personnel Committee - 25 April 2018

Strategy and temporary Service Director in Housing, until no later than 31 December 2018.

- A review of strategic leadership requirements and structures to report to Personnel Committee within 6 months.

RESOLVED –

- 1) That the Committee note the update on the senior management structure.
- 2) That approval be given to extend the temporary arrangements for the posts of Strategic Director of Corporate Strategy and Service Director, Housing to a maximum of 31 December 2018.
- 3) That the Personnel Committee consider a further report at a future meeting on the future senior leadership arrangements.

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL
STANDARDS COMMITTEE

Wednesday 7th March 2018

Present: Councillor Andrew Marchington (Chair)
Councillor Eric Firth
Councillor Ken Sims
Councillor Mohan Sokhal

In attendance: Samantha Lawton
Julie Muscroft

Apologies: Councillor Shabir Pandor

1 Membership of the Committee

Apologies from Cllr S Pandor.

2 Minutes of Previous Meetings

That the minutes of the meetings held on the 17 January 2017, 24 May 2017 and 6 September 2017 were approved as a correct record.

3 Interests

No Interests were declared.

4 Admission of the Public

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

5 Deputation/Petitions

No deputations or petitions were received.

6 Public Question Time

No questions were asked.

7 Review of Complaints

Committee was presented with a report which outlined the type, nature and number of complaints received since the new arrangements for standards matters were introduced in May 2017. Committee was advised that 12 complaints had been received in relation to the conduct of elected members.

- 4 related to social media posts
- 8 related to communication

Of the 12 complaints 1 complaint is still outgoing.

Standards Committee - 7 March 2018

In responding to the complaints, the Monitoring Officer followed the arrangements agreed by Council and consulted with the Independent Person to make an informal assessment whether the complaints should proceed.

Committee members felt that the process was working well and discussed whether as part of the complaints process an elected member who had had a complaint made against them should be informed as a matter of course and not just when the complaint had been resolved.

Officers agreed, to look at the process for making members aware that there had been a complaint made against them following a decision from the Monitoring Officer and Independent Person that a complaint would not proceed.

The Committee's view was sought on the current position regarding the Independent Person. Members felt that in terms of capacity it was working well and should the need arise there would be opportunity to draw an Independent Person from another local authority.

RESOLVED -

- a) Officers will look at the process in making members aware there has been a complaint against them following a decision from the Monitoring Officer and Independent Person that the complaint will not proceed.
- b) That the current position regarding one Independent Person continue and be kept under review by Standards Committee.

8 Update on Standards

Standards Committee received a report in respect of the training and support needs of members following the Standards Review and new Code of Conduct to be implemented following Annual Council in May 2017. Different areas of training were put forward including, Council Procedure Rules, Reasonable Behaviour Policy and Social Media. Members were invited to make comment and suggestions on the proposals for training.

The Committee felt that training on the Council Procedure Rules would be beneficial as it would help members become aware of the rules. Members also felt that advance chairing skills should be a priority for the in-coming mayor and deputy mayor and for members chairing public facing committees such as Planning and Standards. Committee discussed whether there was occasion for the mayor to give the deputy mayor an opportunity to chair full council, in preparation for taking over the role. The Committee requested officers establish whether Bradford Council provide any training courses for members (including Mayors) as it has in previous years.

The Committee was advised that training for existing members on the Code of Conduct is currently in development with the intention that it will be online, e-learning. Questions were raised about how this training could be enforced. Committee was advised that the training programme would be online through MiPod as this would provide an evidence base, however it was also important that it is

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discussed at Group meetings. Standard Committee members agreed to trial the new Code of Conduct online training before it is rolled out to existing members.

The Committee was informed that in respect of social media training, during induction members will be advised that while it is a valuable communication medium, there is a need to be mindful of the language used. Councillors to be reminded of the Social Media Guidance.

All councillors elected or re-elected in May 2018, will be expected to sign the Code of Conduct. The intention is to continue with the current arrangement however, new members will be handed a certificate which should to make the process more meaningful.

RESOLVED - That Standards Committee will trial the new online training prior to it being rolled out to existing members.

That officers develop as soon as possible advanced charring skills training for members.

That officers check whether Bradford Council provides training for members (including mayors) and whether this is open to members from other local authorities.

Officers to remind Councillors of the Social Media Guidelines.

That Standards Committee undertake further discussion in relation to the enforcement of training.

9 **Consultation by the Committee on Standards in Public Life To Inform review of Local Government Ethical Standards**

Committee was briefed on the review of Local Government Ethical Standards by the Committee on Standards in Public Life. A consultation document has been issued and the closing date for comment is 18 May 2018. Members were directed to a report which outlined the consultation questions and advised that the Chief Executive would like Kirklees to provide a response. West Yorkshire colleagues were also looking at providing a response.

Committee discussed widening this by taking it back to groups to ensure that all 69 councillors are involved, there was also a suggestion that this should be brought to a meeting of the Democracy Commission for consideration.

RESOLVED - That the consultation be taken back to groups for wider discussion and comment and feedback to the Monitoring Officer.

That Cllr Marchington will discuss setting up a meeting with the Chair of the Democracy Commission to provide comment and feedback on the consultation.

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Contact Officer: Richard Dunne

KIRKLEES COUNCIL

STRATEGIC PLANNING COMMITTEE

Thursday 8th March 2018

Present: Councillor Steve Hall (Chair)
Councillor Bill Armer
Councillor Donald Firth
Councillor Paul Kane
Councillor Carole Pattison
Councillor Andrew Pinnock

- 1 **Membership of the Committee**
All members of the committee were present.
- 2 **Minutes of the Previous Meeting**
The Minutes of the meeting held on 8 February 2018 were approved as a correct record.
- 3 **Interests and Lobbying**
Councillor A Pinnock declared he had been lobbied on application 2016/92298.
- 4 **Admission of the Public**
All items on the agenda were taken in public session.
- 5 **Deputations/Petitions**
No deputations or petitions were received.
- 6 **Public Question Time**
No questions were asked.
- 7 **Site Visit - Application No: 2018/90074**
Site visit not undertaken due to adverse weather conditions.
- 8 **Site Visit - Application No: 2018/90242**
Site visit not undertaken due to adverse weather conditions.
- 9 **Local Authority Planning Appeals**
That the report be noted.
- 10 **Planning Application - Application No: 2016/92298**
The Committee gave consideration to Planning Application 2016/92298 Outline application for redevelopment of former waste water treatment works following

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demolition of existing structures to provide employment uses (use classes B1(c), B2 and B8) Former North Bierley Waste Water Treatment Works, Oakenshaw.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Cllr Sarah Ferriby (Bradford Council) and Brian Pearson (both of whom objected to the proposal) and Marianne McCallum (agent).

RESOLVED –

(1) Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to complete the list of conditions contained within the considered report including:

1. Approval of access, layout, scale, appearance, and the landscaping of the site reserved matters (standard Out Line (O/L) condition)
2. Plans and particulars of the reserved matters (standard O/L condition)
3. Application for approval of the reserved matters (standard O/L condition)
4. The timeframe for implementation of the development (Standard O/L condition)
5. Appropriate mitigation and enhancement measures as advised by the Biodiversity Officer
6. A lighting design strategy for biodiversity, for the whole development
7. Yorkshire Water conditions
8. Environment Agency conditions
9. Coal Authority conditions
10. Tree survey and Arboricultural Method Statement, in accordance with BS5837, in order to fully appraise the potential impact and risk to both trees on site and the adjacent ancient woodland. This should demonstrate how the trees can be protected both during construction and following completion.
11. Details for the treatment and enhancement of existing Public right of way.
12. Lead Local flood Authority conditions
13. Highways England conditions as set out in response dated 21st February 2018.
14. Restrict overall floor space of proposals to not exceed 75.8% of B2 Use.
15. DM Highways Conditions to include details of:
 - I. Bradford Road/Chain Bar Roundabout for the provision of road widening to provide 3 lanes, new pedestrian footways.
 - II. Mill Carr Hill Road/Bradford Road junction improvements for the widening of Mill Carr Hill Road to provide a right turn facility at the junction and new pedestrian footways.
 - III. Re-alignment of the Carr Hill Road/Cliff Hollins Lane junction to give priority to vehicles travelling towards Cliffe Hollins Lane and the development site and new pedestrian footways.
 - IV. Re-alignment of the Cliff Hollins Lane to give priority to vehicles travelling into development.
 - V. 7.5 tonne lorry bans to Wyke lane and Cliff Hollins Lane.

(2) Secure a Section 106 agreement to ensure :

- I. All off site associated highway works approved under s278 to be completed and made operational prior to any part of the commercial development on this application site being brought into use.

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- II. A financial contribution of £71,370 (calculated damage costs) to be used towards air quality mitigation measures within the vicinity of the site in the absence of detailed low emission projects equating to the identified damage costs or above, being submitted at reserved matters stage, and
- III. £20,000 towards real time passenger information displays to two existing bus stops (reference nos. 14572 and 14567)

(3) That, pursuant to (2) above, In the circumstances where the S106 agreement has not been completed within 3 months of the date of the Committee's resolution then the Head of Strategic Investment shall consider whether permission should be refused on the grounds that the proposals are unacceptable in the absence of the benefits that would have been secured; if so, the Head of Strategic Investment is authorised to determine the application and impose appropriate reasons for refusal under Delegated Powers.

(4) In addition to the above to secure a Section 106 Obligation (Unilateral Undertaking) from the applicant to provide the proposed 36 space car park, submitted to Bradford Council for Woodlands C of E Primary School application reference no.16/06146/MAO subject to Bradford City Council approving the application.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors S Hall, Kane, and Pattison (3 votes)

Against: Councillors Armer, D Firth and A Pinnock (3 votes)

The Chair used his casting vote to approve the officer recommendation.

11 **Planning Application - Application No: 2017/94336**

The Committee gave consideration to Planning Application 2017/94336 Part demolition of existing mill buildings and erection of 49 dwellings; conversion of listed building to form private gymnasium; re-use of existing mill buildings and alterations to form workshop, car storage, and associated ancillary facilities including café, shop and office space; Formation of car parking areas (Listed Building) Washpit Mills, Choppards Lane, Cartworth Moor, Holmfirth.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Michael Martin, Sue Duddridge, Jill Martin and Charles Woodcock (objectors) and Roger Lee (agent).

Under the provisions of Council Procedure Rule 36 (1) the Committee received representations from Cllr Nigel Patrick and Cllr Ken Sims (Local ward members).

RESOLVED –

(1) Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to complete the list of conditions contained within the considered report and the update list including:

Strategic Planning Committee - 8 March 2018

1. Time limit condition to implement the permission.
2. Development it be in accordance with approved plans.
3. Phasing of the development
4. Approval of samples of materials
5. Detailed design and delivery of the footway to Washpit New Road (to be delivered before occupation of the first dwelling).
6. Internal road design.
7. Highway signage scheme.
8. Surfacing of parking areas.
9. Boundary treatment details.
10. Detailed drainage scheme.
11. Survey of watercourse within site and schedule of repairs where necessary.
12. Assessment of mill pond and tributaries.
13. Temporary drainage scheme.
14. Drainage relating to fats, oil and grease from café.
15. Oil petrol interceptor from car parks.
16. Stand-off distances to culverted watercourse.
17. Mill pond survey and repair/renewal where necessary.
18. Contaminated land and landfill investigation and remediation.
19. Details of plant and extract ventilation for the non-residential uses.
20. Restrictions on operating and delivery hours for The Carding Shed:
 - I. Café and shop:
 - 10:00 to 16:00 Monday to Friday (with no deliveries/dispatches before 0900 or after 1700)
 - 09:30 to 16:30 Saturday (with no deliveries/dispatches before 0830 or after 1730 on Saturdays and no deliveries/dispatches on Sundays)
 - II. Workshop and car storage:
 - 08:30 to 17:00 Monday to Friday only.
21. Restrictions on operating hours of the gym.
22. Restrictions on use of gym to residents and workers of Washpit Mills only.
23. Storage use only for retained curtilage listed building connected to the Carding Shed business (Block D).
24. Ecological mitigation including details of demolition.
25. Detailed landscape plan including new tree planting to south eastern site boundary.
26. Electric vehicle charging.
27. Restriction on hours of the gym to those specified within the Update List.
28. Details of external lighting of the site designed to mitigate the impact on biodiversity
29. Updated Travel Plan that reflects the development proposed (as per paragraph 10.36 of the considered report)
30. Details of crime prevention and security measures to be incorporated into the development (as per Police Architectural Liaison Officer comments).
31. Details of renewable energy measures to be incorporated into the development.

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(2) Secure a Section 106 agreement to cover the following matters:

1. £51,417 towards Education requirements arising from the development.
2. Contribution of £10,000 (originally towards Metro Cards) be allocated towards Highway and Pedestrian infrastructure improvements in the vicinity of the site.
3. Detailed scheme for the provision of the POS and future maintenance and management responsibilities of the POS and other open space areas within the site.
4. Future maintenance and management arrangements for the culverted watercourse and other surface water drainage infrastructure within the site and the mill pond.
5. Covenant not to use Block L for its established B2 use or any change from B2 as permitted under the Use Classes Order.

(3) That, pursuant to (2) above, In the circumstances where the S106 agreement has not been completed within 3 months of the date of the Committee's resolution then the Head of Strategic Investment shall consider whether permission should be refused on the grounds that the proposals are unacceptable in the absence of the benefits that would have been secured; if so, the Head of Strategic Investment is authorised to determine the application and impose appropriate reasons for refusal under Delegated Powers.

It was noted that should the Council receive further applications to change the use of the community gym the application will be presented to Strategic Planning Committee.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

1. A motion to refuse the application

For: Councillors Armer, D Firth and A Pinnock (3 votes)

Against: Councillors S Hall, Kane and Pattison (3 votes)

The Chair used his casting vote to defeat the motion.

2. A motion to accept the officer recommendation subject to amendments to the S106 (outlined above)

For: Councillors S Hall, Kane and Pattison (3 votes)

Against: Councillors Armer, D Firth and A Pinnock (3 votes)

The Chair used his casting vote to approve the officer recommendation.

12 **Planning Application - Application No: 2017/94337**

The Committee gave consideration to Planning Application 2017/94337 Listed Building Consent for conversion of listed building to form private gymnasium and demolition of curtilage buildings Washpit Mills, Choppards Lane, Cartworth Moor, Holmfirth.

RESOLVED –

Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to complete the list of conditions contained within the considered report including:

1. Time limit to implement the permission
2. Development in accordance with approved plans
3. Archaeological recording
4. Scheme of works to principal listed building

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors S Hall, Kane, Pattison and A Pinnock (4 votes)

Against: (0 votes)

Abstained: Councillor Armer

13

Planning Application - Application No: 2017/90620

The Committee gave consideration to Planning Application 2017/90620 Hybrid application – Planning application for demolition of existing buildings and erection of 2no workshop and ancillary office buildings (B1c/B8 use class) comprising a floor area of 880m² including mezzanine space, parking, access details and ancillary works. Outline planning application for the erection of up to 75no dwellings (Amended Description) Dobroyd Mills, Hepworth Road, New Mill, Holmfirth.

Under the provisions of Council Procedure Rule 37, the Committee received representations Nick Willock (agent).

Under the provisions of Council Procedure Rule 36 (1) the Committee received representations from Cllr Nigel Patrick and Cllr Ken Sims (Local ward members).

RESOLVED –

(1) Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to: ensure that the Environment Agency and LLFA are satisfied with the proposal; and to complete the list of conditions including those contained within the considered report and the update list including:

Outline Application

1. 3 year time limit to implement the permission.
2. Approved plans.
3. Reserved Matters.
4. Finished Floor Levels.
5. Boundary Treatments and details of materials.
6. Foul, surface and land drainage details to be submitted and agreed.
7. Overland flood routing details to be submitted and agreed.
8. Temporary flood routing details to be submitted and agreed.
9. Construction Method Statement.

Strategic Planning Committee - 8 March 2018

10. Remove PD rights for outbuildings and rear extensions to properties.
11. Habitat enhancement.
12. Landscaping details to be provided and to be implemented and replaced if any trees die within 5 years.
13. Crime prevention.
14. Electric charging points.
15. Parking spaces prior to occupation.
16. Lighting Strategy.
17. Ecological Enhancement Strategy and woodland strategy for pond area and across site.
18. Demolition method.
19. Phasing
20. Public Open Space details to be submitted at Reserved Matters

Full application

1. 3 year time limit to implement permission.
2. Approved plans.
3. Demolition Method Statement.
4. Parking areas to be provided prior to occupation.
5. Details of uses to be submitted and agreed.
6. Landscaping details to be provided and to be implemented and replaced if any trees die within 5 years.
8. Crime prevention.
9. Electric charging points.
10. Lighting Strategy.
11. Ecological Enhancement Strategy.
12. Opening/operating hours to be agreed.
13. Boundary Treatments.
14. Details of retaining elements and design.
15. Phasing to ensure employment units provided.
16. Natural local stone to be used in elevations of employment units.
17. Servicing arrangements to be submitted and agreed.

(2) Secure a Section 106 agreement to cover the following matters:

1. Education - £271,237 comprising £138,262 to Hepworth Junior and Infant School and £132,975 to Holmfirth High School
2. Affordable Housing – to be finally calculated having regard to vacant building credit and depending on the quantum of development proposed by the reserved matters.
3. New Mill Junction Improvements - A contribution of £33,880 plus a further £33,750 (to be confirmed at reserved matters stage) originally allocated towards Residential Metro Cards
4. £10,000 for a 'live' bus information display

(3) That, pursuant to (2) above, In the circumstances where the S106 agreement has not been completed within 3 months of the date of the Committee's resolution then the Head of Strategic Investment shall consider whether permission should be refused on the grounds that the proposals are unacceptable in the absence of the benefits that would have been secured; if so, the Head of Strategic Investment is

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authorised to determine the application and impose appropriate reasons for refusal under Delegated Powers.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors S Hall, Kane, Pattison and A Pinnock (4 votes)

Against: Councillors Armer and D Firth (2 votes)

14 **Planning Application - Application No: 2018/90074**

The Committee gave consideration to Planning Application 2018/90074 Erection of motor vehicle dealership comprising car showrooms, workshops and MOT, ancillary offices, car parking and display, new vehicular access and egress to A643 and landscaping Land Off, Lindley Moor Road, Huddersfield.

RESOLVED –

That consideration of the application be deferred to allow the Committee to undertake a site visit following the cancellation of the original site visit due to adverse weather conditions.

15 **Planning Application - Application No: 2017/93925**

The Committee gave consideration to Planning Application 2017/93925 Erection of 3 No. retail units and associated works (within a Conservation Area) Land at Junction of, Cemetery Road and Mayman Lane, Batley.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Brendan Flood (objector), Gary Swarbrick (in support) and Helen Davies (applicant).

RESOLVED –

Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to complete the list of conditions contained within the considered report and the update list including:

1. 3 years to commence development
2. Development in accordance with approved plans
3. Samples of materials
4. Boundary treatments
5. Landscape scheme
6. Drainage conditions (surface water and foul)
7. De contamination, remediation and validation.
8. Highways conditions- parking provision and maintenance; deliveries and turning; production of Travel Plan
9. Lighting scheme
10. Noise attenuation (for neighbouring buildings possible hours of use restriction).
11. Crime prevention measures.
12. Eradication of Japanese Knotweed
13. Restrictions on the range of goods to be sold from each unit.

Strategic Planning Committee - 8 March 2018

14. The net retail sales area of unit 1 hereby permitted shall not exceed 1,858 sq m. The net sales area is defined as the sales area within the building (i.e. all internal areas accessible to the consumer) but excluding lobbies, restaurants/cafes, customer toilets and walkways behind the checkouts. Within the net sales area hereby permitted, no more than 372 sq m shall be used for the sale of convenience goods. The garden centre area shall not exceed 697 sq m. The net retail sales area of units 2 and 3 shall not exceed 743 sq m and 558 sq m respectively.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors Armer, D Firth, S Hall, Kane, Pattison and A Pinnock (6 votes)

Against: (0 votes)

16 Planning Application - Application No: 2018/90242

The Committee gave consideration to Planning Application 2018/90242 Change of use from stone yard to tree/log storage yard The Old Stone Yard, Near Bank, Shelley, Huddersfield.

RESOLVED –

That consideration of the application be deferred to allow the Committee to undertake a site visit following the cancellation of the original site visit due to adverse weather conditions.

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

STRATEGIC PLANNING COMMITTEE

Thursday 5th April 2018

Present: Councillor Steve Hall (Chair)
Councillor Bill Armer
Councillor Donald Firth
Councillor Paul Kane
Councillor Carole Pattison
Councillor Andrew Pinnock

1 Membership of the Committee

All Committee Members were present.

2 Minutes of the Previous Meeting

RESOLVED – That the Minutes of the Meeting held on 8 March 2018 be approved as a correct record.

3 Interests and Lobbying

All Committee Members declared that they had been lobbied on Applications 2018/90074 and 2018/90163.

Councillor Pattison declared an 'other' interest in Application 2018/90340 on the grounds that family members attend Ashbrow School.

4 Admission of the Public

It was noted that exempt information had been submitted in respect of Application 2017/93886.

5 Deputations/Petitions

None received.

6 Site Visit - Application No: 2018/90242

Site visit undertaken.

7 Site Visit - Application No: 2018/90340

Site visit undertaken.

8 Site Visit - Application No: 2018/90586

Site visit undertaken.

9 Site Visit - Application No: 2018/90074

Site visit undertaken.

10 Site Visit - Application No: 2017/93886

Site visit undertaken.

11 Planning Application - Application No: 2017/93886

The Committee gave consideration to Application 2017/93886 – Erection of extensions and alterations to convert existing building to student accommodation (within a conservation area) at Co-op Building, 103 New Street, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Sub-Committee received a representation from David Storrie (applicant's agent).

RESOLVED – That authority be delegated to the Head of Strategic Investment to approve the application, issue the decision notice and complete the list of conditions including matters relating to;

- time limit for implementation – 3 years
- plans to be approved
- materials, including method statement and details of windows
- materials – colour, cladding panel details, method of fixing
- strategy for renovating existing building and details of all works including a phasing agreement
- details of servicing and bin storage
- details of plant
- biodiversity enhancement
- crime prevention
- occupation by students only
- construction management plan

(The Committee gave consideration to exempt information at Agenda Item 18 (Minute No 18 refers), prior to the determination of this item).

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Armer, S Hall, Kane, Pattison and A Pinnock (5 votes)

Against: Councillor D Firth (1 vote)

12 Planning Application - Application No: 2018/90586

The Committee gave consideration to Application 2018/90586 – Erection of 160 residential units, including a 50 unit extra care facility (C3), provision of public open space and engineering operations at land to the west of Ashbrow Infant and Nursery School, Ashbrow Road, Ashbrow, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Sub-Committee received a representation from Hannah Smith (applicant's agent).

RESOLVED – That the application be deferred for negotiations to take place with regards to the layout in order to enable the affordable housing units to be more dispersed within the site.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Armer, D Firth, S Hall, Kane, Pattison and A Pinnock (6 votes)

Against: (no votes)

13 Planning Application - Application No: 2018/90340

The Committee gave consideration to Application 2018/90340 – Change of use and alterations to extend existing car park at Ashbrow School, Ash Meadow Close, Sheepridge, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Sub-Committee received a representation from Dora Plant (Headteacher).

RESOLVED –

- 1) That authority be delegated to the Head of Strategic Investment to finalise negotiations on outstanding technical matters relating to the adjacent protected woodland, approve the application, issue the decision notice and complete the list of conditions including matters relating to;
 - time limit for implementation – 3 years
 - in accordance with new plans
 - new footpath to be provided prior to development being brought into use
 - area to be surfaced and drained in accordance with the details provided
 - charging points
 - aboricultural issues
 - construction management plan
- 2) That, in circumstances where outstanding protected woodland related concerns have not been addressed within three months of the date of this decision, the Head of Strategic Investment de delegated authority to consider whether planning permission should be refused on the grounds that the proposals are unacceptable on the grounds of flood risk, and if so, be authorised to determine the application and impose appropriate reasons for refusal under delegated powers.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Armer, D Firth, S Hall, Kane, Pattison and A Pinnock
(6 votes)

Against: (no votes)

14 Planning Application - Application No: 2018/90074

The Committee gave consideration to Application 2018/90074 – Erection of motor vehicle dealership comprising car showrooms, workshops and MOT, ancillary offices, car parking and display, new vehicular access and egress to A643 and landscaping at land off Lindley Moor Road, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Sub-Committee received representations from Mike Chalker (local resident), Mark Beevers (on behalf of Harron Homes), Joe Flannigan (ID Planning) and Stephen Holman (Stirling Scotfield).

RESOLVED – That the application be deferred in order to enable developers to secure the provision of off- site works required by condition 36 points 2 and 5 of hybrid planning permission 2014/93136 - signalisation of Lindley Moor Road/Crosland Road and management of speeds along Lindley Moor Road.

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A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Armer, D Firth, S Hall and Kane (4 votes)

Against: Councillors A Pinnock (1 vote)

Abstained: Councillor Pattison

15 **Planning Application - Application No: 2018/90242**

The Committee gave consideration to Application 2018/90242 – Change of use from stone yard to tree/log storage yard at the Old Stone Yard, Near Bank, Shelley, Huddersfield.

RESOLVED – That authority be delegated to the Head of Strategic Investment to approve the application, issue the decision notice and complete the list of conditions including matters relating to;

- time limit for implementation – 3 years
- development in accordance with the approved plans
- development not to commence until a scheme for the diversion of footpath KIR 147-10 has been submitted and approved and that the existing footpath is not obstructed before such time as the diversion takes place
- fence to be 1.8m high and powder coated green colour details to be submitted
- tree/hedges along the boundaries of the site to be retained
- hours of operation – no activities shall be carried out on the premises, including deliveries to or dispatches from the premises, outside the times of 08:00 to 18:00 Monday to Friday, and 08:00 to 16:00 on Saturdays – No activity shall take place on Sundays or Bank Holidays
- traffic management
- storage of trees and logs only
- no cutting and processing of trees/logs on site

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Armer, D Firth, S Hall, Kane, Pattison and A Pinnock (6 votes)

Against: (no votes)

16 **Planning Application - Application No: 2018/90163**

The Committee gave consideration to Application 2018/90163 – Change of use from plant nursery with retail sales to garden centre and formation of new access at Fenay Bridge Nursery, Fenay Lane, Fenay Bridge.

RESOLVED – That authority be delegated to the Head of Strategic Investment to approve the application, issue the decision notice and complete the list of conditions including matters relating to;

- time limit for implementation – 3 years
- in accordance with submitted plans/specifications
- restrict the hours of operation/use
- restrict the use of garden centre and for no other purpose (including any other purpose within Class A1 of the Town and Country Planning (Use Classes) Order 1987

Strategic Planning Committee - 5 April 2018

- restrict the ancillary retail sales areas/including café/toilets to the areas edged green on drawing no.MS1
- scheme of highway works at site across road and the site access junction with Fenay Lane, including the footway along the site frontage (with reference to drawing no. 890/03) and all associated highway works
- details of formal car park layout, service areas and waste storage within to be submitted and approved
- visibility splays of 2.4m x 43m in both directions along Fenay Lane to be provided
- existing access to be permanently closed and new access to be constructed in accordance with approved details
- details for the design and construction details of all temporary and permanent highway retaining structures within the site and off-site (retaining wall at Fenay Lane)
- permeable surfacing of approved vehicle parking areas
- details/schedule of means of access to the site for construction traffic including details of the times of use of the access
- details of the treatment of all surface water flows from parking areas and hard standings
- details of a landscaping scheme
- approved landscaping scheme to be carried out in accordance with approved timescales and maintained for a period of five years from the completion of planting works

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Armer, D Firth, S Hall, Kane, Pattison and A Pinnock (6 votes)

Against: (no votes)

17 **Exclusion of the Public**

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 it involves the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

18 **Planning Application - Application No: 2017/93886**

(Exempt information with 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). The public interest in maintaining the exemption, which would protect the interests of the Council and the company concerned, outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making.)

The Committee gave consideration to the exempt information prior to the determination of Application 2017/93886 (Minute No. 11 refers)

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Contact Officer: Richard Dunne

KIRKLEES COUNCIL

STRATEGIC PLANNING COMMITTEE

Thursday 10th May 2018

Present:

Councillor Bill Armer
Councillor Donald Firth
Councillor Paul Kane
Councillor Carole Pattison
Councillor Andrew Pinnock
Councillor Mohan Sokhal

Apologies: Councillor Steve Hall (Chair)

- 1 Membership of the Committee**
Cllr Sokhal substituted for Cllr S Hall.
- 2 Appointment of the Chair**
In the absence of Cllr S Hall, Cllr Kane was appointed as Chair of the meeting.
- 3 Minutes of the Previous Meeting**
The minutes of the meeting held on 5 April 2018 were approved as a correct record.
- 4 Interests and Lobbying**
Councillors Pattison, Sokhal, A Pinnock, D Firth, Armer and Kane declared they had been lobbied on application 2018/90074.
- 5 Admission of the Public**
All items on the agenda were taken in public session.
- 6 Deputations/Petitions**
No deputations or petitions were received.
- 7 Public Question Time**
No questions were asked.
- 8 Site Visit - Application No: 2017/93804**
Site visit undertaken.
- 9 Site Visit - Application No: 2017/94366**
Site visit undertaken.
- 10 Site Visit - Application No: 2018/90865**
Site visit undertaken.

11 Planning Application - Application No: 2018/90586

The Committee gave consideration to Planning Application 2018/90586 Erection of 160 residential units, including a 50 unit extra care facility (C3), provision of public open space and engineering operations Land to the west of Ashbrow Infant and Nursery School, Ashbrow Road, Ashbrow, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Hannah Smith (Agent) and Natacha Killin (applicant).

RESOLVED –

(1) Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to complete the list of conditions contained within the considered report including:

1. 3 year time limit to implement the permission
2. Approved plans
3. Phasing plan
4. Materials
5. Ecological enhancement
6. Construction management plan
7. Drainage
8. Contamination
9. Boundary treatments – revised details required for some of those boundaries facing the public footpath
10. Finished floor levels
11. Electric charging points
12. Noise mitigation
13. Details of junction and associated highway works
14. Details of internal adoptable estate roads
15. Design and construction of retaining walls
16. Drainage conditions including micro-drainage details and road levels around attenuation structures
17. Archaeological study and information
18. Yorkshire Water – no development within 5m of the centrelines of the sewers and water mains that cross the site. If diversion is required details to be submitted.
19. Details of off-site improvements to public footpaths
20. Lighting details
21. Noise/odour concerning ventilation system for extra care facility
22. Phase II contamination
23. Arboricultural method statement should be submitted
24. Landscaping

(2) Secure a Section 106 agreement to cover the following matters:

- I. Public open space provisions including off site commuted sum of £120,750 in lieu of equipped play and future maintenance and management responsibility of open space within the site.
- II. £271,818 towards Education (Ashbrow and North Huddersfield Trust School)

Strategic Planning Committee - 10 May 2018

(3) That, pursuant to (2) above, In the circumstances where the S106 agreement has not been completed within 3 months of the date of the Committee's resolution then the Head of Strategic Investment shall consider whether permission should be refused on the grounds that the proposals are unacceptable in the absence of the benefits that would have been secured; if so, the Head of Strategic Investment is authorised to determine the application and impose appropriate reasons for refusal under Delegated Powers.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors Armer, D Firth, Kane, Pattison, A Pinnock and Sokhal
(6 votes)

Against: (0 votes)

12 **Planning Application - Application No: 2018/90074**

The Committee gave consideration to Planning Application 2018/90074 Erection of motor vehicle dealership comprising car showrooms, workshops and MOT, ancillary offices, car parking and display, new vehicular access and egress to A643 and landscaping Land Off, Lindley Moor Road, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Richard Irving and Alistair Flatman (both on behalf of the applicant) and Mike Chalker (Objector).

RESOLVED –

(1) Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to complete the list of conditions contained within the considered report and the update list including:

1. 3 years to commence the development
2. Develop in accordance with approved plans
3. Samples of materials
4. Details of boundary treatments
5. Landscape details
6. Highway conditions to include visibility splays; provision of footpath along Lindley Moor Road; surfacing and drainage of the car park and service areas; construction management plan; provision of a Travel Plan
7. Lighting condition
8. Crime Prevention condition
9. Drainage conditions

(2) An additional condition covering air quality.

(3) Secure a Section 106 agreement to cover the following matter:

- I. The provision of £15,000 Travel Plan Monitoring fee (£3,000 per annum for 5 years).

Strategic Planning Committee - 10 May 2018

(4) That, pursuant to (3) above, in the circumstances where the S106 agreement has not been completed within 3 months of the date of the Committee's resolution then the Head of Strategic Investment shall consider whether permission should be refused on the grounds that the proposals are unacceptable in the absence of the benefits that would have been secured; if so, the Head of Strategic Investment is authorised to determine the application and impose appropriate reasons for refusal under Delegated Powers.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors Armer, Kane, Pattison and Sokhal (4 votes)

Against: Councillors D Firth and A Pinnock (2 votes)

13 **Planning Application - Application No: 2017/93804**

The Committee gave consideration to Planning Application 2017/93804 Outline application (all matters reserved other than access) for erection of residential development (within a Conservation Area) Land at, Queens Road West, Milnsbridge, Huddersfield

RESOLVED –

Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to: enable the publicity period for the amended details to expire; and complete the list of conditions contained within the considered report including:

1. Standard Outline Condition (submission of reserved matters)
2. Standard Outline Condition (implementation of reserved matters)
3. Standard Outline Condition (reserved matters submission time limit)
4. Standard Outline Condition (reserved matters implementation time limit)
5. Highways
6. Ecology
7. Drainage
8. Affordable Housing (if Reserved Matters is for more than 11 dwellings)
9. Public Open Space
10. Education
11. Noise Report
12. Contamination Reports
13. Yorkshire Water conditions

(2) The inclusion of the following additional conditions:

- I. The submission of a road condition survey for Park Road and Queens Road West to include a schedule of remedial works.
- II. A contribution towards the provision of Metro Cards.

Strategic Planning Committee - 10 May 2018

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors Armer, D Firth, Kane, Pattison, A Pinnock and Sokhal (6 votes)

Against: (0 votes)

14 **Planning Application - Application No: 2017/94366**

The Committee gave consideration to Planning Application 2017/94366 change of use of land for bushcraft activities Land Adjacent Lock 38, off Marsden Lane, Marsden, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Hannah Byram (in support).

RESOLVED –

(1) Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to complete the list of conditions including those contained within the considered report and the update list including:

1. Development to commence within 3 years.
2. In accordance with the plans.
3. Development to operate in accordance with submitted statement regarding fires, operation of the site and traffic including the provision of a 60 minute gap between sessions.
4. Restriction of hours of operation from 7am to 9pm.
5. Restriction of the group size to 15.
6. Access improvements, parking layout and pick up and drop off provision to be carried out in accordance with the details set out on Dwg. No. ML03 Rev A and provided before the use commences.
7. Provision of passing spaces before the development is brought into use.
8. Limit vehicular size entering the site to a D1 classification minibus.
9. Surfacing of areas to be used by vehicles.
10. Submission of details to control Himalayan Balasm.

(2) An additional condition requiring details of an ecologically sensitive car park surface.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors Armer, D Firth, Kane, Pattison, A Pinnock and Sokhal (6 votes)

Against: (0 votes)

15 **Planning Application - Application No: 2018/90865**

The Committee gave consideration to Planning Application 2018/90865 external refurbishment and alterations to units 9-10, 12 and 17-20, installation of security fencing, replacement of external lighting and formation of carpark extension Unit 20, The Ringway Centre, Beck Road, Huddersfield.

Strategic Planning Committee - 10 May 2018

RESOLVED –

Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to complete the list of conditions contained within the considered report including:

1. Three year time limit to implement the permission
2. In accordance with plans
3. Arboricultural Method Statement
4. Over-cladding and paint to be RAL7016 (Anthracite)
5. Car parking area to be constructed, surfaced and maintained with attached existing parking area

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors Armer, D Firth, Kane, Pattison, A Pinnock and Sokhal (6 votes)

Against: (0 votes)

Contact Officer: Richard Dunne

KIRKLEES COUNCIL

STRATEGIC PLANNING COMMITTEE

Thursday 7th June 2018

Present: Councillor Steve Hall (Chair)
Councillor Donna Bellamy
Councillor Donald Firth
Councillor Paul Kane
Councillor Carole Pattison
Councillor Andrew Pinnock
Councillor Rob Walker

- 1 **Membership of the Committee**
All members of the Committee were present.
- 2 **Minutes of the Previous Meeting**
The minutes of the meeting held on 10 May 2018 were approved as a correct record.
- 3 **Interests and Lobbying**
Councillor Kane declared he had been lobbied on application 2018/90146.
- 4 **Admission of the Public**
All items on the agenda were taken in public session.
- 5 **Deputations/Petitions**
No deputations or petitions were received.
- 6 **Public Question Time**
No questions were asked.
- 7 **Site Visit - Application No: 2018/91018**
Site visit undertaken.
- 8 **Site Visit - Application No: 2018/90735**
Site visit deferred.
- 9 **Site Visit - Application No: 2018/90146**
Site visit undertaken.
- 10 **Planning Application - Application No: 2018/91018**
The Committee gave consideration to Planning Application 2018/91018 Outline application for erection of residential development Britannia Road, Milnsbridge, Huddersfield.

Strategic Planning Committee - 7 June 2018

RESOLVED – Contrary to the officer’s recommendation that the application be refused. The Committee considered that the development would result in a conflict between residential housing and industry by introducing dwellings and sensitive receptors at close proximity to an existing site with unrestricted industrial activity.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For : Councillors Bellamy, D Firth , S Hall, Kane, A Pinnock and Walker (6 votes)

Against : Councillor Pattison (1 vote)

11 **Planning Application - Application No: 2018/91219**

The Committee gave consideration to Planning Application Planning Application 2018/91219 Outline application for erection of 8 apartments adj, 5, Hartshead Court, Hightown, Liversedge.

RESOLVED –

(1) Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to complete the list of conditions contained within the considered report including:

1. 3 years outline approval to commence the development
2. Reserved Matters to include Landscaping.
3. Submission of materials and details of boundary treatments.
4. Provision and maintenance of parking area.
5. Provision of footpath along the frontage.
6. Drainage conditions.
7. Decontamination and remediation.
8. Details of finished site, floor and roof levels.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For : Councillors Bellamy, D Firth , S Hall, Kane, Pattison A Pinnock and Walker (7 votes)

Against: (0 votes)

12 **Planning Application - Application No: 2018/90146**

The Committee gave consideration to Planning Application 2018/90146 Erection of 5 dwellings adj, 196, Wakefield Road, Earlsheaton, Dewsbury.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Andrew Keeling (on behalf of the applicant).

RESOLVED –

Strategic Planning Committee - 7 June 2018

(1) Delegate approval of the application and the issuing of the decision notice to the Head of Strategic to complete the list of conditions contained within the considered report including:

1. 3 year time limit for commencement of the development.
2. Plans
3. Samples of materials
4. Removal of permitted development rights
5. Surfacing of parking areas
6. Electric vehicle charging points
7. Reporting of unexpected contamination
8. Ecological enhancement measures
9. Drainage
10. Landscaping scheme
11. Provision of footway
12. Construction Management Plan
13. Noise attenuation measures

(2) The following additional conditions:

1. Secure details of a temporary construction access from Wakefield Road.
2. Agree a phasing of the development with plots 4 and 5 to be constructed first.
3. Dwellings at the top of the site (plots 1-3) to be constructed with natural stone at the front and slate roofs.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For : Councillors Bellamy, D Firth , S Hall, Kane, Pattison A Pinnock and Walker (7 votes)

Against: (0 votes)

13 **Planning Application - Application No: 2017/94311**

The Committee gave consideration to Planning Application 2017/94311 Erection of detached dwelling 264, Whitehall Road East, Birkenshaw.

RESOLVED –

(1) Delegate approval of the application and the issuing of the decision notice to the Head of Strategic Investment in order to await formal determination of the duplicate application at Leeds City Council and complete the list of conditions including those contained within the considered report including:

1. A 3 year time limit for commencement of the development
2. Plans and specifications
3. Areas to be surfaced and drained.
4. All buildings within the red line to demolished
5. Materials
6. Removal of PD rights
7. Vehicle charging point

Strategic Planning Committee - 7 June 2018

8. Scheme of intrusive site investigations
9. Scheme of remedial works
10. Implementation of remedial works
11. Reporting unexpected contamination
12. Air quality impact assessment
13. Noise report and mitigation measures
14. Landscaping plan to be submitted

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For : Councillors Bellamy, D Firth , S Hall, Kane, Pattison A Pinnock and Walker (7 votes)

Against: (0 votes)

14 Planning Application - Application No: 2018/90735

RESOLVED – That consideration of the application be deferred in order to provide time to conclude the viability process and enable the applicants to clarify the position with regard to the level of contribution that can be provided.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For : Councillors Bellamy, D Firth , S Hall, Kane, Pattison A Pinnock and Walker (7 votes)

Against: (0 votes)

15 Exclusion of the Public

No matters were considered in private session.

16 Planning Application - Application No: 2018/90735

The information was not considered in private due to the deferment of item 14.