

# Public Document Pack

## Kirklees Council



Council Chamber - Town Hall, Huddersfield

Tuesday 9 July 2019

Dear Member

**The Council will meet on Wednesday 17 July 2019 at 5.30 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.

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**2: Apologies for absence**

Group Business Managers to submit any apologies for absence.

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**3: Minutes of Previous Meeting**

To receive the Minutes of the meeting of Annual Council held on 22 May 2019.

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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.

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#### **5: Petitions (From Members of the Council)**

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

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#### **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.

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#### **7: Public Question Time**

The Committee will hear any questions from the general public.

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#### **8: Council Petition Debate**

In accordance with Council Procedure Rule 9a, Council will discuss the subject matter of a previously submitted petition relating to the future of the George Hotel, Huddersfield.

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#### **9: Minutes - West Yorkshire Combined Authority**

11 - 62

To receive the Minutes of the Meetings of the West Yorkshire Combined Authority held on 13 December 2018, 14 February 2019, and 25 April 2019.

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**10: Preventing Homelessness and Rough Sleeping Strategy 2018-2023 (Reference from Cabinet)** 63 - 108

To consider the report.

Contact: Karen Oates, Housing Services

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**11: Corporate Plan 2019 Refresh (Reference from Cabinet)** 109 - 164

To consider the report.

Contact: Kate McNicholas, Strategy and Policy Service

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**12: Council Financial Outturn and Rollover Report 2018-2019 (Reference from Cabinet)** 165 - 308

To consider the report.

Contact: Eamonn Croston, Finance Director

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**13: Revised Employee Relations Framework (Reference from Corporate Governance and Audit Committee)** 309 - 326

To consider the report.

Contact: Deborah Lucas, Head of Peoples Services

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**14: Children's Scrutiny Panel - Lead Member** 327 - 330

To consider the report.

Contact: Andrea Woodside, Principal Governance Officer

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**15: 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.

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

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**16: Minutes of Cabinet and Cabinet Committee - Local issues**

331 -  
362

To receive for information; the minutes of Cabinet held on 19 February, 19 March, 16 April and 29 May 2019 and Cabinet Committee – Local Issues held on 9 April 2019.

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**17: 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 (Councillor Pandor)
    - (ii) The Deputy Leader of the Council / Regeneration Portfolio (Councillor McBride)
    - (iii) Children’s Portfolio (Councillor Kendrick)
    - (iv) Corporate Portfolio (Councillor Turner)
    - (v) Culture & Environment Portfolio (Councillor Walker)
    - (vi) Greener Kirklees Portfolio (Councillor Mather)
    - (vii) Health & Social Care Portfolio (Councillor Khan)
    - (viii) Housing & Democracy Portfolio (Councillor Scott)
    - (ix) Learning, Aspiration & Communities Portfolio (Councillor Pattison)
- 

**18: Minutes of Other Committees**

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470

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 and Wellbeing Board
  - (v) Licensing and Safety Committee
  - (vi) Overview and Scrutiny Management Committee
  - (vii) Personnel Committee
  - (viii) Standards Committee
  - (ix) Strategic Planning Committee
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**19: Oral Questions to Committee/Sub Committee/Panel Chairs and Nominated Spokespersons of Joint Committees/External Bodies**

- (a) Appeals Panel (Councillor Dad)
  - (b) Corporate Governance and Audit Committee (Councillor Simpson)
  - (c) Corporate Parenting Board (Councillor Kendrick)
  - (d) Health and Wellbeing Board (Councillor Kendrick)
  - (e) Licensing and Safety Committee – including Licensing Panel and Regulatory Panel (Councillor A U Pinnock)
  - (f) Overview and Scrutiny Management Committee (Councillor Smaje)
  - (g) Personnel Committee (Councillor Pandor)
  - (h) Planning Sub Committee - Heavy Woollen Area (Councillor Kane)
  - (i) Planning Sub Committee – Huddersfield Area (Councillor Lyons)
  - (j) Scrutiny Panel – Children’s (Councillor Marchington – subject to Agenda Item 14)
  - (k) Scrutiny Panel – Corporate (Councillor Cooper)
  - (l) Scrutiny Panel – Economy and Neighbourhoods (Councillor Uppal)
  - (m) Scrutiny Panel – Health and Adult Social Care (Councillor Zaman)
  - (n) Standards Committee (Councillor P Davies)
  - (o) Strategic Planning Committee (Councillor S Hall)
  - (p) Kirklees Neighbourhood Housing (Councillor Mather)
  - (q) Kirklees Active Leisure (Councillor Sokhal)
  - (r) West Yorkshire Combined Authority (Councillor Pandor)
  - (s) West Yorkshire Combined Authority Transport Committee (Councillor Homewood)
  - (t) West Yorkshire Fire and Rescue Authority (Councillor O’Donovan)
  - (u) West Yorkshire Joint Services Committee (Councillor Zaman)
  - (v) West Yorkshire Police and Crime Panel (Councillor Ahmed)
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**20: Motion Submitted in Accordance with Council Procedure Role 14 as to The Proper Funding of Local Services**

To consider the following Motion in the names of Councillors Cooper, Lee-Richards and Allison

“The UK as a member of the Council of Europe (this is not the European Union) and as such is a signatory to the European Charter of Local Self Government.

The provisions of the Charter state;

*“The protection of financially weaker local authorities calls for the institution of financial equalisation procedures or equivalent measures which are designed to correct the effects of the unequal distribution of potential sources of finance and of the financial burden they must support. Such procedures or measures shall not diminish the discretion local authorities may exercise within their own sphere of responsibility”.*

It has been demonstrated that Kirklees Council is seriously underfunded per head of population compared with other Councils with similar responsibilities and characteristics.

This Council calls on the Leader of Kirklees Council to raise this breach with

- the Council of Europe in his role as a member of that body
- the Secretary of State for Housing, Communities and Local Government

This Council further calls on the Leader of the Council, working with all other political group leaders, to request that Government takes steps to ensure that Kirklees is properly able to fund local services and that Government fulfils its obligations as a signatory of the European Charter of Self Government.

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By Order of the Council



Chief Executive

Contact Officer: Andrea Woodside

## **ANNUAL COUNCIL**

## **KIRKLEES COUNCIL**

**At the Meeting of the Council of the Borough of Kirklees held at  
Main Hall - Town Hall, Huddersfield on Wednesday 22 May 2019**

### **PRESENT**

**The Mayor (Councillor Mumtaz Hussain) in the Chair**

### **COUNCILLORS**

Councillor Masood Ahmed	Councillor Mahmood Akhtar
Councillor Karen Allison	Councillor Bill Armer
Councillor Martyn Bolt	Councillor Cahal Burke
Councillor Aafaq Butt	Councillor Andrew Cooper
Councillor Nosheen Dad	Councillor Paul Davies
Councillor Paola Antonia Davies	Councillor Donald Firth
Councillor Charlotte Goodwin	Councillor Charles Greaves
Councillor Nell Griffiths	Councillor David Hall
Councillor Steve Hall	Councillor Erin Hill
Councillor Lisa Holmes	Councillor Yusra Hussain
Councillor Christine Iredale	Councillor Paul Kane
Councillor Viv Kendrick	Councillor Musarrat Khan
Councillor John Lawson	Councillor Vivien Lees-Hamilton
Councillor Susan Lee-Richards	Councillor Gwen Lowe
Councillor Aleks Lukic	Councillor Terry Lyons
Councillor Andrew Marchington	Councillor Peter McBride
Councillor Darren O'Donovan	Councillor Shabir Pandor
Councillor Nigel Patrick	Councillor Carole Pattison
Councillor Amanda Pinnock	Councillor Andrew Pinnock
Councillor Kath Pinnock	Councillor Mohammad Sarwar
Councillor Cathy Scott	Councillor Will Simpson
Councillor Elizabeth Smaje	Councillor Anthony Smith
Councillor Mohan Sokhal	Councillor John Taylor
Councillor Kath Taylor	Councillor Graham Turner
Councillor Sheikh Ullah	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 Alison Munro
Councillor Richard Murgatroyd	Councillor Mark Thompson
Councillor Harpreet Uppal	Councillor Habiban Zaman
Councillor Lesley Warner	

## Annual Council - 22 May 2019

### 1 To elect the Mayor for the ensuing year

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

‘That Councillor Mumtaz Hussain be hereby elected Mayor of the Council of the Metropolitan Borough of Kirklees for the Municipal Year 2019-2020, from now until his successor accepts office, and has signed the required declaration.’

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

Councillor Hussain then made the declaration of Acceptance of Office required by law, took the Chair, returned thanks for his election and named Mrs Noreen Hussain as his Mayoress for the coming year.

(The Mayor, Councillor Mumtaz Hussain, took the Chair).

It was then moved by Councillor Viv Kendrick, seconded by Councillor Pandor, and

#### **RESOLVED –**

- (i) That the thanks of the Council be tendered to Councillor Gwen Lowe for her service to the Office of Mayor for the 2018-2019 Municipal Year.
- (ii) That the thanks of the Council be tendered to Mr Ken Lowe for his services as the Mayor’s Consort.

### 2 To appoint a Deputy Mayor for the ensuing year

It was moved by Councillor D Hall, and seconded by Councillor D Firth;

‘That Councillor Nigel Patrick be hereby appointed as Deputy Mayor of the Council of the Metropolitan Borough of Kirklees for the 2019-2020 Municipal Year.’

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

Councillor Nigel Patrick then made the declaration of Acceptance of Office as required by law, returned thanks for his appointment, and named Mrs Judith Patrick as Deputy Mayoress for the 2019-2020 Municipal Year.

### 3 Minutes of the Meeting of the Council held on 20 March 2019

**RESOLVED** - That the Minutes of the meeting of Council held on 20 March 2019.

### 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 2 May 2019, 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 Aafaq Butt, Paul Davies, Paola Davies, Charlotte Goodwin, Yusra Hussain, Susan Lee-Richards, Aleks Lukic, Andrew Marchington, Anthony Smith, Lesley Warner and Paul White to the meeting.

## Annual Council - 22 May 2019

Council received tributes to former Councillors who had not been re-elected on 2 May 2019; Councillors Donna Bellamy, Eric Firth, Hilary Richards and Ken Sims.

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

Apologies for absence were received on behalf of Councillors Mather, Watson and White.

### **7 Ward and Place Partnerships**

It was moved by Councillor Pandor, seconded by Councillor McBride, and

**RESOLVED** - That the proposals to support place based working, as set out within the considered report be adopted, and that Cabinet be requested to make the necessary arrangements to implement the proposals.

### **8 Locality Lead Role (Reference from Corporate Governance and Audit Committee)**

It was moved by Councillor Pattison, seconded by Councillor Sokhal, and

**RESOLVED** - That approval be given to (i) establish the Locality Lead role on a 4:1:1:1 ratio as set out within the considered report and (ii) that the remuneration for the role be referred to the Members Allowances Independent Review Panel for consideration following a re-draft of a role profile in order to provide more clarity of the role further to the request of the Corporate Governance and Audit Committee.

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

It was moved by Councillor Pattison, seconded by Councillor J Taylor, and

#### **RESOLVED –**

- (1) That the changes to the Constitution in 2018/2019, as set out in Appendix 1 to the report, be noted.
- (2) That approval be given to the proposed changes to the Constitution as set out at paragraphs 2.04, 2.08, 2.09, 2.11, 2.12 and 2.13 of the considered report.
- (3) That it be noted that further work will be undertaken to keep the Constitution under review.
- (4) That authority be delegated to the Service Director (Legal, Governance and Commissioning) amend the Constitution accordingly, and to also make any consequential amendments.

### **10 Proposed Changes to the Code of Conduct (Reference From Corporate Governance and Audit Committee)**

It was moved by Councillor Pattison, seconded by Councillor J Taylor, and

#### **RESOLVED -**

- (1) That approval be given to the (1) proposed changes to the Code of Conduct and the standards process, as set out in paragraphs 2.03, 2.07 to 2.10 and 2.12 to 2.22 of the considered report.

## Annual Council - 22 May 2019

- (2) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to amend the Constitution accordingly, and also to make any consequential amendments.
- (3) That approval be given to the proposed changes to the Code of Conduct and the standards process, as set out in paragraphs 2.03, 2.07 to 2.10 and 2.12 to 2.22 of the considered report.
- (4) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to amend the Constitution accordingly, and also to make any consequential amendments.

### 11 **Proposed Amendments to Contract Procedure Rules (Reference from Corporate Governance and Audit Committee)**

It was moved by Councillor Pattison, seconded by Councillor J Taylor, and

**RESOLVED** - That approval be given to the proposed changes to Contract Procedure Rules, as set out within in the considered report.

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

It was moved by Councillor Pattison, seconded by Councillor J Taylor, and

**RESOLVED** - That approval be given to the proposed changes to Financial Procedure Rules, as set out within the considered report.

### 13 **Meetings of Council 2019/20 (Reference from Corporate Governance and Audit Committee)**

It was moved by Councillor Pattison, seconded by Councillor J Taylor, and

**RESOLVED** - That approval be given to the meetings of Council being held on the following dates for the 2019/2020 Municipal Year; 17 July 2019, 18 September 2019, 16 October 2019, 13 November 2019, 11 December 2019, 15 January 2020, 12 February 2020, 18 March 2020 and 20 May 2020.

### 14 **Committees of the Council**

It was moved by Councillor Sokhal, seconded by Councillor J Taylor, and

**RESOLVED** - That approval be given to the establishment of the following meetings of Council for the 2019/2020 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.

### 15 **Re-establishment of Boards and Working Parties**

It was moved by Councillor Sokhal, seconded by Councillor J Taylor, and

**RESOLVED –**

- (1) That approval be given to the re-establishment of (i) Corporate Parenting Board (ii) Kirklees Democracy Commission Working Party and (iii) the

## Annual Council - 22 May 2019

Climate Emergency Working Party, for the 2019/20 Municipal Year, in accordance with the terms of reference as set out within the considered report.

- (2) That, pursuant to (1) above, authority be delegated to Group Business Managers to determine the membership of the Board and Working Parties.

### 16 **Proposed revisions to Terms of Reference - Health and Wellbeing Board**

It was moved by Councillor Sokhal, seconded by Councillor R Smith, and

**RESOLVED** - That the approval be given to the proposed revisions to the Health and Wellbeing Board, and set out within the considered report.

### 17 **Allocation of Seats**

It was moved by Councillor Sokhal, seconded by Councillor R Smith, 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.

### 18 **Membership of Committees, Boards, Panels and Ratio of Substitutes Panel**

It was moved by Councillor Sokhal, seconded by Councillor R Smith, and

**RESOLVED** - That approval be given to 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.

### 19 **Dates/Times of Committees, Boards and Panels**

It was moved by Councillor Sokhal, seconded by Councillor R Smith, and

**RESOLVED** - That the dates and times of meetings of Committees, Boards and Panels be in accordance with the schedule as set out within the considered report for the 2019/2020 Municipal Year.

### 20 **Appointment of Members to Joint Authorities**

It was moved by Councillor Sokhal, seconded by Councillor R Smith, 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.

## Annual Council - 22 May 2019

- (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 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.
- (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.

21

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

It was moved by Councillor Sokhal, seconded by Councillor R Smith, 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.



## Annual Council - 22 May 2019

- (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 Eamonn Croston (Service Director – Finance) 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.

### 22 **Spokespersons of Joint Committees and External Bodies**

It was moved by Councillor Sokhal, seconded by Councillor R Smith, 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.

### 23 **Appointment of Chairs of Committees**

It was moved by Councillor Sokhal and seconded by Councillor R Smith that the Chairs of Committees, Boards and Panels be as set out at Agenda Item 23.

Whereupon, it was moved by Councillor Lawson, and seconded by Councillor Munro, that Councillor Burke be appointed as Chair of Overview and Scrutiny Committee. The amendment, upon being put to the vote, was not carried, and it was;

**RESOLVED -** That the Chairs of Committees and Panels for the 2019/2020 Municipal Year be approved as follows:

<b>Committee/Board/Panel</b>	<b>Chair</b>
Appeals Panel	Cllr Dad
Corporate Governance & Audit Committee	Cllr Simpson
Health and Wellbeing Board	Cllr Kendrick
Licensing & Safety Committee	Cllr AU Pinnock
Overview & Scrutiny Management Committee	Cllr Smaje
Personnel Committee	Cllr Pandor
Standards Committee	Cllr P Davies
Strategic Planning Committee	Cllr Hall
Planning Sub Committee – Heavy Woollen	Cllr Kane
Planning Sub Committee – Huddersfield	Cllr Lyons
Statutory Officer Dismissal Committee	Cllr Pandor
Scrutiny Panel - Childrens	Cllr Burke
Scrutiny Panel - Corporate	Cllr Cooper
Scrutiny Panel - Economy and Neighbourhood	Cllr H Uppal
Scrutiny Panel - Health and Adult Social Care	Cllr H Zaman

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<b>KIRKLEES COUNCIL</b>			
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>			
<b>DECLARATION OF INTERESTS</b>			
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.



**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE COMBINED AUTHORITY  
HELD ON THURSDAY, 13 DECEMBER 2018 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Barry Collins (Substitute)	Calderdale Council
Councillor Judith Blake CBE	Leeds City Council
Councillor Peter Box CBE	Wakefield Council (to minute 70)
Councillor Stewart Golton	Leeds City Council
Councillor David Hall	Kirklees Council (to minute 69)
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor John Pennington	Bradford Council
Councillor Andrew Waller	City of York Council

**In attendance:**

Richard Thorpe	MHCLG (minute 78)
Ben Still	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority (minute 65)
Angela Taylor	West Yorkshire Combined Authority (minute 68)
Heather Waddington	West Yorkshire Combined Authority (minute 78)
Jacqui Warren	West Yorkshire Combined Authority (minute 78)
Patrick Bowes	West Yorkshire Combined Authority (minute 78)
Ruth Chaplin	West Yorkshire Combined Authority

**56. Apologies for Absence**

Apologies for absence were received from Councillors Shabir Pandor and Tim Swift.

**57. Declarations of Disclosable Pecuniary Interests**

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

**58. 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 3 to Agenda Item 6 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.

#### **59. Chair's Comments**

The Chair advised that Councillor Tim Swift had sent his apologies as he was receiving his MBE and Members offered their congratulations on his award.

#### **60. Minutes of the Meeting of the Combined Authority held on 11 October 2018**

Further to minute 50, Rail Performance and Governance Update, Councillor Blake advised that she had raised the Combined Authority's concerns in respect of rail performance at the Transport for the North Rail North Committee. She also reported that Jo Johnson had resigned and been replaced by Andrew Jones, MP for Harrogate as the new Parliamentary Under Secretary of State for Transport. He would now be working with Councillor Blake on the Rail North Review and an update would be brought to the next meeting.

**Resolved:** That the minutes of the meeting of the West Yorkshire Combined Authority held on 11 October 2018 be approved and signed by the Chair.

#### **61. Brexit/Autumn Budget Implications**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which:

- Provided an update on continuing organisational work to support preparations for the UK's exit from the European Union.
- Provided an update on the latest intelligence relating to the Government's proposed transition deal.

It was noted that although the Autumn Budget had not provided any clarity on key funding and policy going forward, the Government had announced that the competitive element of the Transforming Cities Fund will be increased by £440 million.

The key messages that have been communicated to Government seeking potential flexibilities to support future delivery and additional capacity development in forward planning was outlined in the report. Members also noted the summary of detailed impact assessment work which had been undertaken by the Bank of England and HM Treasury.

Members discussed the importance of continuing to support businesses, people and communities and to ensure that they are aware of the Combined Authority and LEP's activities to support business in developing products and providing services. It was reported that Councillors Judith Blake and Peter Box

were members of the Government's Brexit Delivery Board which was looking at the possible implications and significant impacts on future decisions and the important role local government and the Combined Authority will have. Further information will be brought to the next meeting.

In responding to the Ministry of Housing, Communities and Local Government (MHCLG) on local preparations for Brexit, the Combined Authority had emphasised that more flexibility on Growth Deal funding will be sought in order to deploy it at short notice. A copy of the letter sent to MHCLG was attached at Appendix 1.

The impact of Brexit on the City Region economy and businesses will continue to be monitored.

**Resolved:**

- (a) That the report be noted.
- (b) That the funding update and announcement relating to the allocation of the Transforming Cities Fund be noted.
- (c) That the key messages from the latest Brexit economic impact work undertaken by HM Treasury and the Bank of England be noted.

**62. Capital Spending and Project Approvals (considered at Investment Committee on 7 November 2018)**

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:

- Project Lapwing
- A61S Bus Priority Corridor
- Stourton Park and Ride
- Elland Road Park and Ride
- Leeds Enterprise Zone Power Solution
- A650 Bradford to Keighley Corridor (Hard Ings)
- York Outer Ring Road Phase 2 (Monks Cross)

Members also considered the following schemes which have had change request reports assessed in line with the Combined Authority's assurance process and also been considered and recommended by the Investment Committee for approval:

- Rail Park and Ride Programme Phase 1
- Outwood Station Park and Ride

Details of all the schemes were provided in the submitted report and it was noted that these had been considered and recommended for approval by the Investment Committee at their meeting held on 7 November 2018.

**Resolved:**

(a) In respect of Project Lapwing –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Lapwing project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the Combined Authority's contribution of £1million (which will be funded through the Local Growth Fund's Strategic Inward Investment Fund) is given 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).
- (iii) That future approvals are made in accordance with the assurance 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 report.

(b) In respect of A61S Bus Priority Corridor , Leeds –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A61 South project proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £14.15 million is given from the Leeds Public Transport Investment 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).
- (iii) That future approvals are made in accordance with the assurance 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 report.

(c) In respect of Stourton Park and Ride –

That following a recommendation from the Investment Committee, the



Combined Authority approves:

- (i) That the Stourton Park and Ride project proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
  - (ii) That an indicative approval is given to the total project value of £30.1 million, of which £27.3 million will be funded by the Combined Authority from the Leeds Public Transport Investment 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). This indicative approval is subject the scheme being successful in gaining ERDF funding for the scheme. In the event that the ERDF bid is not successful an indicative approval of £25.4 million from the Leeds Public Transport Investment Fund will be applied.
  - (iii) That further development costs of £635,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs).
  - (iv) That the Combined Authority enters into an addendum to the existing funding agreement with Leeds City Council to increase by £635,000 from the Leeds Public Transport Investment Fund.
  - (v) That future approvals are made in accordance with the assurance 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 report.
- (d) In respect of Elland Road Park and Ride Phase 3 –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Elland Road Park and Ride Phase 3 project proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £5.75 million is given to be funded from the Combined Authority from the Leeds Public Transport Investment 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).
- (iii) That further development costs of £165,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total development cost

expenditure approval to £410,000.

- (iv) That the Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council to increase by £165,000 from the Leeds Public Transport Investment Fund for expenditure of up to £410,000.
- (v) That future approvals are made in accordance with the assurance 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 report.

(e) In respect of Leeds Enterprise Zone Power Solution –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the project proceeds through decision point 4 (full business case) and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £5 million is given which will be funded by the Combined Authority from the Local Growth 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).
- (iii) That future approvals are made in accordance with the assurance 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 report.

(f) In respect of A650 Bradford to Keighley Corridor (Hard Ings) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Hard Ings Road Improvements, Keighley project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs)
- (ii) That an indicative approval to the total project value of £10.3 million is given 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)

- (iii) That further development costs of £2.718 million are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) to be funded from the West Yorkshire plus Transport Fund, taking the total project approval to £3.86 million.
  - (iv) That the Combined Authority enters into an addendum to the existing funding agreement with Bradford City Council for expenditure of up to £3.86 million from the West Yorkshire plus Transport Fund
  - (v) That future approvals are made in accordance with the assurance 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 report.
- (g) In respect of York Outer Ring Road Phase 2 (Monks Cross) –
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the York Outer Ring Road Phase 2 project proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs)
  - (ii) That an indicative approval to Phase 2 to the value of £3.585 million is given 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).
  - (iii) That future approvals are made in accordance with the assurance 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 report.
- (h) In respect of the Rail Park & Ride Programme Phase 1 –
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the change request to the Rail Park & Ride Programme phase 1 re-programming and re-allocation of funds within the programme is approved. This highlights as to which schemes will progress in phase 1 and which schemes will be moved into phase 2.

- (ii) That development costs of up to £150,000 for the Ben Rhydding scheme from West Yorkshire plus Transport Fund are approved, subject to confirmation from the City of Bradford Metropolitan District Council that land will be made available.
- (iii) That the Rail Park and Ride Phase 1 programme-level expenditure approval will increase from £1.161 million to £1.701 million to be funded from the West Yorkshire plus Transport Fund.
- (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

(i) In respect of Outwood Station Park and Ride –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the change request to extend the scope at Outwood Rail Station is approved to include the provision of an access road.
- (ii) That indicative approval is given to the revised scheme costs of £1.540 million which will be funded from the West Yorkshire plus Transport Fund.
- (iii) That additional development costs of £29,400 are approved taking the total expenditure approval for project development to £140,000.
- (iv) That the Combined Authority enter into a funding agreement with Wakefield Council for expenditure up to the value of £130,000.
- (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report 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 report.

**63. Capital Spending and Project Approvals (considered at Investment Committee on 5 December 2018)**

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:

- Investor Readiness Support Programme
- Transformational – A1620 Leeds Northern Outer Ring Road Improvements
- Corridor Improvement Programme Phase 1 – A647 Dawsons Corner
- Corridor Improvement Programme Phase 1 – Dyneley Arms
- Corridor Improvement Programme Phase 1 – Fink Hill scheme

- Corridor Improvement Programme Phase 1 – A650 Newton Bar
- Institute of High Speed Railways and System Integration – Phase 1

Councillor Box provided an update on the schemes as they had been considered by the Investment Committee on the same day as the Combined Authority agenda was published. He advised that all the schemes presented were recommended by the Investment Committee to the Combined Authority for approval.

In discussing the High Speed Railways and System Integration scheme, it was reported that the Investment Committee had deferred consideration of the item from their November meeting pending further information being provided. A presentation had been given at the December meeting and, in recommending the scheme to the Combined Authority for approval, the Investment Committee had asked that it be noted that the Combined Authority's contribution to the scheme will be capped at £13.047 million regardless of any future increases to the total scheme costs.

Members also considered the Business Growth Programme which has had a change request report assessed in line with the Combined Authority's assurance process. This had also been considered and recommended by the Investment Committee for approval.

**Resolved:**

- (a) In respect of the Investment Readiness Project –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Investment Readiness project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the Combined Authority's contribution of £1.429 million is given (which will be funded from £714,500 from the Leeds City Region Business Rates Pool and £714,500 from ESIF), with Full Approval to spend being granted once the scheme has progressed through the Assurance Process to Decision Point 5. The total project value is £1.429 million with funding already secured.
- (iii) That future approvals are made in accordance with the assurance 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 subject to the scheme remaining within the assurance tolerances outlined within the report.

- (b) In respect of the Transformational – A6120 Leeds Northern Outer Ring

## Road Improvements, Leeds –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A6120 Leeds Northern Outer Ring Road Improvements (A647 to A65) proceeds through decision point 2 and work commences on the feasibility study.
  - (ii) That an expenditure approval is given to the total value of £392,500 to Leeds City Council to fund a feasibility study.
  - (iii) That the Combined Authority enter into a funding agreement with Leeds City Council for expenditure of up to £392,500 to be funded from the West Yorkshire plus Transport Fund.
  - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report 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 report.
- (c) In respect of Corridor Improvement Programme Phase 1 – A647 Dawsons Corner –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Dawson's Corner project proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) That an indicative approval is given to the total project value of £20.159 million, with the Combined Authority's contribution of £19 million (which will be funded through £15 million from the CIP Phase 1 fund and £4 million from the LPTIP fund) is given 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). The total project value is £20.159 million.
- (iii) That development costs of £1.599 million, (including £499,000 additional development costs and £1.1 million land assembly costs) are approved in order to progress the scheme to decision point 5 (full business case with finalised costs), taking the approval to £2.607 million
- (iv) That the Combined Authority issue an addendum to the existing funding agreement with Leeds Council for additional expenditure of up to £1.599 million from the West Yorkshire plus Transport Fund taking the total value to £2.607 million.

(v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report 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 report.

(d) In respect of Corridor Improvement Programme Phase 1 – Dyneley Arms –

That following a recommendation from the Investment Committee, the Combined Authority approves:

(i) That the Dyneley Arms junction project proceeds through decision point 3 and work commences on activity 4 (full business case) and 5.

(ii) That an indicative approval to the total project value of £2.747 million is given 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)

(iii) That additional development costs of £373,000 (which include £250,000 for land assembly) are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total approval to £775,000.

(iv) That the Combined Authority issues an addendum to the existing funding agreement with Leeds Council for additional expenditure of up to £373,000 from the West Yorkshire plus Transport Fund (giving a total funding agreement value of £775,000).

(v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report 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 report.

(e) In respect of Corridor Improvement Programme Phase 1 – Fink Hill scheme –

That following a recommendation from the Investment Committee, the Combined Authority approves:

(i) That the Corridor Improvement Programme Phase 1 Fink Hill project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

(ii) That an indicative approval to the total project value of £4.150

million is given 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).

- (iii) That additional development costs of £404,000 are approved in order to progress the scheme to decision point 4 (full business case) taking the total project approval to £519,000.
  - (iv) That the Combined Authority enter into an addendum to the existing funding agreement with Leeds City Council for additional expenditure of up to £404,000 from the West Yorkshire plus Transport Fund taking the total value to £519,000.
  - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report following a recommendation by the Combined Authority's Programme Appraisal Team. This will be subject remaining within the tolerances outlined in the report.
- (f) In respect of Corridor Improvement Programme Phase 1 – A650 Newton Bar scheme –

That the Combined Authority approves

- (i) That the Corridor Improvement Programme Phase 1 A650 Newton Bar project proceeds through decision point 3 and work commences on activity 4 (full business case).
  - (ii) That an indicative approval to the total project value of £6.752 million is given 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).
  - (iii) That development costs of £129,800 are approved in order to progress the scheme to decision point 4 (full business case) taking the total project approval to £204,800.
  - (iv) That the Combined Authority enters into an addendum to the existing funding agreement with Wakefield Council for additional expenditure of up to £129,800 from the West Yorkshire plus Transport Fund taking the total value to £204,800.
  - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report (including through delegation to the Combined Authority's Managing Director at decision points 4 and 5) 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 report.
- (g) In respect of Institute of High Speed Railways and System Integration



(IHSRSI) –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Institute for High Speed Rail and System Integration scheme Phase 1 proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the Combined Authority's contribution of £13.047 million is given, which will be funded through over-programming against the Local Growth 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). The total Phase 1 value is £26.093 million (The University of Leeds will contribute match funding of £13.047 million). The Combined Authority's contribution is capped at £13.047 million regardless of any future increases to the total scheme costs.
- (iii) 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 report

(h) In respect of the Business Growth Programme –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the change request to the Business Growth Programme is approved to provide additional £7 million of funding to the Business Growth Programme. This will be funded from over programming against the Local Growth Fund. This would take the expenditure approval for the total programme to £34 million.
- (ii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined within the report.

#### **64. Planning for Growth: The Leeds City Region Connectivity Strategy**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications on Planning for Growth: The Leeds City Region Connectivity Strategy which:

- Provided an update on the ongoing development of the Inclusive Growth Corridor Programme which will help shape the future connectivity pipeline across all modes of transport serving the Leeds

City Region.

- Sought endorsement for the commencement of a conversation with the public and stakeholders around the new 21<sup>st</sup> century connectivity and services technologies required to address the economic and transport challenges facing West Yorkshire, to complement future strategic infrastructure including HS2 and Northern Powerhouse Rail (NPR).
- Sought endorsement for establishing a member working group to oversee the development of the emerging City Region Transit Network.
- Sought the Combined Authority's continued endorsement for the oversight of the Connectivity Strategy, including role of Mass Transit, to be delegated to the Transport Committee.

The report provided an update on the development of the Leeds City Region Connectivity Strategy. A copy of a report, which had been considered by the Transport Committee at its meeting held on 9 November 2018, was attached at Appendix 1.

It was noted that no commitment was being made at this stage to develop a mass transit system, and more work would need to be undertaken around demand and a business case analysis. It was proposed to open a conversation with the public and stakeholders on solutions to future capacity requirements and delivering inclusive growth. The proposals were welcomed but discussion highlighted that there was no reference to Calderdale and parts of Kirklees in the maps provided and it was noted that work was underway to address this. It was stressed that the new transport routes must be evidence based and provide benefits to the whole region and also that current connectivity should be taken into account.

It was reported that the HS2 Environmental Impact Report had been published and a copy of the Combined Authority's response to the consultation would be circulated to Members prior to its submission. A report would be brought to the next meeting.

It was agreed that the Transport Committee continue to oversee the development of the Connectivity Strategy and that a member working group be established. Progress reports would be brought to future meetings.

**Resolved:**

- (a) That the ongoing development of the Inclusive Growth Corridor Programme which will help to shape the future connectivity pipeline across all modes of transport serving the Leeds City Region as set out in Appendix 1 to the submitted report be noted.
- (b) That the commencement of a conversation with the public and stakeholders around the new 21<sup>st</sup> century connectivity and services technologies required to address the economic and transport challenges facing West Yorkshire, to complement future strategic infrastructure including HS2 and Northern Powerhouse Rail (NPR) be endorsed.
- (c) That the establishment of a member working group to oversee the

development of Connectivity Strategy and Mass Transit be endorsed.

- (d) That the Transport Committee continue to oversee the Connectivity Strategy, including the role of Mass Transit, with further updates brought to the Combined Authority throughout 2019.

## **65. Transforming Cities Fund**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications on the Transforming Cities Fund (TCF) which

- Provided an update on Transforming Cities Fund.
- Sought endorsement to the continuation of the Transforming Cities Fund member working group sessions to oversee the development of the Transforming Cities Fund stage 2 submission.
- Sought agreement for the Combined Authority's Managing Director, in consultation with the Chair of the Combined Authority and Chair of the Transport Committee, to submit the 'small bid'.
- Sought delegated authority for the Transport Committee to oversee and submit the 'big bid' and the Future Mobility bid.
- Sought approval to spend the £50,000 grant funded by the Department for Transport to support the development of the Stage 2 bid.

It was reported that the Transforming Cities Fund had been updated in the recent Budget announcement and the Government had now made a total of £1.28 billion available and extended the period to 2022-23. The key points arising from the announcement were outlined in the submitted report which had included confirmation that West Yorkshire had been successful in reaching stage two of the application process.

The Combined Authority's bid on behalf of the Leeds City Region for stage 1 had focussed around 3 themes and detailed proposals would be developed for the stage 2 submission. The Department for Transport (DfT) had made a contribution of £50,000 which would support the development of three bids, a 'small', 'big' and 'future mobility' bids, as part of the stage 2 submission. The DfT had released guidance for the 'small bid' which would have a value of up to £10m. This has to be submitted by 4 January 2019 and it is expected that a decision will be made by February 2019. In view of the timescales, it was proposed that a Member working group be convened at the earliest opportunity to consider the scope of the small bid. Information would be circulated to all Members of the Combined Authority and the transport Portfolio Holders. It was agreed that the submission of the 'small bid' be delegated to the Combined Authority's Managing Director in consultation with the Chairs of the Combined Authority and Transport Committee.

In welcoming the opportunities the Transforming Cities Fund provided, it was requested that it be made clear to Government that a longer timeframe should be sought for such transformational programmes. Assurances should also be sought for year on year investment to provide more certainty. In respect of long term investment, it was reported that the City of York had submitted a bid for retrofitting buses which will be an issue affecting all parts of the City Region and was important for air quality and the economy through the jobs created.

A 'task and finish' working group had been set up to shape the stage 1 submission and it was proposed to continue with this approach for the development of stage 2 with representation widened to include North Yorkshire authorities.

**Resolved:**

- (a) That the progression of the Leeds City Region Transforming Cities Fund bid to the stage 2 co-development phase be noted.
- (b) That the setting up of further on-going member working groups to support the development of the Leeds City Region stage 2 Transforming Cities Fund bids be endorsed.
- (c) That the Combined Authority's Managing Director in consultation with the Chairs of the Combined Authority and Transport Committee submit the 'small bid' in consultation with the Chairs of the Combined Authority and Transport Committee.
- (d) That the Combined Authority delegates authority to the Transport Committee to oversee and submit both the 'big bid' and the 'Future Mobility bid'.
- (e) That the Combined Authority grants approval to spend the £50,000 contribution made available by the Department for Transport to support the development of the Stage 2 bids.

**66. Policy Developments**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on the development of the Leeds City Region policy framework and recommended adoption of:

- Leeds City Region Digital Framework
- Green & Blue Infrastructure Strategy & Delivery Plan
- Energy Strategy & Delivery Plan

The report provided an update on progress with the long-term policy framework which would replace the Strategic Economic Plan (SEP) and an overview of the three strategies, copies of which were attached to the submitted report. Members welcomed the work being done and noted that the strategies would replace the SEP with a much broader, long term policy framework which includes the Local Inclusive Industrial Strategy aimed at tackling key challenges. A copy of the policy framework was attached at Appendix 1.

In respect of the Digital Framework, it was reported that working groups will be established to ensure the aspirations in the framework are realised and they will report to the Panels.

Members discussed and welcomed the ambition to be the first city region to meet the Paris Climate Agreement target. It was noted that further work would

be undertaken in respect of the projects identified in the Energy Strategy and Delivery Plan to achieve this and a report would be brought to a future meeting.

It was noted that the Green and Blue Infrastructure Strategy and Delivery Plan had identified projects which will help to make the region more resilient to climate change and improve the quality of life for residents. These included natural flood management and additional investment in cycling and walking. It was noted that the Combined Authority had made an initial contribution for a shared resource to deliver the projects identified in the Green and Blue Infrastructure Strategy and Delivery Plan.

In adopting the strategies as part of the evolving policy framework, the need to link these to how people's lives could be improved was highlighted and agreed. The challenges were also noted and it was considered important to build on the strengths and achieved successes and be ready to take advantage of future funding opportunities to move towards being carbon neutral.

**Resolved:** That the Combined Authority adopts the following strategies:

- Leeds City Region Digital Framework
- Leeds City Region Green & Blue Infrastructure Strategy & Delivery Plan
- Leeds City Region Energy Strategy & Delivery Plan.

#### **67. Statement of Common Ground and Strategic Planning Review**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications on the Statement of Common Ground and Strategic Planning Review.

The report provided details of two work streams, the Leeds City Region Statement of Common Ground (SoCG) and the Leeds City Region Strategic Planning Review.

Members considered the draft SoCG which was attached at Appendix 1. It was noted that all local planning authorities are required to produce a SoCG and this had been drafted by Combined Authority officers in partnership with the Leeds City Region partner councils. Each partner would be signatories to the document and the Combined Authority is considered an 'additional signatory' as a body who have a role in the matters covered in a statement of common ground with plan-making powers.

It was reported that the recommendations agreed in 2015 in respect of the Strategic Planning Review Update have now been updated to reflect changing governance arrangements to progress in relation to cross-boundary working. Details of the changes were outlined in the report and these had been agreed by the partner councils and recommended to the Combined Authority for approval by the Place Panel.

**Resolved:**

- (a) That the report be noted.
- (b) That the Combined Authority endorses and signs the Leeds City Region Statement of Common Ground (SoCG) as an additional signatory.
- (c) That the updated Leeds City Region Strategic Planning Review be endorsed and approved.

## **68. Draft Business Plan and Budget 2019/20**

The Combined Authority considered a report of the Director of Resources which provided outlined directorate business plans and the proposed draft revenue and capital budget for 2019/20.

Members noted the draft business plans for each directorate which were attached at Appendix 1.

The draft proposed revenue budget for 2019/20 was attached at Appendix 2. It was noted that this currently shows a required use of reserves of £1.8 million, against the target previously agreed of £1.2 million. This position has been developed through the Member Budget Working Group, and with input from the Overview and Scrutiny Committee and an overview from the Chief Executives. Details were outlined in the submitted report and it was noted that further work was underway to close the funding gap to the previously agreed use of reserves of £1.2 million.

In respect of the LEP merger, it was reported that a bid had been made for transitional funds to meet some of the additional costs in establishing the new organisation but the outcome was not yet clear.

Councillor Groves provided an update on the joint work with bus operators in response to questions about bus fares. She advised that aside from MCard, ticketing and fares are commercial decisions taken by the operators. However this would be raised and clarification sought as part of the discussions being held with operators regarding partnership working.

In noting the draft business plan, comment was made that there should be a clearer statement of priorities alongside everyday business. It was noted that work was continuing and the final business plan and budget for 2019/20 will be brought to the next meeting on 14 February 2019 to enable the transport levy to be set in accordance with legislative requirements.

**Resolved:** That the work being undertaken on the draft business plan and budget proposals for 2019/20 be noted.

## **69. Corporate Developments**

The Combined Authority considered a report of the Director of Resources on the following corporate developments which:

- Proposed governance changes in relation to the role of the Investment Committee.

- Proposed governance changes to the Leeds City Region Enterprise Zone programme.
- Proposed changes in appointments to the membership of the Combined Authority and its committees and to consider the appointment of a Chair of the Overview and Scrutiny Committee.
- Informed the Combined Authority of the recommendations of a scrutiny review conducted by Calderdale Council into its engagement and relationship with the Combined Authority and agree a formal response.
- Provided an update on corporate performance including progress against 2018/19 corporate plan priorities, risk management and the current budget position.

Members discussed the proposal for the Investment Committee to be able to make decisions on behalf of the Combined Authority in respect of progressing schemes under the Assurance Framework to facilitate their delivery within the funding programme timescales. Details of the proposed changes were detailed in the report and the draft terms of reference and a revised bespoke assurance pathway and approval routes for the schemes were attached at Appendices 1 and 2. Members discussed the issues raised in respect of the political balance of the Investment Committee and the need to ensure projects were given the right level of scrutiny and investigation. They were advised that the intention for the proposed changes was to speed up the progression and delivery of projects. It was noted that there was geographic balance on the Committee and, in approving the changes, it was agreed that the issue of political balance would be considered further and addressed either at the Combined Authority's AGM or as part of the LEP merger.

It was noted that the Combined Authority had previously identified the need to prioritise the accelerated delivery of the EZ programme and the proposed governance changes, which had been considered by the LEP Board on 22 November 2018, were outlined in the report.

The report provided an update on changes in membership and revised schedules were attached at Appendices 3 and 4. In respect of the Overview and Scrutiny Committee it was agreed that Councillor Elizabeth Smaje be appointed as a member and Chair of the Committee following the resignation of Councillor Robert Light. In welcoming Councillor Smaje to her new role it was agreed that a letter of thanks be sent to Councillor Light on behalf of the Combined Authority.

It was noted that Bradford Council had advised that Councillor Rebecca Poulsen would replace Councillor Simon Cooke as the substitute 'balancing member' on the Combined Authority with effect from 26 October 2018.

It was reported that Calderdale Council's scrutiny boards had carried out a detailed review of their authority's engagement and relationship with the Combined Authority. The final report was endorsed by their Strategy and Performance Scrutiny Board and contained recommendations for both the Combined Authority and Calderdale Council. The report had been presented to the Combined Authority's Overview and Scrutiny Committee in September 2018 and an extract detailing the recommendations from Calderdale Council's

Strategy and Performance Scrutiny Board report was attached at Appendix 5. In welcoming the report, Members considered and agreed the draft response to be sent on behalf of the Combined Authority which was attached at Appendix 6.

In respect of corporate planning and performance, Members noted the update on progress attached at Appendix 7 which included a summary of the strategic risks affecting the organisation.

A summary of the 2018/19 current spend to budget was attached at Appendix 8 and it was noted that there were currently no areas of concern to report.

**Resolved:**

- (a) That the Combined Authority approves amendments to the terms of reference for the West Yorkshire and York Investment Committee as set out in **Appendix 1** to the submitted report, authorising the Committee to make decisions on behalf of the Combined Authority to progress schemes under the Leeds City Region Assurance Framework, in accordance with each scheme's bespoke assurance pathway and approval route.
- (b) That the Combined Authority approves revised bespoke assurance pathway and approval routes for the schemes set out in **Appendix 2**.
- (c) That the Combined Authority approves the changes in governance arrangements for the Enterprise Zone programme as detailed in para 2.11 of the submitted report.
- (d) That the Combined Authority notes the resignation of the appointment of Councillor Robert Light as a member of the Overview and Scrutiny Committee and appoints Councillor Elizabeth Smaje as his replacement.
- (e) That the Combined Authority appoints Councillor Elizabeth Smaje as Chair of the Overview and Scrutiny Committee.
- (f) That a letter of thanks be sent to Councillor Light on behalf of the Combined Authority.
- (g) That the Combined Authority notes the termination of the appointment of Councillor Simon Cooke as a substitute Combined Authority member and that his replacement is Councillor Rebecca Poulsen with effect from 26 October 2018.
- (h) That the Combined Authority notes the updated member appointments as set out in **Appendices 3** and **4** to this report.
- (i) That the Combined Authority agrees the proposed response to the recommendations made by Calderdale Council's Strategy and Performance Scrutiny Board as set out in **Appendix 6**.



## **70. LEP Review Outcome**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on the latest position in response to Government's policy positions set out in 'Strengthened Local Enterprise Partnerships'.

It was reported that following discussions both LEPs had proposed a new LEP covering the whole of West and North Yorkshire from April 2020. A transition working group is being established to take forward activity with representatives from each LEP. Membership will include the Chair and Managing Director of the Combined Authority, Chair of the LEP and Chair of the Business Innovation and Growth Panel and the working group will operate collaboratively and transparently to examine solutions across eight workstreams outlined in the submitted report.

Members welcomed the larger geography which will put the region in a stronger position to drive economic growth and provide opportunities to bid for a share of future central government funds and Roger Marsh was thanked for his leadership in progressing the merger.

**Resolved:** That the Combined Authority notes the clearer local consensus on the LEP Review and that a joint Transition Working Group will take forward activity.

## **71. Minutes of the Inclusive Growth and Public Policy Panel held on 4 September 2018**

**Resolved:** That the minutes of the Inclusive Growth and Public Policy Panel held on 4 September 2018 be noted.

## **72. Minutes of the Business Innovation & Growth Panel held on 13 September 2018**

**Resolved:** That the minutes of the Business Innovation & Growth Panel held on 13 September 2018 be noted.

## **73. Minutes of the Overview & Scrutiny Committee held on 14 September 2018**

**Resolved:** That the minutes of the Overview & Scrutiny Committee held on 14 September 2018 be noted.

## **74. Draft minutes of the Green Economy Panel held on 23 October 2018**

**Resolved:** That the draft minutes of the Green Economy Panel held on 23 October 2018 be noted.

## **75. Draft Minutes of the Place Panel held on 24 October 2018**

**Resolved:** That the draft minutes of the Place Panel held on 24 October 2018 be noted.

**76. Draft Minutes of the Governance & Audit Committee held on 1 November 2018**

**Resolved:** That the draft minutes of the Governance & Audit Committee held on 1 November 2018 be noted.

**77. Draft Minutes of the West Yorkshire & York Investment Committee held on 7 November 2018**

**Resolved:** That the draft minutes of the West Yorkshire & York Investment Committee held on 7 November 2018 be noted.

**78. European Structural and Investment Funds (ESIF) - Sustainable Urban Development (SUD)**

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

In its role as the Intermediate Body, the Combined Authority considered the advice included in the full application assessment form at Part 2 of exempt Appendix 1 and any respective conditions outlined in Part 4a.

It was reported that the full application had been considered by the Appraisal Team, under the responsibility of the Head of Research and Intelligence from the Combined Authority. The proposals had been discussed by the Investment Committee at their meeting on 7 November 2018 and they had agreed that they appropriately addressed:

- local domestic priorities, development needs/growth conditions and opportunities.
- the contribution and value for money proposed in the context of the Operational Programme and local ESIF Strategy.
- any local issues that need to be taken into account in the development and/or delivery of the project.

It was reported that the project is considered to be sufficiently developed to enable the Managing Authority to issue a funding agreement subject to the proposed conditions set out in the assessment being fully met.

**Resolved:** That the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme, approves the advice included in the full application assessment forms of Part 2 of exempt Appendix 1, and any respective conditions outlined in Part 4a.

**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE COMBINED AUTHORITY  
HELD ON THURSDAY, 14 FEBRUARY 2019 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Tim Swift MBE (Vice-Chair)	Calderdale Council
Councillor Judith Blake CBE	Leeds City Council
Councillor Peter Box CBE	Wakefield Council
Councillor Stewart Golton	Leeds City Council (to minute 88)
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor John Pennington	Bradford Council
Councillor Andrew Waller	City of York Council

**In attendance:**

Councillor Kim Groves	Chair, Transport Committee
Councillor Elizabeth Smaje	Chair, Overview & Scrutiny Committee
Paul Barnfield	Northern (minute 83)
Paul Watson	TransPennine Express (minute 83)
Ben Still	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority

**79. Apologies for Absence**

Apologies for absence were received from Councillor David Hall.

**80. Declarations of Disclosable Pecuniary Interests**

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

**81. Exempt Information - Possible Exclusion of the Press and Public**

There were no items on the agenda requiring the exclusion of the press and public.

## **82. Minutes of the Meeting of the Combined Authority held on 13 December 2018**

**Resolved:** That the minutes of the meeting of the West Yorkshire Combined Authority held on 13 December 2018 be approved and signed by the Chair.

## **83. Rail Update**

The Combined Authority considered a report of the Director of Transport Services which provided an update on the performance of the local rail service and on the industry reviews seeking to address the structural issues in the industry which are affecting passengers on a daily basis.

Following the last meeting, invitations had been sent to the Managing Directors of Northern and TransPennine Express together with the Regional Director of Network Rail to attend the meeting and outline their plans to improve punctuality and reliability and to restore confidence in the City Region's rail service. The meeting was attended by Paul Barnfield, Service Delivery Director, Northern and Paul Watson, Operations Director, TransPennine Express. Members expressed their extreme disappointment that there was no representative from Network Rail present and asked that they be invited to the next meeting.

It was noted that although performance had improved following the December timetable change, issues did remain. Members stressed their continued concerns that services were still failing to operate at an acceptable level and passengers and the local economy were being severely affected. The effect on consumer confidence was highlighted with the latest National Rail Passenger Survey results showing that overall satisfaction was down by 11% to 72% on the previous year.

Members highlighted their concerns about several issues including the withdrawal of Pacer units, particularly on the Calder Valley line, shortforming of trains and communication with passengers. In respect of the introduction of new rolling stock, Northern stated that they had a robust plan and were confident that all the Pacer units in West Yorkshire would be replaced by the end of 2019. When Members asked for assurances that this would happen, Northern said that they could guarantee they had a plan that no Pacers would be in service by the end of 2019 but alternative options would need to be explored if issues occurred around fleet cascade. It was noted that there was to be a change of legislation in January 2020 which would affect older rolling stock and the train operating companies would need to ensure they were compliant.

TransPennine Express referred to the May 2018 timetable problems and the importance of providing a robust service which would help to restore passenger confidence. Their new trains were currently being tested and were expected to come into service on the Liverpool-Manchester and Leeds-York-Scarborough services in May 2019.

The Combined Authority thanked the Northern and Network Rail representatives for attending the meeting and reiterated the need to see

continued improvements and better communication and engagement with the public as this was key to restoring passenger confidence. Members asked that an update be provided at a future meeting.

Members noted that the inaugural meeting of the Train Operators Forum had been held and key issues and priorities for the year ahead had been discussed. This had been attended by Northern, TransPennine Express, Network Rail and Transport Focus and they had explained their plans for 2019 which were outlined in the submitted report.

It was reported that the Rail North Partnership Review undertaken by Councillor Judith Blake and Andrew Johnson, the Minister for Rail, had been considered by the Transport for the North Board on 7 February 2019. In respect of the Williams Review of the UK Rail Industry, Members noted the Combined Authority's initial submission which was attached at Appendix 1. It was noted that the work being undertaken by Richard George, who was working closely with TfN, the Rail North Partnership, Network Rail and train operators was not yet complete but it was suggested that he be invited to a future meeting.

**Resolved:**

- (a) That the Combined Authority's concerns that rail passengers continue to experience delays, cancellations and short forming of trains and the steps taken by Northern, TransPennine Express and Network Rail to remedy this be noted.
- (b) That the Combined Authority's initial submission to the Williams review of the UK Rail Industry be endorsed.

**84. Transport for the North Strategic Transport Plan**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on Transport for the North's Strategic Transport Plan including the implications for the region.

It was reported that following the formal stakeholder and public consultation on the draft Strategic Transport Plan, Transport for the North's (TfN) Board had approved the final version on 7 February 2019 which had been updated to incorporate the responses.

The Combined Authority had responded to the consultation on behalf of all the West Yorkshire District Councils. The points raised in the response were detailed in the report and it was noted that TfN have adapted the STP to address these. There did remain an issue in respect of the map being used to portray the possible Northern Powerhouse Rail (NPR) options. The Combined Authority will continue to press TfN to prioritise their investment programme, to change the NPR map to better reflect Bradford's economic position and for the full benefits of the Transpennine route upgrade to be realised.

The report also highlighted the key points in the STP and the Investment Programme that have an impact in the region across road, rail and smart

ticketing in particular.

Members were advised that the Strategic Outline Business Case for NPR was also approved by the Transport for the North's Board. It was noted that whilst this is not a public document, TfN have published high level details of what is included and have published their statutory advice.

**Resolved:** That the Transport for the North's recommendations be welcomed and the implications for the region be noted.

## **85. Brexit Update**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on the organisational preparation being undertaken by the West Yorkshire Combined Authority and the Leeds City Region Local Enterprise Partnership as the UK prepares to leave the European Union.

Members discussed and noted the work being undertaken to support businesses, the impact on delivery and funding, implications for transport services and the readiness of bus operators. It was highlighted that local authorities were involved in the wider preparations through the West Yorkshire resilience forum.

The report also provided an update on economic intelligence and details on the recent announcement from the Ministry of Housing, Communities and Local Government on financial support to councils and combined authorities in respect of their preparations for Brexit. The importance of liaising with partners across the City Region was stressed and Members were advised of the work being undertaken by Government with local authority Chief Executives and LEPS, the LGA's Brexit Delivery Board and local resilience forums. An update would be provided at the next meeting.

**Resolved:** That the report be noted.

## **86. 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:

- Raising Aspirations
- Headrow City Centre Gateway
- A647 Bus Priority Corridor Leeds
- Corridor Improvement Programme Phase 1 – Huddersfield Southern Corridors
- Rochdale Canal – Cycle Safety Fund

In addition to the above, the Combined Authority considered the revised approval routes which were detailed in the report in respect of the A629 Phase 2 and the Dewsbury Riverside Housing scheme. It was agreed that decisions

for both schemes to progress be delegated to the Investment Committee.

Members noted the following decision points and change requests which have been assessed since the last meeting and approved through the agreed delegation to the Investment Committee:

- Bradford Interchange Station Gateway – Phase 1
- Bradford Forster Square Station Gateway
- Halifax Town Centre – Northgate House

Details of all the schemes were provided in the submitted report.

**Resolved:**

(a) In respect of Raising Aspirations –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the raising aspirations project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).
- (ii) That an indicative approval to the total project value of £400,000 to be funded by the Combined Authority from the secured business rates pool funding 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).
- (iii) That future approvals are made in accordance with the assurance 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 report.

(b) In respect of Headrow City Centre Gateway –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Headrow Gateway scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £20.7 million is given from the Leeds Public Transport Investment 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).

- (iii) That development costs of £500,000 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total project approval to £1.1 million.
- (iv) That the Combined Authority enters into an addendum to the existing Funding Agreement with Leeds City Council for expenditure of up to £1.1 million from the Leeds Public Transport Investment Fund.
- (v) That future approvals are made in accordance with the assurance 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 report.

(c) In respect of A647 Bus Priority Corridor –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Public Transport Investment Programme: A647 Corridor project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £9.68 million is given from Leeds Public Transport Investment Programme funding 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).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 4 (full business case) and 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 report.

(d) In respect of Corridor Improvement Programme Phase 1 - Huddersfield Southern Corridors –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Huddersfield Southern Corridors scheme proceeds through decision point 3 and work commences on activity 4 (full business case).



- (ii) That an indicative approval to the total project value of £8.199 million is given 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).
  - (iii) That development costs of £2.234 million are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total project approval to £2.534 million. This includes land acquisition costs of £1.6 million.
  - (iv) That the Combined Authority enters into an addendum to the existing funding agreement with Kirklees Council for expenditure of up to £2.534 million from the West Yorkshire plus Transport Fund.
  - (v) That future approvals are made in accordance with the assurance 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 report.
- (e) In respect of Rochdale Canal – Cycle Safety Fund –
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the Rochdale Canal Cycle Safety Fund Towpath Phase 2 (Hebden Bridge to Todmorden) scheme proceeds through decision point 4 and work commences on activity 5 (full business case with finalised costs).
  - (ii) That an indicative approval to total project cost of £2.101 million of which £1.971 million will be Combined Authority Funding which will be funded from the DfT Cycle Safety Grant and Cycle City Ambition Grant 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).
  - (iii) That future approvals are made in accordance with the assurance 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 report.
- (f) That the Combined Authority approves the revised approval route for the A629 Phase 2 and the Dewsbury Riverside Housing scheme, to enable the Investment Committee to make the decision on behalf of the

Combined Authority.

## **87. Budget and business plan 2019/20**

The Combined Authority considered a report of the Director of Corporate Services which:

- Sought approval to the proposed revenue budget and transport levy for 2019/20, the indicative capital programme, capital strategy and treasury management statement.
- Sought approval to the detailed business plan for 2019/20 that sets out the services, activities and priorities for the organisation in the coming year.

### **Business Plan 2019/20**

It was reported that a detailed business plan had been produced, focussing on productivity, inclusive growth and a 21<sup>st</sup> century transport system. It was noted that a number of actions addressing carbon reduction have been identified and a fourth corporate priority on clean growth had been included to reflect the environmental ambitions and the work being done to achieve a zero carbon economy. The proposed business plan for each directorate was attached at Appendix 1 and Members were given a presentation setting out their main focus and summarising how the money is planned to be spent. A public facing corporate plan was being developed, and this would draw on the information in the business plans to demonstrate what the Combined Authority and LEP intend to deliver for people in the region in the coming year.

### **Revenue Budget 2019/20**

Members considered the proposed revenue budget which was set out in Appendix 3 and details of the key drivers and assumptions for the main budget lines were provided in the submitted report.

Details of the Reserves Policy and position for 2018/19 were outlined in the submitted report and the workings for this year's reserves policy were set out in Table 1. It was noted that an animation was available on the Combined Authority's website that summarised the budget and work of the Combined Authority.

### **Transport Levy**

Details of the net and gross levy by population, showing the effect of the decrease of £1million and the change in population base were provided in Table 3. This also included the proposed part rebate of previously received contributions towards the Transport Fund reserve. It was proposed to rebate £2 million for the next two financial years whilst the requirement for borrowing against the capital programme is building up.

### **Capital Programme 2017/18 and 2018/19**

The Combined Authority noted the capital programme for 2019/20 and subsequent years and the indicative capital programme which were outlined in the submitted report.

It was reported that the Investment Committee now had some approval powers and they would continue to be a key part of the process whereby Growth Deal and other projects are considered and recommended for progression. It was also proposed that the arrangement for the Transport Committee to approve Integrated Block funded projects up to a value of £3m is continued for 2019/20.

### **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.

It was reported that approval of the budget and business plan 2019/20 was a key decisions which should have been published 28 days in advance of consideration of the item. However as the Combined Authority is required by the levying regulations to set the transport levy for 2019/20 by 15 February 2019, it was agreed to take the decision under the rules of General Exception as detailed in paragraph 5.2 of the submitted report.

### **Resolved:**

- (a) That the Combined Authority revised budget / forecast for 2018/19 and the proposed budget for 2019/20 be approved.
- (b) That the indicative capital programme for 2018/19 – 2021/22 be approved.
- (c) That the 2019/20 business plan be approved.
- (d) That the Transport Committee be delegated to approve individual schemes within the integrated transport block of the 2019/20 capital programme up to a maximum cost of £3m.
- (e) 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 £104m be determined for the year ended 31 March 2020.
- (f) That the Director of Corporate Services be authorised to issue the levy letter in respect of the financial year ending 31 March 2020 to the five District Councils in West Yorkshire.
- (g) That a payment of £5.09 million and of £2 million be made to the District Councils in accordance with Table 3 of the report.
- (h) That authorisation be given to the Director of Corporate Services to

arrange appropriate funding for all expenditure in 2018/19 and 2019/20 subject to statutory limitation, including the most appropriate application of capital funding as set out in the report.

- (i) That approval be made to the expenditure of highways maintenance funding of £28.442 million and the pothole action fund of £1.594 million, to be paid quarterly to the West Yorkshire local authorities in accordance with the DfT formula, and for Director of Corporate Services to vary these amounts should DfT revise the payments from those provisionally indicated.
- (j) That approval be given to the continuing of the policy, effective from 2017/18, for recovering the Combined Authority 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. For 2019/20 the estimated total value is £7.8 million (2% - 3%).
- (k) That the adoption of the CIPFA Code of Practice for Treasury Management in Public Services be reaffirmed.
- (l) That the treasury management policy as set out in **Appendix 4** of the report be approved.
- (m) That the prudential limits for the next three years as set out in **Appendix 4** of the report be adopted.

## **88. Devolution**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on progress towards securing devolution to Leeds City Region.

Members noted that a formal response had been received from Government rejecting the One Yorkshire submission and a copy of the letter would be circulated. The Leaders would now meet to discuss the decision before responding to Government.

**Resolved:** That the progress made and next steps on devolution to Leeds City Region be noted.

## **89. Strengthened Local Enterprise Partnerships**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications on Strengthened Local Enterprise Partnerships.

Members discussed whether to agree, in principle, to act as the accountable body for a new local enterprise partnership (LEP) covering the geographical areas of West and North Yorkshire and York. It was recognised that this is subject to, and does not prejudice, upcoming considerations by the existing LEP Boards about whether and how to establish a new LEP, and the work of the Transition Subgroup that is overseeing the development of

recommendations to those Boards.

**Resolved:** That the Combined Authority agrees in principle to act as the accountable body for the new Local Enterprise Partnership.

## **90. Local Assurance Framework Update**

The Combined Authority considered a report of the Director of Delivery on the Local Assurance Framework 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 the National Local Growth Assurance Framework (January 2019).
- Sought feedback on the updated assurance requirements and approval for the substantive form of the document following the incorporation of further changes requested, and to authorise the Combined Authority's Managing Director to finalise the document in consultation with the Chair of the Combined Authority and the Chair of the LEP Board for submission, and to make further in year changes as may be required.

Details of the main changes as a result of the national guidance were outlined in the report and it was reported that other changes required included an update to the delegated authority to reflect the changes to the Investment Committee and to stage 1 of the Combined Authority's assurance process.

Further work would be undertaken to ensure compliance and incorporate feedback from the Combined Authority and other committees and groups. The Overview & Scrutiny Committee's LEP Review Delivery Working had offered a level of challenge as 'critical friends' to the approach taken and scrutiny of the draft document. The LEP had agreed on 23 January 2019 that authority be delegated to the Combined Authority's Managing Director to finalise the content in consultation with the Chair of the LEP and the Chair of the Combined Authority prior to submission to its submission by 31 March 2019.

**Resolved:**

- (i) That the substantive form of the draft Assurance Framework be approved.
- (ii) That the Combined Authority's Managing Director be authorised to finalise the content of the Assurance Framework in consultation with the Chair of the Combined Authority and the Chair of the LEP Board, and to submit the document to Government by 31 March 2019.

## **91. Corporate Planning and Performance**

The Combined Authority considered a report of the Director of Corporate Services which provided an update on corporate performance including progress against corporate plan priorities, risk management and budget position.

Members noted the progress against priorities, risk management and budget position. Appendix 1 set out the current status of the 14 key Corporate Plan priorities and an update on the key strategic risks.

A summary of the 2018/19 current spend to budget as at December 2018 was attached at Appendix 2 and it was noted that there were currently no 'red' areas of concern to report.

**Resolved:** That the report be noted.

## **92. Governance Arrangements**

The Combined Authority considered a report of the Director of Corporate Services on governance arrangements in respect of:

- To note changes and make appointments to the Combined Authority's committees and panels.
- To note that the Executive Head of Economic Services is leaving the Combined Authority at the end of April 2019 and that interim arrangements will be put in place as a consequence.
- To note that the Resources directorate has been renamed Corporate Services and as a result the post of Director of Resources has been renamed the Director of Corporate Services.

The Combined Authority passed on their thanks and best wishes to Sue Cooke in her future career.

**Resolved:**

- (a) That the Combined Authority notes the City of York Council's revised nomination to the Overview and Scrutiny Committee and co-opts Councillor Helen Douglas onto the committee in place of Councillor Jenny Brooks with immediate effect.
- (b) That the Combined Authority notes the City of York Council's revised nomination to the Place Panel and co-opts Councillor Jenny Brooks onto the panel in place of Councillor Helen Douglas with immediate effect.
- (c) That the Combined Authority notes Wakefield Council's revised nomination to the Overview & Scrutiny Committee and co-opts Councillor Steve Tulley onto the panel in place of Councillor Albert Manifold with immediate effect.
- (d) That the Combined Authority notes Bradford Council's nomination to fill the vacancy on the Transport Committee and co-opts Councillor

Michael Johnson onto the committee with immediate effect.

- (e) That the Combined Authority notes Bradford Council's revised nomination to the Overview & Scrutiny Committee and co-opts Councillor Carol Thirkill onto the committee in place of Councillor Joanne Dodds with immediate effect.
- (f) That the Combined Authority notes that the Executive Head of Economic Services is leaving the Combined Authority at the end of April and that a process for an internal interim replacement will follow.
- (g) That the Combined Authority notes that the title of Director of Resources has been changed to the Director of Corporate Services.

### **93. HS2 Consultation**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which:

- Provided an update on the recent consultations from HS2 on their working draft Environmental Statement and working draft Equalities Impact Assessment.
- Informed Members about the Combined Authority response to the above consultations.

**Resolved:** That the final responses attached at Appendix 1 to the report be noted.

### **94. Minutes for Information**

The Combined Authority noted the following minutes of committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting:

- Transport Committee held on 21 September 2018 & 9 November 2018
- Overview & Scrutiny Committee held on 16 November 2018
- Business Innovation & Growth Panel held on 27 November 2018 (Draft)
- Employment & Skills Panel held on 29 November 2018 (Draft)
- Inclusive Growth & Public Policy Panel held on 4 December 2018 (Draft)
- Investment Committee held on 5 December 2018 and 9 January 2019

**Resolved:** That the minutes of the Combined Authority's committees and

panels be noted.



**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE COMBINED AUTHORITY  
HELD ON THURSDAY, 25 APRIL 2019 AT COMMITTEE ROOM A,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

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**Present:**

Councillor Susan Hinchcliffe (Chair)	Bradford Council
Councillor Judith Blake CBE	Leeds City Council
Councillor Peter Box CBE	Wakefield Council
Councillor Stewart Golton	Leeds City Council
Councillor David Hall	Kirklees Council
Roger Marsh OBE	Leeds City Region Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor John Pennington	Bradford Council
Councillor Andrew Waller	City of York Council

**In attendance:**

Councillor Kim Groves	Chair, Transport Committee (to minute 108)
Councillor Elizabeth Smaje	Chair, Overview & Scrutiny Committee (to minute 108)
Anna Jane Hunter	Network Rail (minute 99)
Peggy Haywood	Ministry of Housing, Communities & Local Government (minute 109)
Ben Still	West Yorkshire Combined Authority (to minute 108)
Caroline Allen	West Yorkshire Combined Authority (to minute 108)
Dave Pearson	West Yorkshire Combined Authority (to minute 100)
Angela Taylor	West Yorkshire Combined Authority
Jacqui Warren	West Yorkshire Combined Authority (minute 109)
Patrick Bowes	West Yorkshire Combined Authority (minute 109)
Seamus McDonnell	West Yorkshire Combined Authority (minute 109)
Ruth Chaplin	West Yorkshire Combined Authority

**95. Apologies for Absence**

Apologies for absence were received from Councillor Tim Swift.

**96. Declarations of Disclosable Pecuniary Interests**

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

**97. 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 2972, the public be excluded from the meeting during consideration of Appendices 1 and 2 to Agenda Item 13 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.

**98. Minutes of the Meeting of the Combined Authority held on 14 February 2019**

**Resolved:** That the minutes of the meeting of the West Yorkshire Combined Authority held on 14 February 2019 be approved and signed by the Chair.

**99. Rail Issues**

The Combined Authority considered a report of the Director of Transport Services on the current main issues affecting rail services in the City Region.

The meeting was attended by Anna Jane Hunter, Director, North of England Rail for Network Rail who explained the issues around central Leeds and how Network Rail was addressing them. She advised that services were almost at the level they were before the May 2018 timetable changes but there was still work to be done.

A full discussion ensued and Members repeated the concerns raised at the previous meeting which had been attended by representatives from Northern and TransPennine Express and expressed their disappointment that Network Rail had not been present. Whilst noting there had been some improvements to performance, it was stressed that many services continued to be shortformed and were still failing to operate at an acceptable level with the impact on passengers and the local economy being severely affected.

In respect of rolling stock, Members asked Anna Jane Hunter for confirmation that the Pacer units would be withdrawn by the end of the year. She advised that it was her understanding that this was the case as the Pacers would be illegal from 1 January 2020 but she would seek clarification. It was requested that information for when the new trains, timetables and service improvements for the City Region would be implemented be provided at the earliest opportunity so that this could be communicated to the public.

It was considered that the rail industry was fragmented and not fit for purpose. There was no single accountable body and a fundamental structural change was needed to provide greater transparency, local level accountability and more devolved powers for the North. Members discussed the work being undertaken by Richard George who had been appointed by the Government to oversee infrastructure and train operations, working closely with Transport for the North, the Rail North Partnership, Network Rail and the train operators.

It was noted that his work was highlighting that the constraints at Leeds Station and that the network in central Leeds impacts on service improvements and effects reliability across the City Region. Recommendations from Richard George and his team were outlined in the report and it was noted that he had been invited to attend the next meeting to explain the main outcomes of the work he had undertaken.

The Combined Authority thanked Anna Jane Hunter for attending the meeting and Members reiterated that for the rail industry to maintain the status quo was not an option and the need to see continued improvements and better communication and engagement with the public was essential to help to restore passenger confidence.

**Resolved:**

- (a) That the current issues affecting the delivery of rail services in the City Region be noted.
- (b) That the Combined Authority urges DfT and Network Rail to prioritise the technical capacity analysis needed to determine the rail network requirements in and around central Leeds necessary to bring clarity on the investment required to deliver committed service improvements and accommodate growth across the City Region.
- (c) That in response to the importance of addressing rail network capacity in and around central Leeds for improved services across the Leeds City Region and beyond, the Combined Authority endorses the need for ongoing activity to make a strong case for investment by:
  - working with Transport for the North to ensure that the strategies and investment plans it is developing reflect this important priority;
  - continuing to shape and influence plans for TransPennine Route Upgrade, HS2 and Northern Powerhouse Rail to ensure that these respond to the need to facilitate rail service growth and improvements across all parts of the City Region; and
  - alongside Council partners, continuing to make a strong and compelling pitch to central government for the Rail Network Enhancement Programme funding that will be required to unlock network capacity in the City Region.

**100. West Yorkshire Bus Alliance**

The Combined Authority considered a report of the Director of Transport Services on the West Yorkshire Bus Alliance which:

- Provided an update in the development of the West Yorkshire Bus Alliance.
- Set out the next steps in developing the Alliance into a formal agreement incorporating key performance indicators and a delivery plan.

It was noted that the progress towards a formal partnership had been endorsed by the Transport Committee and the West Yorkshire Bus Alliance had been formally launched in March 2019. It was agreed that the Transport Committee will oversee the Alliance and details of the governance and reporting were outlined in the report.

Members noted the work in progress to create a delivery plan and performance measures which will be considered for adoption by the Transport Committee in July 2019 together with the terms of a formal West Yorkshire wide Voluntary Partnership Agreement prior to signature with bus operators.

In welcoming the Alliance, it was noted that the first priority will be to promote affordable travel for young people and an announcement would be made in the Summer.

**Resolved:**

- (a) That the steps taken to develop the West Yorkshire Bus Alliance and the commitments to improve bus services be endorsed.
- (b) That the Transport Committee oversees the development and signature of a Voluntary Partnership Agreement which will establish the form and processes of the Alliance.

**101. Brexit Update**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on the organisational preparation being undertaken by the West Yorkshire Combined Authority and Leeds City Region Local Enterprise Partnership (LEP) as the UK prepares to leave the European Union.

The report highlighted the decision of the LEP Board to endorse a number of options for business support programmes should the UK leave the EU without a negotiated deal. Details of the specific programmes – Brexit Transition Grant Scheme, Capital Grants Programme, Advice Service and Exporting for Growth Scheme, were provided in the submitted report.

It was important that the Combined Authority, Local Authorities and partners are as prepared as possible and, as there was still uncertainty regarding the progress of negotiations, Members would be provided with information as it became available.

**Resolved:** That the update and decision of the Local Enterprise Partnership (LEP) Board to endorse a number of options for business support programmes should the UK leave the EU without a negotiated deal be noted.

**102. 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:

- Leeds City Region Growth Service
- Resource Efficiency Fund 2
- Leeds Flood Alleviation Scheme 2
- A61 (North) Bus Priority Corridor
- Wakefield South East Gateway
- A6177 Great Horton Road/Horton Grange Road
- A6177 Thornton Road/Toller Lane
- Superfast West Yorkshire and York – Contract 3

In addition to the above, the Combined Authority considered the revised approval routes for the following schemes to enable the Investment Committee to make decisions on behalf of the Combined Authority:

- Halifax Living Housing Programme – Phase 1 (decision point 3)
- City Connect Phase 3 Cycling Scheme (decision point 3)
- Bradford Heritage Properties – Conditioning House (decision point 3)
- Harrogate Road/New Line (decision point 4)
- Halifax Bus Station (decision point 3)
- Bradford Interchange Station Gateway Phase 1 (decision point 3)
- York Outer Ring Road Phase 3 (decision point 4)
- A62/A644 Wakefield Road (Cooper Bridge) (decision point 3)
- Bradford Interchange Station Gateway Phase 2 (decision point 3)

Decisions on the following schemes have been made by the Investment Committee at their meeting held on 13 March 2019:

- Dewsbury Riverside
- York Central: Access Road and Station Access Improvements

Details of all the schemes were provided in the submitted report.

**Resolved:**

- (a) That the Combined Authority approves the revised approval route for the following schemes to enable the Investment Committee to make the decision on behalf of the Combined Authority:
- (i) Halifax Living Housing Programme, Phase 1 – decision point 3
  - (ii) City Connect Phase 3 cycling scheme – decision point 3
  - (iii) Bradford Heritage Properties, Conditioning House – decision point 3
  - (iv) Harrogate Road/New Line – decision point 4
  - (v) Halifax Bus Station – decision point 3
  - (vi) Bradford Interchange Station Gateway Phase 1 – decision point

3

- (vii) York Outer Ring Road Phase 3 – decision point 4
- (viii) A62/A644 Wakefield road (Cooper bridge) – decision point 3
- (ix) Bradford Interchange Station Gateway Phase 2 – decision point 3

(b) In respect of the Leeds City Region Growth Service –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds City Region Growth Service project proceeds through decision point 2 (case paper) and work commences on activity 5 (full business case).
- (ii) That an indicative approval to the total project costs of £3,401,756, of which the Combined Authority contribution will be £2,465,413 (which will be funded through £764,535 from the BEIS Growth Hub funding and £1,700,878 from the ESIF funding is given 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). The remaining £936,343 will be funded by Leeds City Region District Partners.
- (iii) That the Combined Authority delegates the authority to enter into a funding agreement with Ministry for Housing, Communities and Local Government (ESIF) and BEIS (Growth hub funding) to the Combined Authority's Managing Director.
- (iv) That the Combined Authority delegates the authority to enter into or amend funding agreements with the local authorities to the Combined Authority's Managing Director.
- (v) That future approvals are made in accordance with the assurance 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 report.

(c) In respect of the Resource Efficiency Fund 2 –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Resource Efficiency Fund 2 project proceeds through decision point 2 and work commences on activity 5 (full business case with finalised costs).

- (ii) That an indicative approval to the total project value for both regions (Leeds City Region and four North Yorkshire districts) of £6.293 million is given as detailed below, with full approval to spend being granted once the project has progressed through the assurance process to decision point 5 (full business case with finalised costs).
- Leeds City Region element of the project of £4.644 million (subject to a successful ERDF application), of which £2.751 million will be funded by the Combined Authority (£2 million ERDF funding for Leeds City Region and £751,137 from the Leeds City Region Local Growth Fund). The remaining funding will be from £1.893 million SME match.
  - York, North Yorkshire and East Riding element of the project of £1.649 million (subject to a successful ERDF application) of which £1.035 million will be funded by the Combined Authority (from £824,522 ERDF funding and £210,122 from the York, North Yorkshire and East Riding region Local Growth Fund, subject to the West Yorkshire Combined Authority submitting a successful bid to the York, North Yorkshire and East Riding LEP; the Combined Authority will be the accountable body for its expenditure for the purposes of this scheme). The remaining scheme costs of £614,000 will be from SME match funding.
- (iii) That the Combined Authority delegates authority to the Combined Authority's Managing Director to enter into an agreement with North Yorkshire County Council as the accountable body for the York, North Yorkshire and East Riding Local Enterprise Partnership (at decision point 5), for the Combined Authority to receive and manage York, North Yorkshire and East Riding match funding contribution of £210,122, subject to a successful bid to the York, North Yorkshire and East Riding Local Growth Fund.
- (iv) That the Combined Authority delegates authority to the Combined Authority's Managing Director to enter into a contract for the provision of the ERDF funding with Ministry of Housing, Communities and Local Government (MHCLG) at decision point 5.
- (v) That future approvals are made in accordance with the assurance 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 report.
- (d) In respect of the Leeds Flood Alleviation Scheme 2 –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Flood Alleviation Scheme Phase 2 proceeds through decision point 3 and work commences on activity 5 (full business case with finalised costs)
- (ii) That an indicative approval to the Combined Authority's contribution of up to £3.9 million, which will be funded through Growth Deal 3 is given 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). The total project value is £112 million.
- (iii) That future approvals are made in accordance with the assurance 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 report.

- (e) In respect of the A61 (North) Bus Priority Corridor –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Leeds Public Transport Investment Programme: A61 (North) Bus Priority Corridor project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £16.1 million is given from Leeds Public Transport Investment Programme funding 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).
- (iii) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report including at decision point 4 (full business case) and decision point 5 (full business case with finalised costs) through a delegation to the Combined Authority's Managing Director.

- (f) In respect of Wakefield South East Gateway –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the Wakefield City Centre, South East Gateway scheme proceeds through decision point 3 and work commences on



activity 4 (full business case).

- (ii) That the individual elements of the Wakefield City Centre, South East Gateway scheme progress as separate full business cases for Kirkgate and the Waterfront through activity 4 (full business case) and activity 5 (full business case with finalised costs).
  - (iii) That an indicative approval to the Combined Authority's capped contribution of £4.9 million to the Waterfront scheme and capped contribution of £1.6 million to the Kirkgate scheme (a total contribution of £6.5 million) to be funded from the Local Growth Fund programme is given towards a total scheme cost of £32.62 million (Waterfront (Rutland Mills) £21.52 million, Kirkgate £11.1 million) 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)
  - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report 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 report.
- (g) In respect of A6177 Great Horton Road/Horton Grange Road -
- That following a recommendation from the Investment Committee, the Combined Authority approves:
- (i) That the A6177 Great Horton Road / Horton Grange Road scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
  - (ii) That an indicative approval to the total project value of £4.205 million is given 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).
  - (iii) That additional development costs of £584,007 are approved in order to progress the scheme to full business case with finalised costs (decision point 5), taking the total project approval to £809,007.
  - (iv) That the Combined Authority enters in to funding agreement with Bradford Council for expenditure of up to £809,007 from the West Yorkshire plus Transport Fund.
  - (v) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report, including at decision points 4 and 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 report.

(h) In respect of the A6177 Thornton Road/Toller Lane -

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the A6177 Thornton Road / Toller Lane scheme proceeds through decision point 3 and work commences on activity 4 (full business case).
- (ii) That an indicative approval to the total project value of £9.662 million is given 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).
- (iii) That additional development costs of £721,670 are approved in order to progress the scheme to decision point 5 (full business case with finalised costs) taking the total project approval to £946,670.
- (iv) That the Combined Authority enters into an addendum to the existing funding agreement with Bradford Council for additional expenditure of up to £721,670 from the West Yorkshire plus Transport Fund, taking total value of the funding agreements to £946,670.
- (v) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision points 4 and 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 report.

(i) In respect of Superfast West Yorkshire and York – Contract 3 –

That following a recommendation from the Investment Committee, the Combined Authority approves:

- (i) That the change request to the Superfast West Yorkshire and York – Contract Three project to reduce the total project value to £10.828 million due to changes in funding from Gainshare, DEFRA, BDUK and ESIF / ERDF is approved.
- (ii) That an indicative approval to the total project value of £10.828 million from the funding sources outlined in this report for which the Combined Authority is the accountable body is given, 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)

- (iii) That future approvals are made in accordance with the approval pathway and approval route outlined in the submitted report including at decision 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 report.

### **103. Integrated Transport (IT) Block Programme 2019-2022**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications in respect of the Integrated Transport Block (ITB) Programme 2019-2022.

The report and appendix provided details of the proposed ITB funded programme for 2019-2022 that would support delivery of the West Yorkshire Transport Strategy 2040 and Members discussed local transport priorities and value for money.

It was noted that £39.3 million is the total expected ITB funding for the three year period and details of the allocations that go directly to each of the five West Yorkshire partner councils were provided in Table 1 of the submitted report. The programme had been developed in partnership with the district councils and the Combined Authority and had been endorsed by the Transport Committee.

#### **Resolved:**

- (a) That the West Yorkshire Integrated Transport funded programme for the three year period 2019-22 be approved.
- (b) That the assurance process detailed in the submitted report be approved to gain full approval of the programme including delegation to approve partner council's programme's and the Combined Authority's sub-programmes/projects to the Investment Committee.

### **104. Corporate Matters**

The Combined Authority considered a report of the Director of Corporate Services which provided an update on corporate matters including:

- The gender pay report for 2018.
- The draft capital strategy.
- Scrutiny arrangements.
- Conflicts of interest policy and protocol.
- Local authority appointments.

Members noted the updates and discussed the information provided in the submitted report and appendices.

It was reported that the capital strategy, which was attached at Appendix 2,

was a new requirement of the Prudential Code and will assist in informing the medium term financial strategy and decision making on investment.

The Combined Authority was informed that due to the delay in the publication of new statutory guidance, the Overview and Scrutiny Committee had agreed to arrange workshops to review scrutiny arrangements.

The conflicts of interest policy and protocol was endorsed for formal sign off by the Combined Authority's Managing Director. This had been further developed to ensure it meets the requirements of the Combined Authority and the LEP and a copy was attached at Appendices 3 and 4.

In respect of local authority appointments, the Combined Authority delegated authority to the Head of Legal and Governance to accept local authority nominations to committees arising after the local elections before the next meeting of the Authority which would help in ensuring meetings held in May and June are quorate.

**Resolved:**

- (a) That the gender pay gap and the actions identified to further reduce the gap be noted.
- (b) That the capital strategy attached at Appendix 2 to the submitted report be approved.
- (c) That the intention to review the Combined Authority's current scrutiny arrangements to ensure scrutiny arrangements are in line with best practice nationally and to ensure compliance with new statutory scrutiny guidance expected this year be supported.
- (d) That the Combined Authority delegates authority to the Combined Authority's Managing Director to approve the Conflicts of Interest Policy and Protocol attached as Appendices 3 and 4 to the submitted report, subject to consultation with the Chair of the Combined Authority and the LEP Chair, and deletes the requirement in the Officer Delegation scheme that the Managing Director consult with the Chair of Overview and Scrutiny Committee before determining any application for a grant or loan where a potential conflict of interest arises.
- (e) That the Combined Authority delegates authority to the Head of Legal and Governance Services to confirm any appointment (made in accordance with a nomination by the relevant partner council) to fill any vacancy for a local authority representative on any committee of the Combined Authority arising after the local elections and before the Combined Authority's annual meeting.

**105. Corporate Planning and Performance**

The Combined Authority considered a report of the Director of Corporate Services which provided an update on corporate performance including progress against corporate plan priorities, risk management and budget

position.

The update on progress against the 2018/19 corporate plan headline indicators set out in Appendix 1 was noted. Whilst the majority of indicators were on track to be met, three were currently assessed as red and these were summarised in the report. It was reported that a further review of the corporate risk register had been undertaken and four new risks had been added to the register with details provided in Appendix 1.

Members discussed and endorsed the draft content for the 2019/20 corporate plan which was attached at Appendix 2 and agreed that the final sign off be delegated to the Combined Authority's Managing Director in consultation with the Chair of the Combined Authority and the LEP Chair. It was suggested that a narrative explaining the roles of the Combined Authority and LEP should be prepared prior to publication.

A summary of the 2018/19 current spend to budget as at December 2018 was attached at Appendix 3 and it was noted that there were currently no 'red' areas of concern to report.

**Resolved:**

- (a) That the information provided on corporate performance be noted.
- (b) That the 2019/20 corporate plan be endorsed, with a final sign off delegated to the Managing Director, in consultation with the Chair of the Combined Authority and the LEP Chair.

**106. Review of Inclusive Growth for Business Grants**

The Combined Authority considered a report of the Executive Head of Economic Services on a review of inclusive growth for business grants.

The report provided an update on the effectiveness to date of the new approach to securing inclusive growth commitments from recipients of business grants from the LEP's Business Growth Programme (BGP).

Members welcomed the future approach to inclusive growth commitments from recipients of business grants and in particular the key underpinning 'proportionality' principle. Feedback from consultation with the Business Innovation and Growth Panel, the Inclusive Growth and Public Policy Panel and the Overview and Scrutiny Committee was noted. The Overview and Scrutiny Committee had welcomed the new criteria and Councillor Smaje outlined some of the recommendations they had made in considering the approach and looked forward to receiving a response from the Combined Authority and LEP in due course.

The Combined Authority adopted the LEP Board's decision to extend the inclusive growth criteria and commitments to the full range of LEP business grants which were attached at Appendices 1 and 2. It was noted that the approach would continue to be reviewed for another six month period.

**Resolved:**

- (a) That the progress to date on the implementation of the new Inclusive Growth criteria and commitments to the Business Growth Programme (BGP) be noted.
- (b) That the proposal to continue the approach to inclusive growth for recipients of business grants be endorsed.
- (c) That LEP Board's decision to extend the inclusive growth criteria and commitments to the full range of LEP business grants as set out in Appendices 1 and 2 be adopted.
- (d) That it be noted that the approach should be closely monitored for another six month period.

**107. Economic Reporting**

The Combined Authority considered a report of the Director of Policy, Strategy and Communications which provided an update on the latest economic and business intelligence for Leeds City Region.

**Resolved:** That the analysis presented in the economic update and dashboard be noted.

**108. Minutes for Information**

The Combined Authority noted the minutes of the committees, panels and LEP Board that have been published on the West Yorkshire Combined Authority's website since the last meeting.

**Resolved:** That the minutes of the Combined Authority's committees and panels and the LEP Board be noted.

**109. European Structural and Investment Funds (ESIF) - Sustainable Urban Development (SUD)**

The Combined Authority considered a report of the Director of Corporate Services on the European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD).

It was reported that one outline application had been received in response to the third round of the SUD call for projects which had closed on 22 February 2019.

At their meeting on 12 April 2019, the Investment Committee had considered and endorsed the advice included in the outline assessment for the project. In its role as the Intermediate Body, the Combined Authority considered and agreed the advice provided in the exempt appendices. The assessment form will now be submitted to the Ministry of Housing, Communities and Local Government (MHCLG) as Managing Authority, for their consideration.

**Resolved:** That the advice included in the outline assessment form and any respective conditions at Part 3 of exempt Appendix 2 be approved by the Combined Authority, in its role as the Intermediate Body for the SUD part of the ESIF programme.

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**Name of meeting:** Council  
**Date:** 17<sup>th</sup> July 2019  
**Title of report:** Draft Kirklees Preventing Homelessness and Rough Sleeping Strategy 2018 - 2023

**Purpose of report**

To seek approval from Council to the Draft Kirklees Preventing Homelessness and Rough Sleeping Strategy 2018 - 2023 which is attached as an appendix to the report.

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 Strategy is applicable across all wards.
Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a>	Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Karl Battersby - 28.02.2019
Is it also signed off by the Service Director for Finance?	Eamonn Croston - 4.03.2019
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft - 8.03.2019
Cabinet member <a href="#">portfolio</a>	Cllr Cathy Scott

**Electoral wards affected:** All

**Ward councillors consulted:** None

**Public or private:** Public

GDPR has been considered when preparing this report and there are no implications.

## 1. Summary

The Homelessness Reduction Act 2017 fundamentally changed the way Local Authorities work to support homeless people in their areas which gives new prevention and relief duties, towards more people.

In August 2018 the Ministry of Housing Communities and Local Government (MHCLG) published its Rough Sleeping Strategy which stated that government is committed to halving rough sleeping by 2023 and ending it by 2027.

Local housing authorities are required to carry out a review of homelessness in their area and to produce a strategy which sets out how they will prevent and reduce homelessness, and provide support to people affected by it. It is expected that these strategies will be reviewed every 5 years and that they are now rebadged as homelessness and rough sleeping strategies. It is expected that local authorities will have reviewed and updated their strategies by winter 2019 (paragraph 71 of the Governments Rough Sleeping Strategy - [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/733421/Rough-Sleeping-Strategy\\_WEB.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/733421/Rough-Sleeping-Strategy_WEB.pdf))

## 2. Information required to take a decision

- 2.1 The draft Kirklees Preventing Homelessness and Rough Sleeping Strategy 2018 – 23 sets out the principles for how we will achieve change. This includes a joint development of the strategy, working with our partners including people affected by homelessness and rough sleeping to do so, our continued focus on prevention and how we will progress and review the strategy's action plan.
- 2.2 The strategy gives an overview of the picture of housing and homelessness at a national, regional and local level. It describes relevant legislative and policy development, and gives some key facts, figures and trend data at a local level to inform the evidence base to our strategic intention, and set the scene.
- 2.3 The strategy identifies what the challenges and issues are, both now and looking ahead, what we will do in response and what outcomes we will achieve.
- 2.4 It takes a collaborative and enabling approach. It is recognised that the Council cannot achieve its ambitions and outcomes on its own; and that preventing homelessness requires the support, input and resources of a cross section of partners. This is set out in the strategy and will be further reflected particularly as we continue our engagement with partners to develop and agree the action plan.
- 2.5 The strategy builds on and has direct links to the Kirklees Housing Strategy 2018 – 2023 which was approved by Council in September 2018.

## 3. Implications for the Council

### 3.1 Working with People

The draft Preventing Homelessness and Rough Sleeping strategy 2018 – 23 is centred on working with people affected by homelessness, enabling and empowering them to develop the skills, resilience and improvements in their health and wellbeing that they need to move on to a more settled, happy and stable situation. It recognises people's

strengths and capacities for change, as well as identifying how their support needs can best be met.

### **3.2 Working with Partners**

A collaborative approach has been taken in developing the strategy. This means that the strategy is informed from a range of partners' perspectives, particularly members of the Kirklees Homelessness Forum. Forum partners include representatives from Health, other Council services such as Social Care, Job Centre Plus and providers. The strategy also takes account of what people have told us who have lived experience of homelessness.

### **3.3 Place Based Working**

The strategy recognises that Kirklees is a diverse community and that in addressing issues of homelessness and rough sleeping, a Place Based approach is needed. This includes consideration of peoples local support networks, and where and how they access services.

### **3.4 Improving outcomes for children**

The strategy's focus on early intervention and prevention of homelessness will lead to improved outcomes for all households who are at risk of or experiencing homelessness, including households with children, and young people.

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

The strategy is being developed to align with the Council's legal obligations including under housing legislation.

In recognition of the significant changes associated with the implementation of the Homelessness Reduction Act 2017, MHCLG awarded 'New Burdens Funding' to local authorities to support the planning and implementation of the new requirements. The new burdens funding allocated to Kirklees for the 3 year period from 2017-18 to 2019 - 20 of just over £280k is being used to fund temporary additional staff in the Housing Solutions Services.

Further, MHCLG have provided local authorities with Flexible Homelessness Support Grants to help prevent and deal with homelessness. The £1,143,415 grant allocation for Kirklees over the 3 years 2017-18 to 2019-20 is being used to prevent homelessness and support the provision of temporary accommodation.

There have also been a number of "short-term" (i.e. one year only) specific Government grant initiatives that the Council has placed bids for 2019-20. Housing Services were successful with their MHCLG Rapid Rehousing Pathway and Rough Sleeping Initiative funding bids and were allocated a total of £248,422 for 2019-20. Housing were also successful with access to private rented sector bid. This has enabled us to commission Fusion Housing to provide a tenant finder plus programme. This facilitates single people with low support needs into private rented housing.

The Council's ambition for housing growth and meeting future housing supply demands for the District's residents over the next 5 years and beyond, including

targeted support to vulnerable residents, is also reflected in the Council's recently approved budget plans (capital) over the 2018-24 period.

The Council currently administers housing benefit payments on Government's behalf, and reclaims these payments through subsidy grant. Government aims to disincentivise Councils to avoid use certain types of temporary accommodation e.g. bed and breakfast (B&B) accommodation, through reduced or in some instances, zero subsidy grant. The impact of this is acknowledged to be a growing financial pressure on Councils like Kirklees that currently, may still have to use B&B as part of a range of temporary accommodation measures to deal with the increasing numbers of people with complex needs, presenting themselves as statutorily homeless in the District.

The recently approved Council budget 2019-22 acknowledged the level of current uncertainty on the national Government funding landscape for Councils beyond 2019/20' in particular those with demand led statutory pressures like Kirklees. Nor is the funding landscape likely to become clearer until the 2019 Spending Review later in the year. The range of ad hoc government grants underpinning current Council support for their Preventing Homelessness and Rough Sleeping do not extend beyond 2019/20, and the potential withdrawal of some or all of this funding nationally from 2020/21 is acknowledged to represent a significant future revenue budget risk/pressure for the Council.

In line with the requirements of the Public Sector Equality Duty (PSED), an Equality Impact Assessment (EIA) has been carried out and published. It is clear that the strategy has been drafted to reduce inequality and in doing so to promote and discharge the PSED. The strategy for example recognises the need to take steps to meet the needs of those with protected characteristics (e.g. including people with mental health needs) and also the need to take steps to meet the needs of others who may not have protected characteristics (such as ex- offenders, people with drug and/or alcohol dependencies and others who are generally described as being "socially excluded") but who face prejudice when it comes to housing.

#### **4. Consultees and their opinions**

- 4.1 The strategy has been developed in consultation with stakeholders including people with lived experience of homelessness and rough sleeping and specialist and supported housing forums such as the Kirklees Preventing Homelessness Forum. Engagement has also taken place with internal council services and with Public Health colleagues.
- 4.2 The strategy has been shared with Senior Officers at Executive Team and with the Leadership Management Team.
- 4.3 Member Consultation has taken place with the Portfolio Holder and the Economy & Neighbourhoods Scrutiny Panel. Cabinet have recommended adoption of the strategy.
- 4.4 Feedback from consultation has helped to inform and shape the strategy.

## **5 Next steps and timelines**

- 5.1 Following full Council approval, the finalised Preventing Homelessness and Rough Sleeping Strategy 2018 – 23 will go forward for implementation. The strategy will be made publicly available via the Council's website following presentation to the Council.
- 5.2 Officers will work with key partners to develop and implement detailed action plans which will support achievement of the outcomes outlined in the strategy.

## **6. Officer recommendations and reasons**

### **6.1 Recommendations**

It is recommended that Council note and approve the draft Preventing Homelessness and Rough Sleeping Strategy 2018 – 23.

It is further recommended that the Service Director of Growth and Housing ensures that detailed strategy action plans are developed as set out at 5.2.

### **6.2 Reasons**

Under Section 1 of the Homelessness Act 2002 the Council must produce a Homelessness Strategy and review it every 5 years. Government policy as set out in the MHCLG Rough Sleeping Strategy published August 2018 requires councils to produce a Rough Sleeping strategy by 2019, together with strategy action plans. The Preventing Homelessness and Rough Sleeping Strategy 2018 – 23 will meet the Council's new reduction and relief duties under the Homelessness Reduction Act 2017. Councils must also have regard to the Secretary of State's Homelessness Code under section 182 of the Housing Act, 1996.

Article 4 of the Constitution requires Housing Strategies to be approved by full Council.

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

The portfolio holder, Councillor Cathy Scott agrees with the approach outlined above in officer recommendations.

## **8. Contact officers**

Karen Oates - Housing commissioning manager (access to housing)  
Tel 01484 221000  
[karen.oates@kirklees.gov.uk](mailto:karen.oates@kirklees.gov.uk)

Helen Geldart – Head of Housing  
Tel 01484 221000  
[helen.geldart@kirklees.gov.uk](mailto:helen.geldart@kirklees.gov.uk)

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

Appendix: Draft Preventing Homelessness and Rough Sleeping Strategy 2018 - 2023

10. **Service Director responsible**

Naz Parkar - Director of Growth and Housing  
Tel 01484 221000  
[naz.parkar@kirklees.gov.uk](mailto:naz.parkar@kirklees.gov.uk)

# Kirklees Preventing Homelessness and Rough Sleeping Strategy 2018 - 2023





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## Our Vision

'Kirklees is a place where no one sleeps rough on our streets, where no one is excluded, and where the support to prevent homelessness, or end it as quickly as possible, is available for people for as long as they need it.'

# Foreword

**The Kirklees Preventing Homelessness and Rough Sleeping Strategy sets out the vision which has been developed by the Council in partnership with key stakeholders who work across Kirklees, to prevent and tackle homelessness in all its forms.**

We want to see an increase in the amount and range of housing that is safe, secure, affordable, accessible and sustainable, coupled with the right level of tailored support for people who need this.

Our ambitions for preventing homelessness and rough sleeping directly support the outcomes for Kirklees that the Council sets out in the Corporate Plan<sup>1</sup>. Housing, and having access to good housing is crucial to people's lives. It is important for children's best start in life and for people's ongoing health and wellbeing, their economic prosperity, security and ambitions. Equally, the delivery and supply of decent

housing for everyone who needs it supports the wider vision for Kirklees as a district that enjoys economic success and offers a great quality of life. Achieving our ambitions for housing, and the prevention of homelessness, supports the outcomes for people and places in Kirklees that we want to achieve.



**Cllr Cathy Scott**

Cabinet Member - Housing and Democracy

<sup>1</sup>Kirklees Council's Corporate Plan, 2018 – 2020 <http://www.kirklees.gov.uk/beta/delivering-services/corporate-plan-201820.aspx>

# Summary



The Kirklees Preventing Homelessness and Rough Sleeping Strategy for 2018 -23 sets out the key issues around homelessness including rough sleeping, the opportunities we will respond to, and the challenges we face. Homelessness prevention is part of the overall strategy for housing in Kirklees. It's a priority for and across a range of services, and links to the Kirklees Health and Wellbeing Plan and the Kirklees Economic Strategy. The strategy takes into account the changes that have been brought about with the implementation of the Homelessness Reduction Act 2017 and the focus on rough sleeping as set out in the Government's Rough Sleeping Strategy.

This strategy has been developed in close partnership with the multi-agency Kirklees Homelessness Forum and with the involvement of people who have lived experience of homelessness. Their experiences, of what works and what needs to change, are reflected in the case studies within this strategy.

Preventing homelessness links directly to the wider outcomes for Kirklees people and places that we want to see. These include enabling improvements in people's health and wellbeing, and their financial resilience through increasing

people's independence, access to training, learning and employment.

The Council has seen an increase in the numbers of homeless households in Kirklees since 2016, and an increase in the annual partnership estimate of the numbers of people reported as sleeping rough. However, our partnership work to prevent and relieve homelessness for anybody who is at risk of becoming homeless has seen good success, and we are committed to building on this.

Our shared focus is centred on taking early, effective and integrated actions, and with those groups of people who are more at risk of becoming homeless. If homelessness cannot be prevented, we will work to enable people to move into a settled and secure home with the right type of support and as quickly as possible, successfully moving on from homelessness.

We recognise that ownership of the preventing homelessness agenda must be partnership based, across the Council and its partners – the Council cannot prevent homelessness on its own and our partners play a vital role in preventing and responding to homelessness.

**The key issues addressed in the strategy are both structural, and individual. They include:**

- housing costs, and people's ability to afford and keep a decent, settled home
- housing supply, including private rented homes
- impacts of benefit changes and an increasing number of households seeking assistance from the Council
- health, especially mental health and other complex factors, and the links with homelessness
- responding to the need for clear and well understood information
- supporting vulnerable groups
- increasing numbers of people sleeping rough and in temporary accommodation.





## Our Priorities

In response to the issues identified, the strategy sets out two key priority themes. These are:

### Priority 1: Preventing Homelessness and enabling access to support

The strategy sets out what we will do in partnership to address the challenges and risks around homelessness and rough sleeping, and to build on the strengths and opportunities that are available.

#### We will:

- provide meaningful and effective advice which is timely and outcome focussed, for everybody who approaches the Council with a housing need, including people referred via the Duty to Refer
- build on our active networking and strengthen engagement with partners and services across and beyond the Council to develop a joint action plan that ensures early and “upstream” preventative action, where partners identify people who are struggling and who may be at risk of losing their home, including people leaving prison or discharged from hospital and young people asked to leave the family home where the family relationship has broken down.
- explore innovative and different approaches to intervening earlier, which effectively address issues and ensure clear pathways to support are in place
- continue and develop our shared approaches to reducing and mitigating the impacts of welfare reform and other financial pressures, including a focus on enabling people to access and maintain employment, and achieve better paid work
- maintain and further embed our approach to prevention, using personalised approaches such as individual housing plans, “working with” people rather than doing to/for them
- make greater use of good quality and affordable private rented accommodation
- develop proposals for enabling provision of more supported accommodation for single homeless households in North Kirklees
- ensure the Council’s Housing Allocations policy continues to effectively meet the needs of people who are homeless or at risk of homelessness
- work with our partners in the voluntary sector to support them in submitting funding bids and enabling increased provision
- review and extend the current models of temporary accommodation and reduce our use of Bed and Breakfast, and ensure this is not used to accommodate 16/17 year olds
- ensure effective referral pathways into the new outcome focussed housing support services to be commissioned by the Council through the Kirklees Integrated Support Services
- take account of all relevant factors when allocating temporary accommodation for homeless households. For those households with children, this includes location of schools, travel options and the age and educational stage of the children in that household.

# Summary



## Priority 2: Tackling rough sleeping

We want to see an end to rough sleeping in Kirklees. We recognise this is ambitious and challenging. It needs a range of partners working cohesively and in collaboration, and there is no one single solution to rough sleeping.

### We will:

- improve and extend our emergency responses to rough sleeping, including arrangements for dealing with the impacts of adverse weather conditions on rough sleepers and quickly getting people off the streets
- ensure that as part of the follow up response to people who are enabled to come off the streets the Council's Housing Solutions Service facilitates engagement with people who have been sleeping rough
- use a tailored and person centred approach in developing solutions with people sleeping rough
- work to better understand and tackle the underlying reasons some people do sleep rough, despite having accommodation available to them

- adopt the principles of Housing First through the Kirklees Integrated Support Service (via the Life Chances Fund) where this is an appropriate approach and where more traditional approaches have been unsuccessful
- identify and better support "hidden homeless" households such as women who are living in very insecure and unsafe situations and who may be vulnerable to exploitation and abuse
- continue to embed across the Council and externally, a wider understanding of the links between preventing and ending rough sleeping and successfully achieving wider health, wellbeing and economic resilience outcomes
- incorporate the lived experience of homelessness perspective into service planning and action plans
- work in a more integrated way to prevent rough sleeping and the risk of people returning to the streets
- ensure that our referral mechanisms are clear, accessible and understood by partners

- support the ongoing roll out and awareness raising around the Homelessness Forum's Street Outreach Good Practice Guide
- regularly review the information available to anyone who is concerned about rough sleeping in Kirklees to make sure it is readily available understandable and accessible and supports the provision of longer term solutions to rough sleeping.

The strategy Action Plan will be further developed with partners and will set out clear and measurable outcomes. Progress will be monitored and reviewed by the Council on an annual basis and will be refreshed in line with that review, for the duration of the strategy.







## What is homelessness?

**The Ministry of Housing, Communities and Local Government (MHCLG) defines statutory homelessness as:**

**“A household is legally homeless if, either, they do not have accommodation that they are entitled to occupy, which is accessible and physically available to them, or they have accommodation but it is not reasonable for them to continue to occupy this accommodation”**



# Introduction

The term “homelessness” is much broader than reported statutory homeless and has a number of interpretations. Also included in the broader spectrum of homelessness are people living in hostels; rough sleeping and “hidden homeless” including overcrowded, shared or concealed households.

A common view of street homelessness (rough sleeping) is that it is a problem of accommodation. Health problems, including mental ill health and other complex factors frequently tip people into homelessness or are barriers which prevent people from acquiring and/or sustaining appropriate accommodation. Such issues can lead to social isolation; mistrust of agencies and a reluctance to engage; inability to sustain a tenancy and difficulty managing household budgets.

The main reasons for the increase in rough sleepers include:

- impact of Welfare Reforms
  - reduction in funding for services or raising threshold of support services (ie Mental Health)
- a shortage of appropriate and affordable accommodation.

Homelessness then, is a continuum. At its sharpest, most visible end is rough sleeping. But there are a range of situations that people who are homeless fall into including: people whose housing situation is insecure; who are “sofa surfing”; living with domestic abuse; in private rented accommodation with a legal notice to leave their home or living in unacceptable conditions. Where the local authority is accommodating a household (either an individual person, a couple or where children are included) in temporary accommodation, that household is also homeless.

The earlier that intervention occurs, for example before people become known to services and are “in the system”, the more effective we become at preventing homelessness. This is a driving force not only for this strategy, but as a guiding principle for the Council and its partners. Our emphasis on prevention and relief of homelessness includes rapid intervention where homelessness does occur, on recovery from the effects of being homeless – or rough sleeping – and moving on to successful outcomes using an approach which makes the most of people’s assets and strengths.

## Our approach

Under the Housing Act 2002, local housing authorities must have a strategy for preventing homelessness in their district. The Government’s Rough Sleeping Strategy<sup>2</sup> requires that these strategies also address rough sleeping and that this is reflected in the title of the local housing authority’s strategy.

The *Kirklees Preventing Homelessness and Rough Sleeping Strategy 2018 – 2023* reviews and builds on the intelligence and work undertaken set out in the previous strategy. It’s informed by local data and intelligence and takes account of a number of important changes. These include changes at a legislative and policy level, with the implementation of the Homelessness Reduction Act 2017, and at an operating level, with the numbers of people becoming homeless, and reducing budgets to support services.

<sup>2</sup><https://www.gov.uk/government/publications/the-rough-sleeping-strategy>

# Introduction

There is also a growing focus on homelessness and rough sleeping politically and from a public perspective and increasing recognition that preventing homelessness needs intervention from a wide range of partners and agencies as part of a broader system response.

Homelessness is an issue across the country, and Kirklees is typical. Since 2016, we have seen an upward trend in the numbers of people who are approaching the Council as homeless, or threatened with homelessness, and a corresponding increase in the numbers of people whom the Council accepts as statutory homeless<sup>3</sup>. However, it is worth noting that, certainly prior to this time the long term trend in homelessness has been significantly decreasing.

At a regional level, the Council's Housing Solutions Service works with colleagues in neighbouring local authorities to share good practice, innovation and improvement and improve effectiveness of shared referral systems. Locally, Kirklees has a well-established and effective multi agency partnership which represents the breadth of agencies who play a part in the homelessness prevention agenda. The Kirklees Homelessness

Forum (KHF) works to prevent homelessness, and end rough sleeping and where people do become homeless, to support those individuals into settled accommodation and build on the skills and abilities needed for people to achieve successful outcomes. The Forum has steered the development and direction of this strategy, and will have responsibility for agreeing and contributing to the outcomes arising from the strategy action plan.

Together, we have developed two overarching themes which will be our priorities as we move forward with strategy implementation. These are:

## **Preventing Homelessness and enabling access to support**

- Early intervention and prevention with improved inter-agency working, intervening before crisis and more effectively supporting vulnerable people.
- Increasing and maximising the housing offer through enabling more affordable and sustainable housing including housing with support.
- Access to help which sustains tenancies, improving people's lives and achieving positive outcomes.

## **Tackling rough sleeping**

- Improved responses for people who sleep rough, getting people off the streets and maintaining ongoing engagement to break the rough sleeping cycle;
- Developing a more collaborative, 'working with' relationship with rough sleepers;
- Building on and strengthening our partnership arrangements including the growing and emerging range of voluntary groups, food banks and street kitchens.

A key theme which runs throughout this strategy and underpins our priorities is one of innovation, thinking differently and trying new approaches. It's also about ensuring that preventing homelessness and ending rough sleeping in Kirklees is a focus for all of us.

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<sup>3</sup>These are households that are owed a full housing duty by the local authority. To be statutory homeless, the following tests are applied:

- Eligibility, whereby some people will be ineligible because of their immigration status
- Is the household homeless or threatened with homelessness within (now) 56 days
- Do they belong to a 'priority' group, i.e. people with children or single people who are considered vulnerable because of disability or ill health
- Are they unintentionally homeless that is, they have not made themselves homeless by their own action ( or inaction)
- Have a local connection to the local authority.



## National Picture

The context of preventing homelessness and rough sleeping is set out at a national level, in the Housing Act 1996, the Homelessness Act 2002, the Homelessness Reduction Act 2017 and the national Rough Sleeping Strategy. This document says that all local authorities should update their strategies and “re-badge” them as homelessness and rough sleeping strategies; and that local authorities report progress in delivering these strategies and publish annual action plans.

Latest data from MHCLG<sup>4</sup> shows that between 1st January and 31st March 2018, local authorities accepted 13,300 households as being statutorily homeless, down 2% from the previous quarter (Q4 2017) and down 9% on the same quarter of 2017.

The national picture shows there are increasing numbers of people in temporary accommodation<sup>5</sup>. As at 31st March 2018 the number of households in temporary accommodation was 79,880, up 3% from the same time in 2017, and up by 66% since 2010. There has been a reported drop of 1% in the figures of homelessness prevention and relief since quarter 1, 2017.

Shelter reports on some notable trends; young people and single parent families are disproportionately affected by homelessness and the number of homeless people aged 60 and over is at its highest in a decade. Looking at temporary accommodation, it notes that 38,390 single parent families are living in temporary accommodation and for this group, the increase has been even higher, at 54% over the same timescale.

According to a report by Centrepoin in 2015, 28% of young people (under 25), have been forced to sleep in an unsafe and unsuitable place at some point, including in a car, an abandoned building or on the streets and government data also shows an increase of almost a third in the numbers of this age group sleeping rough (MHCLG, 2018).

## Homelessness Reduction Act, 2017

The focus on preventing homelessness is underpinned by the Homelessness Reduction Act 2017, implemented in April 2018. This major piece of legislation places a mandatory duty on local authorities to work to prevent homelessness for all households at risk of losing their home within 56 days. Local housing authorities must intervene earlier in order to prevent or relieve someone’s

homelessness, including people who do not have priority need, are intentionally homeless and regardless of their local connection<sup>6</sup>.

Where someone’s homelessness cannot be prevented there is a new duty to try and bring that homelessness to an end as quickly as possible (called the relief duty). This duty means that the local authority will try and support the individual to find secure and settled accommodation that is suitable, and available to them with at least a 6 month tenancy.

These duties are not subject to the individual being in priority need, having a local connection, or whether they are considered to be intentionally homeless<sup>7</sup>. The duties apply to anyone who is threatened with, or experiencing, homelessness.

<sup>4</sup>Ministry of Housing, Communities & Local Government, Statutory homelessness and prevention and relief, January to March (Q1) 2018: England

<sup>5</sup>Accommodation arranged by the council after an individual has made a homelessness application and the council has not offered permanent tenancy through its housing register/waiting list.

<sup>6</sup>This means an individual has links based on living or working in the area, close family in the area or other special reasons.

<sup>7</sup>If you lose your home because of something that you deliberately do or fail to do.

# Strategic Context



The new Act also introduces the Personal Housing Plan (PHP), an agreement between the local authority and the individual as to what actions will take place to find and keep settled suitable accommodation. The PHP places a responsibility on the individual to carry out any reasonable actions that have been agreed, as well as being clear what actions the local authority will undertake. In Kirklees, we have used the principles of restorative practice and co-production – doing with, not doing to or for – as well as our commitment to a strength based approach, to underpin how we develop personal housing plans with people who are homeless. The full housing duty<sup>8</sup>, and the circumstances in which temporary accommodation must be provided, remain unchanged.

## Duty to Refer

A new Duty to Refer has been introduced for public bodies (implemented October 2018). The Crisis report, “Preventing Homelessness; it’s everybody’s business”<sup>9</sup> notes that this:

“Reflects a recognition that successful homelessness prevention can never just be the responsibility of the local housing authority”

The Duty to Refer applies to public sector organisations such as Health, Jobcentres, the Ministry of Defence, Prisons and Social Care to refer anyone who they believe may be homeless or at risk, to the local authority for assistance with housing. Consent to referral must be given by the individual. The Government’s Rough Sleeping Strategy delivery plan notes that this new duty is:

“Embedding a culture of homelessness prevention across agencies who work with vulnerable people”<sup>10</sup>



A new  
**Duty to Refer**  
applies to many<sup>†</sup>  
**public sector  
organisations**

<sup>8</sup>For households which are unintentionally homeless and in a priority need category (such as having dependent children) the local authority has a main duty to secure settled accommodation. The local authority has a main duty to ensure suitable temporary accommodation is provided until settled accommodation is available.

<sup>9</sup>Preventing Homelessness: it’s everybody’s business, Crisis, Ruth Jacob, October 2018.

<sup>10</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/762854/RSS\\_delivery\\_plan.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762854/RSS_delivery_plan.pdf)

<sup>†</sup>For a full list of these, see:

<https://www.gov.uk/government/publications/homelessness-duty-to-refer/a-guide-to-the-duty-to-refer#public-authorities>

# Strategic Context



## Local Picture

The Kirklees Preventing Homelessness and Rough Sleeping Strategy does not sit in isolation; it is very much part of the Council's overall strategy for housing in Kirklees, which in turn clearly links to, and supports, wider and corporate strategies such as the **Health and Wellbeing Plan, the Economic Strategy, and the Council's Corporate Plan**. Preventing homelessness and tackling rough sleeping is a firm priority for the Council. This strategy is owned and endorsed across the Council, and supported across the wider Kirklees partnership.

The Council's [Housing Strategy for 2018 – 2023](#) covers the three priority areas of housing focus for the Council and its partners.

The first of these is housing need, including homelessness, with a specific outcome of preventing homelessness for more people, and supporting more people to find an alternative suitable home.

Additionally, the Housing Strategy sets out actions to achieve how people who are at the extreme end of homelessness and sleeping rough, with multiple and highly complex

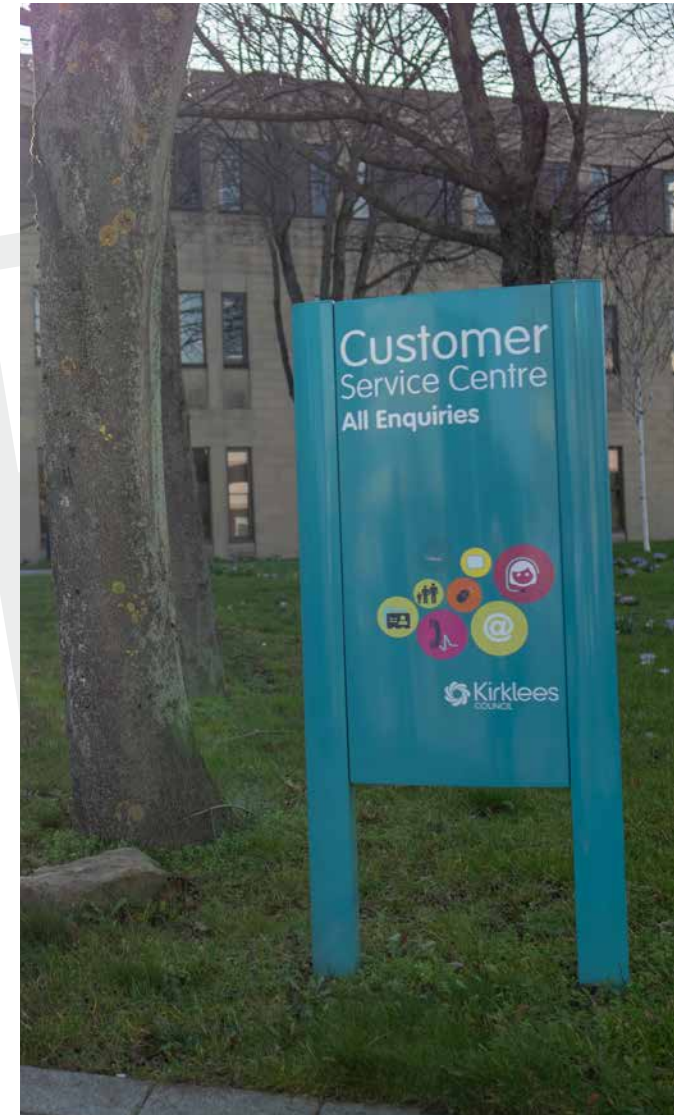
needs are supported off the streets and into appropriate housing, with the right level and type of support.

Data for the main causes of homelessness in Kirklees show that these are:

- ending of an assured shorthold tenancy
- violent breakdown of relationship involving a partner
- parents no longer willing to accommodate.

The ending of an assured shorthold tenancy as a main cause of homelessness in Kirklees brings us into line with what's happening nationally. The Crisis report into the state of homelessness in the UK (The homelessness monitor series) says:

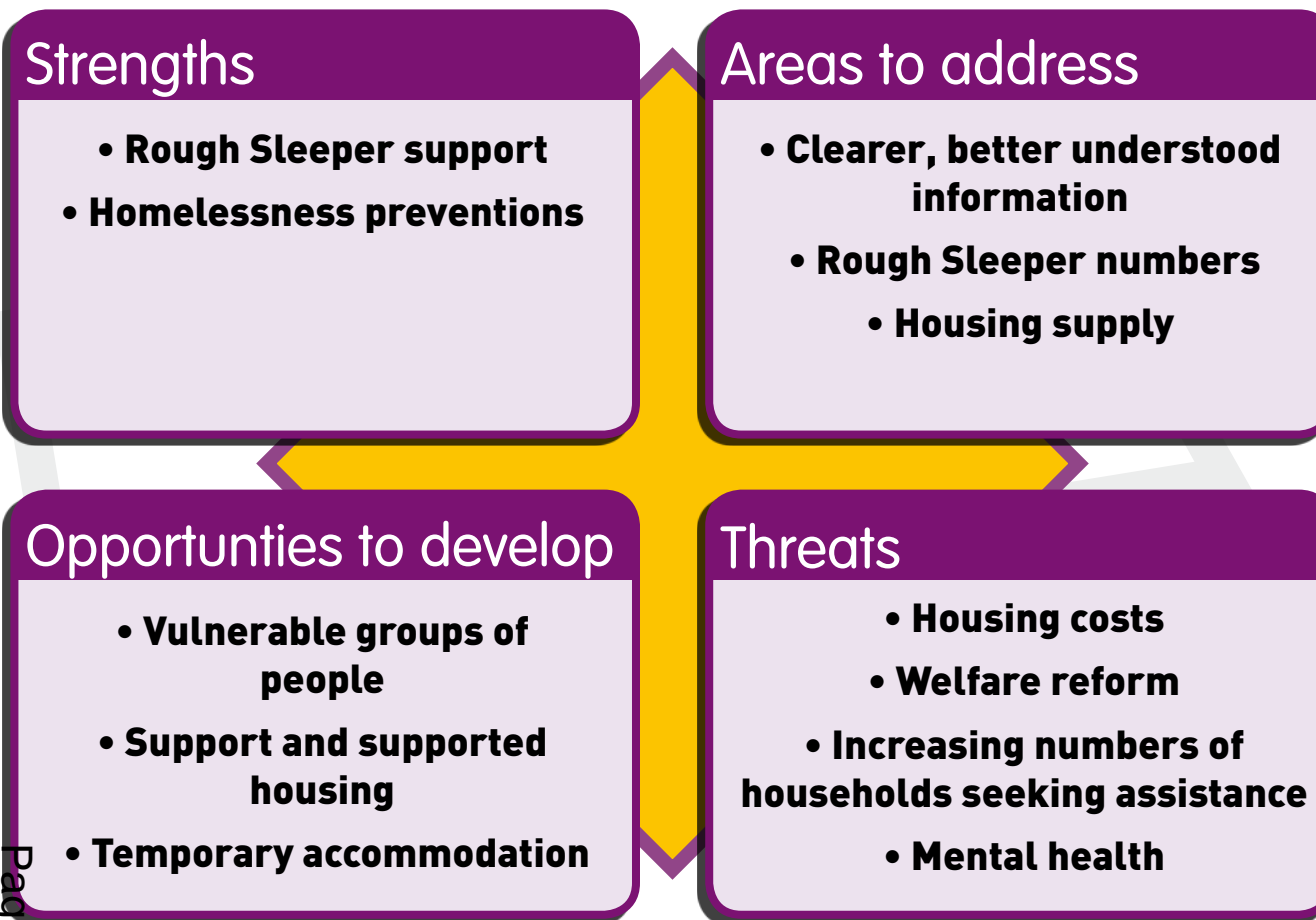
"All available evidence points to Local Housing Allowance reforms as a major driver of this association between loss of private tenancies and homelessness"  
- *(The homelessness monitor: England 2018, Crisis, April 2018)*





# Homelessness in Kirklees

The graphic below gives an overview of the current picture of Kirklees with regards to areas of homelessness and rough sleeping. Each area is then detailed further in this section.



## Strengths

### Rough Sleeper support

People who sleep rough often experience multiple and high level complex needs and the wellbeing of people who live and sleep on the street is at significant risk. To address rough sleeping effectively and improve outcomes requires a coordinated and multi-agency partnership approach, as recognised and set out in the Governments Rough Sleeping Strategy.

The Kirklees Housing Strategy refers to transformational approaches such as using 'Housing First' principles with people who have very complex needs and who sleep rough. As part of the redesign and commissioning of housing support outreach services being enabled in Kirklees through the Kirklees Integrated Support Service, Housing First principles will be included in the service specification and we will take forward this approach to working with people sleeping rough or who repeatedly return to the streets.

In Kirklees a partnership of both statutory and voluntary sector agencies meet on a quarterly basis to share intelligence and information

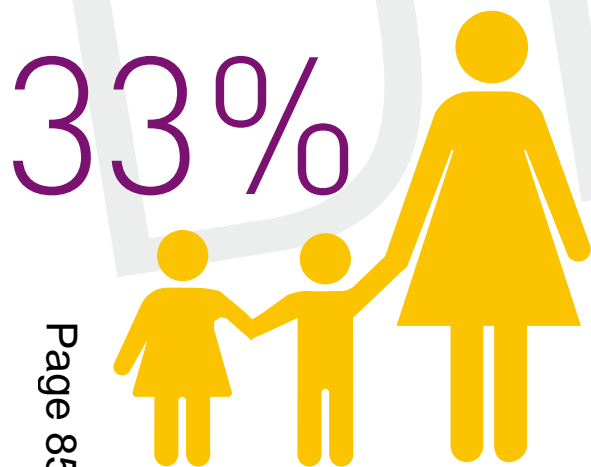
# Homelessness in Kirklees

around the issues of tackling rough sleeping, what is known about individuals who are sleeping rough and what action will be taken to get people off the streets and into settled accommodation. Agreed information sharing protocols are in place, which also ensure that individuals are not “double counted”.

## Homelessness Preventions

Looking at 2017/18, the number of households presenting at the Council as being eligible for assistance was recorded as 538.

The majority of these households, 33%, were female lone parents.



## Applicant households found to be eligible for assistance, unintentionally homeless and in priority need during the year 2017 / 2018

Household Type	Verified Preventions	% of Total
Couple with children	89	17%
Lone parent – male	13	2%
Lone parent – female	177	33%
Single male	157	29%
Single female	78	15%
Other	24	4%
<b>Grand Total</b>	<b>538</b>	

However, if we look at the overall number of homelessness preventions in Kirklees as submitted by statutory return, this shows 1,730 for the year 2017/18. This higher figure is due to the strength of partnerships both within and external to the Council. Examples of our partnership working include: the commissioned Sanctuary scheme operated with Pennine Domestic Violence Group (PDVG); assistance for single people by Fusion Housing; and the work done by the Council’s Housing Solutions Service around referring to specialist debt advice, negotiation and mediation, and work undertaken by our Accessible Homes Team to enable disabled people to remain in their own home.

We have seen particular success in preventing homelessness amongst 16/17 year olds in the

last 2 years. Most recent data shows that we prevented homelessness for 29 young people aged between 16 and 17, with only one young person accepted as statutory homeless. Positive and strong engagement with Children’s Social Care ensures that issues relating to children and young people who are at risk of becoming homeless – for example leaving the care of the local authority – are being swiftly and jointly addressed. This is reflected in the Council’s Housing Allocations Policy which awards the highest level of priority banding for housing - Band ‘A’ - to young people leaving care, who are ready to successfully move into independent living, and is an acknowledgement of the Council’s Corporate Parenting responsibility towards this vulnerable group.

# Homelessness in Kirklees

The table below illustrates the range of actions taken to prevent or relieve homelessness.

Kirklees Homelessness Prevention and Relief 2017/2018 - P1E data <sup>11</sup>		
Homelessness prevented - <b>households able to remain in existing home</b> as a result of:	1. Mediation using external or internal trained family mediators	25
	2. Conciliation including home visits for family or friend threatened exclusions	33
	3. Financial payments from a homeless prevention fund	-
	4. Debt advice	163
	5. Resolving housing benefit problems	24
	6. Resolving rent or service charge arrears in the social or private rented sector	-
	7. Sanctuary scheme measures for domestic violence	142
	8. Crisis intervention - providing emergency support	-
	9. Negotiation or legal advocacy enabling household to remain in private rented sector	196
	10. Assistance enabling household to remain in private or social rented sector	141
	11. Mortgage arrears interventions or mortgage rescue	30
	12. Other remain in accommodation	82
Homelessness prevented or relieved - <b>household assisted to obtain alternative accommodation</b> in the form of:	13. Hostel or House in Multiple Occupation (HMO)	171
	14. Private rented sector accommodation with landlord incentive scheme	110
	15. Private rented sector accommodation without landlord incentive scheme	26
	16. Accommodation arranged with friends or relatives	15
	17. Supported accommodation	112
	18. Social housing - management move of existing LA tenant	9
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# Homelessness in Kirklees

## Areas to address

### Clearer, better understood information

We need to ensure that if anyone in Kirklees becomes aware that someone is sleeping rough, the Council makes it easy, clear and straightforward for people to understand what to do. For example, having timely and accessible information about what help and support is available, who can provide help and how to access that help and how people can best support rough sleepers and refer their concerns.

There are a number of misconceptions and myths about people who are seen on the street and it is important that we tackle this. Not everyone presenting as rough sleeping has nowhere to go. Some people are on the streets in order to beg for money. Our shared intelligence tells us that of the rough sleepers we and our partners are aware of, some have a tenancy, or other suitable accommodation available to them but they do not stay there.

Where people who are assumed to be rough sleeping and we know they do have somewhere

safe and appropriate to stay then we must develop more effective ways of dealing with this. This may include exploring the use of more robust actions, which the Council and partners have previously hesitated to use. Otherwise, there is a risk that our focus is diluted, that our resources, and those of the public and voluntary groups become even more stretched and potentially mis-directed and that the numbers of people on the streets increases. Such a situation is damaging for our communities, our environment and local businesses and most of all to the individuals themselves who, regardless of why they are on the streets, are at risk from living in this way.

### Rough Sleeper numbers

Local authorities within England are required to submit on an annual basis, a single night snapshot of rough sleeping using street counts and intelligence driven estimates - the estimate is informed by the knowledge and triangulation of information held by partners. It is important to acknowledge that the estimate (or count, as some local authorities use) may be affected by

what is known – or not known – to partners, and the circumstances that may lead to individuals who find themselves without somewhere safe, warm and suitable to sleep at night.

“Accurately recording the number of people sleeping rough across England on any one night is a huge challenge”  
– Homeless Link, 20th September 2018

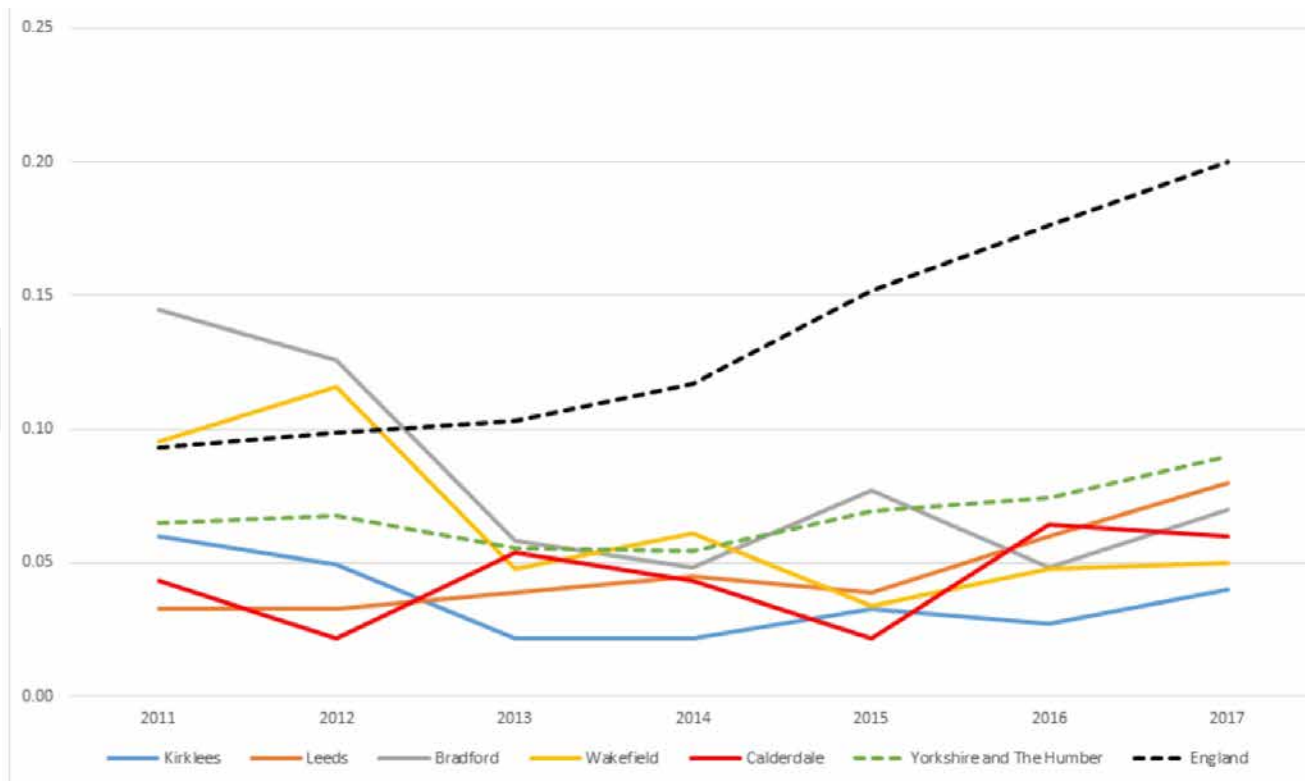
In November 2018, analysis of the intelligence held by the Council and its partners shows the figure to be 13 people. This is an increase on the numbers reported last year in 2017, when the estimate recorded was 8 people.

The trend in numbers of people who are rough sleeping is increasing and this is seen at both a national and local level.

Rough sleeping numbers for England, broken down to a local authority level are published by MHCLG and can be found here: <https://www.gov.uk/government/statistics/rough-sleeping-in-england-autumn-2018>

# Homelessness in Kirklees

Rough Sleeping per thousand households – West Yorkshire, Yorkshire & Humber and nationally



## Housing Supply

A key issue that contributes to people's homelessness is a lack of housing and especially, affordable housing. Without ready access to settled and affordable (primarily social) housing, people are accommodated in temporary accommodation and in Kirklees, there is an increasing trend in the numbers of people being accommodated in this way. The Kirklees Strategic Housing Market Assessment (SHMA) identifies that between 2013 and 2031, there is a need for 1730 new homes every year. Of this, there is an annual net imbalance of 1,049 affordable homes over the next five years.

In recognition of the need for more homes that are suitable for a growing population with a range of circumstances, the Council launched its Big Build programme - an ambitious intent to see 10,000 new homes in Kirklees by 2023, of which 1,000 will be on council owned land.<sup>12</sup>

<sup>12</sup> <https://kirkleestogether.co.uk/2018/03/13/announcing-the-big-build-for-kirklees/>

# Homelessness in Kirklees

Demand for social housing is growing, and as at November 2018 there are just over 13,500 households registered with Choose n Move, the choice based lettings scheme that the Council operates. On average, between 2,000 and 2,500 allocations are made per year, and so the gap between the numbers of people wanting and needing social housing, and the availability of stock, is evident. Social housing is a diminishing resource which adds to the pressure on people for whom finding a “market” solution to meet their housing need is out of reach.



## Opportunities to develop Vulnerable Groups of people

Homelessness is not restricted to the lack of a roof over someone’s head and generally, people who are homeless will have much broader unmet needs. The reasons why people become homeless are complex. They include structural issues, such as lack of housing supply and housing costs as described above. People losing their private rented tenancy, and being unable to afford to move into another private rented property is now one of the main reasons for presenting as homeless in Kirklees, as it is across the country – and also, more individual or personal issues.

There are particular groups of people within our population who are vulnerable and who, through a number of factors may experience homelessness either as a single crisis point in their lives, or more repeatedly. People are vulnerable because of a number of reasons. These include: people with disabilities; people who have mental health issues and other complex factors; learning disabilities; drug and alcohol dependencies; young people; older

people; people whose relationships have broken down and where violence is a factor. People who find it difficult to live independently and need support are also vulnerable to homelessness for example refugees to this country who may be transitioning to a new and different way of living. The Kirklees Mental Health and Wellbeing Needs assessment<sup>13</sup> identifies situations arising where people leave hospital or are released from prison without an effective referral pathway in place to plan for their settled accommodation needs.

Recently, the Police and Crime Commissioner has highlighted the risks of human trafficking and modern slavery to vulnerable people, including homeless and socially excluded groups, as set out in the Government’s Homelessness code of guidance. This acknowledges that such criminal activity is normally more prevalent amongst the most vulnerable groups, and within minority or socially excluded groups.

<sup>13</sup> <https://kirkleestogether.co.uk/2018/03/13/announcing-the-big-build-for-kirklees/>

# Homelessness in Kirklees

## Support and supported housing

Support for people who struggle to find, keep and successfully maintain a tenancy is a particular focus for the Council and its partners who are working to prevent homelessness. Equipping young people with the skills and abilities they need to achieve independent living, and addressing the needs of people with a mental health issue who are accepted by the Council as homeless are significant issues considered by this strategy. Mental health was the second highest reason for homelessness priority in 2017, after households with dependent children.

For people with lower levels of support needs, managed tenancies which provide more light touch support and which enable people to successfully move onto suitable, sustainable and affordable accommodation in a planned way can be helpful.

The Council's re-modelled housing support outreach services (Kirklees Integrated Support Service) will be commissioned to support people with vulnerabilities into independent living by addressing and combating issues that affect their health and wellbeing, such as domestic violence or substance misuse.

This will see a clear focus on tenancy sustainability, so that providers effect real and lasting change which assist those people who need support, to maintain a settled and successful move into independent living. Key to this will be the development of people's employability skills, coping strategies and resilience.

## Temporary Accommodation

The Council place households into interim, or temporary accommodation when permanent suitable housing is not available, or when pending a decision by the Council on the homelessness application. The temporary accommodation is available for homeless households who are in priority need<sup>14</sup> and who are not intentionally homeless<sup>15</sup>.

Around 90% of temporary accommodation is sourced from the Council's own supply of stock and Kirklees does not use private sector landlord supply. Of concern though is the increasing use of costly Bed and Breakfast accommodation in Kirklees, and the number of nights this is used. The council does not use Bed and Breakfast for 16/17 year olds and

is committed to not using Bed and Breakfast accommodation for families, unless this is as an emergency response. Where such accommodation has to be used for families, this will be for a short a time as is possible and in any event, will not exceed a 6 week stay, which is the specified length of time for homeless households with children using Bed and Breakfast.

Under the new legislative framework, the Council has reviewed the data recorded around temporary accommodation and we will be considering how long households spend in temporary accommodation before securing a suitable home.

Analysis of data for the first quarter of 2017/18 shows that the average time spent in temporary accommodation was 67 days, and the average monthly number of new households placed in temporary accommodation was 40.

<sup>14</sup> Priority need individuals are defined in [section 189\(1\) of the Housing Act 1996](#) and the [Homelessness \(Priority Need for Accommodation\) \(England\) Order 2002](#) Homelessness (Priority Need for Accommodation) (England) Order 2002

<sup>15</sup> Intentional homelessness is determined in section [191 of the Housing Act 1996](#)

# Homelessness in Kirklees

The impact of the Housing Reduction Act on the need for the local authority to provide temporary accommodation is not yet clear; however, early indications nationally suggest that numbers will increase, as will the length of time that households remain in temporary accommodation.

Issues around availability of council owned homes for households to move into, from temporary accommodation, and delays in turning around properties so that they are ready to let can contribute to a “silting up” of temporary accommodation. There is also limited appropriate move on options for people with complex needs, and who return to the Council’s Housing Solutions Service for assistance when their previous accommodation arrangements have broken down.

There is a limited availability of private rented sector accommodation that is both affordable (in line with Local Housing Allowance levels), and of a good quality. The Council plans to work in partnership with a key provider in the voluntary sector to increase access to the sector and so expand housing supply. Our Action Plan gives more detail about this.

## Threats

### Housing Costs

The Kirklees Housing Strategy notes that the average (mean) house price for the period April – June 2017 was £166,728, a difference of £13,700 for the same period in 2007, when the average house price in Kirklees was £153,028. Although Kirklees is a relatively affordable place to live, there are some wide variations in people’s incomes, with some parts of the district seeing an average household income of just over £26,000.

Affordability then is a real issue and some groups of people such as younger households, households on low incomes (and increasingly, more intermediate incomes) are particularly affected by the lack of affordable supply and the rising costs of housing. This includes private rent as well as home ownership. Enabling the increase in the number and range of homes delivered in Kirklees and access to a suitable and settled home is a priority for the Council and will help to address the issues of growing homelessness that we face.

### Welfare Reform

The impact of benefit changes is not new and was clearly identified as an issue in the previous Preventing Homelessness Strategy. The sustained period of benefits being frozen or severely limited increases (well below that of inflation) has had, and continues to have, a negative impact on households’ abilities to manage all their essential expenditure. Juggling finances and trying to cover the costs of rent, fuel, council tax, food and other outgoings is seen to be a contributory factor to people’s mental health and wellbeing. Both the Council’s Housing Solutions Service and Kirklees Neighbourhood Housing (KNH) report they are dealing with a sharp increase in the number of people with mental health issues.

Universal Credit has had a significant impact on household finances. Households that have previously managed their money well soon fall into difficulties. Where people take payment advance on their Universal Credit claim they may then find that the monthly repayment obligation compromises their ability to continue budgeting adequately.

# Homelessness in Kirklees

As a “snapshot”, from October 2018 shows that locally, Universal Credit (UC) claimants represented 32% (2,442) of the 7,586 rent accounts in arrears but were responsible for 50% (£1.3m) of the debt owed to the Council. There has been a slight downward trend in the percentage of numbers of tenants in receipt of UC who are in arrears but this same snapshot shows that the total rent arrears were £2.6m, an increase of £110,000 on the previous month.

Since UC was introduced, 48 council tenants claiming UC have been evicted and the majority of UC claimants who have terminated their tenancy have left owing rent arrears. Having rent arrears may adversely impact on people’s ability to access social housing in the future. Linked to this, we know that private rented sector landlords are less likely to rent to people who are on Universal Credit, because of the increased risk of arrears. Government has acknowledged that in the private sector, only 5% of private sector landlords have their rent paid directly to them.<sup>16</sup>

Poverty, and particularly poverty in childhood, has been shown to be a significant indicator of risk of homelessness in adulthood.<sup>17</sup>

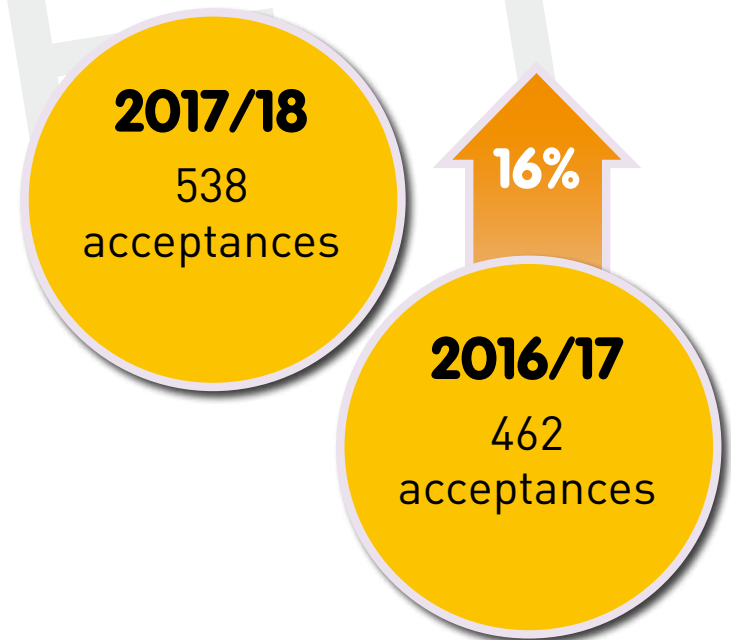
Tackling the negative impacts on people’s lives from changes to benefits, and enabling more people to access and maintain a job that strengthens their economic security are fundamental to the approach we continue to take in preventing homelessness.

## Increasing numbers of households seeking assistance

The numbers of homeless households in Kirklees for whom we accept a main housing duty is increasing. After many years of a significant decrease, we have seen an upward trend since 2016. And, the implementation of the Homelessness Reduction Act, whilst not widening the groups of people for whom the Council has statutory duties to accommodate, will impact on the way we work with people in housing need.

In 2017/18 the Council recorded 538 homelessness acceptances as compared to 462 households in 2016/2017. This represents a 16% increase.

2018 is the second financial year where there has been an increase in the number of homelessness acceptances, following 10 years of significant reductions. Over the last 3 months of 2017/18, the Council’s Housing Solutions Service dealt with nearly 4,000 face to face enquiries, and so we anticipate that this number will rise, as the new Act beds in.



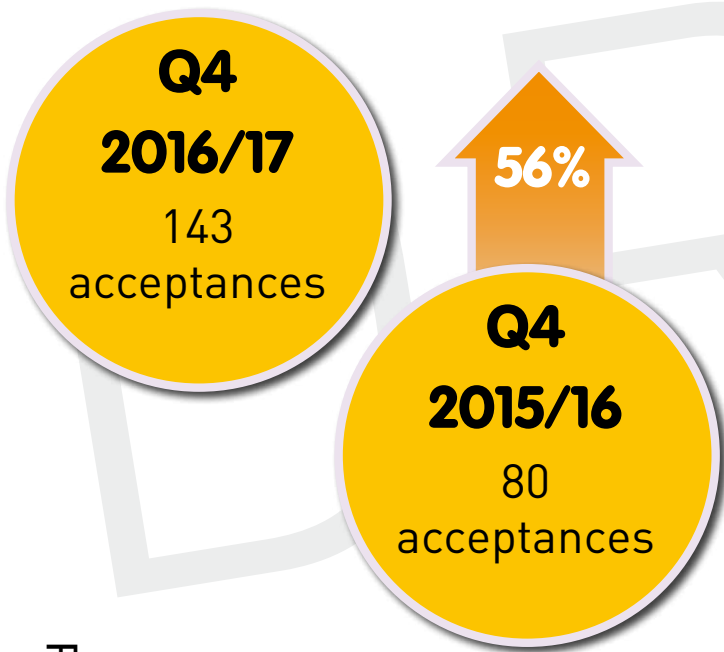
<sup>16</sup> <https://www.gov.uk/government/speeches/universal-credit-personal-welfare>

<sup>17</sup> “Homelessness in the UK – who is most at risk” July 2017, Professor Glen Bramley & Professor Suzanne Fitzpatrick



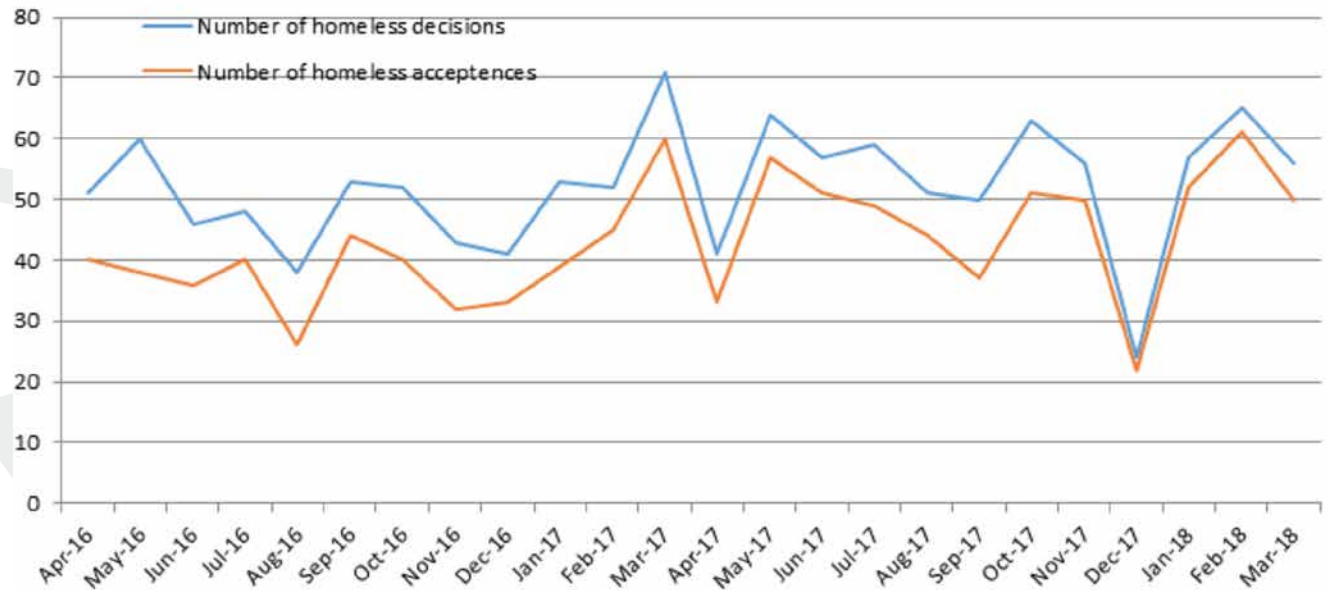
# Homelessness in Kirklees

The biggest increase over the last 2 years in the numbers of people coming to the Council as homeless and for whom we accepted as statutory homeless was in Q4 of 2016/17 where we saw a rise to 143 households. This compares to a figure of 80 for Q4 in 2015/16.



The table below shows the trends in homelessness acceptances since 2015/16 and is broken down into monthly reporting.

**Homeless Decisions and Acceptances**



The number of acceptances is far below the position at the peak of in the mid 2000's and is relatively low historically, but is nevertheless an 80% rise from the low point of 296 acceptances in 2014/15, and a similar rise compared to the picture described in the previous strategy:

"In 2013/14, statutory homeless acceptances reduced by 26% to 294 for the year, with a similar reduction in decisions"  
*(Kirklees Preventing Homelessness Strategy, 2013 - 2016).*

# Homelessness in Kirklees

## Mental Health

Across the board, and as confirmed at a recent local partnership event, there is an increase in the numbers of people presenting to a range of agencies with mental health issues. The main reason for priority amongst single homeless people approaching the Council as homeless is poor mental health. National data<sup>16</sup> shows that the most prevalent health problems among homeless individuals are substance misuse (62.5%), mental health problems (53.7%) or a combination of the two (42.6%). Poor mental health is both a cause and consequence of homelessness. Mental illness can trigger, or be part of, a series of events that can lead to homelessness. Additionally, mental health issues might well be exacerbated or caused by the stresses associated with being homeless.

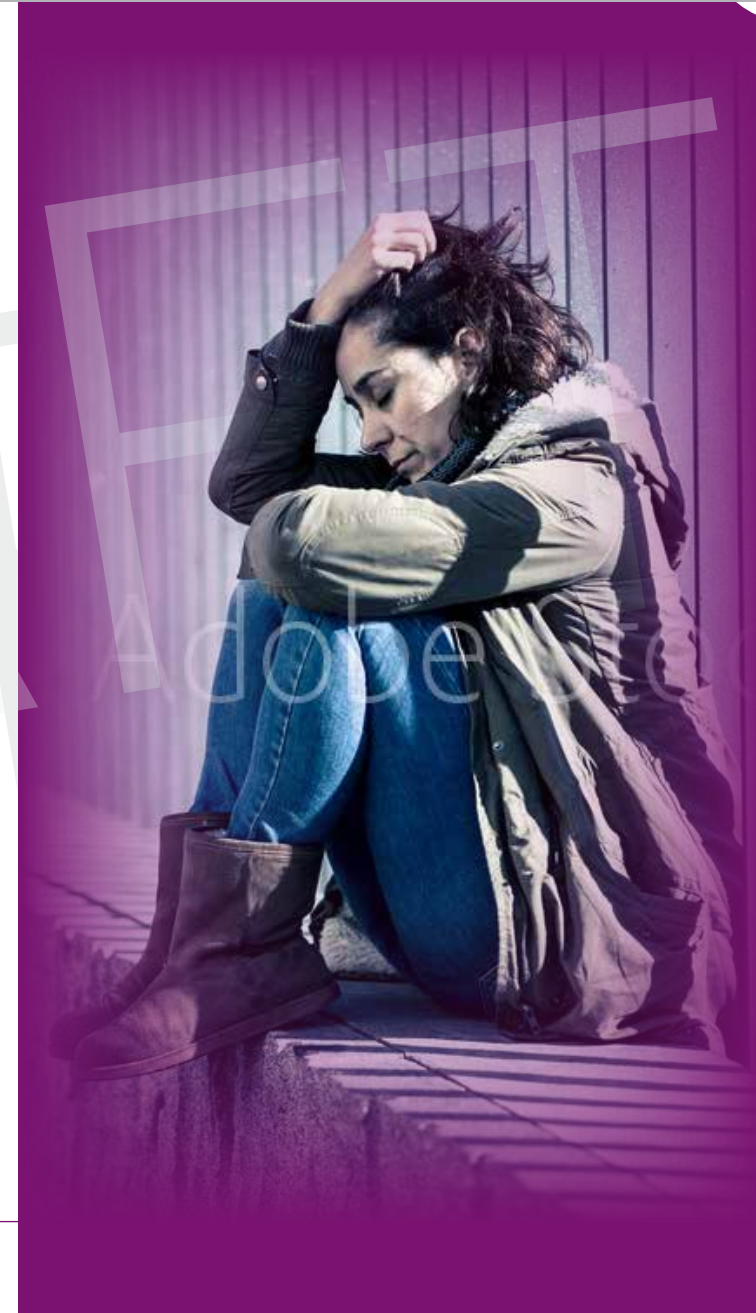
Council data for 2017/18 shows that of the total number of homelessness acceptances, 23% of individuals had a recorded mental health issue. If we look at the main reason for priority amongst single households without dependent children - couples, and singles without children - the figure is particularly stark. 41% of households in this group had mental health

recorded as a priority need. For rough sleepers, our intelligence suggests that the majority have drug/alcohol dependencies coupled with poor mental health. Mental health issues are likely to be under-reported due to constraints on the way data has been recorded. Going forward there will be more opportunities to record support needs, including mental health needs, for all customers who are homeless or threatened with homelessness - not just statutorily homeless.

There is no simple measures to resolve the problems associated with homelessness and poor mental health, but the prevention of mental ill health is a key place to start.

**“There are more people than ever with complex and multiple needs... Mental health services are overstretched and unable to cope.”**  
*(Homelessness Monitor England, April 2018)*

<sup>16</sup> [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/7596/2200485.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7596/2200485.pdf)





# Priority Outcomes



## Priority 1: Preventing Homelessness and enabling access to support

### **Early intervention and prevention with improved inter-agency working, intervening before crisis and more effectively supporting vulnerable people.**

We recognise that the most effective way to avoid homelessness is to intervene early, before people's situations reach crisis, and to connect them to the right support when this is needed. We also know that where people continue to struggle before finally approaching the Council for help and advice, their housing situation becomes more difficult to resolve and a sustainable, successful outcome is harder to achieve.

The Council's Housing Solutions Service is focussed on successful implementation of the Homelessness Reduction Act ensuring meaningful advice is provided which helps prevent housing crisis. In line with the Act, we are working with a broader range of partners to ensure our focus is maintained on intervening early with all households who are at risk of becoming homeless to prevent homelessness as much as possible, achieve better outcomes for people and so avoid costly and crisis interventions.

We are developing a more systemic approach to prevention across different parts of the Council and key partners, reinforcing a partnership culture that the prevention of homelessness is an integral element of delivery for all services, not just for Housing. We want to ensure that the importance of decent, affordable housing and the prevention of homelessness is a key consideration, for other services and agencies, for example with Children's Services, Adult's Social Care and Health partners.

A recent local partnership event (November 2018) brought together a range of services and agencies, to focus on the issues which contribute to the risks of homelessness in Kirklees, including people who are vulnerable through chaotic lifestyles, mental ill health, drug and alcohol addictions and challenging behaviours, where tenancies may not be sustainable.

A range of actions from this event have been identified and will be worked up in more detail as part of the Council's wider work with our communities and neighbourhoods.

Our strategy identifies that people's economic circumstances and their ability to manage financially is a key issue in preventing or relieving homelessness. We will continue to address the challenges and impact of debt, and welfare reform

for affected residents in Kirklees, such as the freeze on Local Housing Allowance rates (LHA)<sup>17</sup> and the ongoing roll out of Universal Credit, working with partners such as KNH to ensure that effective support and referral arrangements are in place to flag issues around debt and rent arrears early and enable successful prevention work to take place. This includes commissioning provision of and connection to debt advice, support to enable people to move to more affordable housing and putting Discretionary Housing Payment plans into place.

Support is also provided through our third sector/voluntary sector partners and other agencies, to enhance people's ability to access training and employment opportunities and so reduce their reliance on welfare benefits through increasing their financial resilience.

Our partnership actions help to mitigate the effect of losing their home on people's lives and their wellbeing, including mental wellbeing and protects the Council's rental income stream through more sustainable tenancies.

<sup>17</sup> Local housing allowance (LHA) is used to work out how much housing benefit an individual can get if they rent their home from a private landlord. A single private renter under the age of 35, is usually only entitled to housing benefit at the shared accommodation rate. In Kirklees this is £55 a week. Some people are exempt.

# Priority Outcomes



## We will:

- **provide meaningful and effective advice which is timely and outcome focussed, for everybody who approaches the Council with a housing need, including people referred via the Duty to Refer;**
- **develop and secure agreement to a Personal Housing Plan with all customers to either prevent or relieve their homelessness whilst continuing to secure accommodation for those in priority need groups;**
- **build on our active networking and strengthen engagement with partners and services across and beyond the Council to develop a joint action plan that ensures early and “upstream” preventative action, where partners identify people who are struggling and who may be at risk of homelessness. This includes people leaving prison or discharged from hospital, young people asked to leave the family home where the family relationship has broken down;**
- **explore innovative and different approaches to intervening earlier, which effectively address issues and ensure clear pathways to support are in place;**
- **continue and develop our shared approaches to reducing and mitigating the impacts of welfare reform and other financial pressures, including a focus on enabling people to access and maintain employment, and achieve better paid work.**

### **Increase and maximise the housing offer through enabling more affordable and sustainable housing including housing with support.**

Increasing the amount of specialist and supported accommodation, and affordable accommodation is a challenge that this strategy, and the Council’s overarching Housing Strategy seeks to address. Enabling housing growth, including affordable and supported housing that meets the needs of people who are homeless or at risk is a clear priority for the Council.

Our Housing Delivery Plan sets out the ambition of 10,000 new homes in Kirklees by 2023, including 1,000 homes on Council owned land. Additionally, the Local Plan identifies the supply of affordable homes that are needed in Kirklees. To support the delivery of our ambition the Council’s Specialist Accommodation Programme ensures that Kirklees has sufficient supply of the right kind of specialist accommodation, including housing with support such as hostel accommodation, domestic refuge, and supported accommodation for young people.

# Priority Outcomes



The Programme will collate information on current provision and determine future levels of demand and models of supported housing in order to inform increasing supply, so we have the right type and quantity of housing that enables people to develop the skills and independence needed to sustain their own home, and move on from homelessness.

We are particularly focussed on provision for younger people, and single people in receipt of Local Housing Allowance (LHA) who face challenges in accessing and affording a home of their own. We are pro-actively maximising funding opportunities which will help us develop new arrangements for homelessness prevention, and strengthen existing ways of working, to enhance the housing offer to vulnerable groups. We have previously explored how we make more and better use of the private rented sector (PRS) in Kirklees. As part of this work, we have bid to the MHCLG Private Rented Sector access scheme fund. If successful, this funding will assist us to deliver on our strategic approach to working with private landlords to secure and deliver increased access to suitable and sustainable tenancies in the private sector at affordable (LHA) rents for a clearly identified group of people for whom this offers an appropriate, timely, and sustainable solution to their housing need.

The Kirklees Integrated Support Service that the Council will commission is anticipated to come on stream in the summer of 2019 and will provide essential housing support for around 2,000 vulnerable people on an annual basis.

Some changes to the Kirklees Housing Allocations Policy have been made which will help the Council meet its duties arising from the Homelessness Reduction Act by giving priority to additional groups of people who are at risk of being homeless, or to bring their homelessness to an end.

## We will:

- **improve access to the private rented sector for single households who have lower levels of support needs through a commissioned extension to existing arrangements with our voluntary sector partners;**
- **relaunch and reinvigorate the Kirklees Landlord accreditation scheme;**
- **explore development of our private lettings scheme to target families who need larger affordable homes;**
- **develop proposals for enabling provision of more supported accommodation for single homeless households in North Kirklees;**
- **ensure the Housing Allocations policy continues to effectively meet the needs of people who are homeless or at risk of homelessness;**
- **work with our partners in the voluntary sector to support them in submitting funding bids and enabling increased provision.**







# Priority Outcomes



## Access to help which sustains tenancies, improving people's lives and achieving positive outcomes.

To prevent homelessness we must have the right type, level and access to the support that people need who would otherwise be more likely to lose their home. Identifying what support needs people have is part of our approach to prevention under the Homelessness Reduction Act, as reflected in Personal Housing Plans that are developed in partnership with the individual.

Pre-tenancy training, equipping people with the life skills, abilities and resilience needed to manage and maintain successful independent living and reaching people at the right stage in their lives – for example, with schools and colleges before young people fully transition to independence - are all vital parts of a successful homelessness prevention approach. These are also approaches that a wide range of partners, services and community stakeholders need to adopt and embed, if we are to achieve our ambitions of preventing people from becoming homeless.

## Case study interviews – John and Chris\*

John\* discussed the importance of “...good budgeting advice...” and “...how to make savings...” He explained that some information on this is already available but it needs to be “...something a bit more effective than what's in place now.”

Chris\* lived with his mother for most of his life and was her carer. His mother owned the home and when she became ill, the family home had to be sold to pay for the care home. He was offered a property via the Council but struggled to live on his own as well as managing finances, bills and rent as it was all new to him.

Chris' Employment and Support Allowance was stopped after an assessment determined that he was fit to work and needed to claim Job Seeker's Allowance instead. Issues arose and there was a period where neither of the two allowances were paid and Chris fell into arrears. He had no support and wasn't sure where to go for help.

Chris began sleeping rough in a local park and spending days with mum at the care home. His mother wasn't aware that he was homeless and he didn't want to worry her.

Chris finally approached the Council's Housing Solutions Service and was offered a referral to a supported housing scheme – he heard nothing from his interview and went back to sleeping in the park.

Eventually a stranger who took him coffee in the park put him in touch with the hostel in Huddersfield and via this contact he managed to get a place at the hostel. He initially kept himself to himself but eventually through a persistent key worker he mixed with other residents and attended activities.

Chris was a resident in the hostel for 14 months but has now been successfully re-housed in his own Kirklees tenancy. He was fully supported with the tenancy process. He still attends the hostel, accessing his 'floating support worker' and helping out with the Sunday dinner for current and previous residents.

# Priority Outcomes



Building on people's strengths and maximising the assets or abilities of individuals and communities is a theme that underpins how the Council plans to achieve its ambitions for Kirklees residents and the places they live in. Using these same principles in how we work with people to address homelessness and enable them to achieve positive life outcomes reflect and support this wider approach and aspiration for Kirklees.

## We will:

- **strengthen our joint planning and commissioning approaches and build on existing good practice between Children's, Adults and Housing Services including KNH and Pinnacle to focus on homelessness prevention and tenancy sustainability and achieve better outcomes;**
- **strengthen our relationship with private landlords, focussing on enabling successful tenancies;**
- **review and extend the current models of temporary accommodation and reduce our use of Bed and Breakfast;**
- **ensure effective referral pathways into the new outcome focussed housing support services to be commissioned by the Council through the Kirklees Integrated Support Services.**

# Priority Outcomes



## Priority 2: Tackling rough sleeping

### **Improved responses for people who sleep rough, getting people off the streets and maintaining ongoing engagement to break the rough sleeping cycle.**

This strategy identifies that we are recording an increase in rough sleeping in Kirklees. This is a highly visible form of homelessness in our communities. It is not acceptable that people sleep on the streets and rough sleeping has wide and long lasting negative impacts. This increasing visibility, which can be seen across the country, has understandably led to an increase in the number and range of groups and organisations involved with people who are living on the streets, many of whom will have complex and multiple needs which go way beyond the need for settled housing.

We want to ensure that the impact that all our efforts have on reducing and eliminating rough sleeping is maximised to the fullest effect and that duplication of resources is avoided. Our focus then is on a coordinated, responsive and targeted approach which helps to address not

just the crisis point of someone being on the streets, but starts to address the root causes and barriers as to why individuals may not be at the stage where they are in and sustaining more settled accommodation.

We engage directly at an individual level with people who sleep rough. Our approach is proactive, personalised and tailored to the individual, their specific issues and circumstances and experiences.

We recognise the need to promote individuality within the homelessness and rough sleeping community, and that this is not a homogenous group where a one size fits all approach will work.

When service users were asked about sharing living accommodation for example, they gave differing responses:

### **Case study interviews**

Mark\* said he "...didn't mind..." living in supported shared accommodation, but when he leaves there that "... [I] wouldn't really want to live with people I didn't know..." and that in relation to feeling safe and others' potential drug usage "...their backgrounds would always be at the back of my mind..."

On the other hand, John\* said: "I like company so didn't mind sharing..." he did add though "... providing everyone behaves." Now John has moved into his own flat, he did say "...it can be lonely..." and that regarding the hostel "... [I] miss living here, miss the company".

# Priority Outcomes



Where an individual is not ready to engage with support we will attempt to minimise the risks of sleeping rough (which may include taking more formal action) but continue to offer that support, until such time this is taken up and the individual is able to move on from rough sleeping.

We will seek more transformational approaches to the rising numbers of people who are homeless including people who sleep rough in Kirklees. An example of this is Housing First. This is an approach that has been shown to work in the US, Canada and parts of Europe and is being implemented now (with government funding) in areas across the UK including Newcastle, London, the Midlands, Greater Manchester, on the South Coast and in Wales and Scotland.

Housing First supports people who have a history of homelessness and/or rough sleeping and who have high needs, which may be multiple and complex in nature. The principles are to provide settled and secure accommodation for the individual in their own home, at the outset, rather than move people through a range of temporary solutions such as a hostel. Having a home of their own is viewed as a stable platform from which other issues affecting the individual can be addressed, via a tailored, strength based and individualised programme of support. This flexible support is offered as a “wrap around” and is an offer, not an imposition or a condition. It builds on the stability of a settled home, with no pre-conditions around the person showing housing or tenancy “readiness”. Support will be provided by the Kirklees Integrated Support Service.

We recognise the importance of follow up support and maintaining engagement with people past the immediate crisis of rough sleeping, to break the cycle and put in place measures which can prevent people from going back onto the streets. This must have focus on building people’s resilience, their support networks and improving their health and wellbeing, and ability to access and maintain suitable employment.

## We will:

- **improve and extend our emergency responses to rough sleeping, including arrangements for dealing with the impacts of adverse weather conditions on rough sleepers and quickly getting people off the streets;**
- **ensure that as part of the follow up response to people who are enabled to come off the streets the Council’s Housing Solutions Service has an onsite presence at the Huddersfield Mission, one of our key partners, to facilitate our engagement with people who have been sleeping rough;**
- **use a tailored and person centred approach in developing solutions with people sleeping rough;**
- **work to better understand and tackle the underlying reasons some people chose to sleep rough, despite having accommodation available to them;**
- **adopt the principles of Housing First where this is an appropriate approach and where more traditional approaches have been unsuccessful (via the Kirklees Integrated Support Service);**
- **identify and better support “hidden homeless” households such as women who are living in very insecure and unsafe situations and who may be vulnerable to exploitation and abuse through sex work.**



# Priority Outcomes



## Develop a more collaborative, “working with” relationship with rough sleepers.

We want to understand what, as a partnership and including agencies or services with whom we are not yet effectively engaging, we should be doing at an earlier stage to avoid anybody ending up on the streets, and what works in terms of enabling people to move away from this situation and onto a more settled, secure and happier outcome.

Our engagement with people who have experienced rough sleeping has told us that when rough sleepers are willing to engage, we need to ensure we use that opportunity to rapidly support them to get them off the streets. This may mean engaging in different ways, or different locations.

## Case study interviews

After being made homeless when his private landlord had the house repossessed, Mark\* spent a week of rough sleeping before he was advised to go to Housing Services for support.

Mark said about sleeping on the streets that he *“...couldn’t take any more and didn’t want to be alive.”* Mark mainly slept in the subway but said

it was a *“...scary place”* and was *“...terrified at night and couldn’t sleep.”*

Mark has now been at the hostel for just a short while, but feels *“...really well supported...”* Mark has had support with drug and mental health issues, has now got access to a GP for his serious medical condition and is also due to visit a dentist which staff have arranged.

When asked what could have been done differently before he became a rough sleeper, Mark said: *“...there should be something that somebody can do to help people feel safe ...”*

We need to recognise that even when engaged with services, uncertainty is a key factor in people’s wellbeing and we must try and minimise this where possible.

Although John\* was glad of the offer of the ‘crash pad’, this was only on a 24 hour basis and described the feelings of uncertainty with this as *“...horrible...”* and *“...hard on your mind...”* He also added that *“...24 hours is not very long...”* and you feel *“...in limbo...”* not knowing you would get a place at [name of hostel] or somewhere else.

The Council’s approach is much more around “working with”, rather than “doing to / for” people who need our support. We use an asset based approach, and the principles of restorative practice. This recognises and values people’s individual and community based strengths which can and should be drawn on and developed, to reach outcomes that are sustainable and in keeping with the outcomes that the person themselves wants and values.

We want to strengthen our approach for proactive outreach work with rough sleepers and we will seek funding opportunities to enable this. Our intention will be to use a personalised and psychologically informed approach to working with rough sleepers, developing positive and trusting relationships, improving pathways and achieving better outcomes for the individual, reducing rough sleeping.

# Priority Outcomes



## We will:

- **continue to embed across the Council and externally, a wider understanding of the links between preventing and ending rough sleeping and successfully achieving wider health, wellbeing and economic resilience outcomes;**
- **collaborate with partners to develop a more person centred and holistic focus to support people who are rough sleeping;**
- **implement our approach to the Navigator role, developing one to one, trusted and engaged relationships with people who have complex needs to achieve meaningful change;**
- **incorporate the lived experience of homelessness perspective into service planning and action plans.**

### **Building on and strengthening our partnership arrangements including the growing and emerging range of voluntary groups, food banks and street kitchens.**

A key principle of this strategy, and which underpins how we will avoid situations where people in Kirklees sleep on the streets, is the strength and effectiveness of how we work across services and agencies as partners. People whose housing situation has broken down to the extent that they are sleeping rough, even if accommodation is available to them, will have a range of needs and be facing a number of issues that require a proactive coordinated and holistic response across agencies.

A sub group of the Kirklees Homelessness Forum, with support from Homeless Link, the national homelessness organisation, has recently developed the Kirklees Street Outreach Good Practice Guide. The Guide contains a common standard of good practice in street outreach for charities, organisations and individuals supporting rough sleepers and other vulnerable people living on the streets. Whilst it will not exclusively end rough sleeping, it provides a valuable reminder and resource for

new and existing groups who want to contribute to this goal; and through sharing information and experiences aims to improve effectiveness of, and minimise duplication among, the street outreach services throughout Kirklees.

Early identification and intervention from a range of partners and the wider community, putting supporting actions in place before the crisis of rough sleeping occurs is key to its elimination. This links to our plans to take forward the work already started, to grow and embed the understanding and awareness of homelessness prevention amongst front line services, and maximise the opportunities for preventative action which reduces the risks of homelessness and this tipping into rough sleeping.

Linked to this is the need to ensure that we also strengthen arrangements for members of the public, who have concerns that someone is sleeping rough, so that they know how to, and feel confident in, referring their concerns. As part of this we want to explore better, more effective ways for people to support rough sleepers, such as enabling more on line options for people to donate.

# Priority Outcomes



## We will:

- continue to build relationships across services and to look for opportunities to work in a more integrated way to prevent rough sleeping and the risk of people returning to the streets;
- ensure that our referral mechanisms are clear, accessible and understood by partners;
- support the ongoing roll out and awareness raising around the Homelessness Forum's Street Outreach Good Practice Guide;
- regularly review the information available to anyone who is concerned about rough sleeping in Kirklees to make sure it is readily available understandable and accessible and supports the provision of longer term solutions to rough sleepers.





**In preparing this strategy and developing the Action Plan we have engaged with a number of stakeholders. This engagement activity has taken place during 2018 – 2019 and includes:**

- Kirklees Homelessness Forum
- Kirklees Supported Housing Group
- People with lived experience of homelessness
- Home Group (Clare House)
- MHCLG specialist homelessness advisor
- Officers from across Kirklees Council
- Elected Members, including Scrutiny Panel

# 8 Monitoring and Review



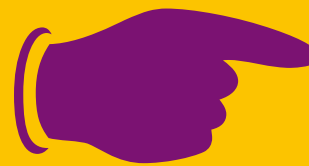
We cannot achieve the outcomes we want to see on our own. We have worked closely with our partners in developing the Kirklees Preventing Homelessness and Rough Sleeping Strategy and the evolving action plan, recognising the strengths, assets and resources that our partners bring.

The action plan will show through a set of clear performance measures, how we will demonstrate the progress we are making.

The Action Plan will be kept under review and will be reported on in line with the review arrangements for the Council's Housing Strategy. Progress will be monitored and reviewed by the Council on an annual basis and will be refreshed in line with that review, for the duration of the strategy.

Outcomes from these review arrangements will drive revisions to the Preventing Homelessness and Rough Sleeping Strategy and Action Plan updates.

## Appendix Action Plan



**– to be developed in partnership with  
the Strategy sub group of the KHF**

**Kirklees Preventing Homelessness  
and Rough Sleeping Strategy  
2018 - 2023**

DRAFT







**Name of meeting: Council**  
**Date: 17 July 2019**  
**Title of report: Corporate Plan 2019 Refresh**

**Purpose of report**

To present Council with an update on some of the activities which have helped contribute to achieving the outcomes we set in the two year Corporate Plan, approved July 2018.

To affirm ongoing delivery commitments and identify new delivery priorities to help us achieve the outcomes we have set, over the next twelve month period.

If agreed this will become the refreshed Corporate Plan for the remainder of the 2019/20 period, with a particular focus on the narrative for our organisational journey, and the content prioritised under each of the outcomes.

<b>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?</b>	<b>Yes</b>  <b>If yes give the reason why</b>  The Corporate Plan sets out the shared outcomes and objectives with borough-wide impact.
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a></b>	Yes
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	Yes
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>Rachel Spencer-Henshall – Director Corporate Strategy, Commissioning &amp; Public Health: 4<sup>th</sup> July 2019</b>
<b>Is it also signed off by the Service Director (Finance)?</b>	<b>James Anderson (on behalf of) Eamonn Croston: 3<sup>rd</sup> July 2019</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Julie Muscroft: 4<sup>th</sup> July 2019</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Shabir Pandor</b>

**Electoral wards affected: All**

**Ward councillors consulted: All**

**Public or private: Public**

**(Have you considered GDPR?)** Yes. The only personal details in the Corporate Plan refresh are the 'I'm Kirklees' case studies. Consent from the individuals involved has been received and recorded.

## 1. Summary

- 1.1 The Corporate Plan 2018-20 is being refreshed for 2019/20 to highlight key delivery to date, as well as our priorities and continued direction of travel for the next 12 months. Our shared outcomes, aims and impact measures remain consistent with the 2018-20 Plan. However, this refresh provides the opportunity to update both our 'We're Kirklees' journey, and the ways in which we'll deliver against our outcomes.

## 2. Information required to take a decision

- 2.1 The 2018-20 Corporate Plan was approved by Council in July 2018. This refresh (Appendix 1) reflects key achievements over the last 12 months, sets out our key delivery priorities for the year ahead, based on ongoing commitments and new priorities for action, and describes the current stage of our 'We're Kirklees' journey, which focuses on people, partners and places.
- 2.2 The refresh is an update on the Council's approach to our shared outcomes. A new Corporate Plan will be published next summer when the 2018-20 Plan expires, which will provide the opportunity for a more fundamental reshape of the document, although it is not expected that the focus on people, partners and place through 'We're Kirklees' will change.
- 2.3 The introduction highlights our level of ambition for creating a more inclusive economy and society, and a more inclusive organisation. It reflects the pride the Council has in its staff and its commitment to an ongoing journey to change the way we work.
- 2.4 This sets the scene for an update on what 'We're Kirklees' means: our approach of working with people, not doing to them, the importance of our partners in delivering our shared outcomes, and our adoption of place-based working.
- 2.5 The Plan summarises the vision, key achievements, and work-streams sitting under each of our seven shared outcomes (plus our own efficient and effective outcome). As this is not a new Corporate Plan, the continuity with the objectives set out in the original Plan is clear. This refresh reflects how our delivery against each of the outcomes is evolving – reaffirming the delivery we will continue to progress and identifying the new areas of emphasis we are developing.
- 2.6 This report is accompanied by a delivery document (see Appendix 2) which provides further detail on our achievements against the objectives set out in the 2018-20 Plan, ensuring we are clearly monitoring our performance.
- 2.7 Each outcome includes a set of indicators, which look at the wellbeing of our population. Accountability for improving against these indicators rests with partnerships as opposed to individual service providing agencies. These are used as leading indicators, measuring progress on our collective outcomes across Kirklees, and are supported and supplemented by our quarterly performance reports which assess a range of 'council owned' performance measures.
- 2.8 The previous 2018-20 Plan featured a case-study showcasing project delivery for each outcome. The 2019 refresh includes Kirklees Council staff talking about their roles, their contributions to our shared outcomes and why they are proud to work for the organisation, under the heading 'I'm Kirklees'. This is reflective of the communications being rolled out in the next phase of our 'We're Kirklees' approach.



2.9 In keeping with the 2018-20 document, the back page displays the scale and scope of the Council's delivery, along with its partners.

### 3. **Implications for the Council**

#### 3.1 **Working with people**

The 2019 refresh includes an update on our journey to work *with* people rather than do *to* them. It includes detail on how we are building restorative practice capacity within the organisation, as part of our approach to embedding this way of working across the Council in all services, as well as with partners and communities.

#### 3.2 **Working with partners**

Our commitment to partnership working is articulated in our description of 'We're Kirklees'. The Plan is clear that in delivering all our shared outcomes, our work with partners is critical and fundamental to all we do. The last page looking at our achievements over the previous 12 months explicitly states that these have only been possible through joint working with our partners, and are shared achievements to match our shared outcomes.

#### 3.3 **Place based working**

Place-based working is woven throughout the Plan. There is a description of this developing approach in the introductory section of the document, and subsequent examples are given under each outcome – better understanding our resident's needs, equipping communities with the skills and resources they need to achieve their aims, and working in partnership to enhance delivery across the whole system.

#### 3.4 **Improving outcomes for children**

While there is a specific outcome dedicated to outcomes for children (Best Start), the other seven outcomes all impact on children and young people – good jobs and progression for parents, lifelong learning, a cleaner and safer environment, and a Council that works efficiently will all improve the lives of children in Kirklees.

#### 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.

The Corporate Plan is a key document to communicate to staff, helping them see how their work fits with the organisation's strategic priorities and direction of travel. Council staff will continue to be fully engaged in the Corporate Plan so that they identify with the approach set out and understand how this impacts on the way in which they carry out their work. An ongoing communication and engagement plan will continue to be developed and delivered to ensure that this takes place.

#### 4. **Consultees and their opinions**

- 4.1 Officers across all departments have contributed to the development of the Corporate Plan, identifying what services have achieved over the last 12 months, ensuring continuity where appropriate and advising on priority actions.
- 4.2 The Corporate Plan was discussed with Portfolio Holders during its development, at the Chief Executives meeting with Leading Members on 5 June 2019, at Overview and Scrutiny Management Committee on 17 June 2019 and at Cabinet on 18 June 2019. Councillors have provided their steer on the content throughout, with adjustments to the draft being reflected in the final version provided to Council.

#### 5. **Next steps and timelines**

- 5.1 Following approval, the Plan will be released to managers. Work will continue on the communication and staff engagement plan and the Plan will be updated on our website.

#### 6. **Officer recommendations and reasons**

- 6.1 To recommend approval of the refreshed and updated Corporate Plan 2019/20 (appendix 1) which is described in this report.
- 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**

- 7.1 The Cabinet Portfolio Holder recommends that full Council approves the Plan on 17 July 2019.

#### 8. **Contact officer**

Christina Andrew [christina.andrew@kirklees.gov.uk](mailto:christina.andrew@kirklees.gov.uk)

Kate McNicholas [kate.mcnicholas@kirklees.gov.uk](mailto:kate.mcnicholas@kirklees.gov.uk)

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

Appendix 1: Corporate Plan – 2019 refresh

Appendix 2: Delivery update

The existing 2018-20 Corporate Plan can be found at:

<https://www.kirklees.gov.uk/beta/delivering-services/corporate-plan-201820.aspx>

2018 Council report:

<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CIId=138&MIId=5646>

2019 Cabinet report on refresh:

<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CIId=139&MIId=5950>

#### 10. **Service Director responsible**

Andy Simcox – Service Director, Strategy, Innovation and Planning

Draft: Council version  
July 2019



# Kirklees Council's Corporate Plan 2018/20 (2019 refresh)



We're **Kirklees**  
and we're proud 

Proud to be...  
a great place to  
**work,**  
and **live,**  
**invest**

# Introduction



Kirklees is a great place in which to live, work and invest, but we can always be more ambitious. During my first 12 months as Leader, I've shared with officers, community groups and other partners the importance I place upon ambition. Now is the time to move with both pace and passion to deliver real improvements for people.

A strong and vibrant economy and society should benefit all local people, but we know that some people are less likely to benefit from economic growth and feel less involved in their communities. The twin pillars of inclusivity and productivity in our new Kirklees Economic Strategy 2019-25 reflect my own personal commitment and that of colleagues to put inclusion at the heart of this council's agenda. We are committed to reducing inequalities in health, education, skills and employment opportunities. Through the Kirklees Inclusive Growth Group I've been working with the leaders and key stakeholders in local organisations to champion inclusion and generate ideas and action that we can make progress on individually and together.

Last year we said it is only through working in partnership that we can create the long-lasting change we need. That very much remains the case. We have an important role in enabling action and working closely with people to ensure everyone in Kirklees benefits. This approach is important in all our services, and especially our vital adult social care, children's services, libraries, highways, and waste services that provide the basics for people to get on with life as well as crucial safeguarding services for those who need our help to stay safe.

We are tackling some of the key issues of our time. We are developing an action plan around our declaration earlier this year of a climate

emergency. And we're starting work on a new cohesion strategy to help us build stronger communities, celebrate diversity and build common ground and good relations.

Finally, we're making big efforts to be a more inclusive organisation. The unanimous approval of our Inclusion and Diversity Year 2 Action Plan at Full Council shows the importance of inclusion for this council, and is creating the conditions for all council staff to be able to make a difference, progress and thrive.

Creating a more inclusive local economy and society, and a more inclusive organisation: that's my ambition for this council, that's my ambition for Kirklees.

**Cllr Shabir Pandor**  
Leader of Kirklees Council



I'm incredibly proud of the people who work here. The passion of our colleagues for the difference we can make, their confidence about our abilities to get things done, and their flexibility in meeting challenges are among our greatest assets as a council. Every day I meet colleagues who display the kind of behaviours that help us become more passionate, confident, and flexible.

I firmly believe that we are now well into the next phase of our ambitious journey. Through 'We're Kirklees' we can deliver our shared outcomes by working with people (rather than doing to them or for them), working in partnership (rather than trying to do things alone), and working in a place-based way (recognising that the biggest and most sustainable changes come from the grassroots up).

The purpose of this plan is to set out our priorities so that these are understood by all staff and key partners, to track the progress we are making in meeting the ambitions we have set ourselves and to make

sure that our values, ethos and ways of working inform everything that we do. Each and every one of us can make a huge difference to local communities by focusing on delivering our outcomes. We have much to do and we'll continue to work hard to ensure the organisation and its people have the tools they need to deliver.

**Jacqui Gedman**  
Chief Executive of Kirklees Council

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

We're Kirklees is also the journey we're on to keep improving to become the best organisation we can be. It is about a focus on delivering the best for all those who live, work, visit and invest in the area, working together with our communities and partners in ways that benefit all the towns and villages within Kirklees.

And We're Kirklees is a journey we are committed to continuing: we will maintain our focus on People, Partners and Places, and we want all our staff to do the same.

## Working with people not doing to them

Our focus is on engaging people, building relationships based on trust, working with people and communities to solve problems and make the most of opportunities in order to give them better control of their lives. This means providing the appropriate level of challenge and support to empower citizens and communities to feel able and encouraged to do more for themselves and become more independent. The focus on restorative practice that started in our Children's Services teams and strengths-based practice in Adult Social Care is cascading across the organisation. Supporting councillors in their community leadership roles is also critical to this approach.

We are determined that those in contact with the council have the power, opportunity and support to help shape services – whether they are residents, key partner organisations or local businesses. Working collaboratively informs everything we do.

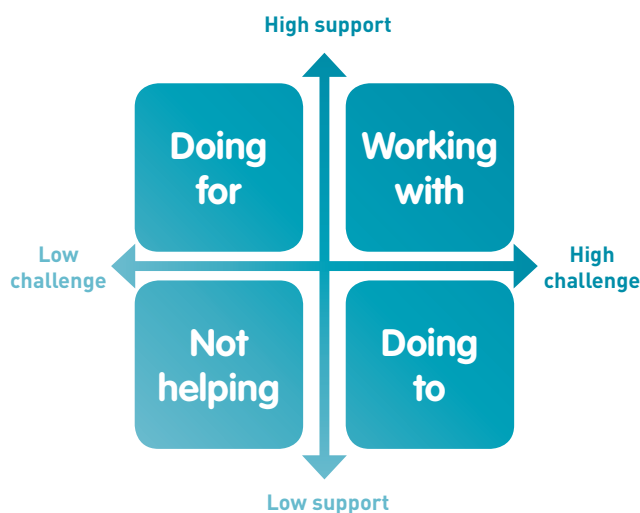
The council has a unique role to play in supporting vulnerable people. We are developing different ways to help people live independent lives for as long as possible, especially by helping people stay fit and healthy. This includes giving young people the best start in life through support for expectant and new families, and means that as people get older, they can look after themselves using more of the support already available 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. Our whole social care and support infrastructure also depends on carers and their ability to carry on doing this invaluable job. As a council we will continue to support carers, recognising the pressures they can face and appreciating that co-ordinated support from the council and its partners will help them to continue.

We are continuing to modernise our approach to inclusion and diversity. Our Inclusion and Diversity Statement and our Year 2 Action Plan 2017-21 are significant steps to both tackling inequalities and embracing inclusion and diversity as a real asset. We are incorporating this positive approach by effectively and routinely respecting diversity, valuing different perspectives and supporting inclusion.

### Delivering change: restorative practice

We've been developing our skills in restorative practice over the last year, enhancing staff behaviours, interactions and approaches to help build and maintain positive, healthy relationships, resolve difficulties and repair harm where there has been conflict. When we work with and alongside people, and focus on removing barriers, promoting a sense of community, social responsibility and shared accountability, there is strong evidence that outcomes are improved. We have delivered training to over 500 staff, with over 75% reporting that they have found it very or extremely useful in their roles. One participant said:

*"My approach has always been reflective and relationship based, this training has given me the language to use and a framework to practice in an evidence based way – leading to my increased confidence and being able to encourage this approach in my team"*





## Working with partners

Many of the issues and opportunities we face are complex and we need to use the broadest range of knowledge, experience and resources to get the best results. Our partners in Kirklees bring a vast amount of positive insight, skills, and understanding to the table, from grassroots community engagement in the voluntary and community sector, to local businesses driving productivity and innovation, and other public sector organisations. Working together with a shared sense of purpose, and using the expertise held across these sectors, makes our work towards our shared outcomes more effective and impactful.

We're committed to making the time and space to build trust and understanding with our partners to find shared solutions. Effective partnership working means having both strategic discussions and agreement among the leadership of our organisations, and day-to-day, flexible and informal collaboration between staff teams, allowing people to make the most of their skills and resources. And so our partnership working takes many forms, from the statutory Health and Wellbeing Board to focused work on joining up systems and delivery via the Integrated Commissioning Board to action focused networks around issues like gangs and hate crime. We also work closely with our sub regional partners because we can make a difference in Kirklees and beyond when we work at this scale.

### Delivering change: Kirklees youth summit

Our partnership working is focused on achieving real change. Together with partners from both the Communities and Children's partnership boards, we held a Youth Summit in May 2019 to improve our knowledge and understanding of serious violence and gangs, and child criminal exploitation. With a national spotlight on these crimes and data showing they are on the rise, we are working with partners on an approach that stops activities and crimes happening in the first place, and when they do happen, equips us to spot them early and intervene to support the victims and their families.

The event helped us to bring together the people with the knowledge, skills and connections to design just this approach, and allowed us to listen carefully to the feedback we are getting from frontline workers and young people who experience these issues first hand.

## Place-based working

Place-based working starts with an intelligence-led recognition of the diversity and strengths to be found across Kirklees. We recognise that one size doesn't fit all. To be relevant to the diverse range of our citizens and communities, we need to work with people to design, develop and deliver support and services.

Our approach is based on developing local connections and networks with citizens, community groups, businesses, the third sector, our statutory partners – anyone with a stake in the future of Kirklees. Working this way taps into the huge pride that the people of Kirklees have for the places in which they live, work and play, and valuable skills, strengths and local knowledge. It also allows us to deliver our shared outcomes and make a real difference within our varied communities.

### Delivering change: Community Plus

We're starting to work differently in different parts of Kirklees. Our Community Plus team of place-based Community Coordinators connects individuals and groups in their areas. In 2018/19 they worked with over 1,300 people of all ages for 4 – 6 weeks. The team are piloting ideas, trialling ways of working and exploring opportunities based on people's bespoke needs. They have worked with users of GP services to identify where people may benefit from an alternative or complementary activity in addition to their medical requirements. Our community investment fund, called 'Do Something Now' has provided funding for small grassroots activities across Kirklees, with 16 community led activities funded in the first quarter of 2019, to deliver outcomes including connecting lonely and isolated people, increasing confidence through volunteering and supporting families on low incomes to live a better life.

Proud to be **ambitious**

Proud to be **diverse** and **inclusive**

Proud to put **people** at the heart of everything we do

Proud to be a great **place** to work, live and invest

Proud to work with **partners**







We're **Kirklees**  
and we're proud

Proud to be...

**Ambitious**



# 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.

People

Partners

Place

The next few pages present information on our outcomes, setting out what we're aiming to achieve, key actions delivered, 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.



Ask me about



Make memories...  
change lives!

# 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.**

Children's journey through school and into adult life shapes the rest of their lives. We want to prepare all children for successful, independent lives where they have the skills they need to achieve their aspirations.

### Over the last year we have...

1. Reduced the number of children per children's home and reduced the number of children living in residential care by, among other things, increasing the number of fostering and family-setting placements, while at the same time reducing the number of children placed more than 20 miles outside Kirklees.
2. Improved the percentage of decisions made on children's social care referrals within 24 hours from 53% in April 2018 to 98% in September 2018.
3. Developed ADHD, autism spectrum conditions and learning disability pathways, enabling early identification and screening to ensure children's needs are identified at the initial point of contact and the correct pathway is followed to meet those needs.
4. Established an enhanced mental health crisis and home treatment team, and implemented ChatHealth and Kooth. The ChatHealth app offers instant messaging for 11-19 year olds and the parents of 0-19 year olds, to address any health related issues that children, young people and their parents have. Kooth is an online counselling service available to 11-19 year olds which allows the user to remain anonymous and is available up to 10pm, every day of the year.

### We'll continue to...

1. Support parents to access high quality learning and childcare provision, including access to 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 by increasing the number of volunteering programmes and peer support roles.
3. Deliver 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. Expand Fit and Fed – a programme that is reducing the number of children who are hungry in the school holidays.
5. Work closely with communities and partners to ensure local support for families that builds on their strengths and brings back and keeps our children living in Kirklees.
6. Develop great family homes and neighbourhoods that nurture children.

### With further emphasis on...

1. Integrating the commissioning and provision of services and activity to improve outcomes for children and young people from conception to age 19 (age 25 for children, young people and families with additional needs).
2. Reducing waiting times for face to face interventions.
3. Further developing our inclusive practice and special educational needs and disabilities (SEND) offer.
4. Re-launching and re-shaping the Children and Young People's Partnership in 2019, working with partners across sectors.
5. Developing a shared Children and Young People's Plan, concentrating on the actions and priorities that make the most difference to give Kirklees children the best start in life.

### 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
- Placement stability for our looked after children



### Sean Hurry

Stronger Families Consultant

*"I currently work with eleven schools in the Colne Valley area, embedding a whole family approach. Much of my role involves providing advice and information and coaching staff to think about the factors often associated with poor and challenging behaviours in school, which can lead to detentions, isolation and fixed term exclusions.*

*I truly believe everyone in society should have an equal opportunity to live, grow and feel safe in a culturally enriching environment such as Kirklees, where children and families have a sense of wellbeing, respect, and pride in the community where they live. I believe developing strategies based on the lived experiences of children and families leads to a sense of ownership and sustainable outcomes, not just for families, but the whole community.*

*I have worked hard to promote prevention and early intervention strategies in schools, advising staff to look at their resources, and how they can adapt their own strategies to support pupils and families at the earliest opportunity. This is helping us to move away from an over reliance on social care and family support throughout the schools in the Colne Valley area."*



## 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.**

#### Over the last year we have...

1. Launched the new Care Offer for Adult Social Care in Kirklees, embedding the approach to meeting needs through promoting independence and supporting people by connecting them to local support through the involvement of Community Plus and Care Navigators.
2. Established an Integrated Commissioning Board with the two local CCGs and with healthcare providers to join up how health and care is planned and delivered.
3. Developed physical activity programmes for target groups of people, encouraging walking and cycling, and commissioned Kirklees Active Leisure (KAL) to manage and improve facilities which provide choices for everyone to be physically active.
4. Worked with over 400 people in communities who received training and support to enable them to lead fun, safe sessions that benefit people's health and wellbeing through physical activities.
5. Delivered 80 bibliotherapy sessions in libraries, care homes, memory cafes and community venues, aimed at adults living with dementia and those with low level mental health issues.
6. Produced a local Health Impact Assessment for new housing developments to encourage developers to consider ways they can maximise the health opportunities for communities living in and around new developments.

#### We'll continue to...

1. Support 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. Fully implement 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.
3. Deliver family group conferencing where appropriate to empower families to identify solutions and make decisions about their children and young people.

### With further emphasis on...

1. Embedding the Care Offer in Adult Social Care as an enabler of more efficient ways of working by empowering people to take more control of their care.
2. Launching a further drop-in support centre for care leavers in Dewsbury (by September 2019).
3. Working to implement an integrated approach to health improvement (Integrated Wellness Service) that will provide more holistic and person-centred support that helps keep people well.
4. Coordinating our approach to helping people to achieve and maintain healthy weight across Kirklees, with commitment from partner organisations.
5. Developing our plans and readiness for the CQC system reviews, using collaborative opportunities to see, learn and act on what works well across Kirklees, Wakefield and Calderdale.

### 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



### Lucy Wearmouth

Public Health Manager

*"I work in Public Health, part of the Corporate Strategy, Commissioning & Public Health directorate. I'm a Public Health Manager and I'm passionate about reducing inequalities through meaningful systems change. My goal is communities living in environments which enable them to enjoy good health, social and financial wellbeing.*

*I manage the 'wider factors' theme. As little as 10% of a population's health and wellbeing is down to access to health care. A broad range of other factors influence our ability to live happy and healthy lives – things like housing, our local environment, access to education, access to transport, family and community networks and our financial stability.*

*It's my job to try and connect public health with colleagues from across the council and with other external organisations in order to influence policy and decision making. I've worked with colleagues from planning, housing, policy, licensing, environmental health, parks and open spaces as well as partners from health organisations. I really enjoy working with lots of different people and adding value to work which is already happening as well as influencing ways of working and decision making. Over the past few years I feel that the role and importance of Public Health in the council has really grown. I feel really proud to have been a part of that."*





# 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.**

### Over the last year we have...

1. Created an integrated team with the two local CCGs, to deliver the quality of care offer to care homes across Kirklees, using a preventative approach to quality improvement.
2. Continued to support the homecare market in Kirklees through regular and positive provider forums that help us collectively shape both the future of the market and the interface between the council and providers.
3. Been ranked the 7th best value for money council for adult social care, retaining a place in the top 10 in the country.
4. Agreed a new 5 year Housing Strategy, which aims to see Kirklees offering a range of good quality mixed tenure housing, where people live in suitable, warm, safe and affordable homes in attractive and prosperous places throughout their lives, including the development of more specialist housing for people with disabilities and for older people.
5. Through Community Plus and Kirklees Libraries, promoted the 'Looking out for our neighbours' social marketing campaign, to prevent loneliness and its associated health risks by encouraging communities to look out for vulnerable people.
6. Lent 873,160 physical books, 48,143 e-books and e-audiobooks and 35,052 e-magazines and newspapers.
7. Held our fourth Vision Connect event, where over 300 people visited to find out more about the technology, equipment and services available for blind and partially sighted people of all ages.

### We'll continue to...

1. Make sure 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. Put people in control of their own care, and develop individual and community capacity to be able to take positive action to make long term improvements.
3. Take a more collaborative approach with care providers so they deliver more flexible, person-centred care and support, and it is easier for people to transfer from one form of care to another.
4. Develop a range of housing that meets the needs of vulnerable people, and enables people to live as independently as possible, as well as providing information and advice and a Personal Housing Plan to all people threatened with or who are homeless.
5. Make best use of technology, equipment and adaptations where appropriate, to enable people to live as independently as possible in their own homes.

### With further emphasis on...

1. Working with providers and service users to focus our commissioning on the needs of the person receiving services, bringing more flexibility and emphasis on the provider working with the person to improve their lives.
2. Developing the Kirklees Independent Living Team (KILT) model in collaboration with NHS partners to enable people to better regain their independence after an accident or illness.
3. Working with the personal advisors of our care leavers not in employment, education, or training to support them in accessing their chosen pathways.
4. Meeting the housing needs of our most vulnerable people including a focus on people sleeping rough, young people struggling to access the private rented sector and older people leaving hospital who need somewhere to stay before they can move into a suitable home of their own.
5. Developing specialist day support buildings for people living with dementia or with complex disabilities.

### 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.



**John Kipling**  
Housing Solutions Officer

*"I'm a housing solutions officer in the Private Sector Compliance Team at Kirklees Council. I contribute to Kirklees shared outcomes, particularly keeping people well and independent. I look at hazards in single family dwellings as well as houses of multiple occupation, so we look at things like is a property damp or mouldy, is it excessively cold, is there an increased risk of fire, electrical hazards, gas safety issues, or risk of falling on the stairs? If we do identify something which is particularly hazardous then we may have legal powers to force a landlord to deal with the hazards in the property and keep people safe and well.*

*We also deal with tenancy relations issues – landlord tenant relationships where those relationships may have broken down, where the tenant might be at risk of eviction, we can look at the legality of the notices they've been served, if they have been served a notice – we try to prevent illegal evictions and sustain the tenancy wherever we can. If we identify that the tenant has financial difficulties we can refer them to the right agencies for support.*

*I'm proud to help the people of Kirklees to live independently and have control of their lives."*



# Aspire and achieve

## People in Kirklees have aspiration to 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.**

### Over the last year we have...

1. Supported Kirklees College to open the new Springfield Sixth Form College in Dewsbury.
2. Doubled the hourly pay of apprentices working for the council.
3. Developed English for Speakers of Other Languages (ESOL) courses which have been accessed by 175 adults and 50 children to help them overcome language barriers and improve access to learning and development opportunities.
4. Recruited and trained 15 mentors from local businesses and communities to work with vulnerable young people to raise aspirations and engage in positive activities.

### We'll continue to...

1. Secure enough high quality learning places.
2. Progress our 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. Work with the Education and Learning Partnership Board to speed up the progress of pupils with Special Educational Needs and Disability (SEND).
4. Work on our 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. Deliver our 'Works Better' scheme which provides a personalised and joined-up service to help people aged over 25 enter the labour market, and support apprentices within the council.

### With further emphasis on...

1. Setting out our long-term ambitions and plans for local sufficiency of placements, education and training, and health and wellbeing support services for our children in care, and care leavers.
2. Supporting adult education and retraining to ensure a flexible workforce that can meet the future needs of the local and regional economy, and building findings from our 12 month career learning pilot into national government policy.
3. Developing employment opportunities in the adult social care workforce. Having supported more than 400 individuals into local social care jobs in the last 12 months, we will explore a range of activities and incentives to encourage those who want to work into the market.
4. Promoting our apprenticeships scheme, with 22 new apprentices to start in Operational Services, following 12 apprentices gaining employment and development in the service over the last year.
5. Supporting young people to travel to and from school in a safe and sustainable way, by developing a sustainable travel to school policy and developing child centred solutions to school travel.



## 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.

## 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)



### Sarah Francis

Apprentice in the Skills and Learning Team

*"I'm a level four apprentice in the Employment and Skills team. Our work contributes to the corporate priorities of Independent, Aspire and Achieve, and Sustainable Economy. The team works with a wide range of voluntary sector partners and employers to create opportunities for residents to become independent, find sustainable employment opportunities, and achieve their goals no matter how large or small.*

*I'm responsible for supporting multiple projects across our team. My key tasks include data management and helping monitor project performance. My role is fundamental to the wider team – I help to ensure that things go smoothly, suggesting and implementing changes where needed. I've also established and built strong and positive relationships with partners. I'm now their first point of contact when they need help, and if I can make partners' jobs easier, then they can focus on supporting residents and delivering a quality service.*

*I have always lived in Kirklees and I'm passionate about supporting people in my community from different backgrounds to achieve their aspirations. Working in this team I can see the impact we have from the success stories and responses from residents, and I'm proud to say that I'm helping that happen. In 2018 alone we supported over 4,374 people into work or learning!"*



# 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.**

## Over the last year we have...

1. Agreed a new Economic Strategy 2019-25, focused on supporting a more inclusive and productive economy, and established the Kirklees Inclusive Growth Group.
2. Agreed an ambitious Local Plan that will lead to more investment and development in the area.
3. Supported 4,374 residents to find work with a net benefit of £6.1 million.
4. Supported 200+ employers, and awarded grants to SMEs to create new local jobs.
5. Worked with partners and businesses to support the night time economy, stimulating safe, vibrant and welcoming town centres.
6. Inspected and audited over 1,800 food businesses and audited, providing them with support and guidance to develop successful and safe food practices, and proportionate and graduated action to ensure compliance where necessary.

## We'll continue to...

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

### With further emphasis on...

1. Developing and delivering a local wealth building programme with other big local organisations to connect local people to local jobs, increase the impact of procurement and spend, use assets in ways that revitalise communities and develop a more coherent approach to addressing poverty in Kirklees.
2. Establishing a business-led economic partnership, a framework for business engagement and support with a focus on economic growth, and a refreshed and relaunched business hub.
3. Developing a strategic approach to our inward investment activity.
4. Supporting the vision to become a connected town, working in partnership with organisations such as Cityfibre to deliver a gigabit town, and developing a Digital Innovation Zone.
5. Making the most of our planned infrastructure investment, including the transpennine upgrade, and developing inclusive growth corridors to make sure local people benefit.

### 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



#### Roy Walton

Senior Highways Operative

*"I'm a Senior Highways Operative, I also work as part of the winter maintenance team at the council – our aim is to keep the roads as safe and usable as possible when there's extreme weather. I can receive a call at half past three any morning, I have to get up, get ready, and make sure the car is safe to drive on the road to start with. My duty is to make sure the gritter is safe to drive, I then get the wagon loaded with salt by a colleague on the loading shovel, and head out onto my route, making sure I drive safely.*

*My aim is to keep the roads safe and the traffic flowing so the general public can get to work without any issues. I'm proud to contribute to the clean and green environment, ensuring a sustainable economy by keeping people moving around Kirklees."*



# 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.**

### Over the last year we have...

1. Appointed local area coordinators in our Community Plus team and begun making more connections between people in their communities and local activities.
2. Launched two new victim's hubs in North Kirklees (Dewsbury and Batley), with Safer Kirklees working in partnership with Victim Support.
3. Delivered 673 events, projects, workshops and training sessions and engaged 12,187 people to develop strong effective relationships which sustain community engagement, cohesion and connectedness.
4. Joined the Intercultural Cities network to help make sure all our policies and practices promote inclusion and diversity.
5. Developed the #KirkleesWelcomes approach with support from a wide range of council services and local partners, and funding from MHCLG, to be clear Kirklees is a place of welcome, and support people to settle, orientate and access the support they need.
6. Used the Place-Standard in Golcar and Shepley to help local people have a discussion about their ambitions for their places.
7. Working with the voluntary and community sector, developed a multi-agency approach to gangs that has supported individuals identified as being at risk of gang affiliation through identifying and addressing risk factors.
8. A single point of contact for children and young people who have been identified as at risk of exploitation, encompassing sexual, criminal and gang related exploitation has been developed. Following identification of risk, bespoke multi-agency strategies are put in place to mitigate the risk of exploitation and reduce young people's vulnerabilities.

### We'll continue to...

1. Help 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. Develop our approach to citizen engagement, working with communities in ways that reflect the diversity of the towns, villages and people of Kirklees so they are actively involved in the decisions that affect them, and developing relationships and partnership working with community hubs.
3. Deliver investment in the voluntary and community sector in order to increase and coordinate the resources and assets that are available and maximise their impact.
4. Make 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.



### With further emphasis on...

1. Developing community capacity to increase community connectivity and cohesion, wellbeing and tackle inequality. Our work on a new cohesion strategy and input from the Intercultural Cities network will assist with this.
2. Joint work with the voluntary and community sector to stimulate collaborative working, including providing guidance to organisations on accessing funding and business planning.
3. Making sure vulnerable migrants, asylum seekers and refugees can access support from the council and partners including the voluntary and faith sectors, to ensure their settlement and community integration. We are also developing guidelines to support people who have no recourse to public funds.
4. Developing relationships and collaborative working with partners and local people to make communities safer by preventing and tackling community safety issues (such as crime and anti-social behaviour) at the earliest possible opportunity.
5. Building a broad understanding of what vulnerability to risk means for children, young people, vulnerable adults, families and communities, to develop joined-up advice, support, and intervention, to effectively safeguard children and adults from exploitation and harm.

### 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



### Ali Amla

Cohesion and Integration Manager

*"I'm the Cohesion and Integration Manager at Kirklees Council. The Cohesion team contributes to our safe and cohesive shared outcome in a number of ways – our primary mechanism is working towards commonality between communities, breaking down barriers between communities, particularly for young people, understanding and managing tensions, as well as understanding and managing perceptions of fairness. One of our projects is a participatory budgeting scheme called 'It's Up To You'. Individuals can apply for up to £100, and groups for up to £500, and the decision making is actually given back to the communities themselves through funding events where residents decide which projects they would like to see receive funding.*

*We also meet the aspire and achieve shared outcome by breaking down barriers for children and young people through a range of projects delivered in schools and education, for example, our interfaith schools work increases religious literacy for young people by facilitating visits to different places of worship. This equips young people with a broad understanding of modern society in Britain, and helps them to understand and interact with difference more effectively.*

*I'm proud to play my part in ensuring the people of Kirklees live in safe and cohesive communities, where they aspire to achieve their ambitions through education, employment, training and lifelong learning."*



# 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 green infrastructure and be resilient in the face of extreme weather events and climate change, as well as helping people reduce waste and recycle more.**

### Over the last year we have...

1. Delivered a new garden waste collection service. Since the launch in February 2019, we have delivered over 12,500 brown bins to Kirklees residents for emptying every two weeks in the growing season.
2. Visited around 90,000 households to promote recycling. From April 2019, the service informed residents of what can and can't be recycled using the green bins. Information sharing and engagement was achieved through use of stickers, letters, and door-step conversations.
3. Designed and secured funding for the Green Streets® 'Grey to Green' green infrastructure interventions on the A62 Leeds Road corridor.
4. Committed to investing 9.5million in play areas across Kirklees.
5. Completed the Huddersfield Heat Network feasibility study that has confirmed the viability of a Huddersfield district heating system, utilising low carbon heat and power from the Energy Waste Plant to provide a resilient, lower cost energy offer for the town centre.
6. Developed a local Air Quality action plan and strategy, increasing the number of electric fleet vehicles, improving our physical infrastructure to ensure that walking and cycling is an easier option and implementing traffic management systems which will reduce vehicle queuing times and increase through-flow.
7. Declared a 'climate emergency', and established a councillor-led working party to identify practical measures to reduce emissions, encourage action across Kirklees and propose targets for future action.

### We'll continue to...

1. Review how we provide key services to residents such as waste collection, recycling and street cleansing, including continuing our communication with residents.
2. Deliver 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.
3. Improve the quality of greenspaces which enable people to be active and increase biodiversity, by encouraging people to volunteer, and developing a greenspace strategy.
4. Deliver the Big Build, aiming to build 10,000 homes by 2023, with 1,000 of these on council-owned land and via new council house building.

### With further emphasis on...

1. Developing a new and ambitious waste strategy that puts Kirklees at the forefront of environmental best practice, with significant investment in our frontline services that gets us ready for the new government strategy and the end of our waste PFI contract in 2023.
2. Delivering our ward squads that place councillors at the heart of improving their communities. They will take forward a rolling programme of ward workarounds that builds on last year's pathfinder project and supports greater community capacity.
3. Investing over £3.5m in improving Huddersfield town centre public realm, both modernising and introducing greenspace and play to create a family-friendly environment.
4. Responding to our declared climate emergency, completing an audit and developing an action plan that includes a delivery plan for White Rose Forest, working to increase tree cover by a third.

### 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



### Ayesha Iqbal

Environmental Strategy Assistant

*"Recently, my team has supported and coordinated the launch of the brown garden waste bins, the recycling bin campaign, and the move to online registration for people using the Recycling Centres. These projects have received a lot of attention and profile and some people have had questions about these schemes and how they might be affected by them. My role is to assist them with any part of the process, making sure they're involved in the decisions we're taking. This is a new and innovative programme so there has been lots of public engagement, with many people expressing their support for our proactive approach to tackling low recycling rates, especially as the issue of climate change is so important to people nationally and locally.*

*My role helps to communicate the reasons for our decisions and be more transparent with people about things that directly affect their lives. My team is also supporting me to play an active role in the Young Employee Network and to undertake extra apprenticeship training around data analysis."*



# 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.**

### Over the last year we have...

1. Taken our approach to recruitment out on the road, encouraging and supporting people from a range of communities to apply for council jobs.
2. Promoted coaching as an opportunity to all employees, with work undertaken with our employee networks to encourage participation, and launched a staff volunteering scheme which gives every member of staff the opportunity to use 2 days paid leave to support community groups to deliver our shared outcomes.
3. Won the Procurement team of the year award at the UK Public Procurement Awards 2019/20, for the power of the team's unified approach to leadership, communication, innovation, and collaboration to deliver excellence.
4. Continued to develop and grow our self-service and assisted digital agenda, with 80,000 calls received from residents related to welfare and benefits, resulting in a household income contribution of £46.2m for residents in Kirklees – ensuring residents have been able to claim the benefits and welfare support they are entitled to.

### We'll continue to...

1. Develop our approaches to attracting, retaining and developing our staff.
2. Develop systems, processes and culture to support intelligence led decision making and developing a clear set of strategies that set direction and shape delivery.
3. Understand and manage demand, identifying opportunities to improve outcomes, making better use of resources and achieving efficiencies, including via a shift towards digital by design.
4. Support local supply chains and work with other big organisations to increase the way our collective resources deliver social value and our shared outcomes, and update our procurement strategy.
5. Develop the way we work with partners and engage at a regional level.
6. Deliver on the recommendations of the Democracy Commission by encouraging greater active citizenship and developing a new democratic relationship between Kirklees residents.
7. Be clearer on our messages, joining up communication to encourage pride in our places and community action.



### With further emphasis on...

1. Develop a talent bank to ensure we attract people with the right skills to our jobs from areas and backgrounds where we do not receive enough applications.
2. Developing staff skills in working with people, to help employees manage challenging situations while constructively challenging and supporting each other.
3. Reinvigorating our employee networks, consider our approaches to recruiting to jobs at Grade 13 and above where the evidence from our workforce profile data shows us that there is under-representation of black and minority ethnic (BME), disabled and younger people, and introducing diversity training and development for the Executive Team and managers.
4. Updating the council's policy framework and developing a toolkit to support the development of outcome and impact-focused strategies.
5. Taking forward the findings from the Local Government Association peer challenge, which will help us identify good practice and areas for improvement across the council.
6. Changing our approach to transformation to focus more strongly on outcomes as well as savings.
7. Using our robust and effective scrutiny process, to ensure councillors advise on and shape the work we deliver as an organisation.

### What we're aiming to achieve...

- Staff that are healthy, motivated and supported by management in order to use 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 right, 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 to be fit for purpose now and in the future.



### Stacey Gilman

Strategic Category Manager - Adults and Public Health

*"I am the Strategic Category Manager for Adults and Public Health. My role is about having strategic oversight of spend, contracts and suppliers that support the commissioning requirements of the Adults and Public Health directorates. A category led approach to procurement is new to Kirklees, and with it comes many challenges but equally many opportunities to achieve great outcomes. This is an exciting time for the procurement team as we continue to challenge and improve our practice.*

*My role allows me to network with key stakeholders proactively, to fully understand commissioning intentions and market risks, and advise on alternative, innovative and compliant ways of packaging contracts that achieve enhanced added value. Essentially, my role allows me to challenge the norm and make a difference. And I'm proud to be part of the team that won the Procurement Team of the Year Award for 2019 for leadership, innovation and collaboration."*

### Measuring our impact...

- Short-term employee sickness
- % of spend with suppliers with a branch in or based within Kirklees

# In the last year...

Kirklees Council, supported by its partners, has achieved the following...

## Best Start



**74%** of eligible 2 year olds are engaged in free early education

**2,800** families in Kirklees benefiting from 30 hours free childcare

## Well



**67,660** adults and **44,298** children attended events at Kirklees Libraries designed to contribute to the Early Intervention and Prevention agenda

**937** clients seen by Health Trainers, and **2,941** clients seen by the Practice Active Leisure Scheme (PALS)

## Independent



Over **1,000** older people completing rehabilitation aimed at maintaining their independence in their homes

We have worked with **955** households to keep or find them a suitable home, working with them to prevent homelessness

## Aspire and achieve



**79.2%** of pupils in good or outstanding primary and secondary schools

**4,400** people supported by council employments and skills provision

## Sustainable economy



**114** businesses have accessed **£2.36m** of economic services grant funding to support their strategic business growth and created approximately **700** jobs

## Safe and cohesive



Community Plus worked with over **1,300** people of all ages for 4 – 6 weeks

Supported over **350** victims of anti-social behaviour

## Clean and green



An average of **12,700** tonnes of household waste collected per month

An average of **300** planning applications decided each month

## Efficient and effective



Our 2019 staff survey found that **85%** of our employees understand how their work contributes to the success of their team's delivery

We delivered planned savings of **£13.1m** in our General Fund, and **£2.8m** in our Housing Revenue Account in 2018/19





We're **Kirklees**







Corporate Plan Delivery Document – providing further detail on our achievements against the objectives set out in the 2018-20 Corporate Plan

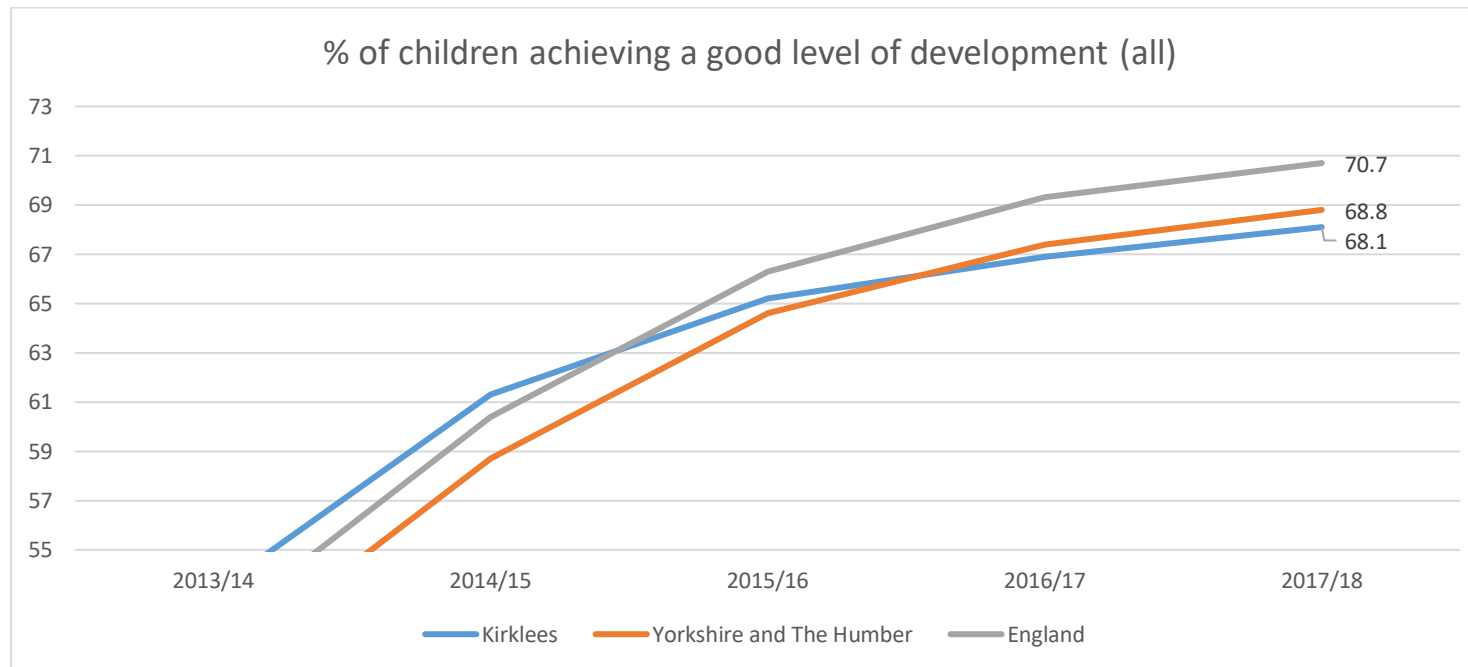
Best Start – Delivery Commitments 2018-20	Best Start – Achievements
<p>Supporting parents to access high quality early learning and childcare provision including ensuring parents can access 30 hours funded provision, and supporting providers to develop sustainable business models.</p>	<p>Take up of early education by two year olds was 74% (Spring 2018), above the national average of 72%.</p> <p>2,759 families are accessing 30 hours of free childcare, an increase of 7.6% since last year. This is a significant contributor to children achieving a good level of development.</p>
<p>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.</p>	<p>5 coding clubs running for children aged between 5-16 years. Groups are run at Batley, Dewsbury, Huddersfield x 2 and Slaithwaite libraries.</p> <p>16 Lego clubs running for children aged between 5-16 years. Clubs run at Almondbury, Batley, Birstall, Cleckheaton, Dewsbury, Golcar, Heckmondwike, Honley, Huddersfield, Kirkheaton, Lindley, Marsden, Mirfield, Skelmanthorpe and Slaithwaite libraries.</p> <p>28 story and rhyme time sessions for under 5s running weekly during term time. Sessions are run at: Almondbury, Batley x2, Birstall x2, Cleckheaton x2, Denby Dale, Dewsbury, Golcar, Heckmondwike, Holmfirth x2, Honley, Huddersfield x2, Kirkburton x2, Kirkheaton, Lindley x2, Marsden, Meltham, Mirfield x2, Shepley, Skelmanthorpe and Slaithwaite libraries.</p> <p>Many of these groups and activities are run or supported by volunteers. The total number of volunteers supporting Kirklees Libraries is 450 and they have given 38,717 hours of their time.</p> <p>Gifted 4,200 Bookstart Baby packs to parents with children under 1 year old. Gifted 4,358 Bookstart Treasure packs to children aged between 3-4 years.</p> <p>69.4% of children in Kirklees reached a good level of development at the end of their Reception year at school. This is an increase on the previous year (68.1%), and Kirklees has caught up with the average for the Yorkshire and Humber region.</p>
<p>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.</p>	<p>Established an enhanced mental health crisis and home treatment team, and implemented ChatHealth and Kooth. The ChatHealth app offers instant messaging for 11-19 year olds and the parents of 0-19 year olds, to address any health related issues that children, young people and their parents have. Kooth is an online counselling service available to 11-19 year olds which allows the user to remain anonymous and is available up to 10pm, every day of the year.</p> <p>Thriving Kirklees is rolling out online parenting education and support.</p> <p>‘50 things to do before you’re 5’ is being implemented.</p>



	<p>We are rolling out our holistic Nurturing Parents approach with our partners.</p>
<p>Expanding Fit and Fed – a programme aimed at reducing the number of children who are hungry in the school holidays.</p>	<p>Commissioned a healthy holidays programme across Kirklees led by the Kirklees Youth Alliance.</p> <p>A healthy nutritious school lunch is vital to give the children in our schools the best start in life. We serve 36,000 meals per day. We are helping to deliver breakfast clubs at 25 schools across the region in partnership with Huddersfield Town Football Club. Huddersfield Town Foundation now have 41 Breakfast clubs serving around 300,000 meals per school year. Since the Scheme started in 2012, 1.3 million breakfasts have been served.</p> <p>Nutrition for Under 5’s has been delivered to staff and volunteers in early years settings with a total of 65 sessions delivered – of which 48 were in priority wards. A total number of 1,886 children impacted by early years setting accessing training – of which 1,324 children within priority wards.</p>
<p>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.</p>	<p>Reduced the number of children per children’s home and reduced the number of children living in residential care by, among other things, increasing the number of fostering and family-setting placements, while at the same time reducing the number of children placed more than 20 miles outside Kirklees.</p> <p>Improved the percentage of decisions made on children’s social care referrals within 24 hours.</p> <p>Kirklees is now one of the National Trailblazers for mental health teams in schools.</p> <p>85% of children and young people accessing CAMHS are connected to a professional within two weeks.</p> <p>The Early Support Launch was attended by over 200 partners. The Early Support Strategy, Decision Making Framework and the new Early Support Assessment approach were launched at the event.</p> <p>The Multi Systemic Therapy Team, an evidence-based intervention that works intensively with the families of young people aged 11-17 displaying challenging behaviours, is now up and running and has been well received with a significant number of referrals.</p> <p>The Family Support Service has now aligned Team Managers, Team Leaders, Consultants and Family Support Workers with the Community Hubs to enable better partnership working with the VCS and the families themselves.</p>

## Children achieving a good level of development at the end of their Reception year

At the end of Reception (Early Years Foundation Stage) 69.4% of children in Kirklees reached a good level of development, an increase on the previous year (68.1%). This remains lower than the England average (71.5%). However, the percentages for 'all pupils', 'girls' and 'boys' achieving good level of development in 2018 have all increased at a rate faster than the national average. And all three have caught up with the average for the Yorkshire and Humber region. For the second consecutive year Kirklees has seen the gap between boys and girls narrow, but it should be noted that girl's outcomes were not as positive as in previous years. The gap between Kirklees girls and girls nationally is currently 2.2%. Kirklees boys have slowly been closing the gap with boys nationally - the gap is the smallest it has been since 2015, at 2.1% behind the national result.

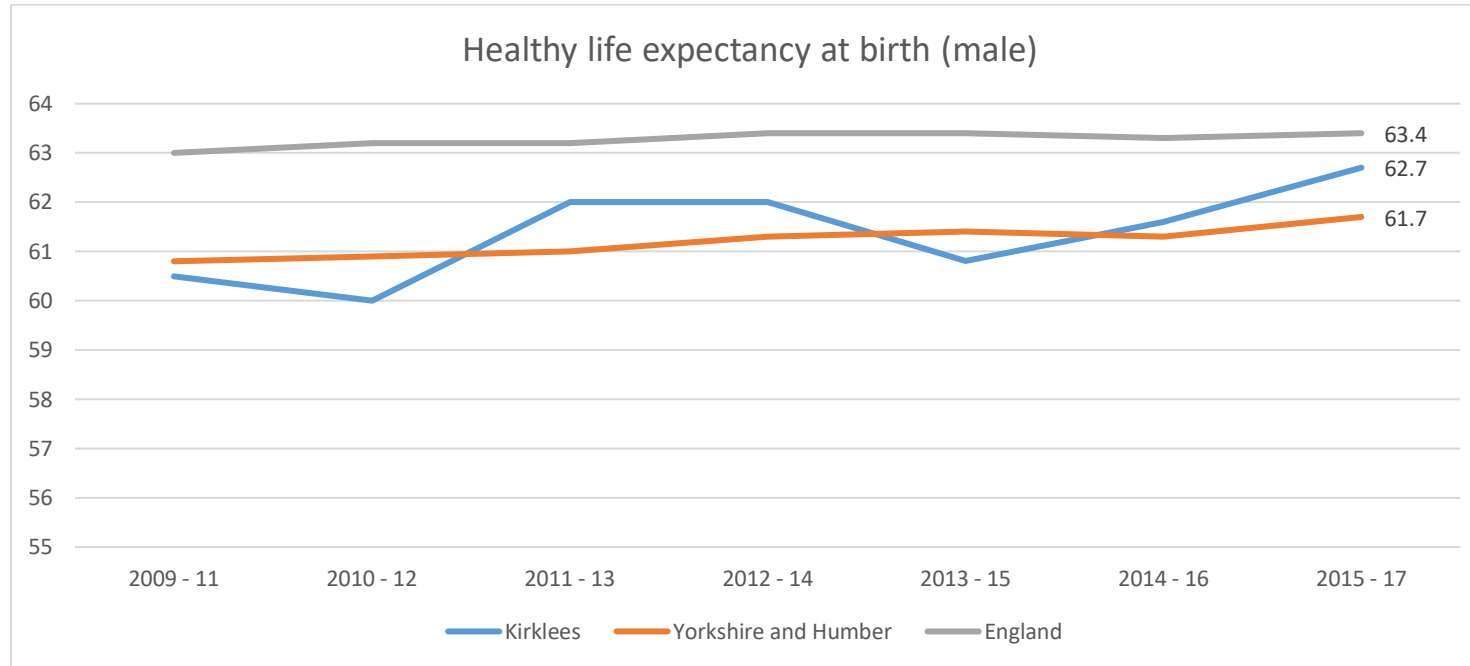


Well – Delivery Commitments 2018-20	Well – Achievements
<p>Supporting people to remain healthy and physically active, by working with individuals to help themselves and make the changes that matter to them, and supporting groups that empower people to manage common long term conditions.</p>	<p>Worked with over 400 people in communities who received training and support to enable them to lead fun, safe sessions with other community members that benefit people’s health and wellbeing through physical activities.</p> <p>65 active Physical Activity Motivators (volunteers) providing 2,340 volunteer hours monthly.</p> <p>Schools catering has contributed to the good health of our students by providing healthy food, including the introduction of ‘sugar smart’ and our ‘eat right’ concepts.</p> <p>The Ravensthorpe Project is working with partners, aiming for a total place approach with a co-production to help reduce levels of overweight/obesity trends in school aged children and support / influence healthy eating with families in the local area. The main outcome from 18/19 is the ‘Healthy Ramadan for Ravensthorpe’ project, which encourages residents to observe a healthy Ramadan.</p> <p>Nutrition and Hydration for Older People:</p> <ul style="list-style-type: none"> <li>• Training delivered to residential and domiciliary care staff.</li> <li>• Total of 14 sessions delivered.</li> <li>• Number of residents impacted 375.</li> </ul>
<p>Establishing the Integrated Commissioning Board to join up how health and care is planned and delivered.</p>	<p>The Integrated Commissioning Strategy delivery plan is in place with a programme of joint commissioning activity supporting its six priorities, which include new models of care and building on what works well. Initial work around domiciliary care is beginning to show impact.</p>
<p>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.</p>	<p>Developed physical activity programmes for target groups of people, encouraging walking and cycling, and commissioned Kirklees Active Leisure (KAL) to manage and improve facilities which provide choices for everyone to be physically active.</p> <p>97% of clients on the Practice Active and Leisure Scheme (PALS) said they have become more active as a result of PALS – with 29 weekly specialist classes provided and over 6,000 attendances monthly.</p>
<p>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.</p>	<p>Launched the new Care Offer for Adult Social Care in Kirklees, embedding the approach to meeting needs through promoting independence and supporting people by connecting them to local support through the involvement of Community Plus and Care Navigators.</p> <p>Delivered 80 bibliotherapy sessions in libraries, care homes, memory cafes and community venues, aimed at adults living with dementia and those with low level mental health issues.</p>

<p>Delivering family group conferencing where appropriate to empower families to identify solutions and make decisions about their children and young people.</p>	<p>Recruited and trained 10 full time Family Group Conferencing Coordinators and 2 Team Leaders. Raised the profile of Family Group Conferencing within Early Support, Social Care and with partners.</p> <p>Strengthened links and developed strong working partnerships with Children's Social Care.</p> <p>Joined the National Family Rights Group, which supports us to keep up to date with research and current best practice.</p> <p>Developed a pilot project to ensure Children's Voices are heard and are used to evaluate and improve Family Group Conferencing services.</p>
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## Healthy Life Expectancy at Birth

Healthy life expectancy (HLE) is the number of years a baby born today is likely to live in 'good' health. Male HLE continues to rise and is now just below the England figure (62.7 years for Kirklees males; 63.4 years for England), whereas female HLE continues its recent downward trend and now stands at 5.1 years below the England figure (58.7 years for Kirklees females; 63.8 years for England). Overall life expectancy at birth remains higher for Kirklees females than Kirklees males (82.5 years versus 78.6 years, 2015-17), which suggests that although females in Kirklees are living longer, they are living longer in poor health.



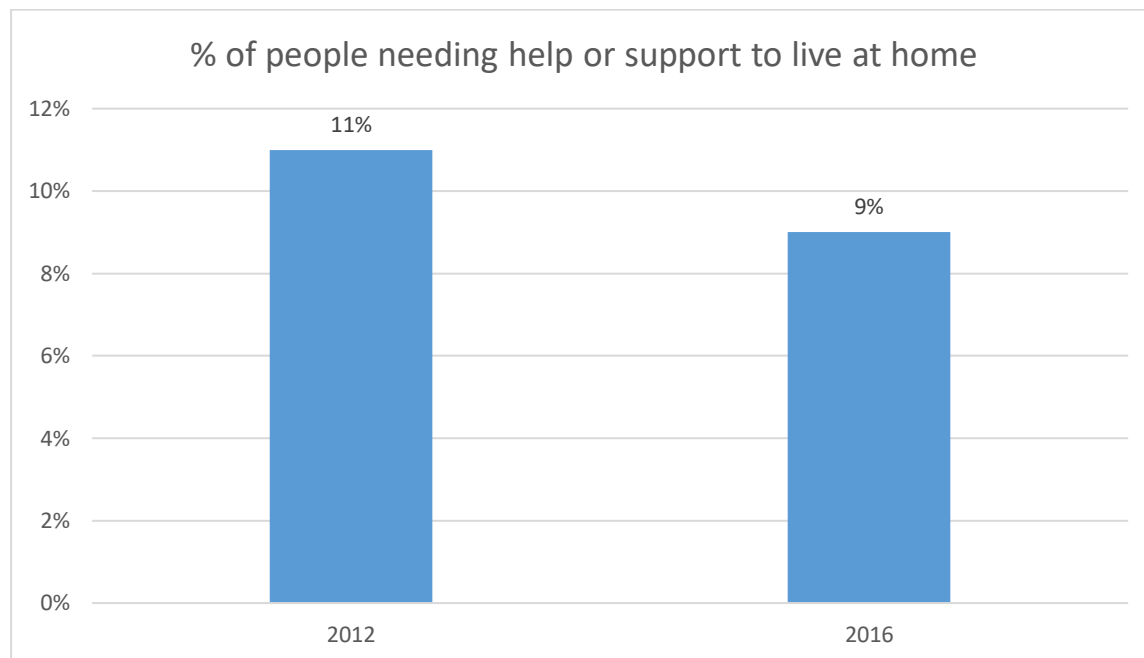
Independent - Delivery Commitments 2018-20	Independent – Achievements
<p>Reshaping the way that we join up points of contact with the Council, to ensure that everyone has access to the advice and information they need to make informed choices and the best use of the support that exists in local communities.</p>	<p>Held our fourth Vision Connect event, where over 300 people visited to find out more about the technology, equipment and services available for blind and partially sighted people of all ages.</p> <p>Referrals to Adult Social Care services from the community have reduced by 42% since this time last year due to more effective management and signposting of requests.</p> <p>Year on year there has also been a 16% reduction in the number of subsequent referrals from Gateway to Care to the social worker Hubs for assessment, 1,208 in 2018-19 compared to 1,444 in 17-18.</p>
<p>Redesigning the way we work with people so they are in control of their own care, developing individual and community capacity to be able to take positive action to make long term improvements, and valuing the role of carers of all ages, providing practical support alongside information, advice and training.</p>	<p>The proportion of adults and older people who receive their long term care and support via a direct payment, enabling them to live independently and have control over their lives, has increased to 42%.</p> <p>The Adults’ Front Door Transformation Project is focused on delivering better outcomes for customers, trialling different ways of working and enabling customers to do more things for themselves. It seeks to improve the customer experience, resolve more enquiries at the adults’ front door and provide an effective and responsive service.</p>
<p>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.</p>	<p>Continued to support the homecare market in Kirklees through regular and positive provider forums that help us collectively shape both the future of the market and the interface between the council and providers.</p> <p>Kirklees’ performance on delayed transfers of care has improved. Out of 152 councils Kirklees are currently ranked 44th for whole system effectiveness and 64th for delays attributable to Adult Social Care. Intermediate Care Choice and Recovery beds commissioned jointly by the Council and CCG have saved 74 bed days (around £24,000) and are helping to reduce delayed transfers of care.</p>
<p>Developing a range of housing that meets the needs of vulnerable people, and enables people to live as independently as possible.</p>	<p>Agreed a new 5 year Housing Strategy, which aims to see Kirklees offering a range of good quality mixed tenure housing, where people live in suitable, warm, safe and affordable homes in attractive and prosperous places throughout their lives, including the development of more specialist housing for people with disabilities and for older people.</p> <p>Created an integrated team with the two local CCGs, to deliver the quality of care offer to care homes across Kirklees, using a preventative approach to quality improvement.</p> <p>Produced a local Health Impact Assessment for new housing developments to encourage developers to consider ways they can maximise the health opportunities for communities living in and around new developments.</p>



<p>Making best use of technology, equipment and adaptations where appropriate, to enable people to live as independently as possible in their own homes.</p>	<p>Through Community Plus and Kirklees Libraries, promoted the 'Looking out for our neighbours' social marketing campaign, to prevent loneliness and its associated health risks by encouraging communities to look out for vulnerable people.</p> <p>Begun to implement a set of recommendations to support the rollout of assistive technology, enabling people of all ages, both children and adults, to be independent in their own homes.</p> <p>Delivered the provision of 2,729 adaptations to homes (across all tenures) supporting people with poor physical and mental health and their families to sustain or regain independent living in their own home.</p> <p>Over the year reduced from 12 to 6 weeks the length of time on average that homeless households stayed in interim accommodation before moving on to more secure accommodation.</p> <p>Lent 873,160 physical books, 48,143 e-books and e-audiobooks and 35,052 e-magazines and newspapers.</p>
<p>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.</p>	<p>Prevented 955 households from homelessness by working with them to keep or find a suitable home and took reasonable steps to help secure accommodation for 343 eligible households to relieve them of their homelessness by developing Personal Housing Plans as per the Homelessness Reduction Act requirements.</p> <p>Developed, ready for approval in July 2019, a new preventing Homelessness and Rough Sleeping Strategy.</p>

## Percentage of people who require help and support to continue to live at home

9% of adults need help or support to continue to live at home, as reported in the 2016 Current Living in Kirklees survey. This proportion is highest among those not in work because they are sick or disabled, those aged 75+, social tenants, people with an annual household income below £10,000 and those of a mixed ethnic background. Half of these are dependent on others for daily activities such as bathing/toilet, dressing and/or eating. In the previous survey, undertaken in 2012, 11% of adults reported the need for help or support to continue to live at home.

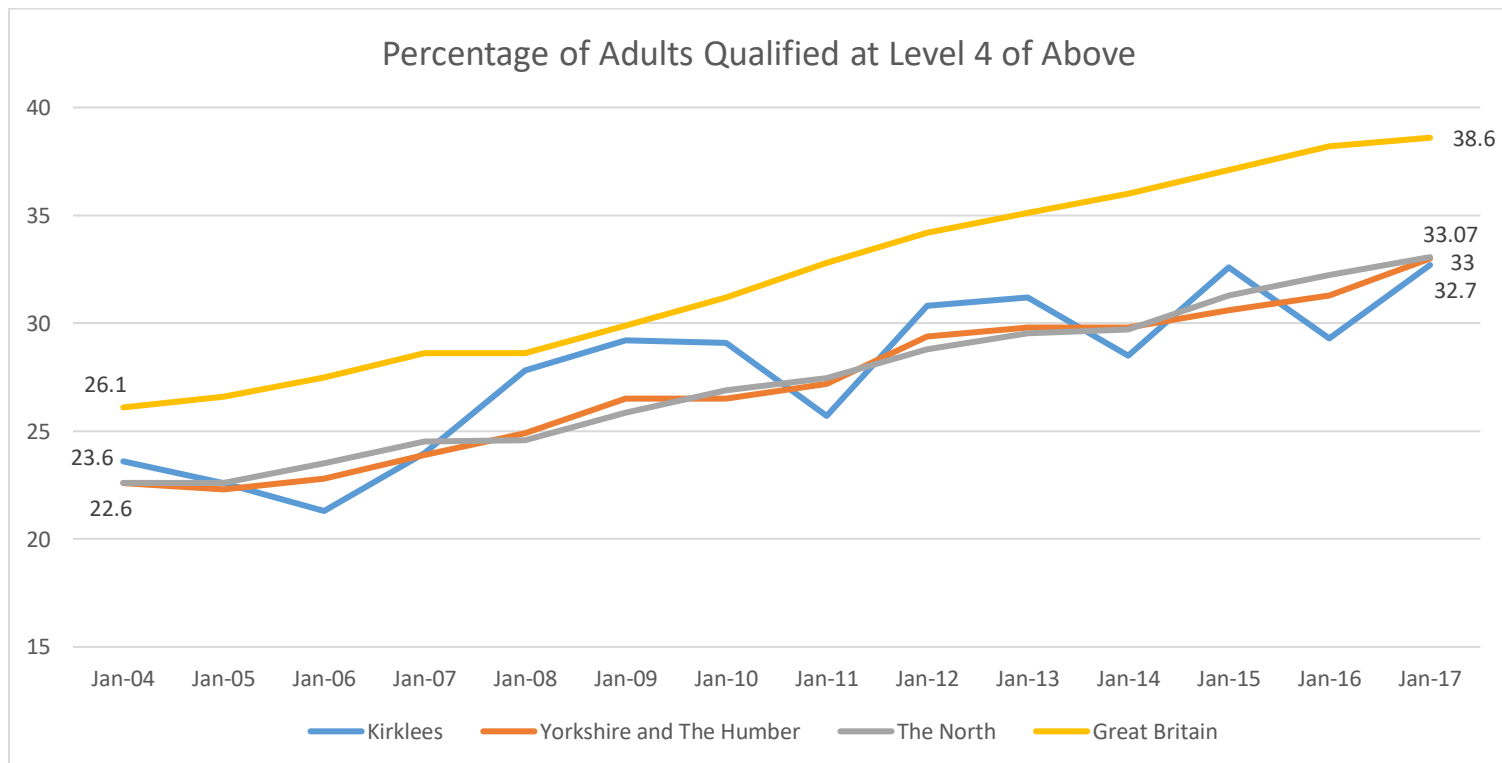


Aspire and Achieve - Delivery Commitments 2018-20	Aspire and Achieve – Achievements
<p>Securing enough high quality learning places.</p>	<p>Supported Kirklees College to open the new Springfield Sixth Form College in Dewsbury.</p> <p>80.1% of schools are rated good or outstanding, compared to 84.9% nationally and 79.5% across Yorkshire and Humber.</p>
<p>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.</p>	<p>13% gender gap (locally and nationally).</p>
<p>Working with the Education and Learning Partnership Board to speed up the progress of pupils with Special Educational Needs and Disability (SEND).</p>	<p>Developed ADHD, autism spectrum conditions and learning disability pathways, enabling early identification and screening to ensure children’s needs are identified at the initial point of contact and the correct pathway is followed to meet those needs.</p> <p>For children with SEN support, their Good Level of Development is 4% behind that of national children with SEN support in 2018. The SEN gap is an improvement from 2017 where SEN support was 11% behind that of national SEN support.</p> <p>3.3% of 16-18 year olds are not in education, employment or training (NEET) or of unknown status. This has reduced from 4.2% in 2018 and puts Kirklees in the top quintile nationally.</p>
<p>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.</p>	<p>Recruited and trained 15 mentors from local businesses and communities to work with vulnerable young people to raise aspirations and engage in positive activities.</p> <p>Supported 4,374 residents to find work with a net benefit of £6.1 million.</p> <p>495 out of 4,300 people supported (9%) have moved into work and apprenticeships as a result of Council Employment &amp; Skills Provision compared with 115 out of 885 people (8%) in the previous year.</p> <p>Current performance in the Post-16 education system in Kirklees is strong when compared with regional and national benchmarks. Kirklees is in the top quartile for 14 out of the 25 headlines, in comparison with all local authorities, and is second quartile in another 4.</p>

<p>Maximising opportunities for support into employment within the Council including an effective and accessible apprenticeship scheme.</p>	<p>Doubled the hourly pay of apprentices working for the council.</p> <p>Council apprenticeship recruitment has taken place much earlier this year and the outreach approach coupled with the increase in apprentice pay has meant that the response in applications has doubled from the previous year.</p>
	<p>The Council has made two successful bids to the European Social Fund to deliver the Employability Hub (including Apprenticeship type provision) and to deliver activities to reduce the number of young people 'Not in Education, Employment or Training' (NEET).</p>
	<p>Developed English for Speakers of Other Languages (ESOL) courses which have been accessed by 175 adults and 50 children to help them overcome language barriers and improve access to learning and development opportunities. The attainment score across Kirklees at Key Stage 4 for all pupils is 45.2. This is similar to Yorkshire and Humber (45.1) and national (44.5) averages.</p>

## Adults Qualified to Level 4 or Above in Kirklees

In Kirklees, as of January 2018, 89,900 working age adults are qualified to Level (4) or above. This equates to 33.1% of all working age adults. In January 2004, 54,400 working age adults were qualified to Level (4) or above, equating to just 23.6% of the total working age population. Kirklees has increased the percentage by 9.5% in that fifteen year period. This percentage comparison with both Yorkshire & Humber and the combined northern region has been erratic over that time – in some years Kirklees has been significantly higher than both and in others significantly lower. However, Kirklees has been consistently lower than for England as a whole with only a brief period between 2008 and 2009 where Kirklees performed close to the England average. Kirklees is currently 5.9% behind in comparison to England as a whole. The gap compared to England more than doubled over these fifteen years – from a 2.3% gap in 2004.



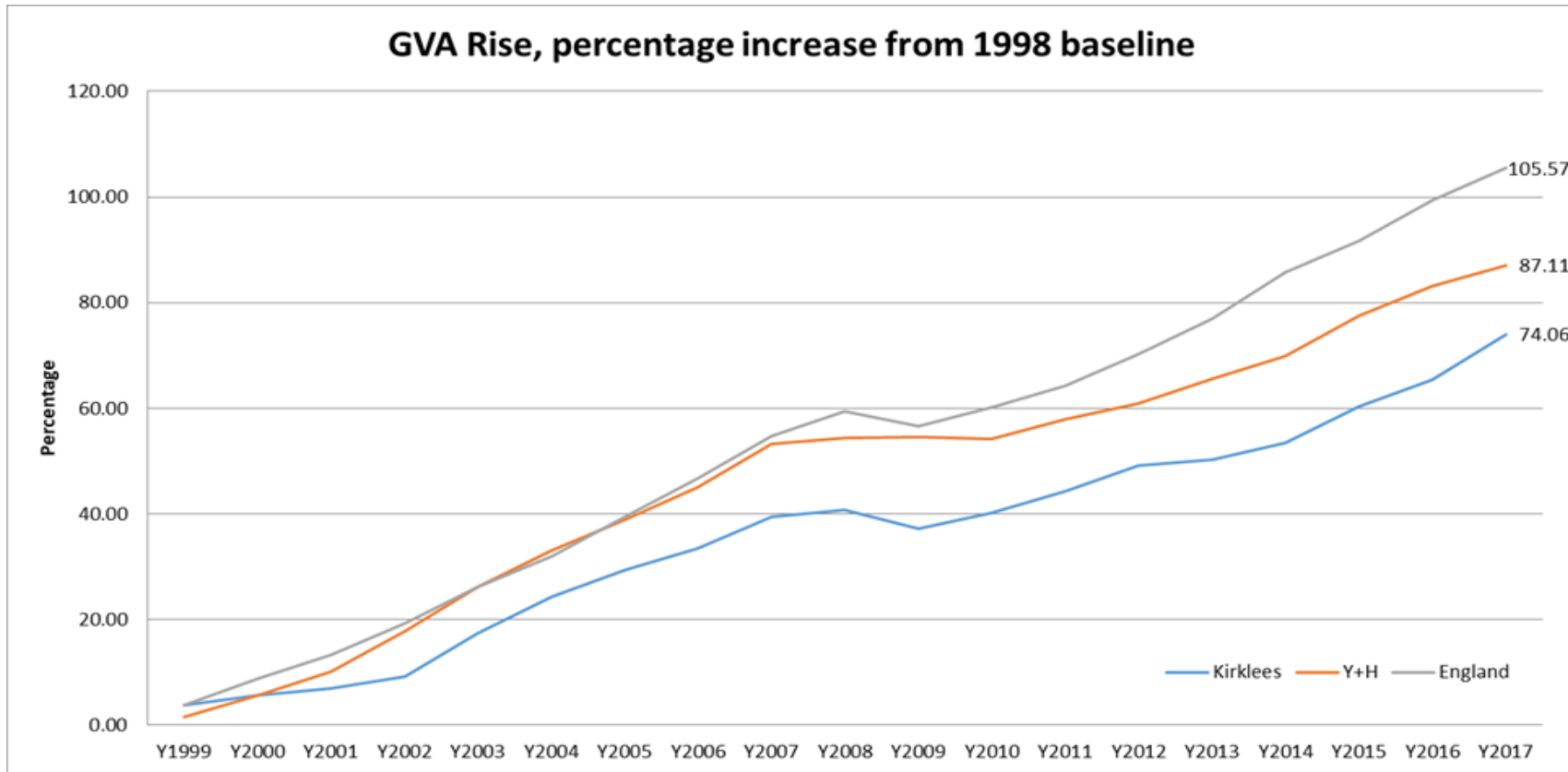
Sustainable Economy - Delivery Commitments 2018-20	Sustainable Economy – Achievements
Supporting the final stages of the adoption of our Local Plan.	Agreed an ambitious Local Plan that will lead to more investment and development in the area.
Delivering Huddersfield and Dewsbury town centre regeneration projects.	<p>We are investing over £3.5m improving the Town Centre’s public realm.</p> <p>We are modernising and introducing greenspace and play to create a family friendly environment.</p> <p>Consultation launched on the ambitious Huddersfield Town Centre Masterplan.</p>
Developing a joined up business growth support system which helps businesses to improve competitiveness, profitability and provide good quality jobs.	<p>Supported 200+ employers, and awarded grants to SMEs to create new local jobs.</p> <p>Business Hub (the free online service for businesses in Kirklees) take-up continues to rise with 1,523 businesses now signed up and participating on the Hub.</p>
Developing and delivering activities, events and public art projects, to help make our town centres more vibrant and build a sense of cultural identity.	<p>Worked with partners and businesses to support the night time economy, working towards safe, vibrant and welcoming town centres.</p> <p>Delivered and supported cultural festivals like Woven.</p> <p>An ‘Innovation of the Year’ award from the National Association of British Markets for the Council’s Markets and Creative Economy team, for the Temporary Contemporary art gallery spaces.</p> <p>A Local Economic Partnership award of £300,000 from the Local Economic Partnership’s Business Rates Pool fund. This will be used to support the ambition for making Kirklees a renowned destination for music.</p>
Working with regional partners to secure external investment for priority projects including Leeds City region business rates pool resources.	<p>Since the Leeds City Regional Growth programmes commenced, Kirklees has been offered 996 grants (18% of all grant allocations across the Leeds City Region), this has resulted in £7.3m grants paid to local businesses, in turn, generating £25.2m in private sector match funding which will result in 1,312 new jobs being created.</p> <p>132 businesses have been supported by SME Growth Managers in the year to date and this has helped to secure £7.37m investment in business growth in the district.</p>
Working more closely with business partners to change attitudes and promote the district as a place to invest and start-up a business.	The ‘Invest in Kirklees, a place to make it in West Yorkshire’ has been updated, detailing a full range of developments, collectively amounting to £195m of public sector commitments in town and major infrastructure across the District.

	Kirklees saw 1,330 new housing completions for 2017/18. This is the highest delivery figure compared with the previous five years.
	Inspected and audited over 1,800 food businesses and audited, providing them with support and guidance to develop successful and safe food practices, and proportionate and graduated action to ensure compliance where necessary.
	Agreed a new Economic Strategy 2019-25, focused on supporting a more inclusive and productive economy, and established the Kirklees Inclusive Growth Group.



## Gross Value Added (GVA) to the Economy: a measure of productivity

The gap between Kirklees and both Yorkshire & Humber and England has widened year on year for the last 19 years. The gap has doubled in comparison with the England average. In 1998 the gap between Kirklees and England was £4,064 per head (a 26.24% gap). In 2017 the gap between Kirklees and England was £10,459 per head, (a 37.42% gap). Taking accumulated growth from a 1998 baseline, again, the gap has widened year on year compared with England as a whole. Between 1998 and 2017, Kirklees GVA per head grew by 74.07% whereas GVA per head for England grew by 105.57%.



Safe and Cohesive - Delivery Commitments 2018-20	Safe and Cohesive – Achievements
<p>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.</p>	<p>Delivered 673 events, projects, workshops and training sessions and engaged 12,187 people to develop strong effective relationships which sustain community engagement, cohesion and connectedness.</p> <p>Over 9,000 people involved in community cohesion and faith-based activities over the year.</p> <p>The Community Investment Fund ('Do Something Now') has been signed off by cabinet. This provides grants for individuals, small groups or voluntary and community sector (VCS) organisations to deliver community activities that improve outcomes.</p>
<p>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.</p>	<p>Used the Place-Standard in Golcar and Shepley to help local people have a discussion about their ambitions for their places.</p>
<p>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.</p>	<p>Joined the Intercultural Cities network to help make sure all our policies and practices promote inclusion and diversity.</p> <p>Developed the #KirkleesWelcomes approach with support from a wide range of council services and local partners, and funding from MHCLG, to promote Kirklees as a place of welcome, and support people to settle, orientate and access the support they need.</p> <p>Our Year 2 Inclusion and Diversity Action plan is more outward facing and includes, for example, a section on a partnership approach to support resettlement and integration, a district wide Diversity Awards Event, the instruction of creative/outreach methods to tackle underrepresentation and Supported Internships for people with a learning disability.</p> <p>We also joined Inclusive Employers who offer support and challenge; plus, we made a submission to their National Inclusion Standard.</p> <p>A Faith &amp; Learning conference held for schools involving 350 people.</p>
<p>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.</p>	<p>Appointed local area coordinators in our Community Plus team and begun making more connections between people in their communities and local activities.</p>

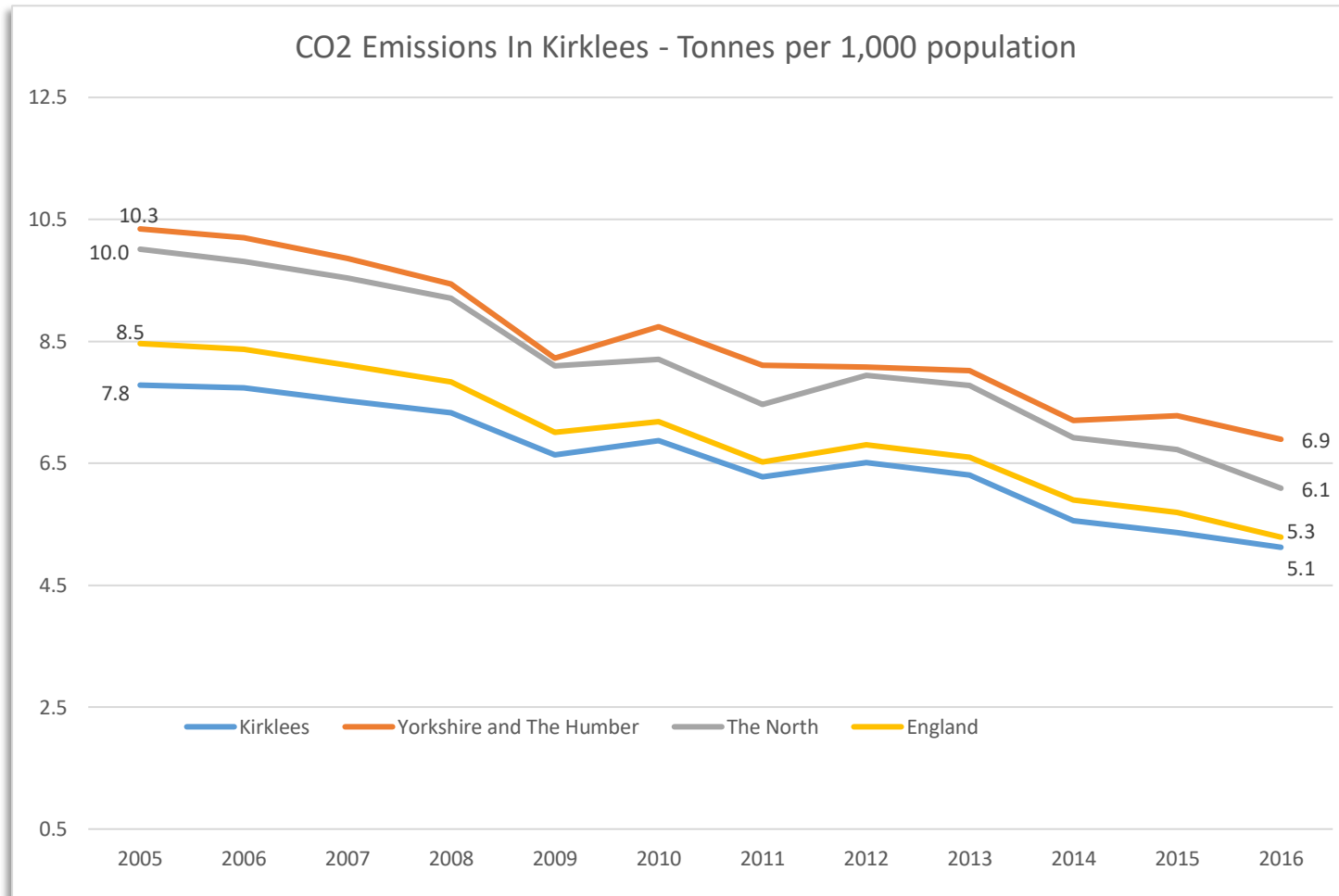
<p>Developing a clearer approach that informs how we invest in the voluntary and community sector in order to increase and coordinate the resources and assets that are available and maximise their impact. And enabling and supporting volunteer roles within the Council, including delivery of a training package for volunteers.</p>	<p>Voluntary and community groups have been awarded over £65K from the Police and Crime Commissioner to fund local community safety activities, the highest District award in West Yorkshire.</p>
<p>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.</p>	<p>Engaged over 200 Council managers to launch the approach to Corporate Safeguarding which echoes the values and principles of Kirklees.</p> <p>Formed the Corporate Safeguarding Oversight Group to provide governance and oversight of our approach to making safeguarding everybody's business.</p> <p>At the fact-finding stage of a Modern Day Slavery approach.</p>
	<p>Development of a multi-agency approach to gangs that has supported individuals identified as being at risk of gang affiliation through identifying and addressing risk factors.</p> <p>£180k has been secured from the Home Office to further develop prevention and early intervention work to reduce gang related violence in Kirklees.</p>
	<p>Launched two new victim's hubs in North Kirklees (Dewsbury and Batley), with Safer Kirklees working in partnership with Victim Support.</p>

Clean and Green - Delivery Commitments 2018-20	Clean and Green – Achievements
<p>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.</p>	<ol style="list-style-type: none"> <li>1. Delivered a new garden waste collection service. Since the launch in February 2019, we have delivered over 12,500 brown bins to Kirklees residents for emptying every two weeks in the growing season.</li> <li>2. Visited around 90,000 households to promote recycling. From April 2019, the service informed residents of what can and can't be recycled using the green bins. Information sharing and engagement was achieved through use of stickers, letters, and door-step conversations.</li> </ol> <ul style="list-style-type: none"> <li>• An average of 15,000 tonnes of waste managed per month.</li> <li>• 45,000 bins emptied per day.</li> </ul> <p>Since the launch in February 2019, we have delivered over 12,500 brown bins to Kirklees residents for emptying every two weeks in the growing season.</p>
<p>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.</p>	<p>Designed and secured funding for the Green Streets® 'Grey to Green' green infrastructure interventions on the A62 Leeds Road corridor.</p> <ul style="list-style-type: none"> <li>• Undertaken road condition surveys of the entire road network 1912km (1200 miles).</li> <li>• In response we have undertaken a programme to renew the surface on 51km (30 miles). This work has renewed / restored and sealed the surface, restoring skid resistance and helped to reduce the formation of potholes.</li> <li>• A very efficient maintenance regime ensured that where repairs were needed over 98% were completed to time.</li> </ul>
<p>Improving the quality of greenspaces which enable people to be active and increase biodiversity, by encouraging people to volunteer, and developing a greenspace strategy.</p>	<p>Committed to investing £9.5million in play areas across Kirklees.</p>
<p>Improving air quality via a Kirklees Air Quality Action Plan and other interventions across the Council and with partners.</p>	<p>Developed a local Air Quality action plan and strategy, increasing the number of electric fleet vehicles, improving our physical infrastructure to ensure that walking and cycling is an easier option and implementing traffic management systems which will reduce vehicle queuing times and increase through-flow.</p> <p>Since the 2005/06 baseline was set, there 35% reduction in district carbon emissions (at March 2018 measured a year lagging).</p> <p>Completed the Huddersfield Heat Network feasibility study that has confirmed the viability of a Huddersfield district heating system, utilising low carbon heat and power from the Energy Waste Plant to provide a resilient, lower cost energy offer for the town centre.</p>

<p>Taking forward our ambitious plan to deliver 10,000 new homes by 2023, including delivering 1,000 ourselves on Council owned land.</p>	<p>The Big Build Conference, hosted by the Council, brought together 150 industry professionals, developers and investors to explore their potential participation in the District's ambitious plan to support the building of 10,000 new homes in the next 5 years in Kirklees. This includes 1,000 homes on council-owned land.</p> <p>Kirklees saw 1,330 new housing completions for 2017/18. This is the highest delivery figure compared with the previous five years.</p>
	<p>Made an energy saving of £203,078 on the previous year and reduced our carbon footprint by 1600 tonnes CO<sup>2</sup>.</p>
	<p>Declared a 'climate emergency', and established a councillor-led working party to identify practical measures to reduce emissions, encourage action across Kirklees and propose targets for future action.</p>

## Carbon dioxide emissions (in Tonnes)

The Council continues to demonstrate progress against the existing Council and District Carbon Reduction Targets that run through to 2020/21. The Council set a target of a 40% reduction in carbon emissions by 2020-21 based upon a 2005-06 baseline. In 2017/18 the Council's progress has been 32% reduction. The reduction target for the District is set as 40% 2020-21 based upon a 2005-06 baseline (based upon UK Government Local Authority Emissions data). The progress to date is a 35% reduction. *The Council has declared a 'Climate emergency' recognising the challenges posed by a changing climate. The council has established a Councillor-led working party to identify practical measures to reduce emissions and improve our climate change resilience, encourage action across Kirklees and to propose targets for future action. The Working Party will report back to Full Council in late 2019.*



Efficient and Effective - Delivery Commitments 2018-20	Efficient and Effective – Achievements
<p>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.</p>	<p>Taken our approach to recruitment out on the road, encouraging and supporting people from a range of communities to apply for council jobs.</p> <ul style="list-style-type: none"> <li>• The level of sickness absence continues to reduce and for March 2019 stands at 10.9 days per FTE, the lowest rate since January 2017.</li> <li>• Agency spend continues to fall. At £1.58m in Q4 this is the lowest spend in quarter in 2018/19.</li> <li>• 72% of employees of the Council are happy with their job, up from 69% in 2018.</li> </ul> <p>Promoted coaching as an opportunity to all employees, with work undertaken with our employee networks to encourage participation, and launched a staff volunteering scheme which gives every member of staff the opportunity to use 2 days paid leave to support community groups to deliver our shared outcomes.</p> <p>Rolled out our Restorative Practice training to our senior leadership team and key officers across the organisation.</p>
<p>Developing systems, processes and culture to support intelligence led decision making and developing a clear set of strategies that set direction and shape delivery.</p>	<p>We have created a new Intelligence and Performance Service, drawing together our research, consultation, intelligence, performance and data analytics professionals.</p> <p>We are currently exploring new ways of working to enable more effective collaboration across the Council and with partners to share good practice, expertise and learning.</p> <p>We have created a number of new specialist roles to lead and deliver on a pivotal programme of work to transform the Council’s data. This work will provide opportunities to generate new insights about people and places across Kirklees to inform the Council’s future strategic direction and service delivery.</p> <p>We have invested in new intelligence and analytics technology that will enable the development of a state of the art self-service intelligence platform resulting in quicker and more in-depth intelligence and insights to support decision making.</p>
<p>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.</p>	<p>Continued to develop and grow our self-service and assisted digital agenda, with 80,000 calls received from residents related to welfare and benefits, resulting in a household income contribution of £46.2m for residents in Kirklees – ensuring residents have been able to claim the benefits and welfare support they are entitled to.</p> <p>100,000 people have signed up to a My Kirklees online account.</p>



<p>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.</p>	<p>Won the Procurement team of the year award at the UK Public Procurement Awards 2019/20, for the power of the team’s unified approach to leadership, communication, innovation, and collaboration to deliver excellence.</p> <p>Analysis by the Centre for Local Economics (CLES), which focused on procurement, has shown that 44% of Council spend with its top 300 suppliers (by value) is with Kirklees based suppliers, which amounts to £111 million. Of this £111 million:</p> <ul style="list-style-type: none"> <li>• 35% of this is spent within the 20% most deprived communities</li> <li>• 57% of spend is with small to medium sized enterprises (SMEs)</li> <li>• 69% of Council spend with its top 300 suppliers (by value) is with suppliers in West Yorkshire (including Kirklees).</li> </ul>
<p>Developing the way in which we work with partners in our formal partnerships and improving the effectiveness of our regional engagement activity.</p>	<p>We have completed phase one of the Partnership Executive review, looking at how we can continue to improve our approach to collaborative working, ensuring the right individuals and organisations are playing an active role in delivering our shared outcomes.</p> <p>Held an event in March to re-engage partners in preparation for the re-launch of the Children and Young People’s Partnership.</p> <p>We continue to review and improve our approach to regional working to ensure we influence key agendas and take advantage of the benefits from partnership working at that level.</p> <ul style="list-style-type: none"> <li>• Senior Councillors and officers supported and briefed to carry out their role at a regional level</li> <li>• Much improved quality and flow of information between the council and region</li> <li>• Increased influence on key strategic work areas in the City Region e.g. Housing</li> <li>• Promoting and leading the inclusive growth agenda for the City Region</li> <li>• Continue to take advantage of funding opportunities that come available e.g. Transforming Cities Fund</li> </ul>
<p>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</p>	<p>Developed and adopted a set of citizen engagement principles which are being used to guide and inform the council’s approach to place based engagement – <u>How Good is Our Place</u>.</p> <p>Place Standard engagements delivered in 7 neighbourhoods covering 4 wards to date (Golcar, Longwood, Cowlersley, Milnsbridge, Berry Brow, Shepley and Linthwaite) engaging approximately 932 citizens.</p> <p>Putting Councillors at the Heart of the Organisation has been adopted as a strategic priority. 29 Working in a Political Environment (WIPE) sessions have been delivered to a total of 578 staff.</p>

<p>to develop an optional approach to registering young people at the age of 16.</p>	<p>We have gathered insights from 40% of Kirklees Councillors (so far) about their confidence, skills and experience with using digital technologies to connect with citizens in their wards.</p> <p>Following co-design with Councillors, the first iteration of the Councillor Account was launched in June 2019.</p> <p>Development of an integrated electoral registration portal for all students as part of the enrolment process through partnership working with Huddersfield University. Approximately 1200 successful registrations from the 2018 intake.</p>
<p>Clarifying our messages and joining up communication to encourage pride in our places and inspire community action.</p>	<p>Internal and external mini-campaigns for special celebrations encouraging community action or pride in place, e.g. Refugee Week, Carers Week, Huddersfield Pride.</p> <p>Encouraging residents to report fly-tipping and condemn those that fly-tip or drop litter Campaigns to encourage residents to recycle, and recycle correctly.</p> <p>External campaign for fostering.</p>

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**Name of meeting: Council**

**Date: 17 July 2019**

**Title of report: Council Financial Outturn and Rollover Report 2018-2019; incorporating General Revenue Fund, Housing Revenue Account, Capital and Treasury Management**

**Purpose of report**

To receive information on the Council's 2018-2019 financial outturn position for General Fund Revenue, Housing Revenue Account and Capital Plan, including proposals for revenue and capital rollover from 2018-2019 to 2019-2020. The report also includes an annual review of Council Treasury Management Activity.

<b>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?</b>	Yes The report includes proposals to roll forward capital underspend from 2018-2019 to spend against specific activities.
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a></b>	Yes
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	Yes
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	Rachel Spencer Henshall
<b>Is it also signed off by the Service Director for Finance IT and Transactional Services?</b>	Eamonn Croston
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning Support?</b>	Julie Muscroft
<b>Cabinet member <a href="#">portfolio</a></b>	Councillor Graham Turner Councillor Shabir Pandor

**Electoral wards affected: All**

**Ward councillors consulted: None**

**Public or private: Public report**

**GDPR:** This report contains no information that falls within the scope of General Data Protection Regulations.

## 1. **Summary**

The appended report was submitted to the meeting of Cabinet on 18 June 2019 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 2019-2020, 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 2018-2019 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 2019-2020, 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.
- 2) That the Housing Revenue Account outturn and reserves position 2018-2019, be noted.
- 3) That, in regards to Capital; (i) the outturn position 2018-2019, be noted (ii) approval be given to the £31.7m capital rollover from 2018-2019 to 2019-2020 (iii) approval be given to the revised capital plan for the period 2019-2024, 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 2019-2020 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, the review of treasury management activity for 2018-2019 be noted.

## 7. **Contact officer**

James Anderson, Head of Accountancy

[james.anderson@kirklees.gov.uk](mailto:james.anderson@kirklees.gov.uk)

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

Cabinet Report – 18 June 2019 (attached)

9. **Service Director responsible**

Eamonn Croston, Service Director – Finance.

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**Name of meeting:** Cabinet

**Date:** 18th June 2019

**Title of report:** Council Financial Outturn & Rollover Report 2018-19 incorporating General Fund Revenue, Housing Revenue account, Capital and Treasury Management

**Purpose of the Report**

To receive information on the Council's 2018-19 financial outturn position for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, including proposals for revenue and capital rollover from 2018-19 to 2019-20. This report also includes an annual review of Council Treasury Management activity.

<b>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?</b>	<b>Yes</b>
<b>Key decision - is it in the <a href="#">Council's Forward Plan (key decisions and private reports)</a>?</b>	<b>Key decision - Yes</b>
<b>The Decision - Is it eligible for "call in" by <a href="#">Scrutiny</a>?</b>	<b>Yes</b>
<b>Date signed off by Strategic Director &amp; name</b>	<b>Rachel Spencer Henshall –</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Eamonn Croston –</b>
<b>Is it also signed off by the Service Director – Legal, Governance &amp; Commissioning?</b>	<b>Julie Muscroft –</b>
<b>Cabinet member portfolio - Corporate</b>	<b>Give name of Portfolio Holders Cllr Graham Turner</b>

**Electoral wards affected:** None Ward  
**Councillors Consulted:** None

**Public or private:** Public

**GDPR:** This report contains no information that falls within the scope of General Data Protection Regulations.

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## 1. Summary

### 1.1 General Fund

1.1.1 The Council's General Fund Revised (net) revenue budget for 2018-19 was £275.2m. The budget included planned (net) revenue savings of £16.2m in 2018-19.

1.1.2 The revised budget is net of a number of planned transfers to reserves during the year, the most significant being the approved release of £8.5m Minimum Revenue Provision (MRP) overprovision from the Treasury Management budget in-year.

1.1.3 Council spend was £275.0m in 2018-19. This resulted in an underspend of £0.2m or 0.07% against the revised budget. The year-end financial position is the equivalent to the delivery of £16.4m overall savings broken down as follows:

- i) £13.1m savings achievement against the £16.2m target; equating to 81%
- ii) £3.3m net underspends elsewhere

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

**Table 1 - Overview of 2018-19 general fund revenue outturn position**

	<b>Revised Budget</b>	<b>Outturn</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Children & Families	76,256	83,129	6,873
Adults & Health	102,760	101,582	(1,178)
Economy & Infrastructure	35,266	37,685	2,419
Corporate Services	31,018	30,174	(844)
Central Budgets	29,927	22,468	(7,459)
<b>Grand Total</b>	<b>275,227</b>	<b>275,038</b>	<b>(189)</b>

1.1.5 The £198k underspend is net of a number of variances against budget. Headline variances are described in more detail in sections 1.2 to 1.6 below. A summary of all key variances can also be found at Appendix 4.

## 1.2 Children & Families

### Learning – High Needs

1.2.1 There was a net £8m pressure on High Needs in excess of the annual funding allocation from Dedicated Schools Grant (High Needs Block). Unfunded spend pressures included £3.3m in respect of placements of Kirklees children in independent and other local authority specialist provisions; compared to a £2.7m overspend in 2017-18. The average annual number of active placements in independent specialist provision has significantly increased over the last few years moving from an average of 88 active placements in 2016-17 to a 2018-19 average of 121; an increase of 38%. An increase was also evident over the same period in the annual average number of children placed in other local authority specialist provisions.

provision, moving from an average of 20 children in 2016-17 to an average of 23 children in 2018-19.

- 1.2.2 The balance of the High Needs pressure was made up of £1.7m for support funding payments for high needs students in the local further education sector (predominantly at Kirklees College), £2.6m additional funding commitments in the special schools sector and £1.6m in respect of top-up funding to support rising numbers of increasingly complex need children within the mainstream schools sector, and £0.1m other service pressures. Total spend pressures totalling £9.3m, were offset in part by £1.3m additional High Needs Funding (described in paragraphs 1.2.3-1.2.4 below); resulting in a net 2018-19 High Needs overspend of £8.0m.
- 1.2.3 The Government's new National Funding Formula (NFF) for High Needs acknowledges that Kirklees requires more funding to support high needs issues from birth through to age 25. The initial outcome of the new formula indicated a near 21% increase in funding is merited, however maximum annual increases are capped at 3%, which translates to around £0.3m in 2018-19, increasing to £1.0m per year thereafter for Kirklees over a seven year period.
- 1.2.4 The issue of high needs pupil pressures on Council budgets has been the subject of significantly increased recent national media coverage, and broader sectoral lobbying. The 2019-20 finance settlement included a supplementary national high needs funding allocation totalling £125m in both 2018-19 and 2019-20 to offset high needs pressures. The Council's share of this is £1.04m in each year.
- 1.2.5 The high needs issues highlighted above were anticipated early as part of Quarter 1 financial monitoring 2018-19. The report included Cabinet approval to apply £5.0m of the £13.5m Minimum Revenue Provision (MRP) 'over-provision- in-year to part mitigate unfunded high needs pressures in 2018-19.
- 1.2.6 Approved Council budget plans 2019-21 reflected a continuation of £8m high needs pressures from 2019-20 and the partial netting off from incremental Government High Needs Block Grant uplifts of £1m per annum. The additional £1.04m funding declared in the 2019-20 finance settlement, and referred to in paragraph 1.2.4 above, has also been added into budget plans from 2019-20 onwards.
- 1.2.7 Officers will continue to review and update in-year forecasts through early 2019-20 in light in particular of the 2018-19 final high needs position. This remains an area of significant pressure on Council budgets. It is anticipated that future year growth pressures may be mitigated at least in part through other measures included in the Kirklees-wide High needs Strategic review, with the Council currently working on the implementation of an action plan with key education partners across the district. Longer term, the approved capital budget plans 2019-24 include £25m to support increased District high needs specialist placement sufficiency.

#### Learning and Early Support

- 1.2.8 There was an underspend of £0.6m on Early Intervention and Targeted Support. This was primarily made up of £1m savings in the Early Support Team; £0.8m of which related to timing issues filling vacant posts and a further £0.2m from savings on transport, supplies and services and commissioned services; offset in part by ongoing pressures on school transport costs at £0.5m.

#### Child Protection and Family Support.

- 1.2.9 There was a pressure of £0.8m within Child Protection and Family Support relating to external residential placements. Reviews of each placement have taken place within the service and a number of children have been successfully returned to placements within Kirklees. It is intended that more children will be brought back into Kirklees when appropriate arrangements are in place. The service has also engaged with the Clinical Commissioning Group (CCG) to ensure that health contributions are at the appropriate level.
- 1.2.10 Work is underway to develop Early Intervention and Edge of Care processes which should impact on the future number of children and young people that need to be placed externally. However, this will be influenced by the availability of suitable in-house capacity and the wider development of a sufficiency strategy.
- 1.2.11 There was an offsetting underspend within Child Protection and Family Support of £1.4m. This relates to savings from staff vacancies and turnover.

### **1.3 Adults and Health**

- 1.3.1 Lack of capacity in the Independent Sector Home Care market to meet assessed user needs resulted in increased spend on residential placements and short term packages above budget at £3.9m. This was partially offset by £3.1m home care budget underspend from market capacity issues. In addition, the in-house Residential (Older People) budget had an overspend of £0.4m.
- 1.3.2 Government confirmed a national in-year (2018-19) £240m package of social care funding to ease pressure on the NHS over the winter months as part of the Autumn Budget announcement on 29 October 2018. Kirklees' share of this additional in-year funding was £1.86m. The funding had to be spent on providing adult social care services, and be in addition to existing planned spending. The 2019-20 finance settlement confirmed the continuation of this funding in 2019-20.
- 1.3.3 As approved in the Quarter 2 2018-19 Monitoring Report to Cabinet, this additional £1.86m in-year funding was aligned to a number of key elements of the adult social care system. Examples include increased funding for placements in residential care, new short stay 'Choice and Recovery' beds, and supporting local domiciliary care providers to adopt new ways of working and to reduce demand for domiciliary care. As such, the funding has been applied in-year to offset the net pressures and areas of additional spend highlighted above.
- 1.3.4 The proposals above were developed alongside the previous plans approved by Cabinet for use of the Improved Better Care Fund, Adults Social Care Grants and Leeds Business Rate Pool and form a crucial part for the wider transformation programme across health and social care.
- 1.3.5 An additional £2.8m resource was set aside in reserves for Social Care Investment and Transformation; the funding made up of £1.6m additional income from the 2018-19 100% business rates pilot plus £1.2m additional Adult Social Care (ASC) grant from government, also in 2018-19. Specific resource allocation recommendations for this additional funding were approved at Cabinet on 18th August 2018 and the reserve is to be drawn down over a two year period to match actual spend. In 2018-19 £0.3m was drawn down from this reserve.

### **1.4 Economy and Infrastructure**

- 1.4.1 There was an overspend on schools transport of £2m due to volume pressures and the delayed implementation of savings rolled forwards from 2017-18. These

savings are currently under review in terms of deliverability and timing. Approved 2019-21 budget plans included £1.4m base budget uplift to reflect recurrent demand pressures on schools transport service; in particular impacted on by Special Educational Needs and Disability demand pressures.

1.4.2 Commercial Regulatory and Operational Service pressures included £0.4m relating to the loss of the West Yorkshire Driver Training Contract, £0.4m under-collection on parking income and £0.3m overspend in Bereavement due to income shortfall relating to the Cremator Replacement project.

1.4.3 There was an underspend of £1m within Economy, Regeneration and Culture, largely relating to timing issues recruiting to a number of vacant posts; mainly in Economic Resilience.

## **1.5 Corporate Services**

1.5.1 Within the Office of the Chief Executive, there was an underspend of £0.9m on Transformation budgets; mainly related to the application of capital receipts flexibilities to capitalise Council corporate transformation costs in-year; see also paragraph 1.6.4 below.

## **1.6 Central Budgets**

1.6.1 As part of the 2019-20 provisional finance settlement, Government confirmed an unexpected “one off” business rates levy rebate to all Councils in 2018-19. The Council’s share of the national £180m re-distribution was £1.2m and this is reflected in the Central budget outturn position.

1.6.2 In addition to the above, overall Section 31 business rate relief grants received in-year was £1.5m higher than budgeted. This again has been reflected in Central budget outturn position for 2018-19. Local Authorities are paid section 31 grants throughout the year using the budgeted business rates position. This year end adjustment reflects the relative volatility in budgeting for the 12 distinct business rate relief offsets available to businesses in-year, and for which Government compensates Councils through a corresponding section 31 grant.

1.6.3 The MRP overprovision in 2018-19 was £13.5m. As noted in paragraph 1.2.5 earlier, £5m of the over-provision was applied in-year to part offset high needs service pressures. £4.4m has been transferred to Financial Resilience Reserves with the remaining £4.1m being allocated to reserves as outlined in section 1.7 below.

### Flexible Capital Receipts

1.6.4 The Council’s flexible capital receipts strategy was applied in relation to £2.0m transformation related spend and £0.6m voluntary severance costs in 2018-19. 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 8.

1.6.5 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.

## **1.7 General Fund Reserves**

- 1.7.1 General fund reserves and balances have increased through 2018-19 by £16.2m; from £88.8m at the start of the year to £105.0m as at 31 March 2019. A further £7.5m was added into Council reserves at the start of 2019-20, as per the 2019-21 budget plans approved at Budget Council on 13 February 2019; increasing the overall level of reserves and balances to £112.5m as at 1<sup>st</sup> April 2019.
- 1.7.2 The year-end reserves position set out in Appendix 2 incorporates a number of new reserves approved as part of the overall Council budget plans at Budget Council on 13 February 2019. It also reflects subsequent reserves adjustments approved in the 2018-19 Early Closedown Review report to Cabinet on 29 May 2019.
- 1.7.3 The £112.5m general fund reserves and balances at 1<sup>st</sup> April 2019 includes £9.7m relating to statutory schools reserves (which cannot be re-directed for non-school uses), leaving £10.2m general balances and £92.6m usable reserves.
- 1.7.4 The most significant new reserve is £11m to support the development of the Council's waste management strategy, in light of the current Council Private Finance Initiative (PFI) Waste Contract ending in 2022-23, which has known financial implications.
- 1.7.5 Total usable reserves at 1<sup>st</sup> April 2019 is equivalent to 32.3% of the 2019-20 £287.1m (net) revenue budget. This represents a net increase of over 4% in this particular indicator, over the past 12 months, from 28%. For comparator purposes, the median percentage across the 26 metropolitan Councils on this particular indicator was 36% as at 31 March 2018.
- 1.7.6 The significance of this indicator is that it features as part of CIPFA's suite of 'financial resilience' performance indicators being developed to support officers, members and other stakeholders as an independent and objective suite of indicators that measure the relative financial sustainability and resilience of Councils, given extensive and ongoing national coverage and concern about financial sustainability across the local government sector.
- 1.7.7 Financial resilience reserves as at 1<sup>st</sup> April 2019 will remain at just over £37m, which was also the minimum financial reserves requirement recommendation by the Chief Financial Officer at least to the start of 2020-21, as set out in the original 2019-22 budget strategy update report to Council in October 2018. The financial resilience risk reserve is informed by the Council's corporate risk register; current version attached at Appendix 10 for information.

#### Revenue Rollover

- 1.7.8 The £189k underspend was transferred to general balances at year end. Included in this net position was £89k of deferred expenditure commitments within Economy and Infrastructure relating to the Textile Festival. It is proposed that this is rolled forward in full to 2019-20.
- 1.7.9 Kirklees Youth Alliance (KYA) on behalf of a partnership of over 60 local organisations and key stakeholders, is seeking to co-ordinate a Kirklees-wide Healthy Holidays (Integrated Activities & Food Programme) for Summer 2019, on behalf of the Council. It is proposed that 45-50 free open access holiday clubs will be established within the heart of disadvantaged communities within Kirklees; allowing the right children access to the provision. The clubs will provide healthy meals, nutritional education and exercise, with many also involving families and thereby improving outcomes for both parents and children.

1.7.10 The overall costs are anticipated to be in the region of £200k-£225k. It is recommended that the Council contributes £100k revenue rollover, and in conjunction with KYA, will seek sponsorship from other stakeholders to make up the balance of funding requirement. The Council will commit to underwrite the balance of funding requirement from existing public health grant reserves to ensure its successful and timely delivery.

## 1.8 Collection Fund

1.8.1 The Collection Fund accounts separately for council tax and business rates income and payments. Table 2 below summarises the financial performance of the collection fund in 2018-19, including planned payments to and from the general fund in 2019-20.

**Table 2 – Collection Fund Summary**

<b>Collection Fund forecast (Council Share)</b>	<b>Council Tax</b>	<b>Business Rates</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
(Surplus)/Deficit at 1st April 2018	(2,321)	(4)	(2,325)
Re-payments to/(from) General Fund 18-19	3,462	-	3,462
In year Financial Performance	480	(8,696)	(8,216)
<b>(Surplus)/Deficit at 31st March 2019</b>	<b>1,621</b>	<b>(8,700)</b>	<b>(7,079)</b>
Re-payments to/(from) General Fund 19-20	(1,179)	6,923	5,744
<b>Remaining (Surplus)/Deficit 19-20</b>	<b>442</b>	<b>(1,777)</b>	<b>(1,335)</b>

1.8.2 In-year income performance on Council Tax reflects a deficit of £480k; equivalent to 0.3% against planned income of £173.4m. The deficit is mainly due to greater spend through the Council Tax Reduction scheme, impacted on by the large 2018-19 Council Tax rise, together with increases in students exemptions and single person discounts.

1.8.3 The business rates surplus reflects a review of the Council's prudent bad debt provision for historical appeals valuations outstanding (largely relating to the 2010 rating list); set at £11.5m at 31<sup>st</sup> March 2018. This requirement was revised downwards in-year reflecting the impact of many long standing appeals being either withdrawn or settled.

1.8.4 This includes the withdrawal of a national appeal by Virgin Media which if successful would have cost the Council £2m in backdated rates adjustments to 2010. In addition, the number of appeals emerging with respect to the current year was not at the level anticipated, mainly due to the embedding of a more stringent appeals system, implemented from April 2017 onwards.

1.8.5 Taking into account the opening balance and repayments to the general fund in year, the above in-year performance resulted in an overall surplus for the collection fund of £7.1m at 31st March 2019. There are planned repayments of £5.7m to the general fund in 2019-20, leaving a £1.3m balance of surplus overall on the collection fund going forwards.

## 1.9 Housing Revenue Account

1.9.1 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 is a surplus of £1.4m against an annual turnover



budget of £91.7m in 2018-19; equivalent to just 1.5%. The HRA also delivered £2.8m of savings against a £2.8m target; equating to 100%.

- 1.9.2 HRA reserves at 31 March 2019, net of set asides for business risks and investment needs and a minimum working balance, is £54.2m. A summary of the HRA outturn and reserves position can be found at Appendix 3. Key variances are highlighted as part of Appendix 4.

## 1.10 Capital

- 1.10.1 The Council's capital budget for 2018-19 was £100.3m. The nature of capital programmes and funding means that with some schemes, there is greater potential for variations 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 in capital budget plans.
- 1.10.2 The 2018-19 capital outturn was £68.4m, which is about £7m higher than equivalent capital spend in 2017-18. . Of the total actual spend, £15m relates to strategic priorities, the balance of £53.4m relates to baseline capital spend.

**Table 3 – Capital Outturn 2018-19**

<b>By Category</b>	<b>Capital Budget £000</b>	<b>Outturn £000</b>	<b>Variance £000</b>
Achievement	16,088	13,600	(2,488)
Children	448	586	138
Independent	2,442	977	(1,465)
Sustainable Economy	46,529	30,238	(16,291)
Well	2,340	1,832	(508)
Clean & Green	695	106	(589)
Efficiency & Effectiveness	3,900	3,480	(420)
<b>General Fund</b>	<b>72,442</b>	<b>50,819</b>	<b>(21,623)</b>
Strategic Priorities	9,348	4,083	(5,265)
Baseline	18,478	13,513	(4,965)
<b>Housing Revenue Account</b>	<b>27,826</b>	<b>17,596</b>	<b>(10,230)</b>
<b>Total Capital Budget</b>	<b>100,268</b>	<b>68,415</b>	<b>(31,853)</b>

- 1.10.3 A more detailed breakdown of the capital outturn position is provided at Appendix 5, along with key variances highlighted.
- 1.10.4 Capital expenditure was funded by the following sources of finance; borrowing £17.2 million, grants and contributions £29.8 million, capital receipts at £5.6 million, Major Repairs Reserve (HRA) at £15.8 million. This is shown in more detail at Appendix 7. Due to timing issues, borrowing costs incurred in-year largely impact on the following year's treasury management budget. Actual borrowing costs incurred 2018-19 are consistent with treasury management budget assumptions for 2019-20. Treasury Management budgetary assumptions are reviewed annually as part of the MTFP refresh, and will take account of any changes in the profiling and quantum of capital spend to be funded from borrowing over the periodically re-freshed 5 year capital plan.

### Capital Rollover Proposals

- 1.10.5 The proposal is to effectively re-profile planned spend totalling £31.7m from 2018-19 to 2019-20); £21.5m general fund and £10.2m HRA. This largely reflects deferred spend against existing schemes rolled forward into future years. The remaining £0.2m underspend is identified as not required and is recommended to be removed from the Capital Plan.
- 1.10.6 The capital plan approved at Budget Council on 13<sup>th</sup> February 2019 has now been updated to take account of the capital rollover proposals totalling £31.7m. The revised capital plan set out in this report, including re-profiled planned spend, is £666.1m over the 2019-24 period.

#### Other

- 1.10.7 The updated capital plan includes e Public Realm Improvement Works totalling £1.2m approved by Cabinet 19<sup>th</sup> March 2019, to be funded from earmarked rollover reserves. A review of the approved works has determined that the works fall within the definition of capital expenditure, hence their subsequent inclusion in the updated capital plan.
- 1.10.8 To support projects and investment across Kirklees venues, £200k per annum has been included as a new baseline programme area 'One Venue Development Plan'. The continuous investment in facilities, aesthetics, infrastructure and equipment is directly linked to developing the commerciality, culture and vibrancy of Kirklees as well as having a positive economic impact for our communities and places.
- 1.10.9 As part of the current mobile and agile/digital and transformation programme, £500k is required to continue the purchase of devices/laptops in line with the new IT Strategy, ensuring a consistent model of device on the Councils protected network leading to efficient device management and support. The additional £50k for Occupational Health IT system is to replace a bespoke IT system, now at the end of life. The new system will have "portal" functionality, will enable the service to meet GDPR requirements and allow Employee Health Care Unit to make operational efficiencies.
- 1.10.10 The Corporate Landlord Asset Investment plan includes additional Bereavement works totalling £150k relating to footway works, concrete plinths, Public Burial Area for Infants and new roadways to provide vehicular and walking access, across a range of sites.
- 1.10.11 Also, in readiness for the early delivery and commencement of Internal Renovation Works, the audio-visual and webcasting equipment in Huddersfield Town Hall's Council Chamber has reached end of life and will be replaced by a modern, reliable and up to date system that both better supports Councillors and officers, and improves the quality of the Councils webcasts, thereby enhancing citizen engagement in decision making.
- 1.10.12 The old equipment will be decommissioned and there will be a degree of building work required to make good the Chamber following the installation of the new solution. Minor amendments to the press and officer galleries will be made to improve the experience of those observing meetings.
- 1.10.13 Following a recent corporate strategic review of the plan, opportunity has been taken to update the profiling of the capital plan across years, particularly for several strategic priorities i.e. West Yorkshire plus Transport Scheme, Site Development, the loan facility to develop a hotel as part of the HD One scheme, new pupil places, Dementia respite, and Pump priming and Commissioning Specialist Accommodation. In total £40.1m has been re-profiled from 2019-20 into later years of the 5 year plan.

The draft capital plan 2019-24 is shown at Appendix 7 and summarised in Table 4 below:

**Table 4 – Updated Capital Plan 2019-24**

	2019-20	2020-21	2021-22	2022-23	2023-24	Total
By Category *	£m	£m	£m	£m	£m	£m
<b>General Fund :</b>						
<b>Achievement</b>	16.0	19.9	22.7	13.1	5.0	76.7
<b>Children</b>	0.2	1.3	3.6	4.2	0.8	10.1
<b>Independent</b>	2.6	5.1	5.1	3.5	11.4	27.7
<b>Sustainable Economy</b>	59.5	106.7	77.8	68.7	16.4	329.1
<b>Well</b>	4.0	15.0	9.3	2.2	0.9	31.4
<b>Safe &amp; Cohesive</b>	0.2	0.0	0.0	0.0	0.0	0.2
<b>Clean &amp; Green</b>	1.8	5.5	0.1	6.6	20.6	34.6
<b>Efficiency &amp; Effectiveness</b>	4.3	3.7	3.7	3.7	3.7	19.1
<b>General Fund</b>	<b>88.6</b>	<b>157.2</b>	<b>122.3</b>	<b>102.0</b>	<b>58.8</b>	<b>528.9</b>
<b>Strategic Priorities</b>	6.8	9.8	9.0	7.3	8.9	41.8
<b>Baseline</b>	18.9	18.7	19.6	19.3	18.9	95.4
<b>Housing Revenue Account</b>	<b>25.7</b>	<b>28.5</b>	<b>28.6</b>	<b>26.6</b>	<b>27.8</b>	<b>137.2</b>
<b>Overall Total</b>	<b>114.3</b>	<b>185.7</b>	<b>150.9</b>	<b>128.6</b>	<b>86.6</b>	<b>666.1</b>

*\*categorisation here by primary outcome for illustrative purposes, acknowledging that in many instances capital investment delivers multiple outcomes.*

1.10.14 Officers will continue to review capital budget profiles in year, and any further re-profiling movements between years will be reported to Cabinet as part of the quarterly financial monitoring arrangements through 2019-20, in accordance with Financial Procedure Rules 3.10-3.15. This approach acknowledges the growing complexities and challenges over the next 5 years in delivering to this scale of ambition

1.10.15, Future capital plan updates will also be presented periodically to Council as part of the annual budget strategy update and annual budget approval reports to Cabinet and Council as a matter of course as part of the annual planning cycle.

#### Prudential Indicators

1.10.16 Appendix 6 provides a schedule of the prudential indicators applicable to affordability and prudence which have been reported as part of capital monitoring in 2018-19. Indicators applicable to treasury management are reported in the Review of Treasury Management activity for 2018-19 which can be found at Appendix 9.

1.10.17 The proportion of the annual revenue budget set aside to repay debt and interest is a matter of local decision, informed by relevant CIPFA prudential guidance relating to prudence, affordability and sustainability.

- 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 2018-19;
  - ii) Appendix 2 summarises the general fund reserves and balances 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 sets out by Outcome area the capital outturn position in 2018-19 and the reasons for the more significant forecast capital variances across strategic priority and baseline capital schemes.
  - vi) Appendix 6 provides a schedule of prudential indicators for 2018-19, applicable to affordability and prudence;
  - vii) Appendix 7 shows the draft capital plan 2019-24, taking into account rollover, grant changes and additions. A funding summary is also included.
  - viii) Appendix 8 details the flexible capital receipts strategy approved at Council, 13<sup>th</sup> Feb 2019.
  - ix) Appendix 9 is the Annual Report on treasury Management activity to Corporate Governance and Audit Committee, 17th May 2019.
  - x) Appendix 10 is the Corporate Risk Register, updated as at June 2019.
- 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 2018-19, which were approved as part of the Treasury Management Strategy. Details accompany the Treasury Management report at Appendix 9. Indicators relating to affordability and prudence can be found at Appendix 6.
- 2.4 The corporate risk register at Appendix 10 summarises the key strategic risks or barriers to achieving the corporate objectives. It also provides visibility about the management actions which are either in place or brought into action to mitigate the impact of these risks. Many of these are of a financial nature and provide contextual information when setting the council's budget. There isn't a direct link but they do help to inform the level of reserve held by the council.

- 2.5 Individual risks vary over time, and the need to set aside reserves changes depending on the underlying budget provisions. The risk assessment reflects the approved budget plans updated for emerging and changing medium and significant risk.

### **3 Implications for the Council**

- 3.1 The report provides summary information on the overall financial performance against annual Council revenue and capital budgets, incorporating as well an overall updated capital plan for 2019-24. 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

#### **3.2 Working with People**

#### **3.3 Working with Partners**

#### **3.4 Place Based working**

#### **3.5 Improving Outcomes for Children**

#### **3.6 Financial, Legal & Other Implications**

- 3.6.1 The financial climate facing local government remains challenging; in particular with regard to Council's like Kirklees that have statutory education and social care responsibilities. The number of people who require support continues to increase and the complexity of services provided to vulnerable children and adults require higher levels of resourcing, while the cost of services continues to increase.

- 3.6.2 This challenge is exacerbated by the uncertainty surrounding the local government funding landscape post 2020. The political indecision created by the delay in the withdrawal of the UK from the European Union, is causing disruption to many decisions throughout Whitehall.

- 3.6.3 The Chancellor announced that the 2019 Spending Review would be revealed later in the Autumn and would cover the period 2020-21 to 2022-23, however Brexit delays could cut this to a single year. In turn, this could potentially impact the planned timeline for the business rates re-set and fair funding reviews, currently intended to be in place for 2020-21. In isolation, these reviews are already a source of great uncertainty for councils going forwards that, upon their conclusion, will result in a redistribution of funding between individual authorities.

- 3.6.4 Budget plans for 2019-22 include further target savings proposals of £10.9m in year one, with a further £6.2m planned savings over the 2020-22 period. However, given the uncertainties outlined above, there is significant volatility in the budget forecasts; in particular from 2020-21 onwards. Officers will continue to assess, review and update budget planning forecasts and implications through early 2019 informed by emerging national and local intelligence.

- 3.6.5 The Council's refreshed reserves strategy approved in the 2019-22 budget plans and since reaffirmed in the Early Closedown review to Cabinet in May 2019, are directed at strengthening organisational flexibility and financial resilience over the medium term.

longer term in account of the continued funding uncertainty for Councils post 2020. The financial resilience reserves level on 1st April 2019 of £37.1m meets the minimum recommended level as set out in the strategy.

- 3.6.6 It is intended that the forthcoming annual budget strategy 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 refreshed Medium Term financial Plan (MTFP).

#### **4 Consultees and their opinions**

This report has been prepared by the Service Director Finance, 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 2019-20, and reported quarterly to Cabinet from Quarter 1 onwards.

#### **6 Cabinet portfolio holders recommendations**

The portfolio holder agrees with the recommendations set out in this report.

#### **7 Officer recommendations and reasons**

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

##### General Fund

- 7.1 note the revenue outturn position for 2018-19;
- 7.2 note the year end position on corporate reserves and balances;
- 7.3 note the regular monitoring and review of corporate reserves in 2019-20 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;

##### Collection Fund

- 7.5 note the year end position on the Collection Fund;

##### HRA

- 7.6 note the HRA revenue outturn and reserves position 2018-19;

##### Capital

- 7.7 note the Council capital outturn position for 2018-19
- 7.8 approve the £31.7m capital rollover from 2018-19 to 2019-20;
- 7.9 approve the revised capital plan for the period 2019-24 after taking into account rollover, the re-phasing of schemes and changes to grant assumptions;

##### Treasury Management

- 7.10 note the review of Treasury Management activity for 2018-19

**8 Contact Officer**

James Anderson, Senior Finance Manager

[james.anderson@kirklees.gov.uk](mailto:james.anderson@kirklees.gov.uk)

Sarah Hill, Finance Manager

[sarahm.hill@kirklees.gov.uk](mailto:sarahm.hill@kirklees.gov.uk)

**9 Background papers and History of Decisions**

Early Closedown Review 2019-20

Annual budget report 2019-22

Budget Strategy Update Report 2019-22

Annual budget report 2018-20

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, Service Director Finance.

[eamonn.croston@kirklees.gov.uk](mailto:eamonn.croston@kirklees.gov.uk)



## General Fund 2018-19 Outturn

Strategic Director portfolio responsibilities	Revised Budget	Actual	Variance
	£'000	£'000	£'000
Child Protection & Family Support	58,289	58,076	(213)
Learning & Early Support & Schools	17,967	25,053	7,086
<b>Sub Total (Children &amp; Families)</b>	<b>76,256</b>	<b>83,129</b>	<b>6,873</b>
Adults Social Care Operation	40,096	39,052	(1,044)
Policy, Intelligence & Public Health	3,076	2,654	(422)
Commissioning, Quality and Performance	52,552	53,830	1,278
Service Integration	7,036	6,046	(990)
<b>Sub Total (Adults &amp; Health)</b>	<b>102,760</b>	<b>101,582</b>	<b>(1,178)</b>
Economy, Regeneration & Culture	6,765	5,960	(805)
Commercial, Regulatory & Operational Services	28,501	31,725	3,224
<b>Sub Total (Economy &amp; Infrastructure)</b>	<b>35,266</b>	<b>37,685</b>	<b>2,419</b>
Finance & Transactional Services	18,915	18,960	45
Governance & Commissioning	2,140	2,404	264
Corporate Services (OCE)	9,963	8,810	(1,153)
<b>Sub Total (Corporate Services)</b>	<b>31,018</b>	<b>30,174</b>	<b>(844)</b>
<b>Central Budgets</b>	<b>29,927</b>	<b>22,468</b>	<b>(7,459)</b>
<b>General Fund Total</b>	<b>275,227</b>	<b>275,038</b>	<b>(189)</b>

## Corporate Reserves and balances

	1 <sup>st</sup> April 2018 (plus 2018/19 budget report approvals)	Drawdown/ contribution in- year	Early Closedown Review / MRP	Reserves Position as at 31st March 19	2019/20 Budget Report Approvals	Reserves Position as at 1st April 19
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Statutory (School Reserves)</b>	<b>(9,827)</b>	<b>82</b>	<b>-</b>	<b>(9,745)</b>	<b>-</b>	<b>(9,745)</b>
<b><u>Earmarked</u></b>						
Financial Resilience Reserves	(37,146)	-	4,400	(32,746)	(4,400)	(37,146)
Rollover	(3,437)	1,276	-	(2,161)	-	(2,161)
Revenue Grants (various)	(9,912)	(5,101)	-	(15,013)	21	(14,992)
Stronger Families	(1,924)	107	-	(1,817)	-	(1,817)
Insurance	(1,900)	-	-	(1,900)	-	(1,900)
Ward Based Activity	(706)	(361)	-	(1,067)	(160)	(1,227)
Other	(2,905)	(1,007)	-	(3,912)	(120)	(4,032)
Social Care Reserve	-	(2,496)	-	(2,496)	-	(2,496)
Property and Other Loans	(3,000)	-	-	(3,000)	-	(3,000)
Adverse Weather	(4,000)	-	-	(4,000)	1,000	(3,000)
Strategic Investment Support	(4,000)	-	(1,400)	(5,400)	-	(5,400)
Waste Management	-	-	(11,000)	(11,000)	-	(11,000)
One venue Development Plan	-	-	(500)	(500)	-	(500)
Mental Health	-	-	-	-	(1,400)	(1,400)
Business Rates	-	-	-	-	(2,000)	(2,000)
Elections	-	-	-	-	(500)	(500)
<b>Total Earmarked</b>	<b>(68,930)</b>	<b>(7,582)</b>	<b>(8,500)</b>	<b>(85,012)</b>	<b>(7,559)</b>	<b>(92,571)</b>
<b>Total Earmarked + Schools</b>	<b>(78,757)</b>	<b>(7,500)</b>	<b>(8,500)</b>	<b>(94,757)</b>	<b>(7,559)</b>	<b>(102,316)</b>
General Balances	(10,026)	(189)	-	(10,215)	-	(10,215)
<b>Grand Total</b>	<b>(88,783)</b>	<b>(7,689)</b>	<b>(8,500)</b>	<b>(104,972)</b>	<b>(7,559)</b>	<b>(112,531)</b>

## GLOSSARY OF RESERVES

RESERVE	DESCRIPTION
<b>School Reserves</b>	Statutory reserves relating to both individual schools balances/deficits carried forwards, and Dedicated Schools Grant (ring-fenced for schools related expenditure)
<b>Financial Resilience</b>	Covers a range of potential costs highlighted in the Council's corporate risk assessment, including budget risks as set out in the sensitivity analysis within this report.
<b>Rollover</b>	To fund deferred spend commitments against approved rollover
<b>Revenue Grants</b>	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been occurred.
<b>Stronger Families</b>	Represents deferred expenditure commitments supporting a range of Stronger Families activity.
<b>Insurance</b>	Mitigates against risk from increased liabilities and insurance claims.
<b>Ward Based Activity</b>	To fund deferred ward based activity commitments
<b>Social Care</b>	Set aside to cover a range of social care expenditure commitments as agreed at Cabinet, August 2018.
<b>Property and Other Loans</b>	Set aside against the potential risk of future loan default. Arising from the introduction of a new local government accounting code intended to strengthen balance sheet transparency.
<b>Adverse Weather</b>	Mitigates against budget risk arising from severe weather events in the District.
<b>Strategic Investment Support</b>	To address the likely scale of one off costs required to support the scale of regeneration capital investment over the 2018-24 period.
<b>Waste Management</b>	To support the development of the Council's waste management strategy in light of the known financial implications of the current PFI Waste contract ending in 2022-23.
<b>One Venue Development Plan</b>	To support extending the One Venue Development Plan in future years, to help drive investment in public and community buildings to boost commercialism and to generate income.
<b>Mental Health</b>	To support a number of local area based mental health initiatives over 2019-21.
<b>Business Rates</b>	Set aside against potential backdated payment with respect to national ATM business rates appeal and also to resource the Council's approved business start-up and retention policy.
<b>Elections</b>	Set aside to accommodate potential local and national elections costs in excess of current base budget.
<b>Other</b>	A range of smaller reserves earmarked for specific purposes, each less than £0.6m.
<b>General Balances</b>	General reserve available for Council use, excluding Housing Revenue Account purposes. Minimum level proposed to be £10m going forwards.

## HOUSING REVENUE ACCOUNT 2018/19 - OUTTURN

	Annual		
	Revised Budget	Actuals	Variance
	£'000	£'000	£'000
Repairs & Maintenance	22,800	22,800	0
Housing Management	34,344	33,683	(661)
Other Expenditure	28,289	26,393	(1,896)
<b>Total Expenditure</b>	<b>85,433</b>	<b>82,876</b>	<b>(2,557)</b>
<b>Rent &amp; Other Income</b>	<b>(91,747)</b>	<b>(91,084)</b>	<b>663</b>
Revenue Contribution to Capital Funding	6,314	6,784	470
Planned transfer to HRA Reserves	0	0	0
<b>Total</b>	<b>0</b>	<b>(1,424)</b>	<b>(1,424)</b>

## HRA RESERVES

	Balance at 31 March 2018	Approved Movement in Reserves	Balance at 31 March 2019
	£'000	£'000	£'000
Set aside for business risks	(4,000)		(4,000)
In Year Surplus/Deficit		(1,424)	(1,424)
Set aside to meet investment needs (as per HRA Business Plan)	(54,858)	7,538	(47,320)
Working balance	(1,500)		(1,500)
<b>Total</b>	<b>(60,358)</b>	<b>6,114</b>	<b>(54,244)</b>

## Child Protection &amp; Family Support

Activity Level	Progress against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
External Residential Placements	% of Children placed outside Kirklees	6,134	812	Overspending on volume led External Residential placements. Under review as part of wider Sufficiency strategy.
Various	Accelerated Progression/Turnover Savings	18,044	(1,351)	Slippage savings to date on substantive vacant posts /Turnover.

## Learning &amp; Early Support &amp; Schools

Activity Level	Progress against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
High Needs	Independent Schools Fees	2,513	3,292	Service pressure on placement costs
	Further Education High Needs	805	1,734	Payments to Kirklees College
	Schools High Needs Top-Up funding	20,600	1,600	Top up funding to Schools
	Special Schools		2,600	Additional Funding Commitments in the Special Schools sector.
	Additional High Needs DSG Funding			(1,300) Additional DSG income
Early Intervention & Targeted Support		12,375	(647)	Mainly £1m early support team savings offset by £0.5m school transport pressures.

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Self-Directed Support - OP	Reduced spend on independent sector home care & Apply proportional spend on direct payments & Review taskforce.	2,598	(918)	Lack of capacity in the independent Sector Home Care market is resulting in lower spend, but offset by alternate spend on placements/short term packages and direct payments.
Self-Directed Support - PD	Reduced spend on independent sector home care & Apply proportional spend on direct payments	7,813	(1,052)	Lack of capacity in the Independent Sector Home Care market is resulting in lower spend.

Commissioning, Quality & Performance

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Supporting People		2,880	511	Mental health housing related support - £500k pressure funded from 2019/20.
Self-Directed Support - LD	Apply proportional spend on direct payments	14,277	(1,367)	Lower activity and costs on LD Direct Payments than anticipated.
Independent Sector Residential. & Nursing- LD	Reduction of LD Placements	15,941	1,541	Higher residential activity and higher nursing costs than anticipated.
Independent Sector Residential. & Nursing- MH	Reduction of MH Placements	4,054	795	Higher residential costs than anticipated.

## Commercial, Regulatory & Operational Services

Appendix 4 (continued)

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Schools Transport	Combined Authority working	2,662	1,974	Insufficient budget for current volumes - new policy on going.
Driver Training		(502)	376	Kirklees no longer have the contract to deliver the driver training courses on behalf of West Yorkshire Police.
Car Parking		(2,967)	363	None of new proposals actioned + historic shortfall in income
Bereavement Services		(1,682)	252	Cremator Replacement Project – income shortfall
Seasonal Weather		1,220	388	Delayed implementation of seasonal weather savings.

## Economy, Regeneration & Culture

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Economic Resilience		2,384	(1,039)	Staff Vacancies & delayed start to schemes.



Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Transformation			(880)	£0.5m transformation fund set aside for investment, no longer required plus £0.4m expenditure capitalised.

## Central Budgets

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Treasury Management	Minimum Revenue Provision (MRP) planned over-provision		(5,000)	MRP overprovision released to offset High Needs pressure. Remaining £8.5m to reserves.
General Contingencies			(1,248)	National redistribution of surplus in 18/19 Business Rates Levy account.
General Contingencies			(1,500)	Additional £1.5m income from section 31 business rates grants at year end

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Housing Management	34,344	(661)	Strategic priorities (£498k), KNH Fee (£181k), Communal lighting and sheltered heating (£135k)
Other Expenditure	28,290	(1,896)	Rents, Rates and Taxes £318k, Corporate and Democratic Core SLA £19k, Bad debt provision (£1823k), Depreciation (£411k)
Rent and Other income	(91,747)	662	Leaseholders (minimal Major Repairs) and Garage income, Furniture packs service charges, Rechargeable Repairs

	Revised Budget £'000	Outturn £'000	Variance £'000	Variance %
<b><u>General Fund</u></b>				
Achievement	16,088	13,600	(2,488)	(15)
Children	448	586	138	31
Independent	2,442	977	(1,465)	(60)
Sustainable Economy	46,529	30,238	(16,291)	(35)
Well	2,340	1,832	(508)	(22)
Clean and Green	695	106	(589)	(85)
Efficiency & Effectiveness	3,900	3,480	(420)	(11)
<b>GENERAL FUND TOTAL</b>	<b>72,442</b>	<b>50,819</b>	<b>(21,623)</b>	<b>(30)</b>
<b><u>Housing Revenue Account</u></b>				
Strategic Priorities	9,348	4,083	(5,265)	(56)
Baseline	18,478	13,513	(4,965)	(27)
<b>HOUSING REVENUE TOTAL</b>	<b>27,826</b>	<b>17,596</b>	<b>(10,230)</b>	<b>(37)</b>
<b>CAPITAL PLAN TOTAL</b>	<b>100,268</b>	<b>68,415</b>	<b>(31,853)</b>	<b>(32)</b>

## Achievement

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
<b>Strategic Priorities</b>			
New Pupil Places	7,062	(950)	Majority of underspend is ring-fenced grants to fund the New Pupils Places Strategy. Largest Variances £446k Moor End Academy due to slippage on build programme and - £317k Birkby Junior Expansion due to a competitive tender reducing the cost of the scheme.
<b>Baseline</b>			
Capital Maintenance	4,607	(587)	The majority of funds are contractually committed as part of the 2018-19 Capital Maintenance programme, since monies from the construction value is held as retention on the majority of schemes. Funding is to be rolled over into the next financial year.
<b>One-Off Projects</b>	862	(693)	Mainly due to underspend on the Healthy Pupils Capital Fund (£358k) to improve children's and young people's physical and mental health.

## Independent

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
<b>One Off Projects</b>			
Information Technology (Digital)	942	(942)	Commitments deferred following Corporate review exercise undertaken with Deloitte and Modern Organisation Board to re-align Digital programme with Council priority outcomes areas.

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
<b>Strategic Priorities</b>			
Town Centre Action Plans	1,755	(1,405)	Works delayed in part due to timing of prior infrastructure works to be undertaken by City Fibre.
Loans – Development Finance	1,100	(927)	103 New Street development underspend (£827k) ; feasibility work undertaken to date ; balance of expenditure commitments re-profiled into 2020/21.
<b>Baseline</b>			
Housing Private Sector	3,678	(536)	Mainly relates to deferred expenditure commitments against Disabled Facilities Grant related works (£408k) which will roll into 2019-20.
Highways	14,784	(3,058)	In November 2018 a “one-off” £2.7m Government Capital grant was allocated to Councils for pothole repairs/road -resurfacing and other repair work; Kirklees share was £2.7m. The underspend largely reflects the unanticipated grant being applied in-year against eligible planned activity ; thereby releasing equivalent resources to roll forward into 2019-20 plans
<b>Corporate Landlord Asset Investment</b>	4,811	(2,806)	Mainly reflects slippage on a number of schemes, including crematoria replacement schemes which have been managed around service needs and contractual complexities, and the fire safety programme which has been managed around access to sleeping risk buildings. Majority of schemes are contractually committed (£2.6m) and unspent resources will roll forward into 2019-20
<b>Transport</b>	2,377	(1,256)	The underspend reflects those vehicles that have been ordered but have long lead in times for delivery and will be delivered in 2019-20.
<b>One Off Projects</b>			
Economic Resilience	1,896	(1,106)	£473k underspend for the Dewsbury Townscape Heritage Initiative - the programme has been extended and there are two outstanding commitments for work at 28-30 Northgate and The Black Bull. The Energy Efficiency in Riddings scheme underspent by £462k, since some of the work covered HRA properties.
Leeds City Region Revolving Fund	1,632	(1,211)	The revolving fund is administered by Leeds City region and totals about £20m via contributions from member authorities. It is intended to provide development finance across a range of regeneration projects region wide. The underspend reflects slippage on schemes

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
<b>HRA Strategic Priorities</b>			
Misc Schemes	3,028	(2,054)	Underspend of £990k on Ashbrow since spend is anticipated next financial year, and £1m on Garage Site Development, to be transferred to the Housing Growth programme as part of the capital plan refresh.
Remodelling/High Rise	2,000	(2,000)	Underspend reflects scheme deferral pending commission of wider option appraisal of current high rise accommodation across current HRA stock.
Housing Growth	4,320	(1,211)	Underspend reflects 38 properties bought back/completed with the lower average value of £80k against a target of 44 properties with an expected purchase price of £100,000.
<b>HRA Baseline</b>			
Housing Capital Plan	10,889	(1,415)	Detailed assessment of fire safety measures to 6 storey blocks identified significant additional improvement work. The delays caused a knock on effect to the remainder of the programme.
Environmental	1,988	(1,811)	Delays due to introduction of a new process, establishment of a new design relationship with Council Landscapes team combined with a lengthy consultation process undertaken with tenants and elected members. Specifications and scope of works inherently vary on each scheme so overall design timescales have taken longer than expected.
Compliance	2,200	(1,915)	Fire doors, the ongoing changes to MHCLG guidance prevented the ability to purchase a fully compliant flat door with the relevant 3rd party accreditation hence impacting on the programme of 1500 replacement doors. The latest guidance was issued in March 2019. Also, sprinklers to Buxton and Berry Brow were pending Kirklees Council approval, Portfolio lead approval received in Feb 2019.

**Breakdown of Capital Budget Changes  
(Since quarter 3 capital monitoring)**

**Appendix 5 c)**

	<b>£'000</b>	<b>£'000</b>
<b>QUARTER 3 CAPITAL BUDGET</b>		<b>98,672</b>
<b>Increase in Grants/Contributions</b>		
<b>Strategic Priorities:</b>		
West Yorkshire + Transport Fund	616	
<b>Baseline:</b>		
Learning – Devolved Formula Capital	531	
Housing Private Sector - contributions	79	
Economic Resilience - Dewsbury THI addition of grant	128	
Corporate Landlord Asset Investment - Parks & Open Spaces (S106 monies and contributions)	227	
Asset Utilisation – General Contribution for Data Centre	9	
Catering - Addition of healthy eating contribution	6	
<b>Total Additions/Reductions</b>		<b>1,596</b>
<b>REVISED OUTTURN BUDGET</b>		<b>100,268</b>



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.

	2017/18	2018/19	
	Actual	Strategy Estimate*	Actual
	£000s	£000s	£000s
Capital Expenditure			
General Fund	48,555	71,790	50,820
HRA	13,248	30,717	17,595
Sub-total (excl. PFI)	61,803	102,507	68,415
General Fund - PFI	1,849	1,849	1,554
HRA – PFI	266	266	300
Total	63,918	104,622	70,269
Financed by -			
Borrowing	15,465	36,822	17,229
PFI	2,115	2,115	1,854
Other	46,338	65,685	51,186
Total	63,918	104,622	70,269
CFR as at 31 March			
General Fund excl PFI	420,331	458,903	436,600
General Fund PFI	52,271	49,300	49,300
HRA excl PFI	182,843	175,289	175,300
HRA PFI	54,897	52,900	52,900
Total CFR	710,342	736,392	714,100
External debt as at 31 March			
Borrowing (excl interest accrued)	413,167	493,722	395,870
Other LT Liabilities	111,289	106,070	106,266
Total debt	524,456	599,792	502,136

\*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.

	2017/18	2018/19	
	Actual (max)	Limits/ Boundary	Actual (max)
	£m	£m	£m
<u>Authorised limit for external debt</u>			
Borrowing	438.2	585.0	395.9
Other Long Term Liabilities	116.6	110.0	106.3
Total	554.8	695.0	502.2
<u>Operational boundary for external debt</u>			
Borrowing	438.2	495.0	395.9
Other Long Term Liabilities	116.6	106.1	106.3
Total	554.8	601.1	502.2

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 2019 is £175.3 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 un-ringfenced government grants and local taxpayers, and for HRA it refers to the total HRA income (rent, other income and grant).

	2017/18	2018/19	
	Actual	Estimate	Actual
<u>Ratio of financing costs to net revenue stream</u>			
General Fund	7.31%	7.19%	5.93%
General Fund excl PFI	4.88%	5.00%	3.69%
HRA	31.32%	31.38%	29.63%
HRA excl PFI	29.28%	29.50%	31.53%

The actual for General Fund for 2018/19 was less than estimated largely due to the Council's decision to change its policy for the repayment of debt (MRP) and to increase the un-winding of the over-provision for 2018-19, thus resulting in a much lower charge for 2018/19. The PIs have marginally increased for HRA due to changes in depreciation charged to Council dwellings and income levels in year.

## Capital Plan Expenditure Summary

Appendix 7 a)

	Outturn	Revised Capital Plan Budget					
2019/20 – 2023/24 Capital Plan Expenditure Summary	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>General Fund:</b>							
Achievement	13,600	16,030	19,930	22,763	13,030	5,045	<b>76,798</b>
Children	586	200	1,250	3,600	4,200	750	<b>10,000</b>
Independent	977	2,673	5,100	5,050	3,450	11,400	<b>27,673</b>
Sustainable Economy	30,238	59,497	106,668	77,776	68,746	16,455	<b>329,142</b>
Well	1,832	4,029	14,968	9,260	2,249	867	<b>31,373</b>
Safe & Cohesive	0	180	20	0	0	0	<b>200</b>
Clean & Green	106	1,789	5,475	125	6,600	20,600	<b>34,589</b>
Efficiency & Effectiveness	3,480	4,256	3,737	3,700	3,700	3,700	<b>19,093</b>
<b>General Fund Capital Plan</b>	<b>50,819</b>	<b>88,654</b>	<b>157,148</b>	<b>122,274</b>	<b>101,975</b>	<b>58,817</b>	<b>528,868</b>
<b>Housing Revenue Account:</b>							
Independent - Strategic Priorities	4,083	6,790	9,825	9,014	7,364	8,864	<b>41,857</b>
Independent - Baseline	13,513	18,892	18,696	19,591	19,278	18,923	<b>95,380</b>
<b>HRA Capital Plan</b>	<b>17,596</b>	<b>25,682</b>	<b>28,521</b>	<b>28,605</b>	<b>26,642</b>	<b>27,787</b>	<b>137,237</b>
<b>TOTAL EXPENDITURE</b>	<b>68,415</b>	<b>114,336</b>	<b>185,669</b>	<b>150,879</b>	<b>128,617</b>	<b>86,604</b>	<b>666,105</b>

	Outturn	Revised Capital Plan					
Funding Summary	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<i>Direct / Earmarked Contributions to Schemes</i>							
Capital Grants / Contributions applied	29,804	28,751	78,643	67,025	47,919	15,005	237,343
Earmarked Capital Receipts	5,612	4,973	4,499	4,499	4,499	4,499	22,969
Revenue Contributions (HRA)	6,785	11,979	14,088	12,894	8,588	13,701	61,250
Reserves (HRA)	8,985	11,917	11,493	13,579	16,500	12,532	66,021
Revenue Contributions (General Fund)	0	1,279	0	0	0	0	1,279
<i>Pooled Resources</i>							
Non Earmarked Capital Receipts	0	700	700	700	700	700	3,500
Corporate Prudential Borrowing	17,229	54,737	76,246	52,182	50,411	40,167	273,743
<b>FUNDING</b>	<b>68,415</b>	<b>114,336</b>	<b>185,669</b>	<b>150,879</b>	<b>128,617</b>	<b>86,604</b>	<b>666,105</b>

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
<b>ACHIEVEMENT</b>									
<b>Strategic Priorities</b>									
	Alternative Provision School	B	1	499	5,000	4,250	250	0	9,999
	Special School - SEMHD	B	0	500	1,000	5,500	7,500	500	15,000
	<i>District Sufficiency - SEND</i>		<b>1</b>	<b>999</b>	<b>6,000</b>	<b>9,750</b>	<b>7,750</b>	<b>500</b>	<b>24,999</b>
	New Pupil Places in Primary/Secondary Schools		6,111	2,978	4,680	6,063	780	545	15,046
	Delivery of an Autistic Spectrum Disorder (ASD) School to mitigate expenditure on out of area ASD placements	B	0	500	2,150	350	0	0	3,000
	Dewsbury Learning Quarter	B	1,590	2,086	0	0	0	0	2,086
	Libraries & Public Buildings	B	0	700	1,950	2,100	250	0	5,000
	<b>Strategic Priorities Total</b>		<b>7,702</b>	<b>7,263</b>	<b>14,780</b>	<b>18,263</b>	<b>8,780</b>	<b>1,045</b>	<b>50,131</b>
<b>Baseline</b>									
	Basic Need	G	253	577	500	500	500	500	2,577
	Capital Maintenance	G/B	4,021	4,408	3,400	3,200	3,000	2,800	16,808
	Devolved Formula Capital	G	1,455	1,500	850	800	750	700	4,600
	<b>Baseline Total</b>		<b>5,729</b>	<b>6,485</b>	<b>4,750</b>	<b>4,500</b>	<b>4,250</b>	<b>4,000</b>	<b>23,985</b>
<b>One Off Projects</b>									
	SEND Provision	G	34	1,360	400	0	0	0	1,760
	Healthy Pupils	G	0	358	0	0	0	0	358
	Completed Schemes	B	20	29	0	0	0	0	29
	Commissioning option appraisals to facilitate the delivery of the outcomes of the SEN High Level review of future needs	B	115	535	0	0	0	0	535
	<b>One Off Projects Total</b>		<b>169</b>	<b>2,282</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,682</b>
	<b>ACHIEVEMENT TOTAL</b>		<b>13,600</b>	<b>16,030</b>	<b>19,930</b>	<b>22,763</b>	<b>13,030</b>	<b>5,045</b>	<b>76,798</b>

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	5 Yr Total £'000
<b>CHILDREN</b>									
Strategic Priorities									
Specialist Accommodation/Youth Services		B/G		200	1,250	3,600	4,200	750	10,000
Strategic Priorities Total			0	200	1,250	3,600	4,200	750	10,000
One Off Projects Total (Childrens IT System)		R/B	586	0	0	0	0	0	0
<b>CHILDREN TOTAL</b>			<b>586</b>	<b>200</b>	<b>1,250</b>	<b>3,600</b>	<b>4,200</b>	<b>750</b>	<b>10,000</b>
<b>INDEPENDENT</b>									
Strategic Priorities									
Pump Prime & Commissioning Specialist Accommodation		B	0	250	750	750	250	0	2,000
Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy		B	40	310	250	150	0	0	710
Day Services Support for Vulnerable Adults		B	1	699	2,800	3,500	2,600	11,400	20,999
Strategic Priorities Total			41	1,259	3,800	4,400	2,850	11,400	23,709
One Off Projects									
Adults Social Care Operation		G/R	286	164	700	50	0	0	914
Information Technology (Digital)		B/R	0	600	600	600	600	0	2,400
Information Technology (*Laptops/GDPR)		B/R	650	600	0	0	0	0	600
Occupational Health Care (IT)		B	0	50	0	0	0	0	50
One Off Projects Total			936	1,414	1,300	650	600	0	3,964
<b>INDEPENDENT TOTAL</b>			<b>977</b>	<b>2,673</b>	<b>5,100</b>	<b>5,050</b>	<b>3,450</b>	<b>11,400</b>	<b>27,673</b>

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
<b>SUSTAINABLE ECONOMY</b>									
	<b>Strategic Priorities</b>								
	A62 & A644 Corridors & Cooper Bridge	G	256	560	23,040	22,405	22,405	0	<b>68,410</b>
	Corridor Improvement Programme – A62 Smart Corridor	G	326	338	3,042	3,920	176	0	<b>7,476</b>
	Corridor Improvement Programme - Holmfirth Town Centre Access Plan	G	78	72	646	3,906	0	0	<b>4,624</b>
	Huddersfield Southern Gateways	G	144	300	2,700	4,000	842	0	<b>7,842</b>
	A653 Leeds to Dewsbury Corridor (M2D2L)	G	52	410	3,687	4,097	4,097	0	<b>12,291</b>
	A629 Ainley Top to Huddersfield (Phase 5)	G	826	317	2,850	3,781	3,909	0	<b>10,857</b>
	Huddersfield Station Gateway Phase 1	G	9	0	5,000	0	0	0	<b>5,000</b>
	Huddersfield Station gateway Phase 2	G	2	0	5,000	0	0	0	<b>5,000</b>
	Highways – Others Non-Core	G	275	0	0	0	0	0	<b>0</b>
	WYTF Land Acquisition	B	250	591	0	0	0	0	<b>591</b>
	<i>West Yorkshire plus Transport Schemes</i>		<b>2,218</b>	<b>2,588</b>	<b>45,965</b>	<b>42,109</b>	<b>31,429</b>	<b>0</b>	<b>122,091</b>
	Aspirational Regeneration of Major Town Centres - Feasibility	B	19	331	150	0	0	0	<b>481</b>
	Regeneration of Strategic Town Centres - Dewsbury	B	40	2,250	5,310	4,144	3,256	0	<b>14,960</b>
	Regeneration of Strategic Town Centres - Huddersfield	B	291	1,644	8,640	7,000	12,406	0	<b>29,690</b>
	<i>Town Centre Action Plans</i>		<b>350</b>	<b>4,225</b>	<b>14,100</b>	<b>11,144</b>	<b>15,662</b>	<b>0</b>	<b>45,131</b>
	KSDL (HD One)	B	0	0	4,100	4,900	4,000	0	<b>13,000</b>
	Property Investment Fund	B**	173	13,327	11,500	0	0	0	<b>24,827</b>
	Bridge Homes (Joint Venture)	B	0	0	1,250	1,250	0	0	<b>2,500</b>
	<i>Loans - Development Finance</i>		<b>173</b>	<b>13,327</b>	<b>16,850</b>	<b>6,150</b>	<b>4,000</b>	<b>0</b>	<b>40,327</b>
Page 203	Local Growth Fund	B	97	153	0	0	0	0	<b>153</b>
	Site Development	G	0	0	6,000	0	0	0	<b>6000</b>
	Public Realm Improvements	RR	0	1,245	0	0	0	0	<b>1245</b>
	<b>Strategic Priorities Total</b>		<b>2,838</b>	<b>21,538</b>	<b>82,915</b>	<b>59,403</b>	<b>51,091</b>	<b>0</b>	<b>214,947</b>

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	5 Yr Total £'000
<b>SUSTAINABLE ECONOMY</b>									
	<b>Baseline</b>								
	Housing (Private)	G	3,142	3,600	4,650	3,350	3,350	3,350	18,300
	Highways	G/B	10,342	15,186	10,346	9,873	9,155	9,155	53,715
	Corporate Landlord Asset Investment	B	2,005	6,074	1,300	1,300	1,300	1,300	11,274
	Corporate Landlord Asset Investment	B	0	1,000	1,000	1,000	1,000	1,000	5,000
	Vehicle Replacement Programme	B	1,121	2,505	1,250	1,250	1,250	1,250	7,505
	School Catering	B	162	271	200	200	200	200	1,071
*	One Venue Development	B	0	200	200	200	200	200	1,000
	<b>Baseline Total</b>		<b>16,772</b>	<b>28,836</b>	<b>18,946</b>	<b>17,173</b>	<b>16,455</b>	<b>16,455</b>	<b>97,865</b>
	<b>One-Off Projects</b>								
	Housing (Private)	G/R	66	467	432	0	0	0	899
	Economic Resilience	G/B	540	533	0	0	0	0	533
	Strategic Asset Utilisation	B	1,779	947	150	0	0	0	1,097
	Leeds City Region Revolving Fund	B	421	1,211	0	0	0	0	1,211
	Highways	B/B*/ S278	6,627	4,155	3,000	1,000	1,000	0	9,155
	Corporate Landlord Compliance	B	906	1,294	1,000	0	0	0	2,294
*	Bereavement	B	0	125	25	0	0	0	150
	School Catering - Compliance Essential Works	B*	120	280	200	200	200	0	880
	Ward Based Activity	B	169	111	0	0	0	0	111
	<b>One-Off Projects Total</b>		<b>10,628</b>	<b>9,123</b>	<b>4,807</b>	<b>1,200</b>	<b>1,200</b>	<b>0</b>	<b>16,330</b>
	<b>SUSTAINABLE ECONOMY TOTAL</b>		<b>30,238</b>	<b>59,497</b>	<b>106,668</b>	<b>77,776</b>	<b>68,746</b>	<b>16,455</b>	<b>329,142</b>



GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
<b>WELL</b>									
<b>Strategic Priorities</b>									
	Spenborough Valley Leisure Centre	B	566	1,434	8,000	3,500	232	0	13,166
	Spenborough Valley Leisure Centre - KAL Contribution	B*	0	0	0	750	0	0	750
	Huddersfield Leisure Centre	B	14	220	0	0	0	0	220
	Dewsbury Sports Centre Priorities	B	0	300	250	300	1,400	250	2,500
	<b>Strategic Priorities Total</b>		<b>580</b>	<b>1,954</b>	<b>8,250</b>	<b>4,550</b>	<b>1,632</b>	<b>250</b>	<b>16,636</b>
<b>Baseline</b>									
	KAL Self Finance Programme	B*	1,252	362	2,959	617	617	617	5,172
	Play Strategy	B/G	0	1,713	3,759	4,093	0	0	9,565
	<b>Baseline Total</b>		<b>1,252</b>	<b>2,075</b>	<b>6,718</b>	<b>4,710</b>	<b>617</b>	<b>617</b>	<b>14,737</b>
	<b>WELL TOTAL</b>		<b>1,832</b>	<b>4,029</b>	<b>14,968</b>	<b>9,260</b>	<b>2,249</b>	<b>867</b>	<b>31,373</b>
<b>SAFE AND COHESIVE</b>									
<b>Strategic Priorities</b>									
	Youth Offending Team	B	0	180	20	0	0	0	200
	<b>Strategic Priorities Total</b>		<b>0</b>	<b>180</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
	<b>SAFE AND COHESIVE TOTAL</b>		<b>0</b>	<b>180</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>CLEAN AND GREEN</b>									
<b>Strategic Priorities</b>									
	Depot Works	B	0	100	375	25	0	0	500
	Waste Management Plant/Infrastructure	B/B*	0	1,000	5,000	0	6,500	20,500	33,000
	<b>Strategic Priorities Total</b>		<b>0</b>	<b>1,100</b>	<b>5,375</b>	<b>25</b>	<b>6,500</b>	<b>20,500</b>	<b>33,500</b>

		Outturn	Revised Capital Plan						
GENERAL FUND CAPITAL PLAN		Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	5 Yr Total £'000
	Environment & Strategic Waste	B	104	144	100	100	100	100	544
	<b>Baseline Total</b>		<b>104</b>	<b>144</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>544</b>
	<b>One Off Projects</b>								
	Electric Vehicle Charge Points	G	2	545	0	0	0	0	545
	<b>One Off Projects Total</b>		<b>2</b>	<b>545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>545</b>
	<b>CLEAN AND GREEN TOTAL</b>		<b>106</b>	<b>1,789</b>	<b>5,475</b>	<b>125</b>	<b>6,600</b>	<b>20,600</b>	<b>34,589</b>
	<b>EFFICIENCY AND EFFECTIVENESS</b>								
	<b>Baseline</b>								
	Information Technology	B*	895	905	900	900	900	900	4,505
	Flexible Capital Receipts Strategy	R	2,573	2,800	2,800	2,800	2,800	2,800	14,000
	<b>Baseline Total</b>		<b>3,468</b>	<b>3,705</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>18,505</b>
	<b>One Off Projects</b>								
	Internal Renovation works	B	12	551	37	0	0	0	588
	<b>One Off Projects Total</b>		<b>12</b>	<b>551</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>588</b>
	<b>EFFICIENCY AND EFFECTIVENESS TOTAL</b>		<b>3,480</b>	<b>4,256</b>	<b>3,737</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>19,093</b>
	<b>GENERAL FUND CAPITAL PLAN TOTAL</b>		<b>50,819</b>	<b>88,654</b>	<b>157,148</b>	<b>122,274</b>	<b>101,975</b>	<b>58,817</b>	<b>528,868</b>

**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

RR = Revenue Rollover

\*Addition

HOUSING REVENUE ACCOUNT CAPITAL PLAN	Fundin g	Outturn	Revised Capital Plan					
		2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	5 Yr Total £'000
<b>Strategic Priorities</b>								
Housing Growth	H / R	4,083	4,800	4,364	4,364	4,364	4,363	22,255
New Build Phase 1 - Ashbrow Extra Care	H / R/ G	0	990	3,961	1,650	0	0	6,601
Remodelling / High Rise	H / R	0	500	1,000	3,000	3,000	4,500	12,000
IT System (Universal Housing Replacement)	H / R	0	500	500	0	0	0	1,000
<b>Strategic Priorities Total</b>		<b>4,083</b>	<b>6,790</b>	<b>9,825</b>	<b>9,014</b>	<b>7,364</b>	<b>8,863</b>	<b>41,856</b>
<b>Baseline</b>								
Housing Capital Plan	H	9,474	11,006	10,522	11,346	10,960	10,605	54,439
Estate Improvements (Neighbourhood Investment)	H	177	1,093	1,108	1,122	1,137	1,138	5,598
Compliance	H	285	1,000	1,479	1,479	1,479	1,478	6,915
Compliance – Fire Doors	H		3,000	1,913	1,913	1,912	1,912	10,650
Fuel poverty	H / G	982	0	826	826	826	825	3,303
Adaptations	H	2,595	2,793	2,849	2,906	2,964	2,964	14,476
<b>Baseline Total</b>		<b>13,513</b>	<b>18,892</b>	<b>18,697</b>	<b>19,592</b>	<b>19,278</b>	<b>18,922</b>	<b>95,381</b>
<b>TOTAL HRA CAPITAL PLAN</b>		<b>17,596</b>	<b>25,682</b>	<b>28,522</b>	<b>28,606</b>	<b>26,642</b>	<b>27,785</b>	<b>137,237</b>

FUNDING KEY:

H = HRA revenue contribution/major repairs reserve

R = Capital receipts

G = Grant

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 2018-19

£2.0m 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.

£0.6m 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 2018-19 and the following 3 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;
6. 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 Councils annual general fund capital plan.
7. 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.

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 **17 May 2019**

**Title of report:** Annual Report on Treasury Management 2018-19

**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.

<b>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?</b>	<b>Not applicable</b>
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports)</a>?</b>	<b>Yes</b>
<b>The Decision - Is it eligible for "call in" by Scrutiny?</b>	<b>Yes</b>
<b>Date signed off by Service Director &amp; name</b>	<b>Eamonn Croston</b>
<b>Is it also signed off by the Service Director for Finance, IT and Transactional Services?</b>	<b>As above</b>
<b>Is it also signed off by the Service Director for Governance and Commissioning Support?</b>	<b>Julie Muscroft</b>
<b>Cabinet member portfolio</b>	<b>Cllr Graham Turner</b>

**Electoral wards affected:** Not applicable

**Ward councillors consulted:** Not applicable

**Public or private:** **Public**

**GDPR:** This report contains no information that falls within the scope of General Data Protection Regulations

**1. Summary**

1.1 The Council's treasury management operation for the year has followed the strategy approved by Council on 14 February 2018. Investments averaged £45.2 million, were largely deposited in instant

access accounts and earned an average interest rate of 0.67%. Total external borrowing decreased for the year by £17.3 million to £395.9 million. (£413.2m 31<sup>st</sup> March 2018) The decrease is due to a variety of reasons including; repayment of existing debt, slippage in the capital plan and higher internal borrowing due to increases in overall reserves levels from budgeted. There were no new temporary borrowing in the year, the average long term borrowing rate for 2018-19 was 4.62%.

- 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.
- 1.4 Following approval within the 2019-20 Treasury Management Strategy there is a further increase in the un-winding for 2018-19 and 2019-20. The maximum amount of un-wind in any one year cannot be more than the overall annual MRP calculation, as otherwise the Council would end up in a negative MRP position, which is not allowable under accounting rules. The maximum unwind allowable in 2018-19 is £13.5m. In the 2018-19 accounts this has resulted in the budgeted over-provision element of £13.4m being transferred to revenue reserves in order to strengthen the Council's overall financial resilience as per the Council's approved reserves strategy.
- 1.5 Treasury management costs incurred in the year include £10.1 million on net interest payments and £0.1 million on providing for the repayment of debt (MRP). The Council complied with its treasury management prudential indicators in the year.
- 1.6 This report also notes a number of early 2019-20 treasury management issues for consideration. These include options for re-financing a current Lender Option-Borrower Option loan of £10m, and 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 Council 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 2018-19 performance, reference will be made to the Treasury Management Strategy Report approved by Council on 14 February 2018.

## 2.2 Borrowing and Investment Strategy 2018-19

2.2.1 The Councils overall Treasury Management Strategy prioritises security, liquidity and risk management which was adhered to in 2018-19. 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 UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year on year, just above the consensus forecast but broadly in line with the Bank of England’s February Inflation Report. The most recent labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.4%.

2.3.2 After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England’s decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since.

## 2.4 Investment activity

2.4.1 The Council’s treasury management investments totalled £39.1 million as at 31 March 2019 (£36.1 million 31 March 2018). The Council invested an average balance of £45.2 million externally during the year

(£37.9 million 2017-18). Income of £313k was generated through these investments (£196k 2017-18). 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 0.67% (0.26% 2017-18). The increase in interest rates between the years reflects the Base Rate in 17-18 being 0.5% and in the current year there was an increase in August of 0.25% to 0.75%, 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 £389.1 million and short-term loans (excluding interest accrued) £6.8 million (£392.5 million and £20.7 million 31 March 2018), an overall decrease of £17.3 million. There was no new long term borrowing in 2018-19. Appendix 2 details repayments of long-term loans during the year and short-term loans outstanding as at 31 March 2019.

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 any one particular future year, 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;





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 2018-19, which were approved as part of the Treasury Management Strategy. Details can be found in Appendix 5. Indicators relating to affordability and prudence are highlighted in this appendix.

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 £1.100m. 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 2018-19. Training was provided to Members on the 16<sup>th</sup> November 2018.

## Looking ahead – Treasury Management developments in 2019-20

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

2.8.1 As outlined within the Council approved Treasury Management Strategy 2019-20, 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 may be Lenders Option Borrowers Option (LOBO) loans which 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 loan to a fixed rate interest loan. The rate is currently subject to discussion between both parties, and would remain until maturity of the loan on 15<sup>th</sup> 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 On 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.
- 2.8.6 It is intended that Council officers liaise with the Council's external Treasury Management advisors, Arlingclose, to review 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 such opportunity is with SALIX Finance Ltd. SALIX Finance Ltd provides interest free Government funding to the public sector to improve their energy efficiency, reduce carbon emissions and lower energy bills. The Council to date has taken the opportunity to secure £5.9m interest free loan to part fund the £11m approved street lighting replacement scheme in the Council's approved capital plan.

## 2.10 Investment Opportunities

- 2.10.1 The Service Director Finance, supports the approach that the borrowing and investment strategy for 2019-20 continues to place emphasis on the security of the Council's balances. Although credit conditions have been steadily improving, the global recovery is still fragile and regulation changes have increased local authority exposure in the event of a possible default of any financial institutions
- 2.10.2 Average current Council cashflow balances remain consistent at about £45m, and officers consider that an investment of up to £10m will still enable sufficient remaining headroom to accommodate the £30m day-to-day cashflow requirement as noted in the Treasury Management Strategy.
- 2.10.3 In order to increase investment returns, alternative investment options were considered. There was member approval to add the Local Authorities Pooled Investment Fund (LAPF) as an approved Council Investment in the 2019-20 Treasury Management Strategy approved as part of the budget on 13 February 2019.
- 2.10.4 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. As at December 2018 there are assets under management of £1,104m. 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 appended to this report, for information.
- 2.10.5 Such funds tend to generate a higher rate of return. For example, 2017-18 returned a 4.2% dividend yield on the Local Authority Property Fund compared with the Council's average rate of return on investments of 0.67% in 2018-19.
- 2.10.6 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. Indeed 10 year returns for CCLA show an annualised total return of 8.7%.
- 2.10.7 Given the nature of the underlying investment (UK based diversified property portfolio) and the potential for domestic economic volatility in the run up to UK's expected withdrawal from the EU, advice has been sought from the Council's external treasury advisors, as well as detailed officer discussions with the LAPF's Fund Manager, CCLA. Approved Council budget plans factored in a potential investment of up to £10m part way through 2019-20, with an assumed net income yield

of £150k in 2019-20, increasing to £300k from 2020-21 onwards.

2.10.8 It is intended that the Council will make an initial Investment in LAPF of £5m, with a view to consideration for a further investment tranche later in the year. Splitting the total investment in to two batches would potentially reduce the timing risk of the investment. It should also be noted that there is an 8% 'spread' on this particular investment. This is made up of a purchase charges of 6.5% and selling charges of 1.5%.

2.10.9 The nature of this type of investment is such that it has to be seen as a much longer term investment to mitigate against any short-term market volatility or risk. Any initial net yield gains would be offset to some extent by these transaction costs. There are also annual management charges that are payable to reflect the fact that the fund is actively managed. These costs are 0.65% and are deducted from dividend payments.

### **3. Implications for the Council**

**3.1 Working with People** – no impact

**3.2 Working with Partners** – no impact

**3.3 Place Based Working** – no impact

**3.4 Improving outcomes for children** - no impact

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

Comments and feedback from CGAC will be incorporated into this report which will be subsequently considered at Cabinet in June and Council in July 2019 as part of the overall financial outturn and rollover report 2018-19.

### **6. Officer recommendations and reasons**

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

6.1 note treasury management performance in 2018-19 as set out in this report;

6.2 agree officer proposals to review any LOBO loan re-financing options in conjunction with Arlingclose, and to proceed if considered beneficial to the Council;

6.3 note officer intention to undertake an investment in the Local Authorities Property Fund through 2019/20.

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

To follow

**8. Contact officer**

James Anderson    Senior Finance Manager  
Rachel Firth        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 14 February 2018.

Local Authorities Property Fund & Factsheet

**10. Service Director responsible**

Eamonn Croston

01484 221000

**APPENDIX 1**

Kirklees Council Investments 2018/19											
Counterparty	Credit Rating	Mar 2019*	1 April 2018			30 September 2018			31 March 2019		
			£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment
<b>Specified Investments</b>											
Barclays	Bank	F1+/A1				0.8	0.05%	Instant Access			
Lloyds	Bank	F1+/A1				6.0	0.75%	32 Day Notice			
Santander	Bank	F1+/A1				7.0	0.85%	35 Day Notice	2.0	0.85%	35 Day Notice
Svenka Handelsbanken	Bank	F1+/AA						Instant Access			
Svenka Handelsbanken	Bank	F1+/AA				6.6	0.77%	35 Day Notice			
Aberdeen Standard	MMF**	AAAmmf	9.9	0.46%	Instant Access	9.9	0.67%	Instant Access	9.8	0.79%	Instant Access
Aviva	MMF**	Aaa-mf	10.0	0.42%	Instant Access	10.0	0.66%	Instant Access	10.1	0.65%	Instant Access
Deutsche	MMF**	AAAmmf	9.0	0.37%	Instant Access	0.9	0.64%	Instant Access			
Goldman Sachs	MMF**	AAAmmf	7.2	0.37%	Instant Access	9.9	0.64%	Instant Access	7.2	0.72%	Instant Access
Thurrock Council	Local Auth'y								5.0	0.94%	Local Authority
Suffolk County Council	Local Auth'y								5.0	0.95%	Local Authority
			<b>36.1</b>			<b>51.1</b>			<b>39.1</b>		
<b>Sector analysis</b>			<b>£m</b>	<b>%age</b>		<b>£m</b>	<b>%age</b>		<b>£m</b>	<b>%age</b>	
Bank						20.4	40%		2.0	5%	
Building Society											
MMF**			36.1	100%		30.7	60%		37.1	95%	
Local Authorities/Cent Govt											
			<b>36.1</b>	100%		<b>51.1</b>	100%		<b>39.1</b>	100%	
<b>Country analysis</b>			<b>£m</b>	<b>%age</b>		<b>£m</b>	<b>%age</b>		<b>£m</b>	<b>%age</b>	
UK						13.8	27%		2.0	5%	
Sweden						6.6	13%				
MMF**			36.1	100%		30.7	60%		37.1	95%	
			<b>36.1</b>	100%		<b>51.1</b>	100%		<b>39.1</b>	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:**

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



## Appendix 2

### Long-term loans repaid and short-term loans outstanding 31 March 2019

#### Long-term loans repaid during 2018/19

	<b>Amount £000s</b>	<b>Rate %</b>	<b>Date repaid</b>
<b>Repayments on maturity</b>			
PWLB (498254)	2,768	4.24	24 Dec 18
PWLB (498438)	4,612	4.10	17 Sep 18
<b>Repayments on annuity loans</b>			
PWLB (496956)*	337	4.58	01 Oct 18
PWLB (496956)*	345	4.58	29 Mar 19
<b>Total</b>	<b>8,062</b>		

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

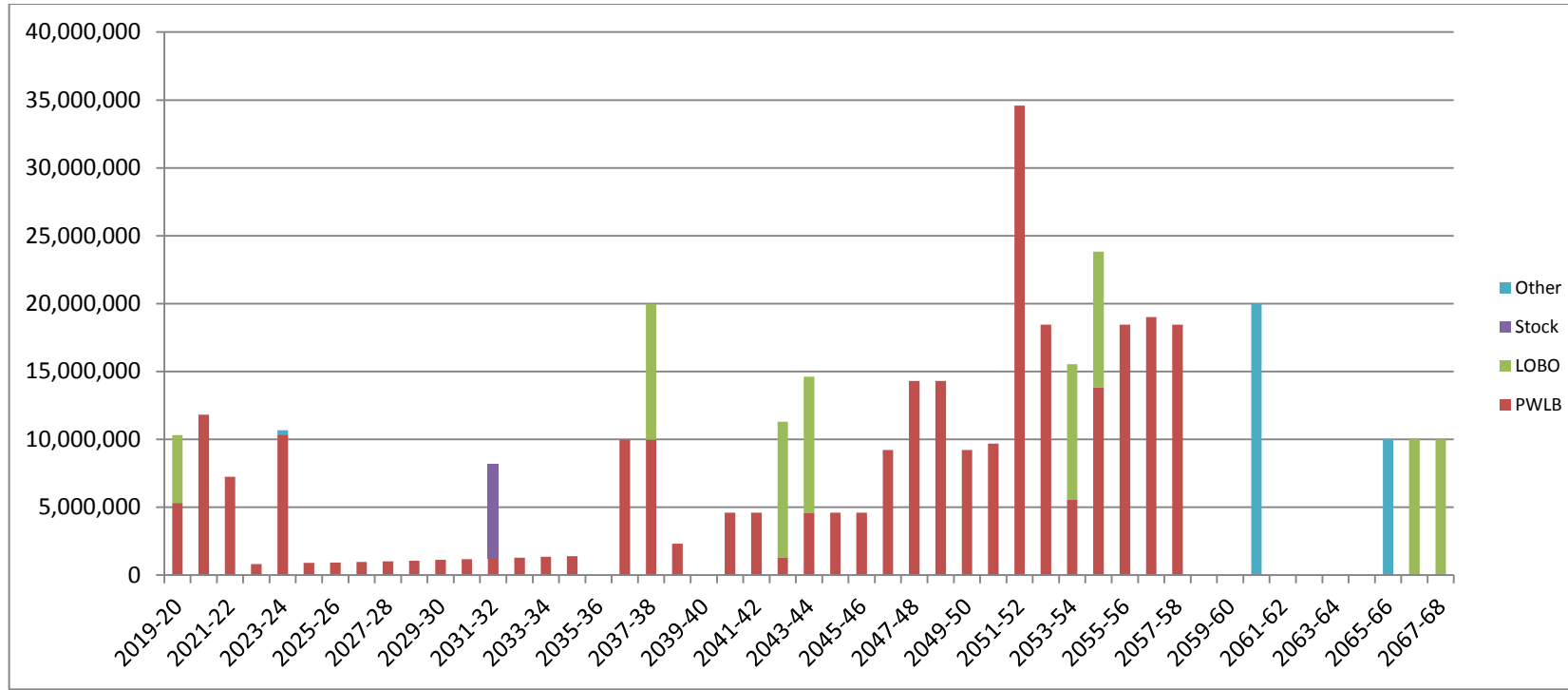
#### Short-term loans outstanding 31 March 2019

	<b>Amount £000s</b>	<b>Rate %</b>	<b>Length (days)</b>
<b>Temporary borrowing from the Money Market</b>			
None			
<b>Local lenders/Trust Funds</b>	1,389		
<b>Long-term loans due to mature in the next twelve months</b>	5,366		
<b>Total*</b>	<b>6,755</b>		

\* excludes interest accrued

**Kirklees Council Loan Maturity Profile (All Debt)**

**Appendix 3**



**Kirklees Council - Borrowing and Investment Trends**

<b>At 31 March</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Investments	(39.1m)	(36.1m)	(31.3m)	(38.3m)	(38.7m)
ST Borrowing (excl interest accrued)	6.8m	20.8m	37.7m	16.0m	21.1m
LT Borrowing	389.1m	392.4m	400.5m	408.4m	422.6m
<b>Total Borrowing</b>	<b>395.9m</b>	<b>413.2m</b>	<b>438.2m</b>	<b>424.4m</b>	<b>443.7m</b>
Deferred liabilities (non PFI)	3.9m	4.1m	4.1m	4.3m	4.4m
<b>Net debt position</b>	<b>360.7m</b>	<b>381.2m</b>	<b>411.0m</b>	<b>390.4m</b>	<b>409.4m</b>
Capital Financing Requirement (excl PFI)					
General Fund	436.6m	420.3m	412.8m	411.3m	422.2m
HRA	175.3m	182.8m	186.2m	192.4m	196.6m
<b>Total CFR</b>	<b>611.9m</b>	<b>603.2m</b>	<b>599.0m</b>	<b>603.7m</b>	<b>618.8m</b>
Balances "internally invested"	214.2m	185.9m	156.7m	175.0m	170.7m
Ave Kirklees' investment rate for financial year	0.7%	0.3%	0.4%	0.5%	0.4%
Ave Base rate (Bank of England)	0.7%	0.3%	0.3%	0.5%	0.5%
Ave LT Borrowing rate (1)	2.6%	2.5%	2.5%	3.2%	3.7%

(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 2018-19	Actual 2018-19
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

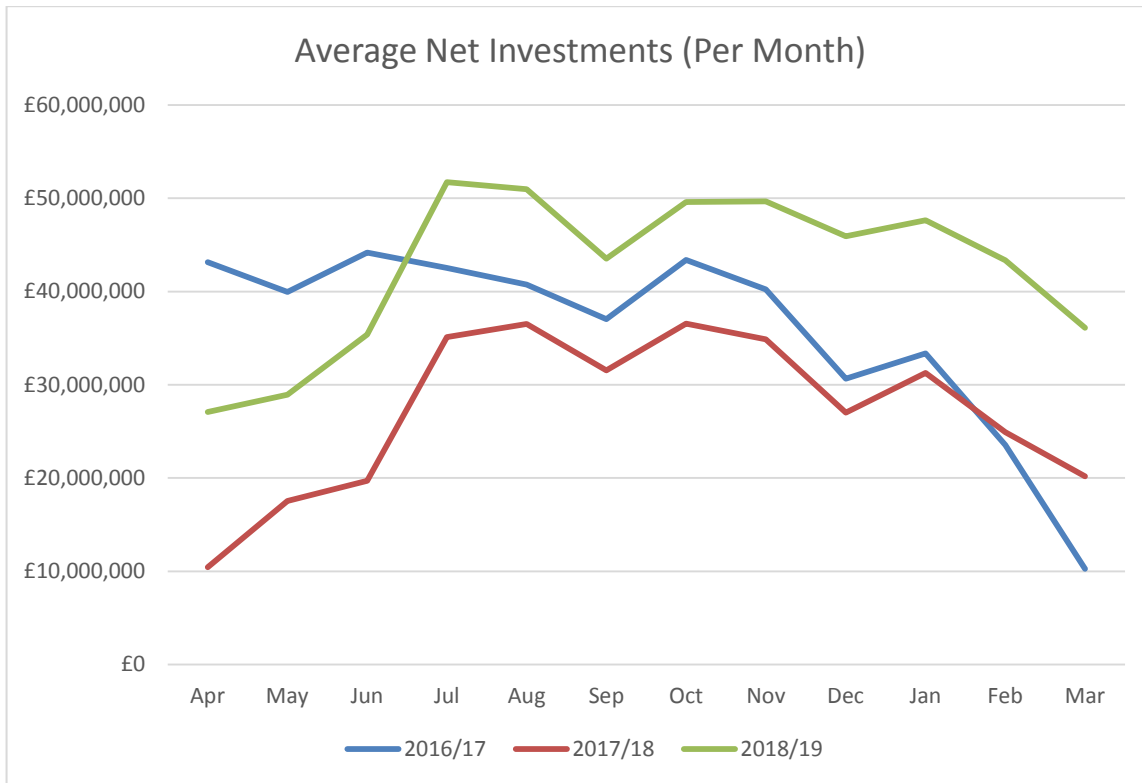
This indicator is designed to prevent the Council having large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.



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 2018-19	Actual Levels 2018-19
Under 12 months	0% - 20%	2%
12 months to 2 years	0% - 20%	4%
2 years to 5 years	0% - 60%	6%
5 years to 10 years	0% - 80%	1%
More than 10 years	20% - 100%	87%





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.







Risk No	Risk – Description of the risk	Management actions already in place to mitigate the risk	Control Opptnty	Trend
	<b>The finances of the Council</b>			
1	A failure to achieve the Councils savings plan impacts more generally on the councils finances with the necessity for unintended savings (from elsewhere) to ensure financial stability	<ul style="list-style-type: none"> <li>Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level</li> <li>Escalation processes are in place and working effectively.</li> <li>Alignment of service, transformation and financial monitoring.</li> <li>Tracker developed which allows all change plans to be in view and monitored on a monthly basis</li> <li>Programme management office established and resourced</li> <li>Monthly (and quarterly) financial reporting</li> </ul> <p><i>Responsible for this risk - E Croston &amp; ET (owner J Anderson)</i></p>	H	 4x5=20
2	Failure to control expenditure and income within the overall annual council approved budget leads to the necessity for unintended savings (from elsewhere)). The most significant of these risks are related to volumes (in excess of budget) of; <ul style="list-style-type: none"> <li>Complex Adult Care services</li> <li>Childrens Care Services</li> <li>Educational high needs</li> </ul> & Rent Collection impact of Universal Credit rollout (H R A) And in the longer term, the costs of waste disposal.	<ul style="list-style-type: none"> <li>Significant service pressures recognised as part of resource allocation in 2018/19 and 2019/20</li> <li>Responsibility for budgetary control aligned to Strategic and Service Directors.</li> <li>Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs</li> <li>Utilise supplementary resources to cushion impact of cuts and invest to save.</li> <li>Continue to lobby, through appropriate mechanisms, for additional resources</li> <li>Proactive monitoring as Universal Credit is introduced</li> </ul> <p><i>Responsible for this risk - E Croston &amp; ET(owner J Anderson)</i></p>	H	 3x5=15
	Above inflation cost increases,	<ul style="list-style-type: none"> <li>Monitor quality and performance of contracts.</li> </ul>	M	

	particularly in the care sector, impact on the ability of providers to deliver activities of the specified quality, and or impacting on the prices charged and impacting on the budgets of the Council.	<ul style="list-style-type: none"> <li>• Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices</li> <li>• Renegotiate or retender contracts as appropriate.</li> <li>• Ensure that budgets anticipate likely cost impacts</li> <li>• Seek additional funding as a consequence of government imposed costs</li> </ul> <p><i>Responsible for this risk - E Croston &amp; R Parry (owner several)</i></p>		 4x4=16
4	Making inappropriate choices in relation to lending or and borrowing decisions, leads to financial losses.	<ul style="list-style-type: none"> <li>• Effective due diligence prior to granting loans and careful monitoring of investment decisions.</li> <li>• Effective challenge to treasury management proposals by both officers and members (Corporate Governance &amp; Audit Committee) taking account of external advice</li> </ul> <p><i>Responsible for this risk - E Croston (owner R Firth)</i></p>	<b>MH</b>	 2x5=10
5	Exposure to uninsured losses or significant unforeseen costs, leads to the necessity for unintended savings to balance the councils finances	<ul style="list-style-type: none"> <li>• Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services.</li> <li>• Consider risks and most cost effective appropriate approach to responding to these (internal or external insurance provision)</li> </ul> <p><i>Responsible for this risk - E Croston &amp; J Muscroft(owner K Turner)</i></p>	<b>H</b>	 4x4=16
6	A future financial regime set by government causes a further loss of resources or increased and under-funded obligations (e.g. in relation to social care), with impact on the strategic plans.	<ul style="list-style-type: none"> <li>• Monitor government proposals and legislation, and their impact on council and partner services.</li> <li>• Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA)</li> <li>• Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources</li> <li>• Ensure that budgets anticipate likely impacts</li> <li>• Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services.</li> </ul> <p><i>Responsible for this risk - E Croston &amp; ET (owner J Anderson)</i></p>	<b>L</b>	



	<b>Community Impacts &amp; Risks</b>			
7	The council does not adequately safeguard children and vulnerable adults, as a result of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.	<ul style="list-style-type: none"> <li>• Disclosure &amp; Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated.</li> <li>• Effective management of social work (and related services); rapid response to any issues identified and from any serious case review work.</li> <li>• Active management of cases reaching serious case review stage, and any media interest</li> <li>• Review of current practices following the child sexual exploitation in Rotherham and the emerging requirements.</li> <li>• Ensure that workloads are balanced to resources.</li> <li>• Staff and skill development to minimise dependence on key individuals.</li> <li>• Use of agency staff and or contractors when necessary</li> <li>• Ideal manager training</li> <li>• Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally.</li> <li>• Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes</li> <li>• Ensure routine internal quality assessment</li> <li>• Take effective action after Serious Case Reviews</li> <li>• Effective listening to messages about threats from other parts of the council and partner agencies</li> <li>• Proactive recognition of Members role as “corporate parent”</li> <li>• Childrens Improvement Board to assist governance and quality improvement</li> </ul> <p><i>Responsible for this risk – R Parry and M Meggs (owners several)</i></p>	H	  4x5=20
8	Legacy issues of historical childcare management practices, and particularly, the heightened national attention to Child Sexual Exploitation and historical abuse cases leads to reputational issues, and resource demands to address consequential matters.	<ul style="list-style-type: none"> <li>• Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required.</li> <li>• Risk matrix and risk management approach implemented with the police and partners.</li> <li>• Understand relationship with the Prevent strategy, and issues linked to counter terrorism</li> <li>• Take steps per risk 7 to seek to avoid ongoing issues</li> </ul> <p><i>Responsible for this risk –M Meggs</i></p>	LM	  4x4=16





9	Failure to address matters of violent extremism and related safer stronger community factors create significant community tension, (and with the potential of safeguarding consequences for vulnerable individuals).	<ul style="list-style-type: none"> <li>• Prevent Partnership Action Plan.</li> <li>• Community cohesion work programme</li> <li>• Local intelligence sharing and networks.</li> <li>• New status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding.</li> <li>• Counter terrorism local profile.</li> <li>• Home Office funded Counter Extremism Community Co-ordinator role</li> </ul> <p><i>Responsible for this risk – R Parry and M Meggs(owners C Gilchrist)</i></p>	<b>M</b>	 4x5=20
10	Significant environmental events such as severe weather impact on the Council's ability to continue to deliver services.	<ul style="list-style-type: none"> <li>• Effective business continuity and emergency planning (including mutual aid) investment in flood management, gritting deployment plans.</li> <li>• Winter maintenance budgets are supported by a bad weather contingency.</li> <li>• Operational plans and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding.)</li> </ul> <p><i>Responsible for this risk – K Battersby (owners L Haywood, W Acornley)</i></p>	<b>M</b>	 3x5=15
11	The policy presumption of communities taking more responsibility for service provision does not deliver the hoped for outcomes, with the consequence that some community services will no longer be sustainable from the resources available, with reputational and policy risks.	<ul style="list-style-type: none"> <li>• Reduced demand for statutory services</li> <li>• If the reduction is not realised at the pace set out, (in change plans) then those services that are directly impacted will need to identify this early, and to help in doing so, ensure that appropriate demand management and monitoring is put in place to record the levels of service take up. Remedial action should also be identified by those services.</li> <li>• Successful implementation of new service models</li> <li>• Impact assessments for those services directly affected should be carried out to reflect the impact on citizens of losing a service as a consequence of the pace and scale of new service models not meeting demand.</li> </ul> <p><i>Responsible for this risk – all strategic directors (owner C Gilchrist)</i></p>	<b>M</b>	 5x4=20

12	<p><b>The UK exiting the EU</b></p> <p>The process of the UK exiting the EU lead to the following consequences and impact:</p> <ul style="list-style-type: none"> <li>• Economic uncertainty impact on business rates and housing growth, with knock-ons to council tax, new homes bonus and business rate income.</li> <li>• The potential for increased cuts in core government funding (as a result of economic pressures) in the context of ongoing increases in demand for council services.</li> <li>• Rising inflation could lead to increased costs. Interest rate volatility impacting on the cost of financing the council's debt.</li> <li>• The general uncertainty affecting the financial markets could lead to another recession.</li> <li>• An uncertain economic outlook potentially impacting on levels of trade and investment.</li> <li>• Uncertainty about migration impacting on labour markets, particularly in key sectors like health and social care</li> <li>• Potential impact on community cohesion, with increased community tensions and</li> </ul>	<p>These risks are largely addressed elsewhere in the Matrix</p> <ul style="list-style-type: none"> <li>• Monitor government proposals and legislation, and their impact on council and partner services.</li> <li>• Working with the WY Combined Authority, and other WY local authorities and partners</li> <li>• Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA)</li> <li>• Be aware of underlying issues through effective communication with partners, service providers and suppliers about likely impact on prices and resources.</li> <li>• Ensure that budgets anticipate likely cost impacts</li> <li>• Utilise supplementary resources to cushion impact of any cuts and invest to save.</li> <li>• Ensure adequacy of financial revenue reserves to protect the council financial exposure and that they are managed effectively not to impact on the council essential services</li> <li>• Local intelligence sharing and networks.</li> <li>• Prevent partnership action plan.</li> <li>• Community cohesion work programme</li> <li>• Service and financial strategies kept under review to keep track of developments related to the UK exiting the EU.</li> <li>• Working Group established to consider and monitor implications.</li> </ul> <p><i>Responsible for this risk –all ET (owner D Bundy)</i></p>	LM	
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	retention and the risk of failure to comply with the Council's obligations in relation to Data Protection, Freedom of Information legislation and the General Data Protection Regulations (GDPR) leading to reputational damage, rectification costs and fines. Cyber related threats affecting data integrity and system functionality	<ul style="list-style-type: none"> <li>• Effective management of data, retention and recording.</li> <li>• Raised awareness and staff training</li> <li>• Compliance with IT security policy.</li> <li>• Compliance with retention schedules.</li> <li>• Compliance with information governance policy.</li> <li>• Business continuity procedures.</li> <li>• Comply with new legislation around staff access to sensitive data.</li> <li>• Council has a Senior Information Risk Owner ("SIRO") officer and a Data Protection Officer (DPO) who are supported by an Information Governance Board</li> <li>• Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate</li> <li>• Increased awareness of officers and members as to their obligations</li> <li>• Proactive management of cyber issues, including additional web controls</li> </ul> <p style="text-align: center;"><i>Responsible for this risk – J Muscroft (owner K Deacon) &amp; A Simcox (owner T Hudson)</i></p>	(CYBER)	4x5=20
15	Health and safety measures are inadequate leading to harm to employees or customers and possible litigious action from them personally and/or the Health and Safety Executive.(and the potential of prosecution and corporate /personal liability)(and in particular issues of fire safety,)	<ul style="list-style-type: none"> <li>• New Fire Safety Policy approved and being implemented with improved monitoring of fire risk</li> <li>• Prioritised programme of remedial works to buildings to tackle fire safety and other issues</li> <li>• Review work practices to address H&amp;S risks</li> <li>• Monitor safety equipment</li> <li>• Improved employee training as to their responsibilities, as employees and (where appropriate) as supervisors</li> <li>• Approval of additional resources to improve corporate monitoring regime.</li> </ul> <p style="text-align: center;"><i>Responsible for this risk – R Spencer Henshall (owner S Westerby)</i></p>	H	  3x5=15
16	Exposure to increased liabilities arising from property ownership and management, including	<ul style="list-style-type: none"> <li>• Routine servicing and cleansing regimes</li> <li>• Work practices to address risks from noxious substances</li> <li>• Property disposal strategy linked to service and budget strategy</li> </ul>	H	

	dangerous structures and asbestos, with reputational and financial implications.	<ul style="list-style-type: none"> <li>Review of fire risks Develop management actions, categorised over the short to medium term and resource accordingly.</li> <li>Prioritisation of funding to support reduction of backlog maintenance</li> <li>Clarity on roles and responsibilities particularly where property management is outsourced.</li> </ul> <p style="text-align: center;"><i>Responsible for this risk – K Battersby (owner D Martin)</i></p>		4x4=16
17	A funding shortfall in partner agencies) leads to increased pressure on community services with unforeseen costs.	<ul style="list-style-type: none"> <li>Engagement in winter resilience discussions with NHS partners</li> <li>Secure funding as appropriate</li> <li>Consider extension of pooled funds</li> <li>Accept that this may lead to an increase in waiting times</li> <li>Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced.</li> </ul> <p style="text-align: center;"><i>Responsible for this risk – R Parry &amp; all ET (owner Various)</i></p>	L	 4x4=16
18	<p>The risk of retaining a sustainable, diverse, workforce, including</p> <ul style="list-style-type: none"> <li>aging and age profile</li> <li>encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks)</li> <li>encouraging entrants to professional roles where pay is often below market levels.</li> <li>and ensuring that the workforce are broadly content,</li> </ul> <p>without whom the council is unable to deliver its service obligations.</p>	<ul style="list-style-type: none"> <li>Effective Workforce Planning (including recruitment and retention issues)</li> <li>Modernise Human Resources policies and processes</li> <li>Increased accessibility to online training managers/ employees.</li> <li>Selective use of interim managers and others to ensure continuity of progress regarding complex issues</li> <li>Ensure robust change processes including Equality Impact Assessments (EIA's) and consultation..</li> <li>Understand market pay challenges</li> <li>Promote the advantages of LG employment</li> <li>Emphasise the satisfaction factors from service employment</li> <li>Engage and encourage younger people through targeted apprenticeships, training, and career development</li> </ul> <p style="text-align: center;"><i>Responsible for this risk – R Spencer Henshall (owner D Lucas)</i></p>	H	 4x4=16
19	National legislative or policy	<ul style="list-style-type: none"> <li>Reprioritise activities</li> </ul>	L	



	changes have unforeseen consequences with the consequence of affecting resource utilisation or budgets.	<ul style="list-style-type: none"> <li>• Deploy additional resources</li> <li>• Use of agency staff or contractors where necessary</li> <li>• Development of horizon scanning service</li> </ul> <p style="text-align: center;"><i>Responsible for this risk – all ET ( owner Various)</i></p>		5x4=20
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All risks shown on this corporate matrix are considered to have a potentially high probability, or impact, which may be in the short or medium horizon  
20190604




**Risk Factor**

Probability; Likelihood, where 5 is very likely and 1 is very unlikely

Impact; The consequence in financial or reputational terms

Risk ; Probability x Impact

**TREND ARROWS**

Worsening	
Broadly unchanged	
Improving	

**CONTROL OPPORTUNITIES**

H	This risk is substantially in the control of the council
M	This risk has features that are controllable, although there are external influences
L	This risk is largely uncontrollable by the council

**Name of meeting:** Cabinet

**Date:** 18th June 2019

**Title of report:** Council Financial Outturn & Rollover Report 2018-19 incorporating General Fund Revenue, Housing Revenue account, Capital and Treasury Management

**Purpose of the Report**

To receive information on the Council's 2018-19 financial outturn position for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, including proposals for revenue and capital rollover from 2018-19 to 2019-20. This report also includes an annual review of Council Treasury Management activity.

<b>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?</b>	<b>Yes</b>
<b>Key decision - is it in the <a href="#">Council's Forward Plan (key decisions and private reports)</a>?</b>	<b>Key decision - Yes</b>
<b>The Decision - Is it eligible for “call in” by <a href="#">Scrutiny</a>?</b>	<b>Yes</b>
<b>Date signed off by Strategic Director &amp; name</b>	<b>Rachel Spencer Henshall – 7 June 2019</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Eamonn Croston – 6 June 2019</b>
<b>Is it also signed off by the Service Director – Legal, Governance &amp; Commissioning?</b>	<b>Julie Muscroft – 7 June 2019</b>
<b>Cabinet member portfolio - Corporate</b>	<b>Give name of Portfolio Holders Cllr Graham Turner</b>

**Electoral wards affected:** None Ward  
**Councillors Consulted:** None

**Public or private:** Public

**GDPR:** This report contains no information that falls within the scope of General Data Protection Regulations.

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## 1. Summary

### 1.1 General Fund

1.1.1 The Council's General Fund Revised (net) revenue budget for 2018-19 was £275.2m. The budget included planned (net) revenue savings of £16.2m in 2018-19.

1.1.2 The revised budget is net of a number of planned transfers to reserves during the year, the most significant being the approved release of £8.5m Minimum Revenue Provision (MRP) overprovision from the Treasury Management budget in-year.

1.1.3 Council spend was £275.0m in 2018-19. This resulted in an underspend of £0.2m or 0.07% against the revised budget. The year-end financial position is the equivalent to the delivery of £16.4m overall savings broken down as follows:

- i) £13.1m savings achievement against the £16.2m target; equating to 81%
- ii) £3.3m net underspends elsewhere

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

**Table 1 - Overview of 2018-19 general fund revenue outturn position**

	Revised Budget	Outturn	Variance
	£000	£000	£000
Children & Families	76,256	83,129	6,873
Adults & Health	102,760	101,582	(1,178)
Economy & Infrastructure	35,266	37,685	2,419
Corporate Services	31,018	30,174	(844)
Central Budgets	29,927	22,468	(7,459)
<b>Grand Total</b>	<b>275,227</b>	<b>275,038</b>	<b>(189)</b>

1.1.5 The £189k underspend is net of a number of variances against budget. Headline variances are described in more detail in sections 1.2 to 1.6 below. A summary of all key variances can also be found at Appendix 4.

## 1.2 Children & Families

### Learning – High Needs

1.2.1 There was a net £8m pressure on High Needs in excess of the annual funding allocation from Dedicated Schools Grant (High Needs Block). Unfunded spend pressures included £3.3m in respect of placements of Kirklees children in independent and other local authority specialist provisions; compared to a £2.7m overspend in 2017-18. The average annual number of active placements in independent specialist provision has significantly increased over the last few years moving from an average of 88 active placements in 2016-17 to a 2018-19 average of 121; an increase of 38%. An increase was also evident over the same period in the annual average number of children placed in other local authority specialist provision, moving from an average of 20 children in 2016-17 to an average of 25



children in 2018-19.

- 1.2.2 The balance of the High Needs pressure was made up of £1.7m for support funding payments for high needs students in the local further education sector (predominantly at Kirklees College), £2.6m additional funding commitments in the special schools sector and £1.6m in respect of top-up funding to support rising numbers of increasingly complex need children within the mainstream schools sector, and £0.1m other service pressures. Total spend pressures totalling £9.3m, were offset in part by £1.3m additional High Needs Funding (described in paragraphs 1.2.3-1.2.4 below); resulting in a net 2018-19 High Needs overspend of £8.0m.
- 1.2.3 The Government's new National Funding Formula (NFF) for High Needs acknowledges that Kirklees requires more funding to support high needs issues from birth through to age 25. The initial outcome of the new formula indicated a near 21% increase in funding is merited, however maximum annual increases are capped at 3%, which translates to around £0.3m in 2018-19, increasing to £1.0m per year thereafter for Kirklees over a seven year period.
- 1.2.4 The issue of high needs pupil pressures on Council budgets has been the subject of significantly increased recent national media coverage, and broader sectoral lobbying. The 2019-20 finance settlement included a supplementary national high needs funding allocation totalling £125m in both 2018-19 and 2019-20 to offset high needs pressures. The Council's share of this is £1.04m in each year.
- 1.2.5 The high needs issues highlighted above were anticipated early as part of Quarter 1 financial monitoring 2018-19. The report included Cabinet approval to apply £5.0m of the £13.5m Minimum Revenue Provision (MRP) 'over-provision- in-year to part mitigate unfunded high needs pressures in 2018-19.
- 1.2.6 Approved Council budget plans 2019-21 reflected a continuation of £8m high needs pressures from 2019-20 and the partial netting off from incremental Government High Needs Block Grant uplifts of £1m per annum. The additional £1.04m funding declared in the 2019-20 finance settlement, and referred to in paragraph 1.2.4 above, has also been added into budget plans from 2019-20 onwards.
- 1.2.7 Officers will continue to review and update in-year forecasts through early 2019-20 in light in particular of the 2018-19 final high needs position. This remains an area of significant pressure on Council budgets. It is anticipated that future year growth pressures may be mitigated at least in part through other measures included in the Kirklees-wide High needs Strategic review, with the Council currently working on the implementation of an action plan with key education partners across the district. Longer term, the approved capital budget plans 2019-24 include £25m to support increased District high needs specialist placement sufficiency.

#### Learning and Early Support

- 1.2.8 There was an underspend of £0.6m on Early Intervention and Targeted Support. This was primarily made up of £1m savings in the Early Support Team; £0.8m of which related to timing issues filling vacant posts and a further £0.2m from savings on transport, supplies and services and commissioned services; offset in part by ongoing pressures on school transport costs at £0.5m.

#### Child Protection and Family Support.

- 1.2.9 There was a pressure of £0.8m within Child Protection and Family Support relating to external residential placements. Reviews of each placement have taken place the service and a number of children have been successfully returned to placements

within Kirklees. It is intended that more children will be brought back into Kirklees when appropriate arrangements are in place. The service has also engaged with the Clinical Commissioning Group (CCG) to ensure that health contributions are at the appropriate level.

1.2.10 Work is underway to develop Early Intervention and Edge of Care processes which should impact on the future number of children and young people that need to be placed externally. However, this will be influenced by the availability of suitable in-house capacity and the wider development of a sufficiency strategy.

1.2.11 There was an offsetting underspend within Child Protection and Family Support of £1.4m. This relates to savings from staff vacancies and turnover.

### **1.3 Adults and Health**

1.3.1 Lack of capacity in the Independent Sector Home Care market to meet assessed user needs resulted in increased spend on residential placements and short term packages above budget at £3.9m. This was partially offset by £3.1m home care budget underspend from market capacity issues. In addition, the in-house Residential (Older People) budget had an overspend of £0.4m.

1.3.2 Government confirmed a national in-year (2018-19) £240m package of social care funding to ease pressure on the NHS over the winter months as part of the Autumn Budget announcement on 29 October 2018. Kirklees' share of this additional in-year funding was £1.86m. The funding had to be spent on providing adult social care services, and be in addition to existing planned spending. The 2019-20 finance settlement confirmed the continuation of this funding in 2019-20.

1.3.3 As approved in the Quarter 2 2018-19 Monitoring Report to Cabinet, this additional £1.86m in-year funding was aligned to a number of key elements of the adult social care system. Examples include increased funding for placements in residential care, new short stay 'Choice and Recovery' beds, and supporting local domiciliary care providers to adopt new ways of working and to reduce demand for domiciliary care. As such, the funding has been applied in-year to offset the net pressures and areas of additional spend highlighted above.

1.3.4 The proposals above were developed alongside the previous plans approved by Cabinet for use of the Improved Better Care Fund, Adults Social Care Grants and Leeds Business Rate Pool and form a crucial part for the wider transformation programme across health and social care.

1.3.5 An additional £2.8m resource was set aside in reserves for Social Care Investment and Transformation; the funding made up of £1.6m additional income from the 2018-19 100% business rates pilot plus £1.2m additional Adult Social Care (ASC) grant from government, also in 2018-19. Specific resource allocation recommendations for this additional funding were approved at Cabinet on 18th August 2018 and the reserve is to be drawn down over a two year period to match actual spend. In 2018-19 £0.3m was drawn down from this reserve.

### **1.4 Economy and Infrastructure**

1.4.1 There was an overspend on schools transport of £2m due to volume pressures and the delayed implementation of savings rolled forwards from 2017-18. These savings are currently under review in terms of deliverability and timing. Approved 2019-21 budget plans included £1.4m base budget uplift to reflect recurrent demand pressures on schools transport service; in particular impacted on by Special

Educational Needs and Disability demand pressures.

- 1.4.2 Commercial Regulatory and Operational Service pressures included £0.4m relating to the loss of the West Yorkshire Driver Training Contract, £0.4m under-collection on parking income and £0.3m overspend in Bereavement due to income shortfall relating to the Cremator Replacement project.
- 1.4.3 There was an underspend of £1m within Economy, Regeneration and Culture, largely relating to timing issues recruiting to a number of vacant posts; mainly in Economic Resilience.

## 1.5 Corporate Services

- 1.5.1 Within the Office of the Chief Executive, there was an underspend of £0.9m on Transformation budgets; mainly related to the application of capital receipts flexibilities to capitalise Council corporate transformation costs in-year; see also paragraph 1.6.4 below.

## 1.6 Central Budgets

- 1.6.1 As part of the 2019-20 provisional finance settlement, Government confirmed an unexpected “one off” business rates levy rebate to all Councils in 2018-19. The Council’s share of the national £180m re-distribution was £1.2m and this is reflected in the Central budget outturn position.
- 1.6.2 In addition to the above, overall Section 31 business rate relief grants received in-year was £1.5m higher than budgeted. This again has been reflected in Central budget outturn position for 2018-19. Local Authorities are paid section 31 grants throughout the year using the budgeted business rates position. This year end adjustment reflects the relative volatility in budgeting for the 12 distinct business rate relief offsets available to businesses in-year, and for which Government compensates Councils through a corresponding section 31 grant.
- 1.6.3 The MRP overprovision in 2018-19 was £13.5m. As noted in paragraph 1.2.5 earlier, £5m of the over-provision was applied in-year to part offset high needs service pressures. £4.4m has been transferred to Financial Resilience Reserves with the remaining £4.1m being allocated to reserves as outlined in section 1.7 below.

### Flexible Capital Receipts

- 1.6.4 The Council’s flexible capital receipts strategy was applied in relation to £2.0m transformation related spend and £0.6m voluntary severance costs in 2018-19. 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 8.
- 1.6.5 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.

## 1.7 General Fund Reserves

- 1.7.1 General fund reserves and balances have increased through 2018-19 by £16.2m; from £88.8m at the start of the year to £105.0m as at 31 March 2019. A further £7.5m was added into Council reserves at the start of 2019-20, as per the 2019-21 budget

plans approved at Budget Council on 13 February 2019; increasing the overall level of reserves and balances to £112.5m as at 1<sup>st</sup> April 2019.

- 1.7.2 The year-end reserves position set out in Appendix 2 incorporates a number of new reserves approved as part of the overall Council budget plans at Budget Council on 13 February 2019. It also reflects subsequent reserves adjustments approved in the 2018-19 Early Closedown Review report to Cabinet on 29 May 2019.
- 1.7.3 The £112.5m general fund reserves and balances at 1st April 2019 includes £9.7m relating to statutory schools reserves (which cannot be re-directed for non- school uses), leaving £10.2m general balances and £92.6m usable reserves.
- 1.7.4 The most significant new reserve is £11m to support the development of the Council's waste management strategy, in light of the current Council Private Finance Initiative (PFI) Waste Contract ending in 2022-23, which has known financial implications.
- 1.7.5 Total usable reserves at 1<sup>st</sup> April 2019 is equivalent to 32.3% of the 2019-20 £287.1m (net) revenue budget. This represents a net increase of over 4% in this particular indicator, over the past 12 months, from 28%. For comparator purposes, the median percentage across the 26 metropolitan Councils on this particular indicator was 36% as at 31 March 2018.
- 1.7.6 The significance of this indicator is that it features as part of CIPFA's suite of 'financial resilience' performance indicators being developed to support officers, members and other stakeholders as an independent and objective suite of indicators that measure the relative financial sustainability and resilience of Councils, given extensive and ongoing national coverage and concern about financial sustainability across the local government sector.
- 1.7.7 Financial resilience reserves as at 1<sup>st</sup> April 2019 will remain at just over £37m, which was also the minimum financial reserves requirement recommendation by the Chief Financial Officer at least to the start of 2020-21, as set out in the original 2019-22 budget strategy update report to Council in October 2018. The financial resilience risk reserve is informed by the Council's corporate risk register; current version attached at Appendix 10 for information.

#### Revenue Rollover

- 1.7.8 The £189k underspend was transferred to general balances at year end. Included in this net position was £89k of deferred expenditure commitments within Economy and Infrastructure relating to the Textile Festival. It is proposed that this is rolled forward in full to 2019-20.
- 1.7.9 Kirklees Youth Alliance (KYA) on behalf of a partnership of over 60 local organisations and key stakeholders, is seeking to co-ordinate a Kirklees-wide Healthy Holidays (Integrated Activities & Food Programme) for Summer 2019, on behalf of the Council. It is proposed that 45-50 free open access holiday clubs will be established within the heart of disadvantaged communities within Kirklees; allowing the right children access to the provision. The clubs will provide healthy meals, nutritional education and exercise, with many also involving families and thereby improving outcomes for both parents and children.
- 1.7.10 The overall costs are anticipated to be in the region of £200k-£225k. It is recommended that the Council contributes £100k revenue rollover, and in conjunction with KYA, will seek sponsorship from other stakeholders to make up the balance of funding requirement. The Council will commit to underwrite the balance of funding

requirement from existing public health grant reserves to ensure its successful and timely delivery.

## 1.8 Collection Fund

- 1.8.1 The Collection Fund accounts separately for council tax and business rates income and payments. Table 2 below summarises the financial performance of the collection fund in 2018-19, including planned payments to and from the general fund in 2019-20.

**Table 2 – Collection Fund Summary**

<b>Collection Fund forecast (Council Share)</b>	<b>Council Tax</b>	<b>Business Rates</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
(Surplus)/Deficit at 1st April 2018	(2,321)	(4)	(2,325)
Re-payments to/(from) General Fund 18-19	3,462	-	3,462
In year Financial Performance	480	(8,696)	(8,216)
<b>(Surplus)/Deficit at 31st March 2019</b>	<b>1,621</b>	<b>(8,700)</b>	<b>(7,079)</b>
Re-payments to/(from) General Fund 19-20	(1,179)	6,923	5,744
<b>Remaining (Surplus)/Deficit 19-20</b>	<b>442</b>	<b>(1,777)</b>	<b>(1,335)</b>

- 1.8.2 In-year income performance on Council Tax reflects a deficit of £480k; equivalent to 0.3% against planned income of £173.4m. The deficit is mainly due to greater spend through the Council Tax Reduction scheme, impacted on by the 2018-19 Council Tax rise, together with increases in students exemptions and single person discounts.
- 1.8.3 The business rates surplus reflects a review of the Council's prudent bad debt provision for historical appeals valuations outstanding (largely relating to the 2010 rating list); set at £11.5m at 31<sup>st</sup> March 2018. This requirement was revised downwards in-year reflecting the impact of many long standing appeals being either withdrawn or settled.
- 1.8.4 This includes the withdrawal of a national appeal by Virgin Media which if successful would have cost the Council £2m in backdated rates adjustments to 2010. In addition, the number of appeals emerging with respect to the current year was not at the level anticipated, mainly due to the embedding of a more stringent appeals system, implemented from April 2017 onwards.
- 1.8.5 Taking into account the opening balance and repayments to the general fund in year, the above in-year performance resulted in an overall surplus for the collection fund of £7.1m at 31st March 2019. There are planned repayments of £5.7m to the general fund in 2019-20, leaving a £1.3m balance of surplus overall on the collection fund going forwards.

## 1.9 Housing Revenue Account

- 1.9.1 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 is a surplus of £1.4m against an annual turnover budget of £91.7m in 2018-19; equivalent to just 1.5%. The HRA also delivered £2.8m of savings against a £2.8m target; equating to 100%.

- 1.9.2 HRA reserves at 31 March 2019, net of set asides for business risks and

investment needs and a minimum working balance, is £54.2m. A summary of the HRA outturn and reserves position can be found at Appendix 3. Key variances are highlighted as part of Appendix 4.

## 1.10 Capital

- 1.10.1 The Council's capital budget for 2018-19 was £100.3m. The nature of capital programmes and funding means that with some schemes, there is greater potential for variations 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 in capital budget plans.
- 1.10.2 The 2018-19 capital outturn was £68.4m, which is about £7m higher than equivalent capital spend in 2017-18. . Of the total actual spend, £15m relates to strategic priorities, the balance of £53.4m relates to baseline capital spend.

**Table 3 – Capital Outturn 2018-19**

<b>By Category</b>	<b>Capital Budget £000</b>	<b>Outturn £000</b>	<b>Variance £000</b>
Achievement	16,088	13,600	(2,488)
Children	448	586	138
Independent	2,442	977	(1,465)
Sustainable Economy	46,529	30,238	(16,291)
Well	2,340	1,832	(508)
Clean & Green	695	106	(589)
Efficiency & Effectiveness	3,900	3,480	(420)
<b>General Fund</b>	<b>72,442</b>	<b>50,819</b>	<b>(21,623)</b>
Strategic Priorities	9,348	4,083	(5,265)
Baseline	18,478	13,513	(4,965)
<b>Housing Revenue Account</b>	<b>27,826</b>	<b>17,596</b>	<b>(10,230)</b>
<b>Total Capital Budget</b>	<b>100,268</b>	<b>68,415</b>	<b>(31,853)</b>

- 1.10.3 A more detailed breakdown of the capital outturn position is provided at Appendix 5, along with key variances highlighted.
- 1.10.4 Capital expenditure was funded by the following sources of finance; borrowing £17.2 million, grants and contributions £29.8 million, capital receipts at £5.6 million, Major Repairs Reserve (HRA) at £15.8 million. This is shown in more detail at Appendix 7. Due to timing issues, borrowing costs incurred in-year largely impact on the following year's treasury management budget. Actual borrowing costs incurred 2018-19 are consistent with treasury management budget assumptions for 2019-20. Treasury Management budgetary assumptions are reviewed annually as part of the MTFP refresh, and will take account of any changes in the profiling and quantum of capital spend to be funded from borrowing over the periodically re-freshed 5 year capital plan.

### Capital Rollover Proposals

- 1.10.5 The proposal is to effectively re-profile planned spend totalling £31.7m from 2018-19 to 2019-20); £21.5m general fund and £10.2m HRA. This largely reflects deferred spend against existing schemes rolled forward into future years. The remaining £0.2m underspend is identified as not required and is recommended to be removed from the Capital Plan.

1.10.6 The capital plan approved at Budget Council on 13<sup>th</sup> February 2019 has now been updated to take account of the capital rollover proposals totalling £31.7m. The revised capital plan set out in this report, including re-profiled planned spend, is £666.1m over the 2019-24 period.

#### Other

1.10.7 The updated capital plan includes e Public Realm Improvement Works totalling £1.2m approved by Cabinet 19<sup>th</sup> March 2019, to be funded from earmarked rollover reserves. A review of the approved works has determined that the works fall within the definition of capital expenditure, hence their subsequent inclusion in the updated capital plan.

1.10.8 To support projects and investment across Kirklees venues, £200k per annum has been included as a new baseline programme area 'One Venue Development Plan'. The continuous investment in facilities, aesthetics, infrastructure and equipment is directly linked to developing the commerciality, culture and vibrancy of Kirklees as well as having a positive economic impact for our communities and places.

1.10.9 As part of the current mobile and agile/digital and transformation programme, £500k is required to continue the purchase of devices/laptops in line with the new IT Strategy, ensuring a consistent model of device on the Councils protected network leading to efficient device management and support. The additional £50k for Occupational Health IT system is to replace a bespoke IT system, now at the end of life. The new system will have "portal" functionality, will enable the service to meet GDPR requirements and allow Employee Health Care Unit to make operational efficiencies.

1.10.10 The Corporate Landlord Asset Investment plan includes additional Bereavement works totalling £150k relating to footway works, concrete plinths, Public Burial Area for Infants and new roadways to provide vehicular and walking access, across a range of sites.

1.10.11 Also, in readiness for the early delivery and commencement of Internal Renovation Works, the audio-visual and webcasting equipment in Huddersfield Town Hall's Council Chamber has reached end of life and will be replaced by a modern, reliable and up to date system that both better supports Councillors and officers, and improves the quality of the Councils webcasts, thereby enhancing citizen engagement in decision making.

1.10.12 The old equipment will be decommissioned and there will be a degree of building work required to make good the Chamber following the installation of the new solution. Minor amendments to the press and officer galleries will be made to improve the experience of those observing meetings.

1.10.13 Following a recent corporate strategic review of the plan, opportunity has been taken to update the profiling of the capital plan across years, particularly for several strategic priorities i.e. West Yorkshire plus Transport Scheme, Site Development, the loan facility to develop a hotel as part of the HD One scheme, new pupil places, Dementia respite, and Pump priming and Commissioning Specialist Accommodation. In total £40.1m has been re-profiled from 2019-20 into later years of the 5 year plan. The draft capital plan 2019-24 is shown at Appendix 7 and summarised in Table 4 below:

**Table 4 – Updated Capital Plan 2019-24**

By Category *	2019-20	2020-21	2021-22	2022-23	2023-24	Total
	£m	£m	£m	£m	£m	£m
<b>General Fund :</b>						
<b>Achievement</b>	16.0	19.9	22.7	13.1	5.0	76.7
<b>Children</b>	0.2	1.3	3.6	4.2	0.8	10.1
<b>Independent</b>	2.6	5.1	5.1	3.5	11.4	27.7
<b>Sustainable Economy</b>	59.5	106.7	77.8	68.7	16.4	329.1
<b>Well</b>	4.0	15.0	9.3	2.2	0.9	31.4
<b>Safe &amp; Cohesive</b>	0.2	0.0	0.0	0.0	0.0	0.2
<b>Clean &amp; Green</b>	1.8	5.5	0.1	6.6	20.6	34.6
<b>Efficiency &amp; Effectiveness</b>	4.3	3.7	3.7	3.7	3.7	19.1
<b>General Fund</b>	<b>88.6</b>	<b>157.2</b>	<b>122.3</b>	<b>102.0</b>	<b>58.8</b>	<b>528.9</b>
<b>Strategic Priorities</b>	6.8	9.8	9.0	7.3	8.9	41.8
<b>Baseline</b>	18.9	18.7	19.6	19.3	18.9	95.4
<b>Housing Revenue Account</b>	<b>25.7</b>	<b>28.5</b>	<b>28.6</b>	<b>26.6</b>	<b>27.8</b>	<b>137.2</b>
<b>Overall Total</b>	<b>114.3</b>	<b>185.7</b>	<b>150.9</b>	<b>128.6</b>	<b>86.6</b>	<b>666.1</b>

*\*categorisation here by primary outcome for illustrative purposes, acknowledging that in many instances capital investment delivers multiple outcomes.*

1.10.14 Officers will continue to review capital budget profiles in year, and any further re-profiling movements between years will be reported to Cabinet as part of the quarterly financial monitoring arrangements through 2019-20, in accordance with Financial Procedure Rules 3.10-3.15. This approach acknowledges the growing complexities and challenges over the next 5 years in delivering to this scale of ambition

1.10.15 , Future capital plan updates will also be presented periodically to Council as part of the annual budget strategy update and annual budget approval reports to Cabinet and Council as a matter of course as part of the annual planning cycle.

### Prudential Indicators

1.10.16 Appendix 6 provides a schedule of the prudential indicators applicable to affordability and prudence which have been reported as part of capital monitoring in 2018-19. Indicators applicable to treasury management are reported in the Review of Treasury Management activity for 2018-19 which can be found at Appendix 9.

1.10.17 The proportion of the annual revenue budget set aside to repay debt and interest is a matter of local decision, informed by relevant CIPFA prudential guidance relating to prudence, affordability and sustainability.

## **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 2018-19;
- ii) Appendix 2 summarises the general fund reserves and balances 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 sets out by Outcome area the capital outturn position in 2018-19 and the reasons for the more significant forecast capital variances across strategic priority and baseline capital schemes.
  - vi) Appendix 6 provides a schedule of prudential indicators for 2018-19, applicable to affordability and prudence;
  - vii) Appendix 7 shows the draft capital plan 2019-24, taking into account rollover, grant changes and additions. A funding summary is also included.
  - viii) Appendix 8 details the flexible capital receipts strategy approved at Council, 13<sup>th</sup> Feb 2019.
  - ix) Appendix 9 is the Annual Report on treasury Management activity to Corporate Governance and Audit Committee, 17<sup>th</sup> May 2019.
  - x) Appendix 10 is the Corporate Risk Register, updated as at June 2019.
- 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 2018-19, which were approved as part of the Treasury Management Strategy. Details accompany the Treasury Management report at Appendix 9. Indicators relating to affordability and prudence can be found at Appendix 6.
- 2.4 The corporate risk register at Appendix 10 summarises the key strategic risks or barriers to achieving the corporate objectives. It also provides visibility about the management actions which are either in place or brought into action to mitigate the impact of these risks. Many of these are of a financial nature and provide contextual information when setting the council's budget. There isn't a direct link but they do help to inform the level of reserve held by the council.
- 2.5 Individual risks vary over time, and the need to set aside reserves changes depending on the underlying budget provisions. The risk assessment reflects the approved budget plans updated for emerging and changing medium and significant risk.

### **3 Implications for the Council**

- 3.1 The report provides summary information on the overall financial performance against annual Council revenue and capital budgets, incorporating as well an overall updated capital plan for 2019-24. 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

## **3.2 Working with People**

## **3.3 Working with Partners**

## **3.4 Place Based working**

## **3.5 Improving Outcomes for Children**

## **3.6 Financial, Legal & Other Implications**

3.6.1 The financial climate facing local government remains challenging; in particular with regard to Council's like Kirklees that have statutory education and social care responsibilities. The number of people who require support continues to increase and the complexity of services provided to vulnerable children and adults require higher levels of resourcing, while the cost of services continues to increase.

3.6.2 This challenge is exacerbated by the uncertainty surrounding the local government funding landscape post 2020. The political indecision created by the delay in the withdrawal of the UK from the European Union, is causing disruption to many decisions throughout Whitehall.

3.6.3 The Chancellor announced that the 2019 Spending Review would be revealed later in the Autumn and would cover the period 2020-21 to 2022-23, however Brexit delays could cut this to a single year. In turn, this could potentially impact the planned timeline for the business rates re-set and fair funding reviews, currently intended to be in place for 2020-21. In isolation, these reviews are already a source of great uncertainty for councils going forwards that, upon their conclusion, will result in a redistribution of funding between individual authorities.

3.6.4 Budget plans for 2019-22 include further target savings proposals of £10.9m in year one, with a further £6.2m planned savings over the 2020-22 period. However, given the uncertainties outlined above, there is significant volatility in the budget forecasts; in particular from 2020-21 onwards. Officers will continue to assess, review and update budget planning forecasts and implications through early 2019 informed by emerging national and local intelligence.

3.6.5 The Council's refreshed reserves strategy approved in the 2019-22 budget plans and since reaffirmed in the Early Closedown review to Cabinet in May 2019, are directed at strengthening organisational flexibility and financial resilience over the medium to longer term in account of the continued funding uncertainty for Councils post 2020. The financial resilience reserves level on 1st April 2019 of £37.1m meets the minimum recommended level as set out in the strategy.

3.6.6 It is intended that the forthcoming annual budget strategy 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 refreshed Medium Term financial Plan (MTFP).

## **4 Consultees and their opinions**

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 2019-20, and reported quarterly to Cabinet from Quarter 1 onwards.

## **6 Cabinet portfolio holders recommendations**

The portfolio holder agrees with the recommendations set out in this report.

## **7 Officer recommendations and reasons**

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

### General Fund

7.1 note the revenue outturn position for 2018-19;

7.2 note the year end position on corporate reserves and balances;

7.3 note the regular monitoring and review of corporate reserves in 2019-20 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;

### Collection Fund

7.5 note the year end position on the Collection Fund;

### HRA

7.6 note the HRA revenue outturn and reserves position 2018-19;

### Capital

7.7 note the Council capital outturn position for 2018-19

7.8 approve the £31.7m capital rollover from 2018-19 to 2019-20;

7.9 approve the revised capital plan for the period 2019-24 after taking into account rollover, the re-phasing of schemes and changes to grant assumptions;

### Treasury Management

7.10 note the review of Treasury Management activity for 2018-19

## **8 Contact Officer**

James Anderson, Senior Finance Manager

[james.anderson@kirklees.gov.uk](mailto:james.anderson@kirklees.gov.uk)

Sarah Hill, Finance Manager

[sarahm.hill@kirklees.gov.uk](mailto:sarahm.hill@kirklees.gov.uk)

## **9 Background papers and History of Decisions**

Early Closedown Review 2019-20

Annual budget report 2019-22

Budget Strategy Update Report 2019-22

Annual budget report 2018-20

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, Service Director Finance.  
[eamonn.croston@kirklees.gov.uk](mailto:eamonn.croston@kirklees.gov.uk)

## General Fund 2018-19 Outturn

Strategic Director portfolio responsibilities	Revised Budget	Actual	Variance
	£'000	£'000	£'000
Child Protection & Family Support	58,289	58,076	(213)
Learning & Early Support & Schools	17,967	25,053	7,086
<b>Sub Total (Children &amp; Families)</b>	<b>76,256</b>	<b>83,129</b>	<b>6,873</b>
Adults Social Care Operation	40,096	39,052	(1,044)
Policy, Intelligence & Public Health	3,076	2,654	(422)
Commissioning, Quality and Performance	52,552	53,830	1,278
Service Integration	7,036	6,046	(990)
<b>Sub Total (Adults &amp; Health)</b>	<b>102,760</b>	<b>101,582</b>	<b>(1,178)</b>
Economy, Regeneration & Culture	6,765	5,960	(805)
Commercial, Regulatory & Operational Services	28,501	31,725	3,224
<b>Sub Total (Economy &amp; Infrastructure)</b>	<b>35,266</b>	<b>37,685</b>	<b>2,419</b>
Finance & Transactional Services	18,915	18,960	45
Governance & Commissioning	2,140	2,404	264
Corporate Services (OCE)	9,963	8,810	(1,153)
<b>Sub Total (Corporate Services)</b>	<b>31,018</b>	<b>30,174</b>	<b>(844)</b>
<b>Central Budgets</b>	<b>29,927</b>	<b>22,468</b>	<b>(7,459)</b>
<b>General Fund Total</b>	<b>275,227</b>	<b>275,038</b>	<b>(189)</b>

## Corporate Reserves and balances

	1 <sup>st</sup> April 2018 (plus 2018/19 budget report approvals)	Drawdown/ contribution in- year	Early Closedown Review / MRP	Reserves Position as at 31st March 19	2019/20 Budget Report Approvals	Reserves Position as at 1st April 19
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Statutory (School Reserves)</b>	<b>(9,827)</b>	<b>82</b>	<b>-</b>	<b>(9,745)</b>	<b>-</b>	<b>(9,745)</b>
<b><u>Earmarked</u></b>						
Financial Resilience Reserves	(37,146)	-	4,400	(32,746)	(4,400)	(37,146)
Rollover	(3,437)	1,276	-	(2,161)	-	(2,161)
Revenue Grants (various)	(9,912)	(5,101)	-	(15,013)	21	(14,992)
Stronger Families	(1,924)	107	-	(1,817)	-	(1,817)
Insurance	(1,900)	-	-	(1,900)	-	(1,900)
Ward Based Activity	(706)	(361)	-	(1,067)	(160)	(1,227)
Other	(2,905)	(1,007)	-	(3,912)	(120)	(4,032)
Social Care Reserve	-	(2,496)	-	(2,496)	-	(2,496)
Property and Other Loans	(3,000)	-	-	(3,000)	-	(3,000)
Adverse Weather	(4,000)	-	-	(4,000)	1,000	(3,000)
Strategic Investment Support	(4,000)	-	(1,400)	(5,400)	-	(5,400)
Waste Management	-	-	(11,000)	(11,000)	-	(11,000)
One venue Development Plan	-	-	(500)	(500)	-	(500)
Mental Health	-	-	-	-	(1,400)	(1,400)
Business Rates	-	-	-	-	(2,000)	(2,000)
Elections	-	-	-	-	(500)	(500)
<b>Total Earmarked</b>	<b>(68,930)</b>	<b>(7,582)</b>	<b>(8,500)</b>	<b>(85,012)</b>	<b>(7,559)</b>	<b>(92,571)</b>
<b>Total Earmarked + Schools</b>	<b>(78,757)</b>	<b>(7,500)</b>	<b>(8,500)</b>	<b>(94,757)</b>	<b>(7,559)</b>	<b>(102,316)</b>
General Balances	(10,026)	(189)	-	(10,215)	-	(10,215)
<b>Grand Total</b>	<b>(88,783)</b>	<b>(7,689)</b>	<b>(8,500)</b>	<b>(104,972)</b>	<b>(7,559)</b>	<b>(112,531)</b>

## GLOSSARY OF RESERVES

RESERVE	DESCRIPTION
<b>School Reserves</b>	Statutory reserves relating to both individual schools balances/deficits carried forwards, and Dedicated Schools Grant (ring-fenced for schools related expenditure)
<b>Financial Resilience</b>	Covers a range of potential costs highlighted in the Council's corporate risk assessment, including budget risks as set out in the sensitivity analysis within this report.
<b>Rollover</b>	To fund deferred spend commitments against approved rollover
<b>Revenue Grants</b>	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been occurred.
<b>Stronger Families</b>	Represents deferred expenditure commitments supporting a range of Stronger Families activity.
<b>Insurance</b>	Mitigates against risk from increased liabilities and insurance claims.
<b>Ward Based Activity</b>	To fund deferred ward based activity commitments
<b>Social Care</b>	Set aside to cover a range of social care expenditure commitments as agreed at Cabinet, August 2018.
<b>Property and Other Loans</b>	Set aside against the potential risk of future loan default. Arising from the introduction of a new local government accounting code intended to strengthen balance sheet transparency.
<b>Adverse Weather</b>	Mitigates against budget risk arising from severe weather events in the District.
<b>Strategic Investment Support</b>	To address the likely scale of one off costs required to support the scale of regeneration capital investment over the 2018-24 period.
<b>Waste Management</b>	To support the development of the Council's waste management strategy in light of the known financial implications of the current PFI Waste contract ending in 2022-23.
<b>One Venue Development Plan</b>	To support extending the One Venue Development Plan in future years, to help drive investment in public and community buildings to boost commercialism and to generate income.
<b>Mental Health</b>	To support a number of local area based mental health initiatives over 2019-21.
<b>Business Rates</b>	Set aside against potential backdated payment with respect to national ATM business rates appeal and also to resource the Council's approved business start-up and retention policy.
<b>Elections</b>	Set aside to accommodate potential local and national elections costs in excess of current base budget.
<b>Other</b>	A range of smaller reserves earmarked for specific purposes, each less than £0.6m.
<b>General Balances</b>	General reserve available for Council use, excluding Housing Revenue Account purposes. Minimum level proposed to be £10m going forwards.

## HOUSING REVENUE ACCOUNT 2018/19 - OUTTURN

	Annual		
	Revised Budget	Actuals	Variance
	£'000	£'000	£'000
Repairs & Maintenance	22,800	22,800	0
Housing Management	34,344	33,683	(661)
Other Expenditure	28,289	26,393	(1,896)
<b>Total Expenditure</b>	<b>85,433</b>	<b>82,876</b>	<b>(2,557)</b>
<b>Rent &amp; Other Income</b>	<b>(91,747)</b>	<b>(91,084)</b>	<b>663</b>
Revenue Contribution to Capital Funding	6,314	6,784	470
Planned transfer to HRA Reserves	0	0	0
<b>Total</b>	<b>0</b>	<b>(1,424)</b>	<b>(1,424)</b>

## HRA RESERVES

	Balance at 31 March 2018	Approved Movement in Reserves	Balance at 31 March 2019
	£'000	£'000	£'000
Set aside for business risks	(4,000)		(4,000)
In Year Surplus/Deficit		(1,424)	(1,424)
Set aside to meet investment needs (as per HRA Business Plan)	(54,858)	7,538	(47,320)
Working balance	(1,500)		(1,500)
<b>Total</b>	<b>(60,358)</b>	<b>6,114</b>	<b>(54,244)</b>



## Child Protection &amp; Family Support

Activity Level	Progress against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
External Residential Placements	% of Children placed outside Kirklees	6,134	812	Overspending on volume led External Residential placements. Under review as part of wider Sufficiency strategy.
Various	Accelerated Progression/Turnover Savings	18,044	(1,351)	Slippage savings to date on substantive vacant posts /Turnover.

## Learning &amp; Early Support &amp; Schools

Activity Level	Progress against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
High Needs	Independent Schools Fees	2,513	3,292	Service pressure on placement costs
	Further Education High Needs	805	1,734	Payments to Kirklees College
	Schools High Needs Top-Up funding	20,600	1,600	Top up funding to Schools
	Special Schools		2,600	Additional Funding Commitments in the Special Schools sector.
	Additional High Needs DSG Funding			(1,300) Additional DSG income
Early Intervention Targeted Support		12,375	(647)	Mainly £1m early support team savings offset by £0.5m school transport pressures.

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Self-Directed Support - OP	Reduced spend on independent sector home care & Apply proportional spend on direct payments & Review taskforce.	2,598	(918)	Lack of capacity in the independent Sector Home Care market is resulting in lower spend, but offset by alternate spend on placements/short term packages and direct payments.
Self-Directed Support - PD	Reduced spend on independent sector home care & Apply proportional spend on direct payments	7,813	(1,052)	Lack of capacity in the Independent Sector Home Care market is resulting in lower spend.

Commissioning, Quality & Performance

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Supporting People		2,880	511	Mental health housing related support - £500k pressure funded from 2019/20.
Self-Directed Support - LD	Apply proportional spend on direct payments	14,277	(1,367)	Lower activity and costs on LD Direct Payments than anticipated.
Independent Sector Residential. & Nursing- LD	Reduction of LD Placements	15,941	1,541	Higher residential activity and higher nursing costs than anticipated.
Independent Sector Residential. & Nursing- MH	Reduction of MH Placements	4,054	795	Higher residential costs than anticipated.

## Commercial, Regulatory & Operational Services

## Appendix 4 (continued)

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Schools Transport	Combined Authority working	2,662	1,974	Insufficient budget for current volumes - new policy on going.
Driver Training		(502)	376	Kirklees no longer have the contract to deliver the driver training courses on behalf of West Yorkshire Police.
Car Parking		(2,967)	363	None of new proposals actioned + historic shortfall in income
Bereavement Services		(1,682)	252	Cremator Replacement Project – income shortfall
Seasonal Weather		1,220	388	Delayed implementation of seasonal weather savings.

## Economy, Regeneration & Culture

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Economic Resilience		2,384	(1,039)	Staff Vacancies & delayed start to schemes.

## Corporate Services

## Appendix 4 (continued)

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Transformation			(880)	£0.5m transformation fund set aside for investment, no longer required plus £0.4m expenditure capitalised.

## Central Budgets

Activity Level	Progress Against Planned Savings	Annual Budget £'000	Variance for the year £'000	Comments
Treasury Management	Minimum Revenue Provision (MRP) planned over-provision		(5,000)	MRP overprovision released to offset High Needs pressure. Remaining £8.5m to reserves.
General Contingencies			(1,248)	National redistribution of surplus in 18/19 Business Rates Levy account.
General Contingencies			(1,500)	Additional £1.5m income from section 31 business rates grants at year end

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
Housing Management	34,344	(661)	Strategic priorities (£498k), KNH Fee (£181k), Communal lighting and sheltered heating (£135k)
Other Expenditure	28,290	(1,896)	Rents, Rates and Taxes £318k, Corporate and Democratic Core SLA £19k, Bad debt provision (£1823k), Depreciation (£411k)
Rent and Other income	(91,747)	662	Leaseholders (minimal Major Repairs) and Garage income, Furniture packs service charges, Rechargeable Repairs

	Revised Budget £'000	Outturn £'000	Variance £'000	Variance %
<b><u>General Fund</u></b>				
Achievement	16,088	13,600	(2,488)	(15)
Children	448	586	138	31
Independent	2,442	977	(1,465)	(60)
Sustainable Economy	46,529	30,238	(16,291)	(35)
Well	2,340	1,832	(508)	(22)
Clean and Green	695	106	(589)	(85)
Efficiency & Effectiveness	3,900	3,480	(420)	(11)
<b>GENERAL FUND TOTAL</b>	<b>72,442</b>	<b>50,819</b>	<b>(21,623)</b>	<b>(30)</b>
<b><u>Housing Revenue Account</u></b>				
Strategic Priorities	9,348	4,083	(5,265)	(56)
Baseline	18,478	13,513	(4,965)	(27)
<b>HOUSING REVENUE TOTAL</b>	<b>27,826</b>	<b>17,596</b>	<b>(10,230)</b>	<b>(37)</b>
<b>CAPITAL PLAN TOTAL</b>	<b>100,268</b>	<b>68,415</b>	<b>(31,853)</b>	<b>(32)</b>

## Achievement

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
<b>Strategic Priorities</b>			
New Pupil Places	7,062	(950)	Majority of underspend is ring-fenced grants to fund the New Pupils Places Strategy. Largest Variances £446k Moor End Academy due to slippage on build programme and - £317k Birkby Junior Expansion due to a competitive tender reducing the cost of the scheme.
<b>Baseline</b>			
Capital Maintenance	4,607	(587)	The majority of funds are contractually committed as part of the 2018-19 Capital Maintenance programme, since monies from the construction value is held as retention on the majority of schemes. Funding is to be rolled over into the next financial year.
<b>One-Off Projects</b>	862	(693)	Mainly due to underspend on the Healthy Pupils Capital Fund (£358k) to improve children's and young people's physical and mental health.

## Independent

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
<b>One Off Projects</b>			
Information Technology (Digital)	942	(942)	Commitments deferred following Corporate review exercise undertaken with Deloitte and Modern Organisation Board to re-align Digital programme with Council priority outcomes areas.

Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
<b>Strategic Priorities</b>			
Town Centre Action Plans	1,755	(1,405)	Works delayed in part due to timing of prior infrastructure works to be undertaken by City Fibre.
Loans – Development Finance	1,100	(927)	103 New Street development underspend (£827k) ; feasibility work undertaken to date ; balance of expenditure commitments re-profiled into 2020/21.
<b>Baseline</b>			
Housing Private Sector	3,678	(536)	Mainly relates to deferred expenditure commitments against Disabled Facilities Grant related works (£408k) which will roll into 2019-20.
Highways	14,784	(3,058)	In November 2018 a “one-off” £2.7m Government Capital grant was allocated to Councils for pothole repairs/road -resurfacing and other repair work; Kirklees share was £2.7m. The underspend largely reflects the unanticipated grant being applied in-year against eligible planned activity ; thereby releasing equivalent resources to roll forward into 2019-20 plans
<b>Corporate Landlord Asset Investment</b>	4,811	(2,806)	Mainly reflects slippage on a number of schemes, including crematoria replacement schemes which have been managed around service needs and contractual complexities, and the fire safety programme which has been managed around access to sleeping risk buildings. Majority of schemes are contractually committed (£2.6m) and unspent resources will roll forward into 2019-20
<b>Transport</b>	2,377	(1,256)	The underspend reflects those vehicles that have been ordered but have long lead in times for delivery and will be delivered in 2019-20.
<b>One Off Projects</b>			
Economic Resilience	1,896	(1,106)	£473k underspend for the Dewsbury Townscape Heritage Initiative - the programme has been extended and there are two outstanding commitments for work at 28-30 Northgate and The Black Bull. The Energy Efficiency in Riddings scheme underspent by £462k, since some of the work covered HRA properties.
Leeds City Region Revolving Fund	1,632	(1,211)	The revolving fund is administered by Leeds City region and totals about £20m via contributions from member authorities. It is intended to provide development finance across a range of regeneration projects region wide. The underspend reflects slippage on schemes



Activity Level	Annual Budget £'000	Variance for the year £'000	Comments
<b>HRA Strategic Priorities</b>			
Misc Schemes	3,028	(2,054)	Underspends of £990k on Ashbrow since spend is anticipated next financial year, and £1m on Garage Site Development, to be transferred to the Housing Growth programme as part of the capital plan refresh.
Remodelling/High Rise	2,000	(2,000)	Underspend reflects scheme deferral pending commission of wider option appraisal of current high rise accommodation across current HRA stock.
Housing Growth	4,320	(1,211)	Underspend reflects 38 properties bought back/completed with the lower average value of £80k against a target of 44 properties with an expected purchase price of £100,000.
<b>HRA Baseline</b>			
Housing Capital Plan	10,889	(1,415)	Detailed assessment of fire safety measures to 6 storey blocks identified significant additional improvement work. The delays caused a knock on effect to the remainder of the programme.
Environmental	1,988	(1,811)	Delays due to introduction of a new process, establishment of a new design relationship with Council Landscapes team combined with a lengthy consultation process undertaken with tenants and elected members. Specifications and scope of works inherently vary on each scheme so overall design timescales have taken longer than expected.
Compliance	2,200	(1,915)	Fire doors, the ongoing changes to MHCLG guidance prevented the ability to purchase a fully compliant flat door with the relevant 3rd party accreditation hence impacting on the programme of 1500 replacement doors. The latest guidance was issued in March 2019. Also, sprinklers to Buxton and Berry Brow were pending Kirklees Council approval, Portfolio lead approval received in Feb 2019.

**Breakdown of Capital Budget Changes  
(Since quarter 3 capital monitoring)**

**Appendix 5 c)**

	<b>£'000</b>	<b>£'000</b>
<b>QUARTER 3 CAPITAL BUDGET</b>		<b>98,672</b>
<b>Increase in Grants/Contributions</b>		
<b>Strategic Priorities:</b>		
West Yorkshire + Transport Fund	616	
<b>Baseline:</b>		
Learning – Devolved Formula Capital	531	
Housing Private Sector - contributions	79	
Economic Resilience - Dewsbury THI addition of grant	128	
Corporate Landlord Asset Investment - Parks & Open Spaces (S106 monies and contributions)	227	
Asset Utilisation – General Contribution for Data Centre	9	
Catering - Addition of healthy eating contribution	6	
<b>Total Additions/Reductions</b>		<b>1,596</b>
<b>REVISED OUTTURN BUDGET</b>		<b>100,268</b>

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.

	2017/18	2018/19	
	Actual	Strategy Estimate*	Actual
	£000s	£000s	£000s
Capital Expenditure			
General Fund	48,555	71,790	50,820
HRA	13,248	30,717	17,595
Sub-total (excl. PFI)	61,803	102,507	68,415
General Fund - PFI	1,849	1,849	1,554
HRA – PFI	266	266	300
Total	63,918	104,622	70,269
Financed by -			
Borrowing	15,465	36,822	17,229
PFI	2,115	2,115	1,854
Other	46,338	65,685	51,186
Total	63,918	104,622	70,269
CFR as at 31 March			
General Fund excl PFI	420,331	458,903	436,600
General Fund PFI	52,271	49,300	49,300
HRA excl PFI	182,843	175,289	175,300
HRA PFI	54,897	52,900	52,900
Total CFR	710,342	736,392	714,100
External debt as at 31 March			
Borrowing (excl interest accrued)	413,167	493,722	395,870
Other LT Liabilities	111,289	106,070	106,266
Total debt	524,456	599,792	502,136

\*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.

	2017/18	2018/19	
	Actual (max)	Limits/ Boundary	Actual (max)
	£m	£m	£m
<u>Authorised limit for external debt</u>			
Borrowing	438.2	585.0	395.9
Other Long Term Liabilities	116.6	110.0	106.3
Total	554.8	695.0	502.2
<u>Operational boundary for external debt</u>			
Borrowing	438.2	495.0	395.9
Other Long Term Liabilities	116.6	106.1	106.3
Total	554.8	601.1	502.2

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 2019 is £175.3 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 un-ringfenced government grants and local taxpayers, and for HRA it refers to the total HRA income (rent, other income and grant).

	2017/18	2018/19	
	Actual	Estimate	Actual
<u>Ratio of financing costs to net revenue stream</u>			
General Fund	7.31%	7.19%	5.93%
General Fund excl PFI	4.88%	5.00%	3.69%
HRA	31.32%	31.38%	29.63%
HRA excl PFI	29.28%	29.50%	31.53%

The actual for General Fund for 2018/19 was less than estimated largely due to the Council's decision to change its policy for the repayment of debt (MRP) and to increase the un-winding of the over-provision for 2018-19, thus resulting in a much lower charge for 2018/19. The PIs have marginally increased for HRA due to changes in depreciation charged to Council dwellings and income levels in year.

## Capital Plan Expenditure Summary

Appendix 7 a)

	Outturn	Revised Capital Plan Budget					
2019/20 – 2023/24 Capital Plan Expenditure Summary	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<b>General Fund:</b>							
Achievement	13,600	16,030	19,930	22,763	13,030	5,045	<b>76,798</b>
Children	586	200	1,250	3,600	4,200	750	<b>10,000</b>
Independent	977	2,673	5,100	5,050	3,450	11,400	<b>27,673</b>
Sustainable Economy	30,238	59,497	106,668	77,776	68,746	16,455	<b>329,142</b>
Well	1,832	4,029	14,968	9,260	2,249	867	<b>31,373</b>
Safe & Cohesive	0	180	20	0	0	0	<b>200</b>
Clean & Green	106	1,789	5,475	125	6,600	20,600	<b>34,589</b>
Efficiency & Effectiveness	3,480	4,256	3,737	3,700	3,700	3,700	<b>19,093</b>
<b>General Fund Capital Plan</b>	<b>50,819</b>	<b>88,654</b>	<b>157,148</b>	<b>122,274</b>	<b>101,975</b>	<b>58,817</b>	<b>528,868</b>
<b>Housing Revenue Account:</b>							
Independent - Strategic Priorities	4,083	6,790	9,825	9,014	7,364	8,864	<b>41,857</b>
Independent - Baseline	13,513	18,892	18,696	19,591	19,278	18,923	<b>95,380</b>
<b>HRA Capital Plan</b>	<b>17,596</b>	<b>25,682</b>	<b>28,521</b>	<b>28,605</b>	<b>26,642</b>	<b>27,787</b>	<b>137,237</b>
<b>TOTAL EXPENDITURE</b>	<b>68,415</b>	<b>114,336</b>	<b>185,669</b>	<b>150,879</b>	<b>128,617</b>	<b>86,604</b>	<b>666,105</b>

	Outturn	Revised Capital Plan					
Funding Summary	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
<i>Direct / Earmarked Contributions to Schemes</i>							
Capital Grants / Contributions applied	29,804	28,751	78,643	67,025	47,919	15,005	237,343
Earmarked Capital Receipts	5,612	4,973	4,499	4,499	4,499	4,499	22,969
Revenue Contributions (HRA)	6,785	11,979	14,088	12,894	8,588	13,701	61,250
Reserves (HRA)	8,985	11,917	11,493	13,579	16,500	12,532	66,021
Revenue Contributions (General Fund)	0	1,279	0	0	0	0	1,279
<i>Pooled Resources</i>							
Non Earmarked Capital Receipts	0	700	700	700	700	700	3,500
Corporate Prudential Borrowing	17,229	54,737	76,246	52,182	50,411	40,167	273,743
<b>FUNDING</b>	<b>68,415</b>	<b>114,336</b>	<b>185,669</b>	<b>150,879</b>	<b>128,617</b>	<b>86,604</b>	<b>666,105</b>

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
<b>ACHIEVEMENT</b>									
<b>Strategic Priorities</b>									
	Alternative Provision School	B	1	499	5,000	4,250	250	0	9,999
	Special School - SEMHD	B	0	500	1,000	5,500	7,500	500	15,000
	<i>District Sufficiency - SEND</i>		<b>1</b>	<b>999</b>	<b>6,000</b>	<b>9,750</b>	<b>7,750</b>	<b>500</b>	<b>24,999</b>
	New Pupil Places in Primary/Secondary Schools		6,111	2,978	4,680	6,063	780	545	15,046
	Delivery of an Autistic Spectrum Disorder (ASD) School to mitigate expenditure on out of area ASD placements	B	0	500	2,150	350	0	0	3,000
	Dewsbury Learning Quarter	B	1,590	2,086	0	0	0	0	2,086
	Libraries & Public Buildings	B	0	700	1,950	2,100	250	0	5,000
	<b>Strategic Priorities Total</b>		<b>7,702</b>	<b>7,263</b>	<b>14,780</b>	<b>18,263</b>	<b>8,780</b>	<b>1,045</b>	<b>50,131</b>
<b>Baseline</b>									
	Basic Need	G	253	577	500	500	500	500	2,577
	Capital Maintenance	G/B	4,021	4,408	3,400	3,200	3,000	2,800	16,808
	Devolved Formula Capital	G	1,455	1,500	850	800	750	700	4,600
	<b>Baseline Total</b>		<b>5,729</b>	<b>6,485</b>	<b>4,750</b>	<b>4,500</b>	<b>4,250</b>	<b>4,000</b>	<b>23,985</b>
<b>One Off Projects</b>									
	SEND Provision	G	34	1,360	400	0	0	0	1,760
	Healthy Pupils	G	0	358	0	0	0	0	358
	Completed Schemes	B	20	29	0	0	0	0	29
	Commissioning option appraisals to facilitate the delivery of the outcomes of the SEN High Level review of future needs	B	115	535	0	0	0	0	535
	<b>One Off Projects Total</b>		<b>169</b>	<b>2,282</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,682</b>
<b>ACHIEVEMENT TOTAL</b>			<b>13,600</b>	<b>16,030</b>	<b>19,930</b>	<b>22,763</b>	<b>13,030</b>	<b>5,045</b>	<b>76,798</b>

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
<b>CHILDREN</b>									
Strategic Priorities									
Specialist Accommodation/Youth Services		B/G		200	1,250	3,600	4,200	750	10,000
Strategic Priorities Total			0	200	1,250	3,600	4,200	750	10,000
One Off Projects Total (Childrens IT System)		R/B	586	0	0	0	0	0	0
<b>CHILDREN TOTAL</b>			<b>586</b>	<b>200</b>	<b>1,250</b>	<b>3,600</b>	<b>4,200</b>	<b>750</b>	<b>10,000</b>
<b>INDEPENDENT</b>									
Strategic Priorities									
Pump Prime & Commissioning Specialist Accommodation		B	0	250	750	750	250	0	2,000
Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy		B	40	310	250	150	0	0	710
Day Services Support for Vulnerable Adults		B	1	699	2,800	3,500	2,600	11,400	20,999
Strategic Priorities Total			41	1,259	3,800	4,400	2,850	11,400	23,709
One Off Projects									
Adults Social Care Operation		G/R	286	164	700	50	0	0	914
Information Technology (Digital)		B/R	0	600	600	600	600	0	2,400
Information Technology (*Laptops/GDPR)		B/R	650	600	0	0	0	0	600
Occupational Health Care (IT)		B	0	50	0	0	0	0	50
One Off Projects Total			936	1,414	1,300	650	600	0	3,964
<b>INDEPENDENT TOTAL</b>			<b>977</b>	<b>2,673</b>	<b>5,100</b>	<b>5,050</b>	<b>3,450</b>	<b>11,400</b>	<b>27,673</b>



GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
<b>SUSTAINABLE ECONOMY</b>									
<b>Strategic Priorities</b>									
A62 & A644 Corridors & Cooper Bridge		G	256	560	23,040	22,405	22,405	0	68,410
Corridor Improvement Programme – A62 Smart Corridor		G	326	338	3,042	3,920	176	0	7,476
Corridor Improvement Programme - Holmfirth Town Centre Access Plan		G	78	72	646	3,906	0	0	4,624
Huddersfield Southern Gateways		G	144	300	2,700	4,000	842	0	7,842
A653 Leeds to Dewsbury Corridor (M2D2L)		G	52	410	3,687	4,097	4,097	0	12,291
A629 Ainley Top to Huddersfield (Phase 5)		G	826	317	2,850	3,781	3,909	0	10,857
Huddersfield Station Gateway Phase 1		G	9	0	5,000	0	0	0	5,000
Huddersfield Station gateway Phase 2		G	2	0	5,000	0	0	0	5,000
Highways – Others Non-Core		G	275	0	0	0	0	0	0
WYTF Land Acquisition		B	250	591	0	0	0	0	591
<i>West Yorkshire plus Transport Schemes</i>			2,218	2,588	45,965	42,109	31,429	0	122,091
Aspirational Regeneration of Major Town Centres - Feasibility		B	19	331	150	0	0	0	481
Regeneration of Strategic Town Centres - Dewsbury		B	40	2,250	5,310	4,144	3,256	0	14,960
Regeneration of Strategic Town Centres - Huddersfield		B	291	1,644	8,640	7,000	12,406	0	29,690
<i>Town Centre Action Plans</i>			350	4,225	14,100	11,144	15,662	0	45,131
KSDL (HD One)		B	0	0	4,100	4,900	4,000	0	13,000
Property Investment Fund		B**	173	13,327	11,500	0	0	0	24,827
Bridge Homes (Joint Venture)		B	0	0	1,250	1,250	0	0	2,500
<i>Loans - Development Finance</i>			173	13,327	16,850	6,150	4,000	0	40,327
Local Growth Fund		B	97	153	0	0	0	0	153
Site Development		G	0	0	6,000	0	0	0	6000
Public Realm Improvements		RR	0	1,245	0	0	0	0	1245
<b>Strategic Priorities Total</b>			<b>2,838</b>	<b>21,538</b>	<b>82,915</b>	<b>59,403</b>	<b>51,091</b>	<b>0</b>	<b>214,947</b>

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
<b>SUSTAINABLE ECONOMY</b>									
	<b>Baseline</b>								
	Housing (Private)	G	3,142	3,600	4,650	3,350	3,350	3,350	18,300
	Highways	G/B	10,342	15,186	10,346	9,873	9,155	9,155	53,715
	Corporate Landlord Asset Investment	B	2,005	6,074	1,300	1,300	1,300	1,300	11,274
	Corporate Landlord Asset Investment	B	0	1,000	1,000	1,000	1,000	1,000	5,000
	Vehicle Replacement Programme	B	1,121	2,505	1,250	1,250	1,250	1,250	7,505
	School Catering	B	162	271	200	200	200	200	1,071
*	One Venue Development	B	0	200	200	200	200	200	1,000
	<b>Baseline Total</b>		<b>16,772</b>	<b>28,836</b>	<b>18,946</b>	<b>17,173</b>	<b>16,455</b>	<b>16,455</b>	<b>97,865</b>
	<b>One-Off Projects</b>								
	Housing (Private)	G/R	66	467	432	0	0	0	899
	Economic Resilience	G/B	540	533	0	0	0	0	533
	Strategic Asset Utilisation	B	1,779	947	150	0	0	0	1,097
	Leeds City Region Revolving Fund	B	421	1,211	0	0	0	0	1,211
	Highways	B/B*/ S278	6,627	4,155	3,000	1,000	1,000	0	9,155
	Corporate Landlord Compliance	B	906	1,294	1,000	0	0	0	2,294
*	Bereavement	B	0	125	25	0	0	0	150
	School Catering - Compliance Essential Works	B*	120	280	200	200	200	0	880
	Ward Based Activity	B	169	111	0	0	0	0	111
	<b>One-Off Projects Total</b>		<b>10,628</b>	<b>9,123</b>	<b>4,807</b>	<b>1,200</b>	<b>1,200</b>	<b>0</b>	<b>16,330</b>
	<b>SUSTAINABLE ECONOMY TOTAL</b>		<b>30,238</b>	<b>59,497</b>	<b>106,668</b>	<b>77,776</b>	<b>68,746</b>	<b>16,455</b>	<b>329,142</b>

GENERAL FUND CAPITAL PLAN		Funding	Outturn	Revised Capital Plan					5 Yr Total £'000
			2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	
<b>WELL</b>									
<b>Strategic Priorities</b>									
	Spenborough Valley Leisure Centre	B	566	1,434	8,000	3,500	232	0	13,166
	Spenborough Valley Leisure Centre - KAL Contribution	B*	0	0	0	750	0	0	750
	Huddersfield Leisure Centre	B	14	220	0	0	0	0	220
	Dewsbury Sports Centre Priorities	B	0	300	250	300	1,400	250	2,500
	<b>Strategic Priorities Total</b>		<b>580</b>	<b>1,954</b>	<b>8,250</b>	<b>4,550</b>	<b>1,632</b>	<b>250</b>	<b>16,636</b>
<b>Baseline</b>									
	KAL Self Finance Programme	B*	1,252	362	2,959	617	617	617	5,172
	Play Strategy	B/G	0	1,713	3,759	4,093	0	0	9,565
	<b>Baseline Total</b>		<b>1,252</b>	<b>2,075</b>	<b>6,718</b>	<b>4,710</b>	<b>617</b>	<b>617</b>	<b>14,737</b>
	<b>WELL TOTAL</b>		<b>1,832</b>	<b>4,029</b>	<b>14,968</b>	<b>9,260</b>	<b>2,249</b>	<b>867</b>	<b>31,373</b>
<b>SAFE AND COHESIVE</b>									
<b>Strategic Priorities</b>									
	Youth Offending Team	B	0	180	20	0	0	0	200
	<b>Strategic Priorities Total</b>		<b>0</b>	<b>180</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
	<b>SAFE AND COHESIVE TOTAL</b>		<b>0</b>	<b>180</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>CLEAN AND GREEN</b>									
<b>Strategic Priorities</b>									
	Depot Works	B	0	100	375	25	0	0	500
	Waste Management Plant/Infrastructure	B/B*	0	1,000	5,000	0	6,500	20,500	33,000
	<b>Strategic Priorities Total</b>		<b>0</b>	<b>1,100</b>	<b>5,375</b>	<b>25</b>	<b>6,500</b>	<b>20,500</b>	<b>33,500</b>

		Outturn	Revised Capital Plan						
GENERAL FUND CAPITAL PLAN		Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	5 Yr Total £'000
	Environment & Strategic Waste	B	104	144	100	100	100	100	544
	<b>Baseline Total</b>		<b>104</b>	<b>144</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>544</b>
	<b>One Off Projects</b>								
	Electric Vehicle Charge Points	G	2	545	0	0	0	0	545
	<b>One Off Projects Total</b>		<b>2</b>	<b>545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>545</b>
	<b>CLEAN AND GREEN TOTAL</b>		<b>106</b>	<b>1,789</b>	<b>5,475</b>	<b>125</b>	<b>6,600</b>	<b>20,600</b>	<b>34,589</b>
	<b>EFFICIENCY AND EFFECTIVENESS</b>								
	<b>Baseline</b>								
	Information Technology	B*	895	905	900	900	900	900	4,505
	Flexible Capital Receipts Strategy	R	2,573	2,800	2,800	2,800	2,800	2,800	14,000
	<b>Baseline Total</b>		<b>3,468</b>	<b>3,705</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>18,505</b>
	<b>One Off Projects</b>								
	Internal Renovation works	B	12	551	37	0	0	0	588
	<b>One Off Projects Total</b>		<b>12</b>	<b>551</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>588</b>
	<b>EFFICIENCY AND EFFECTIVENESS TOTAL</b>		<b>3,480</b>	<b>4,256</b>	<b>3,737</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>19,093</b>
	<b>GENERAL FUND CAPITAL PLAN TOTAL</b>		<b>50,819</b>	<b>88,654</b>	<b>157,148</b>	<b>122,274</b>	<b>101,975</b>	<b>58,817</b>	<b>528,868</b>

**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

RR = Revenue Rollover

\*Addition

HOUSING REVENUE ACCOUNT CAPITAL PLAN	Funding	Outturn	Revised Capital Plan					
		2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	5 Yr Total £'000
<b>Strategic Priorities</b>								
Housing Growth	H / R	4,083	4,800	4,364	4,364	4,364	4,363	22,255
New Build Phase 1 - Ashbrow Extra Care	H / R/ G	0	990	3,961	1,650	0	0	6,601
Remodelling / High Rise	H / R	0	500	1,000	3,000	3,000	4,500	12,000
IT System (Universal Housing Replacement)	H / R	0	500	500	0	0	0	1,000
<b>Strategic Priorities Total</b>		<b>4,083</b>	<b>6,790</b>	<b>9,825</b>	<b>9,014</b>	<b>7,364</b>	<b>8,863</b>	<b>41,856</b>
<b>Baseline</b>								
Housing Capital Plan	H	9,474	11,006	10,522	11,346	10,960	10,605	54,439
Estate Improvements (Neighbourhood Investment)	H	177	1,093	1,108	1,122	1,137	1,138	5,598
Compliance	H	285	1,000	1,479	1,479	1,479	1,478	6,915
Compliance – Fire Doors	H		3,000	1,913	1,913	1,912	1,912	10,650
Fuel poverty	H / G	982	0	826	826	826	825	3,303
Adaptations	H	2,595	2,793	2,849	2,906	2,964	2,964	14,476
<b>Baseline Total</b>		<b>13,513</b>	<b>18,892</b>	<b>18,697</b>	<b>19,592</b>	<b>19,278</b>	<b>18,922</b>	<b>95,381</b>
<b>TOTAL HRA CAPITAL PLAN</b>		<b>17,596</b>	<b>25,682</b>	<b>28,522</b>	<b>28,606</b>	<b>26,642</b>	<b>27,785</b>	<b>137,237</b>

FUNDING KEY:

H = HRA revenue contribution/major repairs reserve

R = Capital receipts

G = Grant

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 2018-19

£2.0m 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.

£0.6m 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 2018-19 and the following 3 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;
6. 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 Councils annual general fund capital plan.
7. 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.

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 **17 May 2019**

**Title of report:** Annual Report on Treasury Management 2018-19

**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.

<b>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?</b>	<b>Not applicable</b>
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports)</a>?</b>	<b>Yes</b>
<b>The Decision - Is it eligible for "call in" by Scrutiny?</b>	<b>Yes</b>
<b>Date signed off by Service Director &amp; name</b>	<b>Eamonn Croston</b>
<b>Is it also signed off by the Service Director for Finance, IT and Transactional Services?</b>	<b>As above</b>
<b>Is it also signed off by the Service Director for Governance and Commissioning Support?</b>	<b>Julie Muscroft</b>
<b>Cabinet member portfolio</b>	<b>Cllr Graham Turner</b>

**Electoral wards affected:** Not applicable

**Ward councillors consulted:** Not applicable

**Public or private:** **Public**

**GDPR:** This report contains no information that falls within the scope of General Data Protection Regulations

**1. Summary**

- 1.1 The Council's treasury management operation for the year has followed the strategy approved by Council on 14 February 2018. Investments averaged £45.2 million, were largely deposited in instant access accounts and earned an average interest rate of 0.67%. Total external

borrowing decreased for the year by £17.3 million to £395.9 million. (£413.2m 31<sup>st</sup> March 2018) The decrease is due to a variety of reasons including; repayment of existing debt, slippage in the capital plan and higher internal borrowing due to increases in overall reserves levels from budgeted. There were no new temporary borrowing in the year, the average long term borrowing rate for 2018-19 was 4.62%.

- 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.
- 1.4 Following approval within the 2019-20 Treasury Management Strategy there is a further increase in the un-winding for 2018-19 and 2019-20. The maximum amount of un-wind in any one year cannot be more than the overall annual MRP calculation, as otherwise the Council would end up in a negative MRP position, which is not allowable under accounting rules. The maximum unwind allowable in 2018-19 is £13.5m. In the 2018-19 accounts this has resulted in the budgeted over-provision element of £13.4m being transferred to revenue reserves in order to strengthen the Council's overall financial resilience as per the Council's approved reserves strategy.
- 1.5 Treasury management costs incurred in the year include £10.1 million on net interest payments and £0.1 million on providing for the repayment of debt (MRP). The Council complied with its treasury management prudential indicators in the year.
- 1.6 This report also notes a number of early 2019-20 treasury management issues for consideration. These include options for re-financing a current Lender Option-Borrower Option loan of £10m, and 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 Council 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 2018-19 performance, reference will be made to the Treasury Management Strategy Report approved by Council on 14 February 2018.

## 2.2 Borrowing and Investment Strategy 2018-19

2.2.1 The Councils overall Treasury Management Strategy prioritises security, liquidity and risk management which was adhered to in 2018-19. 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 UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year on year, just above the consensus forecast but broadly in line with the Bank of England’s February Inflation Report. The most recent labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.4%.

2.3.2 After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England’s decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since.

## 2.4 Investment activity

2.4.1 The Council’s treasury management investments totalled £39.1 million as at 31 March 2019 (£36.1 million 31 March 2018). The Council invested an average balance of £45.2 million externally during the year (£37.9 million 2017-18). Income of £313k was generated through these investments (£196k 2017-18). 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 0.67% (0.26% 2017-18). The increase in interest rates between the years reflects the Base Rate in 17-18 being 0.5% and in the current year there was an increase in August of 0.25% to 0.75%, 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 £389.1 million and short-term loans (excluding interest accrued) £6.8 million (£392.5 million and £20.7 million 31 March 2018), an overall decrease of £17.3 million. There was no new long term borrowing in 2018-19. Appendix 2 details repayments of long-term loans during the year and short-term loans outstanding as at 31 March 2019.

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 any one particular future year, 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;



## 2.7 Risk and Compliance Issues

- 2.7.1 The Council has complied with its prudential indicators for 2018-19, which were approved as part of the Treasury Management Strategy. Details can be found in Appendix 5. Indicators relating to affordability and prudence are highlighted in this appendix.
- 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 £1.100m. 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 2018-19. Training was provided to Members on the 16<sup>th</sup> November 2018.

### Looking ahead – Treasury Management developments in 2019-20

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

- 2.8.1 As outlined within the Council approved Treasury Management Strategy 2019-20, 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 may be Lenders Option Borrowers Option (LOBO) loans which 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 loan to a fixed rate interest loan. The rate is currently subject to discussion between both parties, and would remain until maturity of the loan on 15<sup>th</sup> 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 On 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.
- 2.8.6 It is intended that Council officers liaise with the Council's external Treasury Management advisors, Arlingclose, to review 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 such opportunity is with SALIX Finance Ltd. SALIX Finance Ltd provides interest free Government funding to the public sector to improve their energy efficiency, reduce carbon emissions and lower energy bills. The Council to date has taken the opportunity to secure £5.9m interest free loan to part fund the £11m approved street lighting replacement scheme in the Council's approved capital plan.

## 2.10 Investment Opportunities

- 2.10.1 The Service Director Finance, supports the approach that the borrowing and investment strategy for 2019-20 continues to place emphasis on the security of the Council's balances. Although credit conditions have been steadily improving, the global recovery is still fragile and regulation changes have increased local authority exposure in the event of a possible default of any financial institutions

- 2.10.2 Average current Council cashflow balances remain consistent at about £45m, and officers consider that an investment of up to £10m will still enable sufficient remaining headroom to accommodate the £30m day-to-day cashflow requirement as noted in the Treasury Management Strategy.
- 2.10.3 In order to increase investment returns, alternative investment options were considered. There was member approval to add the Local Authorities Pooled Investment Fund (LAPF) as an approved Council Investment in the 2019-20 Treasury Management Strategy approved as part of the budget on 13 February 2019.
- 2.10.4 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. As at December 2018 there are assets under management of £1,104m. 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 appended to this report, for information.
- 2.10.5 Such funds tend to generate a higher rate of return. For example, 2017-18 returned a 4.2% dividend yield on the Local Authority Property Fund compared with the Council's average rate of return on investments of 0.67% in 2018-19.
- 2.10.6 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. Indeed 10 year returns for CCLA show an annualised total return of 8.7%.
- 2.10.7 Given the nature of the underlying investment (UK based diversified property portfolio) and the potential for domestic economic volatility in the run up to UK's expected withdrawal from the EU, advice has been sought from the Council's external treasury advisors, as well as detailed officer discussions with the LAPF's Fund Manager, CCLA. Approved Council budget plans factored in a potential investment of up to £10m part way through 2019-20, with an assumed net income yield of £150k in 2019-20, increasing to £300k from 2020-21 onwards.
- 2.10.8 It is intended that the Council will make an initial Investment in LAPF of £5m, with a view to consideration for a further investment tranche later in the year. Splitting the total investment in to two batches would potentially reduce the timing risk of the investment. It should also be

noted that there is an 8% 'spread' on this particular investment. This is made up of a purchase charges of 6.5% and selling charges of 1.5%.

2.10.9 The nature of this type of investment is such that it has to be seen as a much longer term investment to mitigate against any short-term market volatility or risk. Any initial net yield gains would be offset to some extent by these transaction costs. There are also annual management charges that are payable to reflect the fact that the fund is actively managed. These costs are 0.65% and are deducted from dividend payments.

### **3. Implications for the Council**

**3.1 Working with People** – no impact

**3.2 Working with Partners** – no impact

**3.3 Place Based Working** – no impact

**3.4 Improving outcomes for children** - no impact

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

Comments and feedback from CGAC will be incorporated into this report which will be subsequently considered at Cabinet in June and Council in July 2019 as part of the overall financial outturn and rollover report 2018-19.

### **6. Officer recommendations and reasons**

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

6.1 note treasury management performance in 2018-19 as set out in this report;

6.2 agree officer proposals to review any LOBO loan re-financing options in conjunction with Arlingclose, and to proceed if considered beneficial to the Council;

6.3 note officer intention to undertake an investment in the Local Authorities Property Fund through 2019/20.

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

To follow

**8. Contact officer**

James Anderson    Senior Finance Manager  
Rachel Firth        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 14 February 2018.

Local Authorities Property Fund & Factsheet

**10. Service Director responsible**

Eamonn Croston

01484 221000



**APPENDIX 1**

Kirklees Council Investments 2018/19											
Counterparty	Credit Rating Mar 2019*	1 April 2018			30 September 2018			31 March 2019			
		£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment	£m	Interest Rate	Type of Investment	
<b>Specified Investments</b>											
Barclays	Bank	F1+/A1			0.8	0.05%	Instant Access				
Lloyds	Bank	F1+/A1			6.0	0.75%	32 Day Notice				
Santander	Bank	F1+/A1			7.0	0.85%	35 Day Notice	2.0	0.85%	35 Day Notice	
Svenka Handelsbanken	Bank	F1+/AA					Instant Access				
Svenka Handelsbanken	Bank	F1+/AA			6.6	0.77%	35 Day Notice				
Aberdeen Standard	MMF**	AAAmmf	9.9	0.46%	Instant Access	9.9	0.67%	Instant Access	9.8	0.79%	Instant Access
Aviva	MMF**	Aaa-mf	10.0	0.42%	Instant Access	10.0	0.66%	Instant Access	10.1	0.65%	Instant Access
Deutsche	MMF**	AAAmmf	9.0	0.37%	Instant Access	0.9	0.64%	Instant Access			
Goldman Sachs	MMF**	AAAmmf	7.2	0.37%	Instant Access	9.9	0.64%	Instant Access	7.2	0.72%	Instant Access
Thurrock Council	Local Auth'y							5.0	0.94%	Local Authority	
Suffolk County Council	Local Auth'y							5.0	0.95%	Local Authority	
			<b>36.1</b>		<b>51.1</b>			<b>39.1</b>			
<b>Sector analysis</b>											
			<b>£m</b>	<b>%age</b>	<b>£m</b>	<b>%age</b>		<b>£m</b>	<b>%age</b>		
Bank					20.4	40%		2.0	5%		
Building Society											
MMF**			36.1	100%	30.7	60%		37.1	95%		
Local Authorities/Cent Govt											
			<b>36.1</b>	<b>100%</b>	<b>51.1</b>	<b>100%</b>		<b>39.1</b>	<b>100%</b>		
<b>Country analysis</b>											
			<b>£m</b>	<b>%age</b>	<b>£m</b>	<b>%age</b>		<b>£m</b>	<b>%age</b>		
UK					13.8	27%		2.0	5%		
Sweden					6.6	13%					
MMF**			36.1	100%	30.7	60%		37.1	95%		
			<b>36.1</b>	<b>100%</b>	<b>51.1</b>	<b>100%</b>		<b>39.1</b>	<b>100%</b>		

\*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:**

		<b>Long</b>	<b>Short</b>	
Investment Grade	Extremely Strong	AAA	F1+	
		AA+		
	Very Strong	AA		
		AA-		
		A+		
	Strong	A		F1
		A-		F2
		BBB+		
	Adequate	BBB		F3
BBB-				
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 2019

#### Long-term loans repaid during 2018/19

	<b>Amount £000s</b>	<b>Rate %</b>	<b>Date repaid</b>
<b>Repayments on maturity</b>			
PWLB (498254)	2,768	4.24	24 Dec 18
PWLB (498438)	4,612	4.10	17 Sep 18
<b>Repayments on annuity loans</b>			
PWLB (496956)*	337	4.58	01 Oct 18
PWLB (496956)*	345	4.58	29 Mar 19
<b>Total</b>	<b>8,062</b>		

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

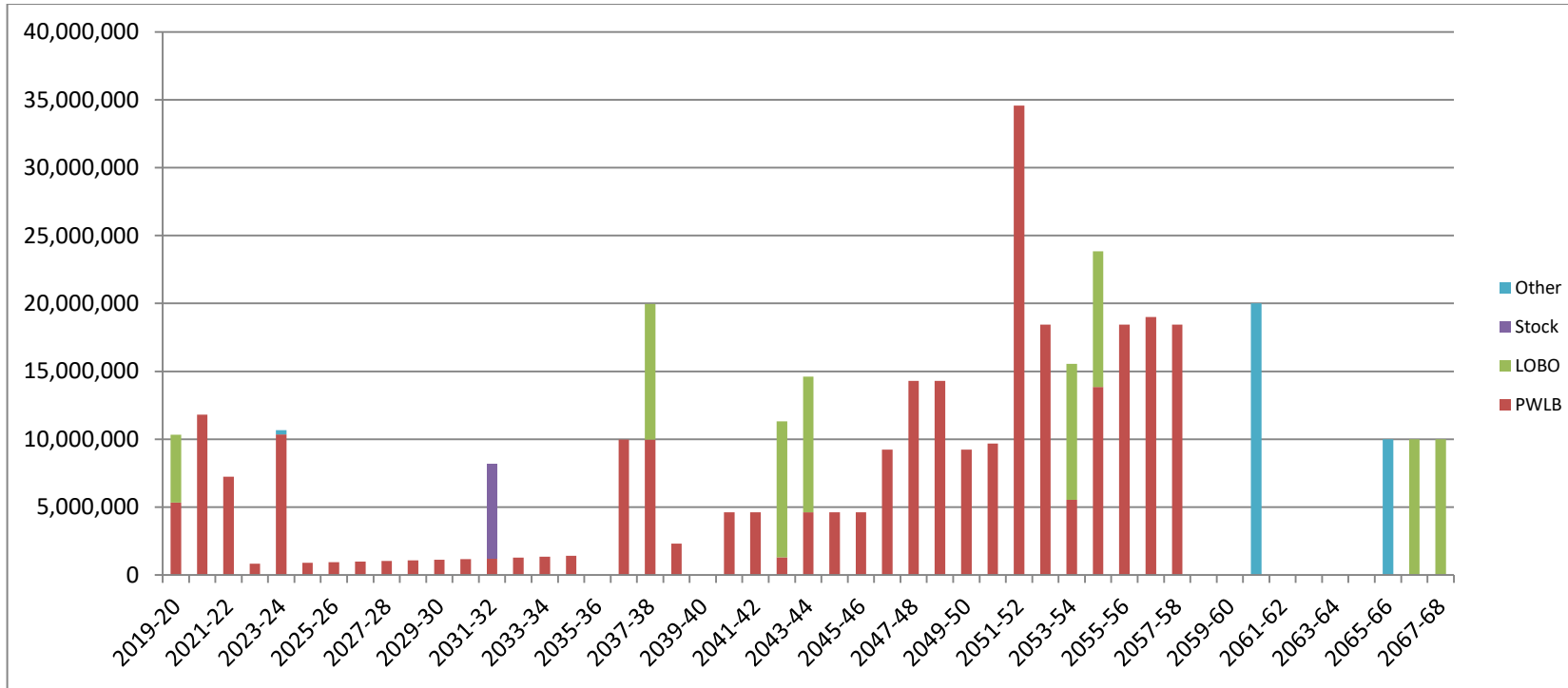
#### Short-term loans outstanding 31 March 2019

	<b>Amount £000s</b>	<b>Rate %</b>	<b>Length (days)</b>
<b>Temporary borrowing from the Money Market</b>			
None			
<b>Local lenders/Trust Funds</b>	1,389		
<b>Long-term loans due to mature in the next twelve months</b>	5,366		
<b>Total*</b>	<b>6,755</b>		

\* excludes interest accrued

**Kirklees Council Loan Maturity Profile (All Debt)**

**Appendix 3**



**Kirklees Council - Borrowing and Investment Trends**

<b>At 31 March</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Investments	(39.1m)	(36.1m)	(31.3m)	(38.3m)	(38.7m)
ST Borrowing (excl interest accrued)	6.8m	20.8m	37.7m	16.0m	21.1m
LT Borrowing	389.1m	392.4m	400.5m	408.4m	422.6m
Total Borrowing	395.9m	413.2m	438.2m	424.4m	443.7m
Deferred liabilities (non PFI)	3.9m	4.1m	4.1m	4.3m	4.4m
<b>Net debt position</b>	<b>360.7m</b>	<b>381.2m</b>	<b>411.0m</b>	<b>390.4m</b>	<b>409.4m</b>
Capital Financing Requirement (excl PFI)					
General Fund	436.6m	420.3m	412.8m	411.3m	422.2m
HRA	175.3m	182.8m	186.2m	192.4m	196.6m
<b>Total CFR</b>	<b>611.9m</b>	<b>603.2m</b>	<b>599.0m</b>	<b>603.7m</b>	<b>618.8m</b>
Balances "internally invested"	214.2m	185.9m	156.7m	175.0m	170.7m
Ave Kirklees' investment rate for financial year	0.7%	0.3%	0.4%	0.5%	0.4%
Ave Base rate (Bank of England)	0.7%	0.3%	0.3%	0.5%	0.5%
Ave LT Borrowing rate (1)	2.6%	2.5%	2.5%	3.2%	3.7%

(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 2018-19	Actual 2018-19
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.

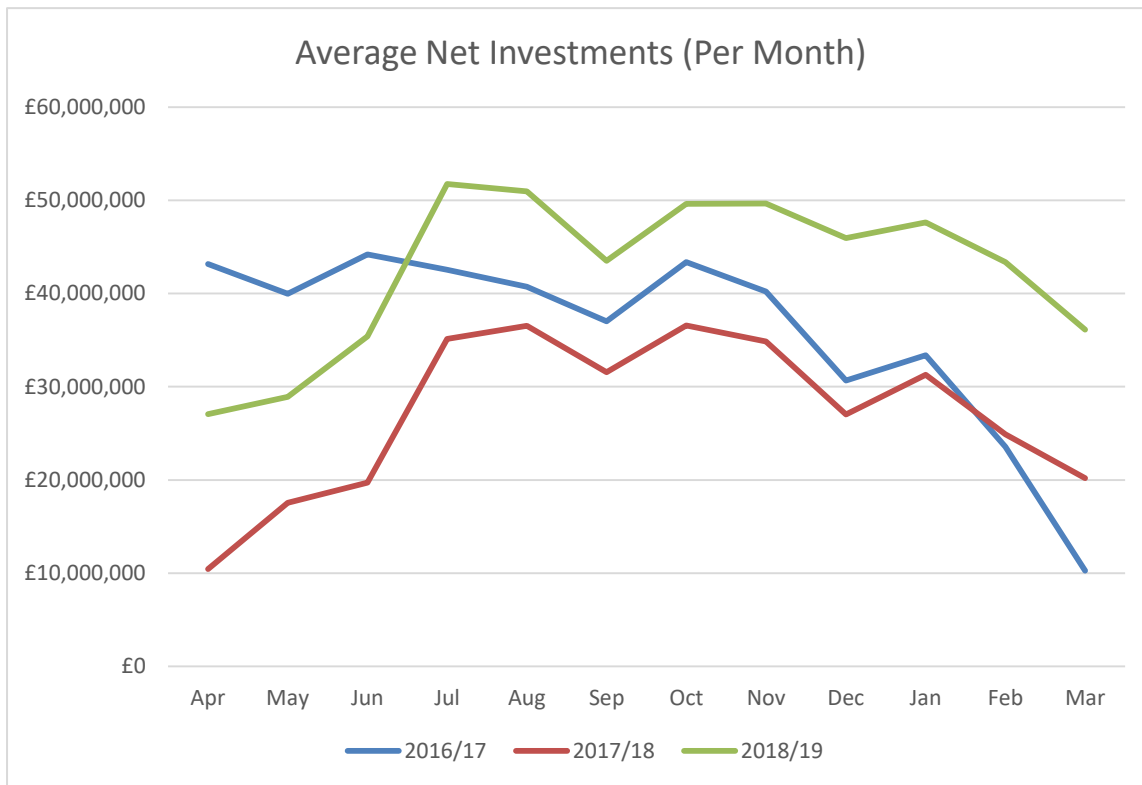
Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate	Limit Set 2018-19	Actual Levels 2018-19
Under 12 months	0% - 20%	2%
12 months to 2 years	0% - 20%	4%
2 years to 5 years	0% - 60%	6%
5 years to 10 years	0% - 80%	1%
More than 10 years	20% - 100%	87%

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.

**APPENDIX 6**



# The Local Authorities' Property Fund

## Fund Fact Sheet – 31 December 2018

### Investment objective

The Fund aims to provide investors with a high level of income and long-term capital appreciation.

### Investment policy

The Fund is an actively managed, diversified portfolio of UK commercial property. It will principally invest in UK commercial properties, but may invest in other assets.

### Suitability

The Fund is suitable for the long-term funds of any local authority seeking exposure to UK commercial property.

### Independent Governance

The trustee is the Local Authorities' Mutual Investment Trust (LAMIT) a body controlled by members and officers appointed by the Local Government Association, the Convention of Scottish Local Authorities, the Northern Ireland Local Government Officers' Superannuation Committee and investors in the Fund.

### Who can invest?

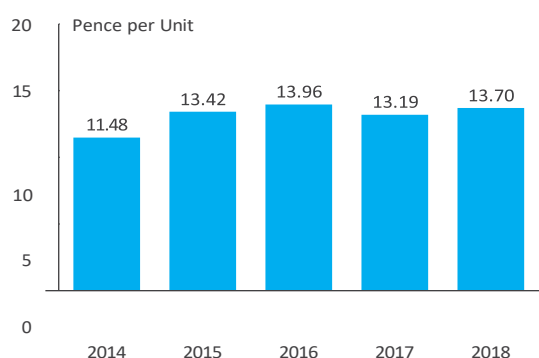
Any local authority in England, Wales, Scotland and Northern Ireland.

### Income

Gross dividend yield	4.21%*
MSCI/AREF UK Other Balanced Quarterly Property Fund Index yield	3.52%
Official Bank Rate	0.75%

\* Based upon the net asset value and historic gross annual dividend of 12.9794p. Distribution for the most recent quarter has been estimated.

### Rolling 12 month distributions to 31st March:



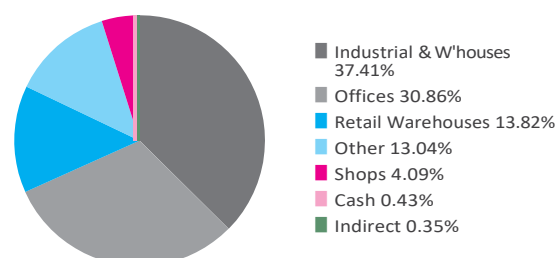
### Fund update

The prime focus of our strategy is on asset selection and management. We try to identify assets which, through active management, can make a significant contribution to both capital and income returns. This is supported by an active approach to sub-sector weightings which are biased to reflect our view of long-term prospects. At present, this means a relatively high weighting to industrial and office assets and a low exposure to retail. Recent activity has resulted in an increase of holdings in the 'other' sector, a grouping which includes hotels and car showrooms.

Cash flows into the Fund continued with just over £36m received during the period. Three assets were acquired, the largest a warehouse in Northampton at a cost of around £19.4m. The other two buys, a Glasgow office and an industrial asset in Aberdeen, augmented existing holdings. They are attractive in their own right, but provide the potential for added value from development. Lease management activity continued at a high level, the key lettings were of the Blythswood Square office in Glasgow and at Kingsway in London. As a result of these changes, the void rate fell to around 7% from 8.9% at the end of September.

The Fund is not materially affected by the spate of store closures and CVA issuance in the retail sector. Similarly, exposure to standard retail units is low and there are no holdings in shopping centres.

### Asset allocation at 31 December 2018



The Fund has credit facilities which, at quarter end, were not utilised.



## Discrete year total return performance (net)

12 months to 31 December	2018	2017	2016	2015	2014
The Local Authorities' Property Fund	+7.60%	+9.68%	+2.12%	+14.09%	+19.50%
Benchmark	+7.43%	+10.58%	+3.66%	+12.97%	+17.34%

## Annualised total return performance (net)

Performance to 31 December 2018	1 year	3 years	5 years
The Local Authorities' Property Fund	+7.60%	+6.42%	+10.44%
Benchmark	+7.43%	+7.18%	+10.30%

Benchmark – MSCI/AREF UK Other Balanced Quarterly Property Fund Index. Net performance shown after management fees and other expenses. Past performance is no guarantee of future returns. Source: CCLA

## Top ten property holdings at 31 December 18 – total 34.97%

London, Kingsway	Leeds, Park Row
London, Beckton Retail Park	Bracknell, The Arena
London, Goodman's Yard	Coventry, Torrington Avenue
London, Stockley Park, Longwalk	Bristol, Gallagher Retail Park
Elstree, Centennial Park	Brighton, West Street

## Key facts

Total fund size	£1099m
Current borrowing	£0m
Number of holdings	73
<b>Income units</b>	
Offer (buying) price	329.35p (xd)
Net asset value	308.53p (xd)
Bid (selling) price	303.75p (xd)
Launch date	18 April 1972
Unit types	Income
Minimum initial investment	£25,000
Minimum subsequent investment	£10,000
Dealing day	Month end valuation day*
Sedol & ISIN numbers	0521664, GB0005216642
Dividend payment dates	End January, April, July &
October Annual management charge (taken 100% from income)	0.65%

\* Instructions for the issue or redemption of units must be received by CCLA no later than 5pm on the business day prior to the Valuation Date. If the valuation day is a bank holiday, the dealing day will be the previous working day. Units are only realisable on each monthly dealing date and redemptions may not be readily realisable; a period of notice not exceeding six months may be imposed for the

Tax reclaims should be addressed to: Glynis Free, Specialist Repayment Team 7 South, Ty - Glas, Cardiff, CF14 8HR. Telephone 03000 580618, 9.30am - 1pm.

redemption of units.

## Risk Warning

This document is a financial promotion and is issued for information purposes only. It does not constitute the provision of financial, investment or other professional advice. CCLA have not considered the suitability of this investment against your individual needs and risk tolerance. To ensure you understand whether our product is suitable, please read the Fund Factsheet document and the Scheme Particulars. We strongly recommend you seek independent professional advice prior to investing. Investors should consider the following risk factors identified as specific to the Fund before investing: Counterparty/Tenant/Credit Risk (financial institution/tenants may not pay), Market Risk (investment value affected by market conditions), Operational Risk (general operational risks), Expiry/Maturity Profile (timing of maturity of tenancies), Liquidity Risk (investment in non-readily realisable assets), Interest Rate risk (changes to interest rate affecting income), Concentration Risk (need for diversification and suitability of investment), Business Risk (possibility of lower than anticipated profits). Please see the Fund Scheme Particulars for further details.

## Disclosure

Investment in the Fund is for Eligible Local Authorities only. Past performance is not an indicator of future performance. The value of investments and the income derived from them may fall as well as rise. Investors may not get back the amount originally invested and may lose money. Any forward-looking statements are based upon our current opinions, expectations and projections. We undertake no obligations to update or revise these. Actual results could differ materially from those anticipated. Investments in the Fund and the Fund itself are not covered by the Financial Services Compensation Scheme (FSCS). However, the Manager may pay fair

compensation on eligible claims arising from its negligence or error in the management and administration of the Fund. The Fund is an Alternative Investment Fund and an Unregulated Collective Investment Scheme established under a Scheme approved by H M Treasury under Section 11 of the Trustee Investments Act 1961 and is subject to provisions of a Trust Deed dated 6 April 1972 and a supplemental Trust Deed dated 13 September 1978. The Fund operates as an open-ended Fund under Part IV of the schedule to the Financial Services and Markets Act 2000 (Exemption) Order 2001. CCLA Fund Managers Limited (registered in England No. 8735639 at the office below) is authorised and regulated by the Financial Conduct Authority and is the manager of the Local Authorities Property Fund. For information about how we obtain and use your personal data, please see our Privacy Notice at <https://www.ccla.co.uk/our-policies/data-protection-privacy-notice>.

Senator House | 85 Queen Victoria Street | London | EC4V 4ET | Freephone: 0800 022 3505 | [www.ccla.co.uk](http://www.ccla.co.uk) FMPYLF2018

## The Local Authorities' Property Fund

### Fund Profile – 31 December 2018

A unique, specialist Property Fund available only to Local Authority Investors

#### Price at 31.12.18

Income units  
Gross dividend yield

#### Net asset value

308.53p (xd)  
4.21%\*

\* Based upon the net asset value and historic gross annual dividend of 12.9794p. Distribution for the most recent quarter has been estimated.

#### Strong governance

The trustee is the Local Authorities' Mutual Investment Trust (LAMIT). LAMIT is controlled by members and officers appointed by the Local Government Association, the Convention of Scottish Local Authorities, the Northern Ireland Local Government Officers' Superannuation Committee and investors in the Fund to represent unitholders. As fully independent trustee, LAMIT approves the investment strategy and the risk profile of the portfolio and reviews performance.

#### Meeting your needs

Suitable for Local Authorities, the Fund aims to provide investors with a high level of income and long-term capital appreciation.

The Property Fund is designed to achieve long term capital growth and a rising income from investments in the UK commercial property sector.

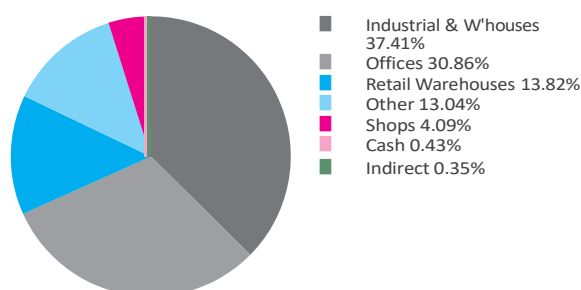
The portfolio is actively managed with a focus on asset selection. The intention is to boost returns by lease and tenant management and property improvement.

The Fund has a broad sector spread, with prudent diversification to keep risks under control.

#### Sector strategy

The portfolio favours industrial assets and well placed offices. The allocation to hotels has been increased. Traditional shop exposures are low, there are no holdings of shopping centres.

#### Asset allocation at 31 December 2018



The Fund has credit facilities which, at quarter end, were not utilised

**Fund size: £1,099 million**

#### Property portfolio details

Top 5 properties = 21.2 % of the portfolio

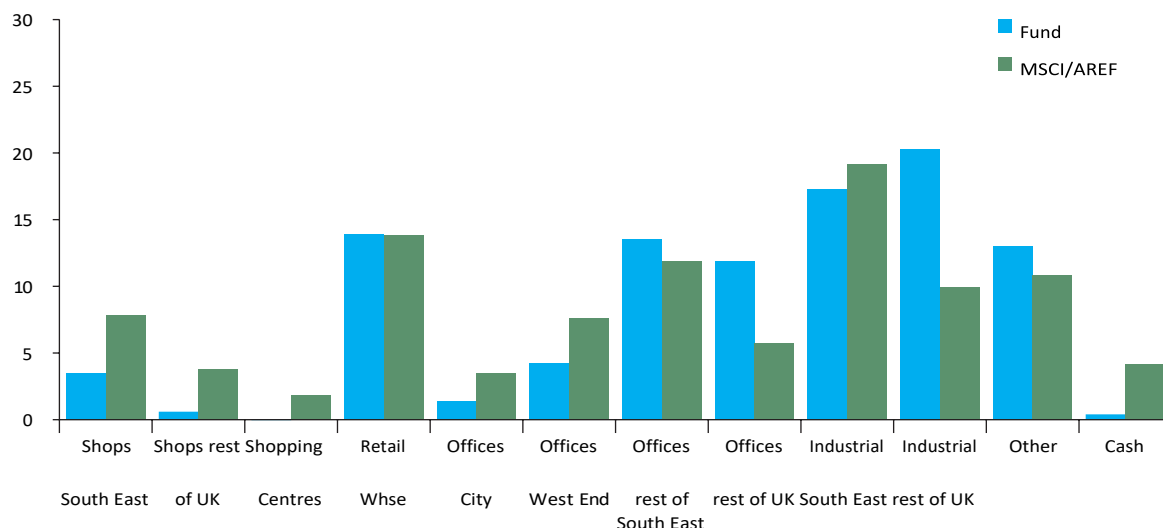
Top 5 tenants = 18.1% of rental income

Weighted unexpired lease term years 7.0 yrs

Void rate excluding developments in progress 3.9%

Void rate including developments in progress 6.6%

## Asset allocation by region and category 31 December 2018



Fund Data and MSCI/AREF UK Other Balanced Quarterly Property Fund Index data as at 31 December 2018. Source: CCLA & MSCI/AREF

### Top ten property holdings – total 34.97%

London, Kingsway	Leeds, Park row
London, Beckton Retail Park	Bracknell, The Arena
London, Goodman's Yard	Coventry, Torrington Avenue
London, Stockley Park, Longwalk	Bristol, Gallagher Retail Park
Elstree, Centennial Park	Brighton, West Street

### Market update

The prime focus of our strategy is on asset selection and management. We try to identify assets which, through active management, can make a significant contribution to both capital and income returns. This is supported by an active approach to sub-sector weightings which are biased to reflect our view of long-term prospects. At present, this means a relatively high weighting to industrial and office assets and a low exposure to retail. Recent activity has resulted in an increase of holdings in the 'other' sector, a grouping which includes hotels and car showrooms.

### Fund activity

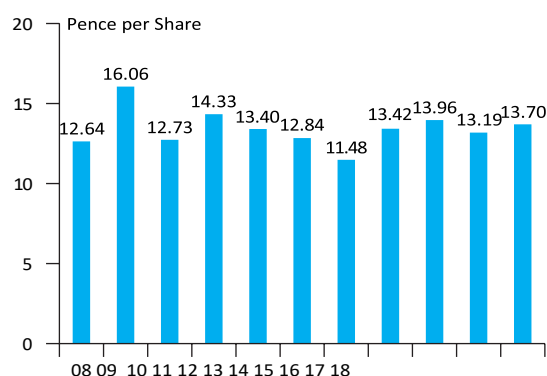
Cash flows into the Fund continued with just over £36m received during the period. Three assets were acquired, the largest a warehouse in Northampton at a cost of around £19.4m. The other two buys, a Glasgow office and an industrial asset in Aberdeen, augmented existing holdings. They are attractive in their own right, but provide the potential for added value from development. Lease management activity continued at a high level, the key lettings were of the Blythswood Square office in Glasgow and at Kingsway in London. As a result of these changes, the void rate fell to around 7% from 8.9% at the end of September. The Fund is not materially affected by the spate of store closures and CVA issuance in the retail sector. Similarly, exposure to standard retail units is low and there are no holdings in shopping centres.

### Outlook

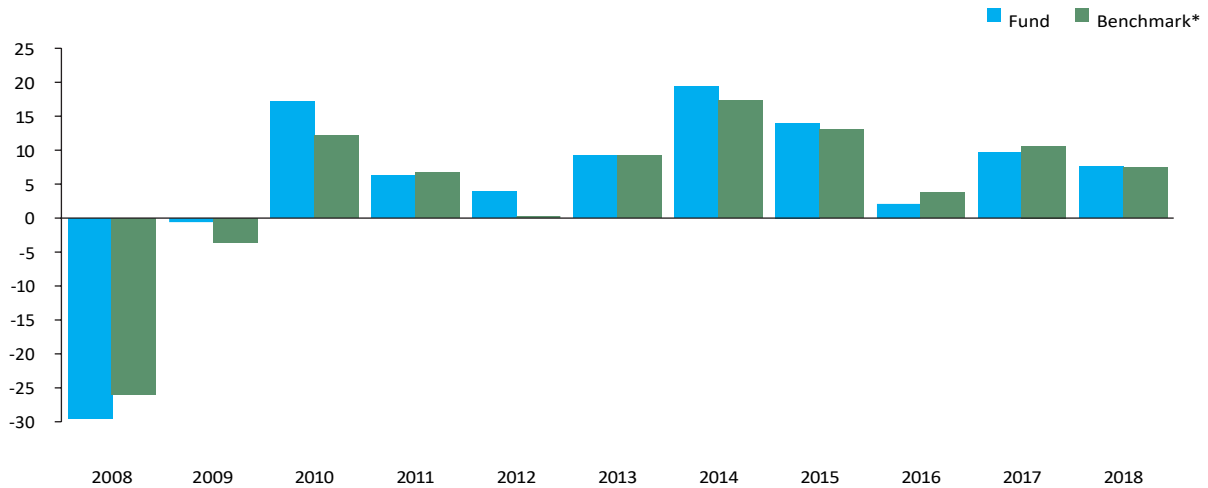
In the near term Brexit uncertainties will continue to depress transaction volumes. Underlying this, the sub-sector trends evident in 2018 are likely to continue; sources of secure income such as industrial assets and others, including hotels will remain in favour, conventional retail will stay under pressure. Overall capital values are expected to decline, but we expect total returns to stay positive reflecting the sector's high yield.

### Dividend history of The Local Authorities' Property Fund

Years to 31 March



## Calendar performance versus the benchmark (net)



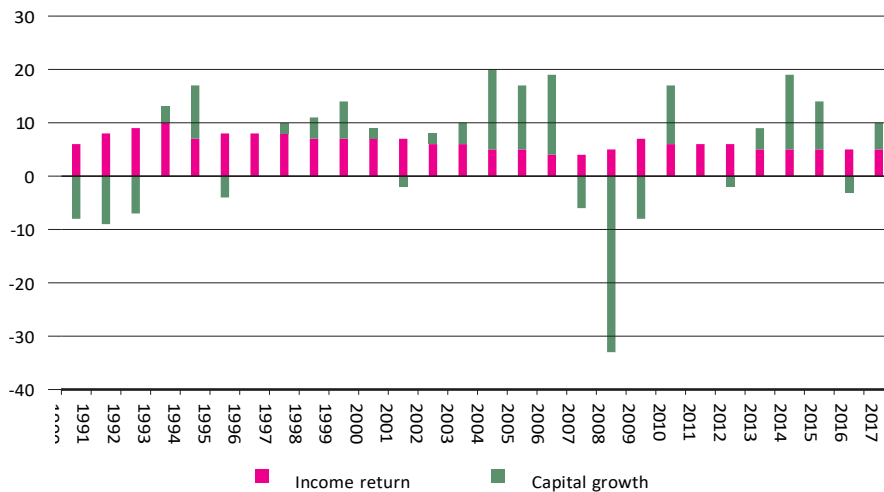
\* The benchmark is the MSCI/AREF UK Other Balanced Quarterly Property Fund Index.

Performance shown after management fees and other expenses. Past performance is not a guide to future performance and future returns are not guaranteed.

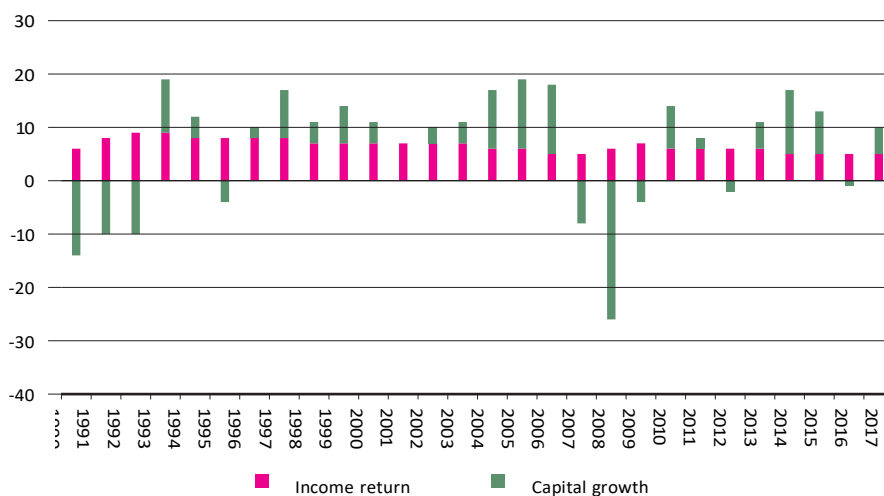
Source: CCLA & MSCI/AREF

Note: Fund calendar performance refers to total return whereas investment returns (shown below) splits the total return between income and capital. A small difference arises as a result of the compounding on the income and capital components.

## The Local Authorities' Property Fund investment returns (after expenses)



## MSCI/AREF UK Annual Property Digest returns (before expenses)



Source: CCLA & MSCI/AREF

Income from Property and the Fund has been consistent even in downturns, a reflection of its contractual basis.

## Long-term performance

### Total return performance (net) 12 months to 31 December

	2018	2017	2016	2015	2014
The Local Authorities' Property Fund	+7.60%	+9.68%	+2.12%	+14.09%	+19.50%
Benchmark	+7.43%	+10.58%	+3.66%	+12.97%	+17.34%

The benchmark is the MSCI/AREF UK Other Balanced Quarterly Property Fund Index.

Performance shown after management fees and other expenses. Past performance is not a guide to future performance and future returns are not guaranteed.

Source: CCLA & MSCI/AREF

## Costs and charges

Our policy is always to keep costs and charges low - we believe that high costs and charges have a very damaging cumulative effect on investor returns. We negotiate to keep expenses low and monitor dealing costs closely. We have no entry or exit fees, the only income taken by the investment manager is the annual charge of 0.65%.

## Key facts

Dealing day	Month end valuation day*
Minimum initial investment	£25,000
Minimum subsequent investment	£10,000
Dividend payment dates	End January, April, July & October
Annual management charge	0.65% (deducted from income)
Unit types available	Income
Sedol number	0521664
ISIN number	GB0005216642

Income payments are now made gross of tax.  
Any outstanding historic tax reclaims should be addressed to:

Glynis Free  
Specialist  
Repayment Team 7  
South  
Ty - Glas  
Cardiff CF14 8HR  
Telephone 03000 580618 9.30am - 1pm



\* Instructions for the issue or redemption of units must be received by CCLA no later than 5pm on the business day prior to the Valuation Date. If the valuation day is a Bank Holiday the dealing day will be the previous working day. Units are only realisable on each monthly dealing date and redemptions may not be readily realisable; a period of notice not exceeding six months may be imposed for the redemption of units.





## Risk Warning

This document is a financial promotion and is issued for information purposes only. It does not constitute the provision of financial, investment or other professional advice. CCLA have not considered the suitability of this investment against your individual needs and risk tolerance. To ensure you understand whether our product is suitable, please read the Fund Factsheet document and the Scheme Particulars. We strongly recommend you seek independent professional advice prior to investing. Investors should consider the following risk factors identified as specific to the Fund before investing: Counterparty/Tenant/Credit Risk (financial institution/tenants may not pay), Market Risk (investment value affected by market conditions), Operational Risk (general operational risks), Expiry/ Maturity Profile (timing of maturity of tenancies), Liquidity Risk (investment in non-readily realisable assets), Interest Rate risk (changes to interest rate affecting income), Concentration Risk (need for diversification and suitability of investment), Business Risk (possibility of lower than anticipated profits). Please see the Fund Scheme Particulars for further details.



## Disclosures




Investment in the Fund is for Eligible Local Authorities only. Past performance is not an indicator of future performance. The value of investments and the income derived from them may fall as well as rise. Investors may not get back the amount originally invested and may lose money. Any forward-looking statements are based upon our current opinions, expectations and projections. We undertake no obligations to update or revise these. Actual results could differ materially from those anticipated. Investments in the Fund and the Fund itself are not covered by the Financial Services Compensation Scheme (FSCS). However, the Manager may pay fair compensation on eligible claims arising from its negligence or error in the management and administration of the Fund. The Fund is an Alternative Investment Fund and an Unregulated Collective Investment Scheme established under a Scheme approved by H M Treasury under Section 11 of the Trustee Investments Act 1961 and is subject to provisions of a Trust Deed dated 6 April 1972 and a supplemental Trust Deed dated 13 September 1978. The Fund operates as an open-ended Fund under Part IV of the schedule to the Financial Services and Markets Act 2000 (Exemption) Order 2001. CCLA Fund Managers Limited (registered in England No. 8735639 at the office below) is authorised and regulated by the Financial Conduct Authority and is the manager of the Local Authorities Property Fund. For information about how we obtain and use your personal data please see our Privacy Notice at <https://www.ccla.co.uk/our-policies/data-protection-privacy-notice>.


Risk No	Risk – Description of the risk	Management actions already in place to mitigate the risk	Control Opptnty	Trend
	<b>The finances of the Council</b>			
1	A failure to achieve the Councils savings plan impacts more generally on the councils finances with the necessity for unintended savings (from elsewhere) to ensure financial stability	<ul style="list-style-type: none"> <li>Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level</li> <li>Escalation processes are in place and working effectively.</li> <li>Alignment of service, transformation and financial monitoring.</li> <li>Tracker developed which allows all change plans to be in view and monitored on a monthly basis</li> <li>Programme management office established and resourced</li> <li>Monthly (and quarterly) financial reporting</li> </ul> <p><i>Responsible for this risk - E Croston &amp; ET (owner J Anderson)</i></p>	H	 4x5=20
2	Failure to control expenditure and income within the overall annual council approved budget leads to the necessity for unintended savings (from elsewhere)). The most significant of these risks are related to volumes (in excess of budget) of; <ul style="list-style-type: none"> <li>Complex Adult Care services</li> <li>Childrens Care Services</li> <li>Educational high needs</li> </ul> & Rent Collection impact of Universal Credit rollout (H R A) And in the longer term, the costs of waste disposal.	<ul style="list-style-type: none"> <li>Significant service pressures recognised as part of resource allocation in 2018/19 and 2019/20</li> <li>Responsibility for budgetary control aligned to Strategic and Service Directors.</li> <li>Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs</li> <li>Utilise supplementary resources to cushion impact of cuts and invest to save.</li> <li>Continue to lobby, through appropriate mechanisms, for additional resources</li> <li>Proactive monitoring as Universal Credit is introduced</li> </ul> <p><i>Responsible for this risk - E Croston &amp; ET(owner J Anderson)</i></p>	H	 3x5=15


3	Above inflation cost increases, particularly in the care sector, impact on the ability of providers to deliver activities of the specified quality, and or impacting on the prices charged and impacting on the budgets of the Council.	<ul style="list-style-type: none"> <li>• Monitor quality and performance of contracts.</li> <li>• Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices</li> <li>• Renegotiate or retender contracts as appropriate.</li> <li>• Ensure that budgets anticipate likely cost impacts</li> <li>• Seek additional funding as a consequence of government imposed costs</li> </ul> <p><i>Responsible for this risk - E Croston &amp; R Parry (owner several)</i></p>	M	 4x4=16
4	Making inappropriate choices in relation to lending or and borrowing decisions, leads to financial losses.	<ul style="list-style-type: none"> <li>• Effective due diligence prior to granting loans and careful monitoring of investment decisions.</li> <li>• Effective challenge to treasury management proposals by both officers and members (Corporate Governance &amp; Audit Committee) taking account of external advice</li> </ul> <p><i>Responsible for this risk - E Croston (owner R Firth)</i></p>	MH	 2x5=10
5	Exposure to uninsured losses or significant unforeseen costs, leads to the necessity for unintended savings to balance the councils finances	<ul style="list-style-type: none"> <li>• Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services.</li> <li>• Consider risks and most cost effective appropriate approach to responding to these (internal or external insurance provision)</li> </ul> <p><i>Responsible for this risk - E Croston &amp; J Muscroft(owner K Turner)</i></p>	H	 4x4=16
6	A future financial regime set by government causes a further loss of resources or increased and under-funded obligations (e.g. in relation to social care), with impact on the strategic plans.	<ul style="list-style-type: none"> <li>• Monitor government proposals and legislation, and their impact on council and partner services.</li> <li>• Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA)</li> <li>• Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources</li> <li>• Ensure that budgets anticipate likely impacts</li> <li>• Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services.</li> </ul> <p><i>Responsible for this risk - E Croston &amp; ET (owner J Anderson)</i></p>	L	





	<b>Community Impacts &amp; Risks</b>			
7	The council does not adequately safeguard children and vulnerable adults, as a result of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.	<ul style="list-style-type: none"> <li>• Disclosure &amp; Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated.</li> <li>• Effective management of social work (and related services); rapid response to any issues identified and from any serious case review work.</li> <li>• Active management of cases reaching serious case review stage, and any media interest</li> <li>• Review of current practices following the child sexual exploitation in Rotherham and the emerging requirements.</li> <li>• Ensure that workloads are balanced to resources.</li> <li>• Staff and skill development to minimise dependence on key individuals.</li> <li>• Use of agency staff and or contractors when necessary</li> <li>• Ideal manager training</li> <li>• Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally.</li> <li>• Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes</li> <li>• Ensure routine internal quality assessment</li> <li>• Take effective action after Serious Case Reviews</li> <li>• Effective listening to messages about threats from other parts of the council and partner agencies</li> <li>• Proactive recognition of Members role as “corporate parent”</li> <li>• Childrens Improvement Board to assist governance and quality improvement</li> </ul> <p><i>Responsible for this risk – R Parry and M Meggs (owners several)</i></p>	H	 4x5=20
8	Legacy issues of historical childcare management practices, and particularly, the heightened national attention to Child Sexual Exploitation and historical abuse cases leads to reputational issues, and resource demands to address consequential matters.	<ul style="list-style-type: none"> <li>• Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required.</li> <li>• Risk matrix and risk management approach implemented with the police and partners.</li> <li>• Understand relationship with the Prevent strategy, and issues linked to counter terrorism</li> <li>• Take steps per risk 7 to seek to avoid ongoing issues</li> </ul> <p><i>Responsible for this risk –M Meggs</i></p>	LM	 4x4=16




9	Failure to address matters of violent extremism and related safer stronger community factors create significant community tension, (and with the potential of safeguarding consequences for vulnerable individuals).	<ul style="list-style-type: none"> <li>• Prevent Partnership Action Plan.</li> <li>• Community cohesion work programme</li> <li>• Local intelligence sharing and networks.</li> <li>• New status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding.</li> <li>• Counter terrorism local profile.</li> <li>• Home Office funded Counter Extremism Community Co-ordinator role</li> </ul> <p><i>Responsible for this risk – R Parry and M Meggs(owners C Gilchrist)</i></p>	<b>M</b>	 4x5=20
10	Significant environmental events such as severe weather impact on the Council’s ability to continue to deliver services.	<ul style="list-style-type: none"> <li>• Effective business continuity and emergency planning (including mutual aid) investment in flood management, gritting deployment plans.</li> <li>• Winter maintenance budgets are supported by a bad weather contingency.</li> <li>• Operational plans and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding.)</li> </ul> <p><i>Responsible for this risk – K Battersby (owners L Haywood, W Acornley)</i></p>	<b>M</b>	 3x5=15
11	The policy presumption of communities taking more responsibility for service provision does not deliver the hoped for outcomes, with the consequence that some community services will no longer be sustainable from the resources available, with reputational and policy risks.	<ul style="list-style-type: none"> <li>• Reduced demand for statutory services</li> <li>• If the reduction is not realised at the pace set out, (in change plans) then those services that are directly impacted will need to identify this early, and to help in doing so, ensure that appropriate demand management and monitoring is put in place to record the levels of service take up. Remedial action should also be identified by those services.</li> <li>• Successful implementation of new service models</li> <li>• Impact assessments for those services directly affected should be carried out to reflect the impact on citizens of losing a service as a consequence of the pace and scale of new service models not meeting demand.</li> </ul> <p><i>Responsible for this risk – all strategic directors (owner C Gilchrist)</i></p>	<b>M</b>	 5x4=20


<p><b>12</b></p>	<p><b>The UK exiting the EU</b></p> <p>The process of the UK exiting the EU lead to the following consequences and impact:</p> <ul style="list-style-type: none"> <li>• Economic uncertainty impact on business rates and housing growth, with knock-ons to council tax, new homes bonus and business rate income.</li> <li>• The potential for increased cuts in core government funding (as a result of economic pressures) in the context of ongoing increases in demand for council services.</li> <li>• Rising inflation could lead to increased costs. Interest rate volatility impacting on the cost of financing the council’s debt.</li> <li>• The general uncertainty affecting the financial markets could lead to another recession.</li> <li>• An uncertain economic outlook potentially impacting on levels of trade and investment.</li> <li>• Uncertainty about migration impacting on labour markets, particularly in key sectors like health and social care</li> <li>• Potential impact on community cohesion, with increased</li> </ul>	<p>These risks are largely addressed elsewhere in the Matrix</p> <ul style="list-style-type: none"> <li>• Monitor government proposals and legislation, and their impact on council and partner services.</li> <li>• Working with the WY Combined Authority, and other WY local authorities and partners</li> <li>• Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA)</li> <li>• Be aware of underlying issues through effective communication with partners, service providers and suppliers about likely impact on prices and resources.</li> <li>• Ensure that budgets anticipate likely cost impacts</li> <li>• Utilise supplementary resources to cushion impact of any cuts and invest to save.</li> <li>• Ensure adequacy of financial revenue reserves to protect the council financial exposure and that they are managed effectively not to impact on the council essential services</li> <li>• Local intelligence sharing and networks.</li> <li>• Prevent partnership action plan.</li> <li>• Community cohesion work programme</li> <li>• Service and financial strategies kept under review to keep track of developments related to the UK exiting the EU.</li> <li>• Working Group established to consider and monitor implications.</li> </ul> <p><i>Responsible for this risk –all ET (owner D Bundy)</i></p>	<p><b>LM</b></p>	<p style="text-align: center;"></p> <p style="text-align: right;">4x4=16</p>
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	community tensions and reported hate crimes			
	<b>Other Resource &amp; Partnership Risks</b>			
<b>13</b>	<p>Council supplier and market relationships, including contractor failure leads to;</p> <ul style="list-style-type: none"> <li>• loss of service,</li> <li>• poor quality service</li> <li>• an inability to attract new suppliers (affecting competition, and to replace any incumbent contractors who have failed)</li> <li>• complexities and difficulties in making arrangements in respect of significant and long running major outsource contracts, and their extension and renewal.</li> </ul>	<ul style="list-style-type: none"> <li>• Avoid, where possible, over dependence on single suppliers;</li> <li>• More thorough financial assessment when a potential supplier failure could have a wide impact on the council's operations but take a more open approach where risks are few or have only limited impact.</li> <li>• Recognise that supplier failure is always a potential risk; those firms that derive large proportions of their business from the public sector are a particular risk.</li> <li>• Need to balance between only using suppliers who are financially sound but may be expensive and enabling lower cost or new entrants to the supplier market.</li> <li>• Consideration of social value, local markets and funds recirculating within the borough</li> <li>• Understanding supply chains and how this might impact on the availability of goods and services</li> <li>• Be realistic about expectation about what the market can deliver, taking into account matter such as national living wage, recruitment and retention issues etc.</li> <li>• Develop and publish in place market position statement and undertake regular dialogue with market.</li> <li>• Effective consultation with suppliers about proposals to deal with significant major external changes</li> <li>• Early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements</li> <li>• Realign budgets to reflect real costs</li> <li>• Commission effectively</li> <li>• Ensuring adequate cash flow for smaller contractors</li> </ul> <p><i>Responsible for this risk – J Muscroft (owner J Lockwood)</i></p>	<b>MH</b>	

4x4=16

<p><b>14</b></p>	<p>Management of information from loss or inappropriate destruction or retention and the risk of failure to comply with the Council's obligations in relation to Data Protection, Freedom of Information legislation and the General Data Protection Regulations (GDPR) leading to reputational damage, rectification costs and fines. Cyber related threats affecting data integrity and system functionality</p>	<ul style="list-style-type: none"> <li>• Thorough, understandable information security policies and practices that are clearly communicated to workforce.</li> <li>• Effective management of data, retention and recording.</li> <li>• Raised awareness and staff training</li> <li>• Compliance with IT security policy.</li> <li>• Compliance with retention schedules.</li> <li>• Compliance with information governance policy.</li> <li>• Business continuity procedures.</li> <li>• Comply with new legislation around staff access to sensitive data.</li> <li>• Council has a Senior Information Risk Owner ("SIRO") officer and a Data Protection Officer (DPO) who are supported by an Information Governance Board</li> <li>• Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate</li> <li>• Increased awareness of officers and members as to their obligations</li> <li>• Proactive management of cyber issues, including additional web controls</li> </ul> <p style="text-align: right;"><i>Responsible for this risk – J Muscroft (owner K Deacon) &amp; A Simcox (owner T Hudson)</i></p>	<p><b>H</b> <b>(INFO)</b> <b>M</b> <b>(CYBER)</b></p>	<p style="text-align: center;"></p> <p style="text-align: right;">4x5=20</p>
<p><b>15</b></p>	<p>Health and safety measures are inadequate leading to harm to employees or customers and possible litigious action from them personally and/or the Health and Safety Executive.(and the potential of prosecution and corporate /personal liability)(and in particular issues of fire safety,)</p>	<ul style="list-style-type: none"> <li>• New Fire Safety Policy approved and being implemented with improved monitoring of fire risk</li> <li>• Prioritised programme of remedial works to buildings to tackle fire safety and other issues</li> <li>• Review work practices to address H&amp;S risks</li> <li>• Monitor safety equipment</li> <li>• Improved employee training as to their responsibilities, as employees and (where appropriate) as supervisors</li> <li>• Approval of additional resources to improve corporate monitoring regime.</li> </ul> <p style="text-align: right;"><i>Responsible for this risk – R Spencer Henshall (owner S Westerby)</i></p>	<p><b>H</b></p>	<p style="text-align: center;"></p> <p style="text-align: right;">3x5=15</p>

16	Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, with reputational and financial implications.	<ul style="list-style-type: none"> <li>• Routine servicing and cleansing regimes</li> <li>• Work practices to address risks from noxious substances</li> <li>• Property disposal strategy linked to service and budget strategy</li> <li>• Review of fire risks Develop management actions, categorised over the short to medium term and resource accordingly.</li> <li>• Prioritisation of funding to support reduction of backlog maintenance</li> <li>• Clarity on roles and responsibilities particularly where property management is outsourced.</li> </ul> <p style="text-align: center;"><i>Responsible for this risk – K Battersby (owner D Martin)</i></p>	H	 4x4=16
17	A funding shortfall in partner agencies) leads to increased pressure on community services with unforeseen costs.	<ul style="list-style-type: none"> <li>• Engagement in winter resilience discussions with NHS partners</li> <li>• Secure funding as appropriate</li> <li>• Consider extension of pooled funds</li> <li>• Accept that this may lead to an increase in waiting times</li> <li>• Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced.</li> </ul> <p style="text-align: center;"><i>Responsible for this risk – R Parry &amp; all ET (owner Various)</i></p>	L	 4x4=16
18	The risk of retaining a sustainable, diverse, workforce, including <ul style="list-style-type: none"> <li>• aging and age profile</li> <li>• encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks)</li> <li>• encouraging entrants to professional roles where pay is often below market levels.</li> <li>• and ensuring that the workforce are broadly content,</li> </ul>	<ul style="list-style-type: none"> <li>• Effective Workforce Planning (including recruitment and retention issues)</li> <li>• Modernise Human Resources policies and processes</li> <li>• Increased accessibility to online training managers/ employees.</li> <li>• Selective use of interim managers and others to ensure continuity of progress regarding complex issues</li> <li>• Ensure robust change processes including Equality Impact Assessments (EIA's) and consultation..</li> <li>• Understand market pay challenges</li> <li>• Promote the advantages of LG employment</li> <li>• Emphasise the satisfaction factors from service employment</li> <li>• Engage and encourage younger people through targeted apprenticeships, training, and career development</li> </ul>	H	

	without whom the council is unable to deliver its service obligations.	<i>Responsible for this risk – R Spencer Henshall (owner D Lucas)</i>		4x4=16
19	National legislative or policy changes have unforeseen consequences with the consequence of affecting resource utilisation or budgets.	<ul style="list-style-type: none"> <li>• Reprioritise activities</li> <li>• Deploy additional resources</li> <li>• Use of agency staff or contractors where necessary</li> <li>• Development of horizon scanning service</li> </ul> <p><i>Responsible for this risk – all ET ( owner Various)</i></p>	L	 5x4=20

All risks shown on this corporate matrix are considered to have a potentially high probability, or impact, which may be in the short or medium horizon  
20190604




**Risk Factor**

Probability; Likelihood, where 5 is very likely and 1 is very unlikely

Impact; The consequence in financial or reputational terms

Risk ; Probability x Impact

**TREND ARROWS**

Worsening	
Broadly unchanged	
Improving	

**CONTROL OPPORTUNITIES**

H	This risk is substantially in the control of the council
M	This risk has features that are controllable, although there are external influences
L	This risk is largely uncontrollable by the council

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Council – 17<sup>th</sup> July 2019

Title of Report: A Revised Employee Relations Framework

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 <a href="#">Council's Forward Plan (key decisions and private reports?)</a>	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director Corporate Strategy, Commissioning and Public Health
Is it also signed off by the Service Director for Finance	Eamonn Croston
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft
Cabinet member <a href="#">portfolio</a>	Councillor G Turner

Electoral wards affected: Not Applicable

Ward councillors consulted: Not Applicable

Public or private: Public

## 1.0 Purpose of report

- 1.1 The purpose of this report is to provide an update to Council on the revised Employee Relations (ER) Framework; it is also to seek approval to make a constitutional amendment to delete the ER Sub-Committee.

## 2.0 Background

- 2.1 The previous ER Framework (known as the IR Strategy Framework) was agreed in March 2017 and is attached for information at Appendix 1.
- 2.2 Following the appointment of a new Head of People Services in February 2018, a review of the ER Framework was undertaken, with views sought from trade union colleagues, managers and staff within People Services on the effectiveness of that framework. Feedback highlighted that the framework was complex and not easy to navigate, which led to confusion about where consultation and negotiation should properly take place; feedback also highlighted that there was a lack of clarity about the route for decision-making within the framework.

2.3 As a result of this, a review of the framework was undertaken and a revised framework was jointly developed by management from People Services, trade union colleagues (representing support staff and teaching staff) and the portfolio holder for HR matters. This revised framework is based upon a standard model that is in place across a range of other local authorities.

### 3.0 Key issues

3.1 The revised ER Framework is attached at Appendix 2. The new framework is modern and transparent, clearly setting out the arrangements for engagement with trade unions at a local, directorate and corporate level. It also provides clarity on:

- Where consultation takes place;
- Where negotiation takes place;
- Where decision making takes place;
- How disputes should be escalated and resolved.

3.2 The framework also provides clarity on the scope of attendees at each meeting, the minimum frequency of those meetings and, most importantly, terms of reference for each meeting, along with standard agendas and a requirement for formal minutes to be taken. This ensures that there is a clear and consistent approach to our engagement with trade union colleagues across the organisation (including schools) and gives transparency around decision-making.

3.3 In terms of dispute resolution, the new framework allows for workplace issues to continue to be managed at a local level with a clear escalation route for unresolved issues to be raised at a formal directorate meeting, chaired by the Strategic Director, a corporate meeting, chaired by the portfolio holder for HR matters and ultimately to the relevant Joint Secretaries for resolution. Implementation of any associated resolution is then delegated back to the appropriate Strategic Director. The new framework therefore sets out a clear pathway for dispute resolution and negates the requirement for a formally constituted ER Sub-Committee, which formed part of the previous framework.

3.4 The spirit of the new framework is one of inclusion and working collaboratively with trade unions colleagues; it is not one rooted in conflict. This is evidenced by the inclusion of teaching and non-teaching unions in the agreement and also by the use of joint working groups to work collaboratively on pieces of work such as policy development and terms and conditions reviews. These were not features of the previous framework.

3.5 The agreement has been accepted by all trade union colleagues, including the teaching unions and by the Head of People Services.

3.6 We are currently in the process of transitioning to the new framework and have convened a number of initial JCG meetings at a directorate level, with meetings scheduled as per Appendix 3. Early feedback is that the meetings are positive and welcomed by all parties.

3.7 Outside the formal framework, the Head of People Services continues to meet on a monthly basis with trade union colleagues to share information, resolve any issues at

the lowest level and plan any additional agenda items for the formal meetings. These meetings are known as 'Workforce Matters' meetings.

- 3.8 There is a commitment to jointly review the effectiveness of the new framework after 12 months.

#### **4.0 Impact of the Revised ER Framework**

- 4.1 The aim of the revised framework is to improve engagement and relationships with the trade unions across the organisation and to resolve conflict at the lowest level and in a constructive and transparent way.
- 4.2 As a result of the changes, there is a requirement to make some constitutional amendments as there will no longer be a need for the ER Sub-Committee.

#### **5.0 Relationship to the Corporate Plan**

- 5.1 The principles of our Corporate Plan are integral to this new framework; in particular, the spirit of the framework is based upon working together, with a common sense of purpose and values.
- 5.2 The new framework also supports us to achieve our shared outcome of working smartly to be efficient and effective.

#### **6.0 Recommendations**

- 6.1 This report has been considered by Personnel Committee on 1<sup>st</sup> July 2019 and by Corporate Governance & Audit Committee on 5<sup>th</sup> July 2019; both committees support the new ER Framework and recommend that Council approves the constitutional amendment with regard to the deletion of the ER Sub-Committee.

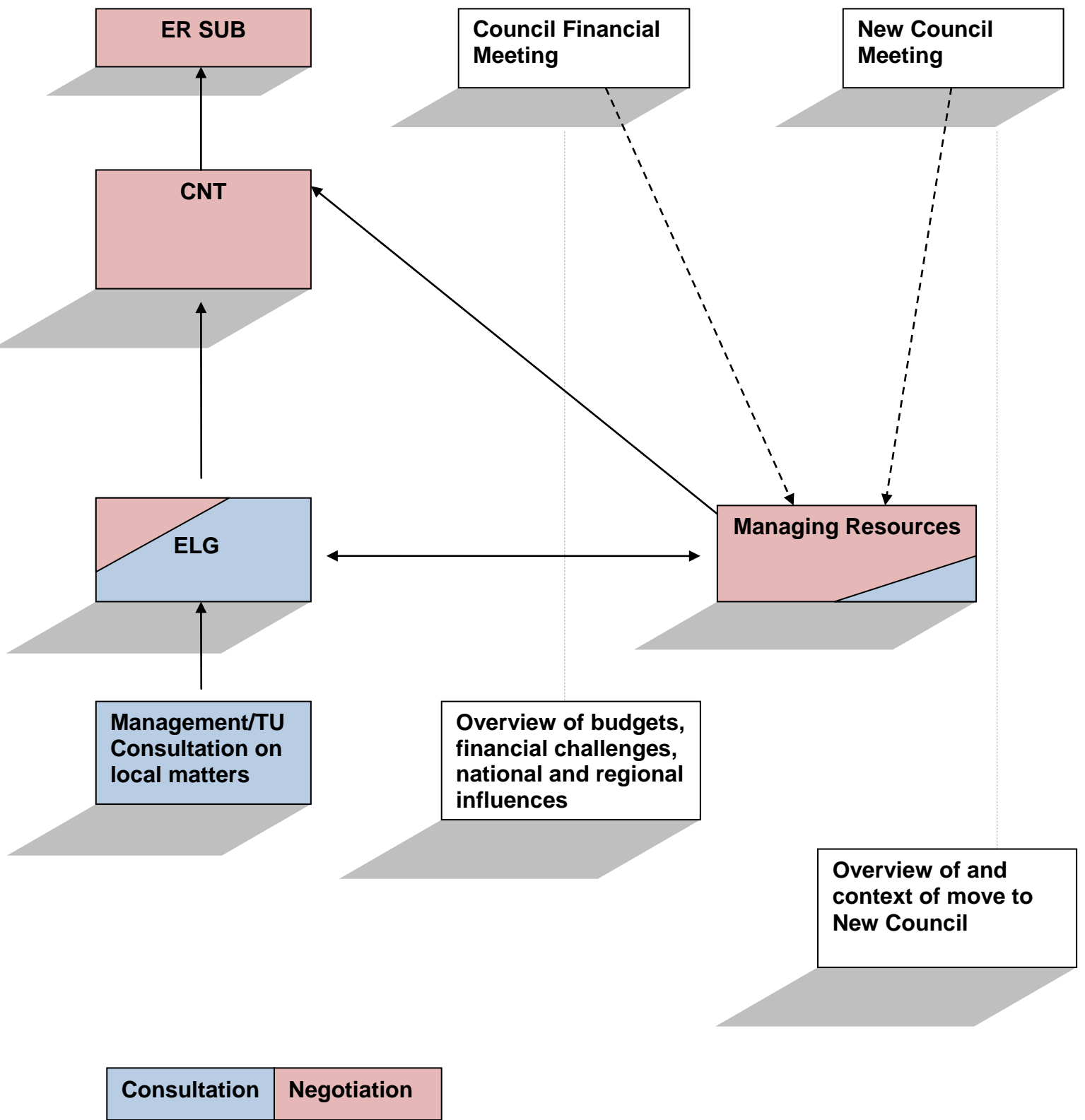
<b>Report Sponsor:</b> Rachel Spencer-Henshall Strategic Director – Strategy, Commissioning & Public Health	<b>Contact Officer:</b> Deborah Lucas Head of People Services
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IR STRATEGY FRAMEWORK (2017)

Consultation/Negotiation

Cultural Change



**ELG** **Employee Liaison Group (ELG)** is a consultation forum based at service level i.e. the area of responsibility of one Service Director, recognising there are some exceptions where alternate arrangements make sense (e.g., Soulbury ELG, Teachers/Support Staff ELG).

Below this level, ongoing management/TU engagement should take place as fits the needs of that particular area, so not necessarily formalised and scheduled but could be.

**CNT** **Central Negotiating Team (CNT)** will have two distinct functions; one as the “Appeal” mechanism where there is disagreement over decisions taken in earlier stages of the IR process: one as a last negotiating body to reflect the new context of IR. As we move into New Council the balance should shift increasingly towards the second remit.

**Managing Resources** Maintains oversight and control of Policy and T&Cs. Changes to these need the approval of Managing Resources to ensure consistency, fairness and management of risk. Learning and good practice are also shared.

**The Council Financial Meeting** will continue to provide the overarching financial context together with national and regional influences. In addition, the **New Council Meeting** will set out the high level context, direction of travel and overarching conceptual principles as we move to ‘New Council’.

“Reviews” will be formally triggered in writing to all TU’s. The overview of consistency, pace and impact will be via **Redesign Board**, whilst lessons learnt, good practice, impact on current policy will be dealt with at Managing Resources.

## Definitions

### Consultation

We consult on a range of issues including for example – changes in working practices, new job profiles, organisational change, and office opening times. We must, by law, consult on redundancies and ways to mitigate against these.

Consultation is about asking for views and ideas, listening to the suggestions put forward and giving them consideration. Often proposals change in response to consultation but not always and consultation doesn’t mean agreeing.

### Negotiation

We negotiate on a range of issues such as changes to T&C’s, pay, time off for Trade Union activity and this is with a view to reaching agreement.

## Terms of Reference

**Kirklees Joint Secretaries** - the joint secretaries' roles are an important part of the effective use of the IR Framework and at key points their input is pivotal. Therefore, requests for a CNT, from either TU or management will be discussed and the outcome agreed between the two.

The minutes of CNT will be jointly agreed between the two.

The joint secretaries will agree which of the two remits of CNT is appropriate to the issue at hand.

Where referral to an elected member appeal is requested the joint secretaries will discuss the merits of the case, prior to a formal decision being made in consultation with the Resources portfolio holder.

Where agreement cannot be reached between the two Joint Secretaries the matter will be escalated directly to Jacqui Gedman to arbitrate.

**Managing Resources** – holds the overview and control of employee related policy and T&Cs. Changes to these may only be approved by Managing Resources. Sub groups may be used to work through details which must be ratified at the full meeting. Heads of Service from across the Council attend to ensure collective understanding and ownership. Matters for negotiation, where agreement cannot be agreed, will be referred via joint secretaries to **CNT**

Appropriate issues may be referred to ELG and vice versa for consideration

**Management/TU Consultation** – takes place within service departments on issues specific to that area. These should be part of an ongoing meaningful dialogue and the format will depend on what works best in that area. It may be a formalised regular meeting or ad hoc – or a combination of the two.

**Employee Liaison Groups (ELG)** – are part of the formal IR arrangements. The focus is predominantly around consultation on issues relevant to that Service/s\* but could include negotiation where the issues involve changing how the T&CS apply. It should be noted that changes to the provision of T&C's in the Employee Handbook can only be agreed at Managing Resources and Local Agreements cannot be entered into between service managers and Union stewards. Where an issue relating to T&Cs/policy has a wider relevance than that one service\* referral is made to Managing Resources and where agreement cannot be reached on other matters for negotiation, referral is made to the Central Negotiating Team

Membership will include relevant managers, e.g. Heads of specific functions/areas and relevant service TU stewards. However, if meaningful dialogue is to take place then numbers should be limited to those who can actively participate.

Good practice would indicate that meetings should be scheduled in at regular intervals to facilitate all parties having a service wide overview of current and forthcoming pressures and priorities.

Issues relating to changes to and/or interpretation of T&Cs and policy should be referred to **Managing Resources**

\*Service equates to an area/s under the management of a Service Director

**Council Financial Meeting** – provides an overview of budgets, financial challenges, national and regional influences. Meetings are at key intervals aligned to budget process.

**New Council Meeting** - this meeting will mirror the Council Financial Meeting excepting that it will meet more frequently to:-

*provide a high level overview of future changes as the organisation moves to New Council.*

*provide local, regional and national context, including political considerations*

*develop conceptual frameworks and principles to guide the organisation*

*Understand and influence the IR landscape*

The meeting is to be chaired by the Deputy Chief Executive in the medium term



## **Central Negotiating Team (CNT)**

This is the body to which :-

a “failure to agree” arising from Employee Liaison Groups or Managing Resources will be referred

CNT will provide an “appeal” mechanism

***and/or***

CNT will provide the facility of a final negotiating forum.

The role of Chair will be held by a Strategic or Service Director, noting that the role is to represent the interests of the Council overall.

Referral to CNT is made only via (and with the agreement of both) the Kirklees joint secretaries.

### **Protocols for conduct of CNT**

In both cases, to enable the focus to be on negotiation and resolution the following will take place:-

- The documents to be used by both parties (the “bundle”) will be prepared and agreed in advance.
- Specialist advisors will be discussed and agreed in advance
- The negotiations are confidential to those in the room
- At the end of the meeting there will be an agreement about the timing, method and key messages for communications

Joint secretaries approve the minutes after the meeting

It is particularly important where the CNT is dealing with a “failure to agree”, that both sides only enter and leave the hearing together to ensure fairness and transparency. It is recognised that the formalities associated with a failure to agree may be relaxed in a negotiating forum.

To enable meaningful dialogue and negotiations to take place in either scenario then numbers should be limited to those who can actively participate.

Where CNT is hearing a failure to agree the numbers will be: - Unison (7max\*) GMB (3 max\*) Unite (2 Max\*). The relevant Service Director/Head of Service will attend and be responsible for explaining management’s position and will participate in the ensuing negotiations.

To facilitate meaningful negotiations, the numbers attending CNT as the final negotiating forum should reflect the ability to actively participate in the issue. No more than 5 maximum\* from either management or the collective TU’s will attend without the express permission of the Chair.

*\*These numbers allow for and are inclusive of the attendance of respective regional officer/s*

## **Employee Relations Sub Committee**

### **Membership**

8 members of the Council on a ratio of 4:3:1

### **Quorum**

3 members (providing that these are not all from the same political group)

### **Terms of Reference**

The Head of Human Resources in consultation with the Resources Portfolio Holder is the "gate keeper" in respect of referrals from the Officer Appeals Panel.

The ER Sub Committee will have delegated responsibility for:

1. Reviewing decisions of an Officer Appeal Panel relating to employment matters in situations where it is alleged that:
  - a. The findings of an Officer Appeal Panel are based on a judgement that is considered perverse i.e. the rationale for the decision of the Panel is not supported by the evidence submitted and there is evidence that is contrary to the findings; or
  - b. Due process has not been followed
2. Following the review, to make one of the following recommendations:
  - a. To confirm that the process followed by the Panel and/or the judgement reached by the Panel was appropriate and reasonable and that the final decision should stand;
  - b. To determine that the process followed by the Panel and/or judgement reached by the Panel was not appropriate and that either:
    - i. The Panel should reconsider it's findings in the light of the comments of the Sub Committee; or
    - ii. A new Officer Appeal Panel should be convened to re-hear the appeal.
  - c. To determine whether the process followed and/or judgement of the original service hearing was inappropriate and/or unreasonable and whether this had been taken into consideration by the Officer Appeal Panel and, if so:
    - i. To ask the Panel to reconsider the case taking these views into account; or
    - ii. If feasible, ask for the case to be re-investigated/re-heard with a new commissioning manager etc.
3. To hear disputes that have previously been presented to Central Negotiating Team and which resulted in either or both parties disagreeing with the outcome, so as to determine whether to support the management case or the Trade Union case or alternative clear direction as to the areas where they believe further negotiation is required.

# A Framework for Engagement in Employee Relations between Kirklees Council and our Trade Unions



## **Our vision for Kirklees is that we will be a Council that...**

### **Works with partners:**

- we are stronger when we share our knowledge, skills and resources

### **Works 'with' people, not 'does to' them:**

- working together with people and communities to solve problems and make the most of opportunities is at the heart of the way we work.

### **Recognises the importance of local identity and how needs differ in different places:**

- the people and places of Kirklees are complex and varied. Our diversity is one of our strengths
- we will work in ways which draw on our diverse strengths to enable people to prosper

### **We will work together with a common sense of purpose and values:**

#### **We will be:**

- Passionate - about the difference we make
- Confident - in our abilities to get things done
- Flexible - in doing what we can as well as we can

## **Purpose**

This framework outlines the approach to employee relations between the Council and the trade unions.

It aims to bring clarity of roles and responsibilities, ensuring that employees are treated reasonably, with respect and fairness and have a 'voice' in key employment matters

## **Scope**

The Council operates within a system of collective bargaining with recognised trade unions in order to effectively negotiate terms and conditions of employment for employees. Membership of one of the recognised trade unions therefore provides employees with an opportunity to actively engage in decisions which may impact upon their employment.

The framework relates to employees of Kirklees Council. It covers the following recognised, trade unions: GMB, UNISON and Unite (known collectively as the Joint Trade Unions for staff covered by the Employee Handbook) plus the following teaching unions: ASCL, NAHT, NASUWT, NEU.

## **Framework Approach**

Dialogue within the framework is based on an open approach which engenders solution focused discussions and reflects the Council's vision, values and behaviours.

A prerequisite of the involvement of all parties will be a commitment to ensuring positive and constructive input based on behaviours centred on transparency, integrity and a genuine commitment to working together as a team for Kirklees to resolve issues. Both management and trade unions will strive to make the Council an exemplar of good employment practice and a progressive force in shaping innovative and creative solutions to employment related challenges.

The Council and the trade unions recognise the need for a more pragmatic and joint approach towards employee relations. This approach will be underpinned by a commitment from the Council to ensure that consultation, negotiation and communication with the trade unions is undertaken at the earliest possible opportunity.

An effective relationship with the trade unions does not remove the right of leaders and managers to manage and take those difficult decisions. However, it does impose a genuine obligation of ensuring that the views of employees are sought and considered before decisions are taken, which may impact upon them.

## **Early Resolution of Issues**

Wherever possible, issues should be raised, consulted and resolved at a local level within the relevant consultative framework being used and with appropriate input from People Services. Issues which have not been resolved through local discussions should be directed to the relevant HR Manager, who may respond directly or consult with the Head of People Services to facilitate an early resolution of the issue.

Issues referred for consideration to HR Managers (including the Head of People Services) are not meant as a means of circumventing the right of leaders and managers to take difficult decisions. Such referrals are an opportunity to try and resolve matters early and, if possible, avoid delays or escalation to external bodies such as Employment Tribunals. This arrangement is not meant as an automatic referral mechanism for issues which are the subject of general disagreement.

## **Dispute Resolution**

Matters which are still unresolved following referral to HR Managers (including the Head of People Services) will be considered for further referral to other appropriate internal Council forums (e.g. Directorate or Corporate JCGs) with a view to exploring all possible avenues of resolution. In the event that it is not possible to resolve the matter within the Council, the matter(s) can be referred to the relevant negotiating body joint secretaries for conciliation / mediation.

Before either side is able to register a 'failure to agree' all levels of discussions, including those at a local level, Directorate Joint Consultative Group (JCG) and the Corporate JCG level, must have been exhausted at each stage before escalating to the next stage.

It is only at the Corporate Negotiating Group (CNG) that a "failure to agree" can be registered directly once discussions at that stage have not resolved matters.

This does not prevent both sides from holding informal discussions and seeking advice to try and resolve the dispute.

Any 'failure to agree' lodged will lead to referral to the relevant regional joint secretaries for conciliation / mediation.

## **Joint referral to Joint Secretaries**

There may be occasions when both parties believe that a dispute would benefit from the involvement of the Joint Secretaries. When both parties agree then the Joint Secretaries may be invited to assist at any stage during the consultation / negotiation process.

## **Measuring Success**

The success of the framework will be measured through the following:

- feedback from the annual Staff Survey
- improvements in performance data relating to the workforce
- reduction in unresolved issues being escalated to Strategic Directors, HR Managers, Head of People Services and trade union officials

## **Review of the Framework**

The framework will be reviewed on an annual basis



**APPENDIX 1 – FORMAL EMPLOYEE RELATIONS FRAMEWORK**

	CONSULTATION			NEGOTIATION	JOINT WORKING
	Local consultation	Directorate/Schools Joint Consultative Groups	Corporate Joint Consultative Group	Corporate Negotiating Group	Joint Working Groups
<b>Purpose</b>	To share local information and respond to local issues and matters of change	To share information and consult on employment matters relating to the Directorate/schools which are not subject to negotiation; To provide an opportunity for effective contribution to health and safety issues	To inform and update trade union officials on Council-wide matters; To consult on Council-wide employment matters that are not subject to negotiation; To provide an opportunity for effective contribution to corporate health and safety issues	To negotiate on changes which may impact upon pay and/or terms and conditions of employment across the Council or in service areas.	To seek trade union involvement in projects or initiatives which impact upon the workforce. Working groups may be commissioned by Directorate/Corporate JCGs or the CNG.
<b>Minimum Frequency</b>	As required	Quarterly	Quarterly	As required	As required
<b>Terms of Reference</b>	Not applicable	Attached	Attached	Attached	Agreed individually based upon the nature of the working group subject matter
<b>Attendees</b>	As appropriate	Strategic Director (or nominee) to chair; Relevant Service Directors/Heads of Service; HR Manager/Partner; H&S Officer	Portfolio Holder (or nominee) to chair; Head of People Services (or nominee) vice chair; Strategic Directors (or nominees); relevant Service Directors/HoS (where appropriate); HR Managers; H&S Officer	Head of People Services (or nominee) to chair; relevant Strategic/Service Directors (or nominees) where appropriate; HR Manager(s); HR Partner(s) where appropriate	As appropriate
<b>TU Level</b>	As nominated	Relevant local official/local steward/H&S representative	Regional and / or relevant local officials/H&S representative	Regional and / or relevant local officials /relevant stewards	As appropriate
<b>Additional information</b>	Scope may include general local updates, change programmes, service reviews; or any specific local implementation of new working practices or arrangements	Scope includes directorate updates, service reviews, workforce updates, H&S updates, plus related items raised by TUs.	Scope includes corporate updates, corporate reviews, workforce updates, H&S updates, review of Directorate JCG minutes, plus related items raised by TUs and matters referred to the group by DCGs, CNG or other Working Groups.	Examples may include pay and grading matters, changes to Employee Handbook (T&C's), etc.	Examples may include pay and reward projects; health and wellbeing initiatives; review of policies and procedures; etc. The outcome of the working groups may be referred back to Directorate/Corporate JCGs or the CNG





ER Framework Meetings- JCG's

<b>(2019)</b>						
<b>Directorate</b>				<b>Corporate</b>		
	<i>w/c 17<sup>th</sup> June</i>	<i>w/c 9<sup>th</sup> September</i>	<i>w/c 9<sup>th</sup> December</i>	<i>w/c 8<sup>th</sup> July</i>	<i>w/c 30<sup>th</sup> September</i>	<i>w/c 30<sup>th</sup> December</i>
Rachel Spencer-Henshall Corporate Services	<b>19.06.19</b> 3.30pm-5pm CC3 Ga	<b>11.09.19</b> 9.30am-11am CC3 Ga	<b>11.12.19</b> 3.30pm-5pm CC3 Ga	Thursday 11 <sup>th</sup> July 1pm-3pm Huddersfield Town Hall	Monday 30 <sup>th</sup> September 11am-1pm Conference Room	Wednesday 8 <sup>th</sup> January 2pm-4pm Conference Room
Karl Battersby Economy & Infrastructure	<b>18.06.19</b> 1.30pm-3pm CC3 Conference Room	<b>10.09.19</b> 1.30pm-3pm CC3 Conference Room	<b>11.12.19</b> 1pm-2.30pm CC3 Conference Room			
Richard Parry Adults' Services	<b>17.06.19</b> 10.30am- 12.30pm CC3 Ga	<b>09.09.19</b> 10.30am- 12.30pm CC3 Ga	<b>09.12.19</b> 11am-1pm CC3 Ga			
Mel Meggs Children's Services	<b>13.06.19</b> 10am-12noon CC3 Leadership Room	<b>12.09.19</b> 10am-12noon CC3 Leadership Room	<b>12.12.19</b> 10am-12noon CC3 Leadership Room			

ER Framework Meetings- JCG's

(2020)								
Directorate				Corporate				
<i>w/c 2<sup>nd</sup> March</i>	<i>w/c 22<sup>nd</sup> June</i>	<i>w/c 14<sup>th</sup> September</i>	<i>w/c 7<sup>th</sup> December</i>	<i>w/c 23<sup>rd</sup> March</i>	<i>w/c 13<sup>th</sup> July</i>	<i>w/c 5<sup>th</sup> October</i>	<i>w/c 28<sup>th</sup> December</i>	
Rachel Spencer- Henshall Corporate Services	<b>05.03.20</b> 2pm-3.30pm CC3 Ga	<b>25.06.20</b> 10am-11.30am CC3 Ga	<b>17.09.20</b> 10.30am- 12noon CC3 Ga	<b>10.12.20</b> 10am-11.30am CC3 Ga	Wednesday 25 <sup>th</sup> March 3pm-5pm Conference Room	Wednesday 15 <sup>th</sup> July 2pm-4pm Conference Room	Wednesday 7 <sup>th</sup> October 2pm-4pm Conference Room	Wednesday 6 <sup>th</sup> January 2pm-4pm Conference Room
Karl Battersby Economy & Infrastructure	<b>03.03.20</b> 1pm-3pm CC3 Conference Room	<b>23.06.20</b> 1pm-3pm CC3 Conference Room	<b>15.09.20</b> 1pm-3pm CC3 Conference Room	<b>08.12.20</b> 1pm-3pm CC3 Conference Room				
Richard Parry Adults' Services	<b>02.03.20</b> 11am-1pm CC3 Ga	<b>22.06.20</b> 11am-1pm CC3 Ga	<b>14.09.20</b> 11am-1pm CC3 Ga	<b>07.12.20</b> 11am-1pm CC3 Ga				
Mel Meggs Children's Services	<b>04.03.20</b> 10am-12noon CC3 Leadership Room	<b>22.06.20</b> 10am-12noon CC3 Leadership Room	<b>17.09.20</b> 10am-12noon CC3 Leadership Room	<b>10.12.20</b> 10am-12noon CC3 Leadership Room				

**Name of meeting:** Council

**Date:** 17 July 2019

**Title of report:** Change of Membership – Children’s Scrutiny Panel

**Purpose of report:**

To seek approval for an amendment to the appointed Lead Member of Children’s Scrutiny Panel

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?	N/A
Key Decision - Is it in the <a href="#">Council’s Forward Plan (key decisions and private reports?)</a>	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Strategic Director</u> & name	N/A
Is it also signed off by the Service Director for Finance IT and Transactional Services?	N/A
Is it also signed off by the Service Director for Legal, Governance and Commissioning?	Julie Muscroft 8.7.19
Cabinet member <a href="#">portfolio</a>	N/A

**Electoral wards affected:** Not applicable

**Ward councillors consulted:** Not applicable

**Public or private:** Public

**(Have you considered GDPR?)**

Yes – no individuals have been identified in this report.

## 1. **Summary**

To seek the approval of Council for an amendment to the appointed Lead Member of Children's Scrutiny Panel, pursuant to the decision of Annual Council on 22 May 2019.

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

A decision was taken at the meeting of Annual Council, held on 22 May 2019 that Councillor Cahal Burke be appointed as Lead Member of Children's Scrutiny Panel, in accordance with Council Procedure Rule 38.

Subsequent to this decision, Cllr Burke gave notice of resignation and a request was submitted on behalf of the Liberal Democrat Group Business Manager that Councillor Andrew Marchington be appointed as Lead Member of Children's Scrutiny Panel, thereby also replacing Councillor Burke as a Member of Overview and Scrutiny Management Committee. Council are therefore asked to agree to this change and that Councillor Marchington be appointed as Children's Scrutiny Panel Lead Member.

## 3. **Implications for the Council**

### 3.1 **Working with People**

Not applicable

### 3.2 **Working with Partners**

Not applicable

### 3.3 **Place Based Working**

Not applicable

### 3.4 **Improving outcomes for children**

Not applicable

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

Not applicable

## 4. **Consultees and their opinions**

Not applicable

## 5. **Next steps**

Subject to approval, the appointment be confirmed.

6. **Officer recommendations and reasons**

That Councillor Andrew Marchington be appointed as Lead Member of Children's Scrutiny Panel with immediate effect.

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

Not applicable

8. **Contact officer**

Andrea Woodside, Principal Governance Officer

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

Not applicable

10. **Service Director responsible**

Julie Muscroft – Legal, Governance and Commissioning

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Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CABINET

**Tuesday 19th February 2019**

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

**187 Membership of the Committee**

All Members of the Cabinet were present.

**188 Minutes of previous meeting**

**RESOLVED** - The minutes of the meetings of Cabinet held on 22 and 29 January 2019 were agreed.

**189 Interests**

No interests were declared.

**190 Admission of the Public**

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

**191 Deputations/Petitions**

No deputations or petitions were received.

**192 Public Question Time**

No questions were asked.

**193 Member Question Time**

Councillor Martyn Bolt referred to a forthcoming item on Look North regarding the George Hotel. In response, the Cabinet Member for Economy stated that opportunities for viable schemes would be considered if put forward. The Cabinet Member for Communities and Environment added that officers were looking to talk to the owner of the George Hotel and station warehouse as to the possibility of development.

**194 Determination of school admission arrangements for 2020/21**

Cabinet received a report which outlined that Kirklees Council was the admission authority for Kirklees community and voluntary controlled schools and had a statutory responsibility to undertake an annual consultation about admissions arrangements.

## Cabinet - 19 February 2019

The report presented the results of this year's consultation and sought to determine admission arrangements for all Kirklees community and voluntary controlled schools for 2020/21. It also highlighted that arrangements must be determined by 28 February 2019 to comply with the School Admissions Code.

The Cabinet Member for Learning and Aspiration thanked everyone for taking part in the process.

With regards to the Dewsbury Riverside project, it was noted that the proposal was for schools to be built as part of a total programme, which would include all of the necessary infrastructure required.

**RESOLVED** - That Cabinet:-

1. Approved the Kirklees co-ordinated admission schemes for 2020/21, including in-year admissions, as set out in Appendix 2 of the report;
2. Approved the admission arrangements for Kirklees community and voluntary controlled schools as detailed in Appendix 1 of the report, including the PANs for the schools set out in appendix 1D of the report.

**195**

**To decommission specialist provision at Headlands CE (VC) JI&N School and deliver the service in a different way - Final Decision Report**

Cabinet received a report which set out proposals to make a prescribed alteration at Headlands CE(VC) JI&N School to decommission 6 transitional places for children with Autistic Spectrum Disorder from 1 March 2019.

It was intended the resources released through the decommission at Headlands CE (VC) JI&N School would be used to enhance the central outreach offer for children with Complex Communication and Interaction Needs including Autistic Spectrum Disorder, to enable primary age children to access specialist support in their local school.

**RESOLVED** - That Cabinet:-

1. Noted
  - a. the advice of the Kirklees Kirklees School Organisation Advisory Group that the proposals to decommission 6 transitional places and outreach at Headlands CE(VC) JI&N School for children with Autistic Spectrum Disorder from 1 March 2019 and deliver the service in a different way;
  - b. that the statutory process had enabled a full and detailed presentation of the proposals to interested parties;
  - c. the rationale for the proposal had been clearly articulated against the factors in the decision maker's guidance as outlined in Appendix 7 of the report; and



## Cabinet - 19 February 2019

- d. and the issues raised in consultation had been presented for full consideration against the factors in decision maker's guidance.
2. Approved without modification or condition the proposals outlined within the report.

**196**

### **Kirklees Annual Educational Standards and Quality Report 2017-18**

Cabinet received a report which set out the Key Stage educational achievement outcomes for Kirklees Schools in the 2017/18 academic year.

It was noted that work was ongoing with schools, early learning settings and wider partners to develop a shared understanding of performance, in order to develop a Learning Strategy to support joint working and deliver ambitions over the next 5 years.

**RESOLVED** - That Cabinet:-

1. Approved the Kirklees Annual Educational Quality and Standards Report 2017-18;
2. Delegated authority to the Director for Children's Services in conjunction with the Portfolio Holder for Learning and Aspiration and the Portfolio Holder for Children's Services to finalise the development of a 5 year Learning Strategy with the Education and Learning Partnership Board by the Summer term; and
3. That impact be monitored and progress evaluated through quarterly monitoring to Cabinet.

**197**

### **Huddersfield Heritage Led Regeneration Scheme (HLR)**

Cabinet received a report which sought approval to develop a scheme for the improvement of shop fronts, the creation of viable new uses and to consider enforcement measures to facilitate the same objectives.

The report set out a number of key areas of activity which needed to be progressed prior to finalisation of the above. This covered the Huddersfield Town Centre Conservation Area, with a specific focus on the 'Old Town' area, including John William Street, Westgate and Northumberland Street among others. It was also felt appropriate to include Cross Church Street and New Street areas to help support proposed public realm improvements.

It was noted that this scheme sat alongside a suite of planned overall improvements.

**RESOLVED** - That Cabinet:-

1. Approved £1.2m to be taken from the Town Centre Capital Allocation to support the installation of shop fronts and secure more viable uses where necessary;
2. Authorised the Strategic Director for Economy and Infrastructure to:-

## Cabinet - 19 February 2019

- a. Set up a grant scheme for the award of third party grants to owners of properties for the purposes of the installation of shop fronts and/or for the purposes of securing more viable uses where appropriate;
- b. Enter into discussions with the Heritage Lottery Fund, Architectural Heritage Fund and Historic England to secure possible funding for the scheme;
- c. Enter into discussions with the Huddersfield Civic Society to join the scheme as partners and secure the publication of a Huddersfield Town Centre Design Guide; and
- d. Take any necessary enforcement action to secure better quality shop fronts and advertisements.
- e. Ensure that further checks be made around enforcements for the town centre, carry out an audit of the buildings and continue to take enforcement action where necessary.

### 198 Leeds City Region Connectivity Programme

Cabinet received a report which provided an update on the development of the Leeds City Region Connectivity Strategy. It set out the Connectivity Strategy and how potential future Mass Transit options were being developed to improve connectivity within Kirklees and to the City Region.

Cabinet noted that this was a starting point for discussion on a mass transit system in West Yorkshire. The context was HS2 and how to ensure that both east/west arterial routes had maximum access throughout the sub region to the main arteries, as well as connections between sub regional centres with the aim of planning routes and links that anticipated the major movements in different forms of transport.

It was highlighted that this was a major investment into the region, which would see improved connectivity and a new generational transport system.

Members expressed disappointment that the Spen Valley Greenway route was not included within the key connectivity priorities listed in Section 2.12 of the report and added that it would be remiss not to include the line from Dewsbury to Low Moor for consideration. The Cabinet Member for Economy stated that he would raise the matter at a West Yorkshire level.

It was noted that this was a first step and WYCA would look at the whole system of multi-model uses, which would include all forms of transport.

#### **RESOLVED** - That Cabinet:-

1. Noted the update on the work undertaken to date by the West Yorkshire Combined Authority and partners to progress the Leeds City Region Connectivity Strategy, as reported to the Combined Authority Transport Committee;
2. Requested that officers continue to work in partnership with the West Yorkshire Combined Authority to drive forward the Leeds City Region Connectivity Strategy

## Cabinet - 19 February 2019

to deliver appropriate solutions for the district;

3. Supported the proposed West Yorkshire Transport Committee member working group to oversee the connectivity and mass transit strategy; and
4. Endorsed the opening of a conversation with the public and stakeholders around the role of mass transit, as a part of an integrated solution to the economic and transport challenges facing West Yorkshire.

### **199 Consideration of Improvement Line - 179 Drinker Lane at Royd House, Kirkburton, Huddersfield**

Cabinet received a report which asked that consideration be given to the Improvement Line 179 on Drinker Lane, Royd House, Kirkburton (near Bell House Court and the Three Acres, Restaurant).

It was noted that the Council had received a request to sell back land purchased in 1976/77, originally bought to allow the construction of the new highway on the alignment of the Improvement Line.

**RESOLVED** - That Cabinet agreed that Improvement Line 179 be removed from the Council's Improvement Line Register on the basis that it was no longer required.

### **200 Written Questions to the Leader and Cabinet Members (Reference from Council)**

This item was not considered as the elected Member was not in attendance.

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Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CABINET

**Tuesday 19th March 2019**

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

Observers: Councillor Karen Allison  
Councillor Donna Bellamy  
Councillor Martyn Bolt  
Councillor Cahal Burke  
Councillor Andrew Cooper  
Councillor John Lawson  
Councillor Bernard McGuin  
Councillor Alison Munro  
Councillor Mohan Sokhal  
Councillor Kath Taylor  
Councillor Rob Walker  
Councillor John Taylor

Apologies: Councillor David Sheard  
Councillor Musarrat Khan  
Councillor Naheed Mather

**201 Membership of the Committee**

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

**202 Minutes of previous meeting**

**RESOLVED** - That the Minutes of the Meeting held on 19 February 2019 be approved as a correct record.

**203 Interests**

No interests were declared.

**204 Admission of the Public**

It was noted that Agenda Item 25 would be considered in private session (Minute No. 225 refers).

**205 Deputations/Petitions**

Deputations were received at Agenda Item 20 (Minute No. 220 refers).

**206 Public Question Time**

No questions were asked.

**207 Member Question Time**

Councillor Bolt asked a question regarding the outcomes of a recent visit of the Leader of the Council to the 2019 MIPIM Conference and also as to how the Leader sought to ensure that travel to the conference was carbon neutral, pursuant to the Motion of Council on 16 January 2019.

A response was provided by the Leader of the Council.

**208 Discretionary Retail Discount Scheme 2019/20 & 2020/21**

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

Cabinet gave consideration to a report which sought to confirm criteria for a Discretionary Retail Discount Scheme for 2019/20 and 2020/21. The report set out proposals for how the scheme would operate within Kirklees for businesses with a rateable value of less than £51k.

The report advised that it was necessary to determine a qualifying criteria that would be applied, having regard to Government guidance, and that the scheme would award relief of up to one third of a qualifying ratepayer's net rates bill.

Cabinet noted that the scheme was aimed at occupied properties and a proposed schedule of properties which may qualify was listed at Appendices 1 and 2 of the considered report. Appendix 3 set out detail of Government prescribed non-qualifying uses.

**RESOLVED -**

- 1) That approval be given to the implementation of the Discretionary Retail Discount Scheme in 2019/20 and 2020/21, as detailed within the considered report.
- 2) That approval be given to the property categories as listed in Appendix 2 of the report and that authority be delegated to officers to undertake the administration of the scheme, and related processes, including the determination of any other broadly similar property types.

**209 Revised Fees and Charges for Economy and Infrastructure Services**

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

Cabinet received a report which set out proposals of revised fees and charges for services within the Economy and Infrastructure Directorate, to take effect from 1 April 2019.

An appendix to the report summarised the revised fees and charges, which could be categorised as (i) introduction of a new charge (ii) increase exceeds the Consumer Price Index (iii) adoption of a revised charging model or (iv) repackaging a service

offer. The report also explained, pursuant to the approval of the 'Events Policy and Associated Charging Framework' at Cabinet on 16 October 2018, the revised daily hire charges for Town Hall Outdoor Spaces and differential hire rates.

The report was submitted to Cabinet in accordance with Financial Procedure Rules as the proposed changes were not within delegated authority.

**RESOLVED** - That approval be given to the implementation of new fees and charges with effect from 1 April 2019.

**210 Dewsbury Riverside Masterplan and Masterplan Framework**

(Under the provision of Council Procedure Rule 36(1) Cabinet received representations from Councillors Bolt and Lawson).

Cabinet received a report which (i) sought the endorsement of the Masterplan and Masterplan Framework for the development of the Local Plan housing allocation at Dewsbury Riverside and (ii) sought authority for the Council to enter into an agreement with the Combined Authority to accept a Local Growth Fund grant to facilitate infrastructure delivery at Dewsbury Riverside.

The report advised that the Masterplan and Framework had been developed in accordance with Local Plan Policies to ensure a planning policy compliant approach which would inform and guide planning applications as the site is delivered, and that a delivery framework was being developed in conjunction with the site promoter and development partners.

Cabinet noted that the vision for Dewsbury Riverside was to create a sustainable urban extension that would deliver social, environmental and economic benefits, provide a mix of high quality homes of different tenures and community infrastructure to create a sustainable, vibrant mixed community.

**RESOLVED -**

- 1) That approval be given to the Dewsbury Riverside Masterplan and Masterplan Framework in order to ensure that Dewsbury Riverside is developed in a sustainable manner, enhancing the North Kirklees area.
- 2) That it be noted that two current grant bid submissions (£4.6m Local Growth Fund and £22.5m Housing Infrastructure Fund) will support the delivery of the vision set out within the Masterplan and Masterplan Framework.
- 3) That it be noted that, in accordance with Financial Procedure Rules, the Chief Finance Officer, in consultation with the Service Director – Legal, Governance and Commissioning, and the relevant Strategic Director, is authorised to approve the acceptance of any subsequent Grant Agreement for the two bids, if successful.
- 4) That authority be delegated to the Service Director – Legal Governance and Commissioning, to enter into and execute any Grant Agreement with the Combined Authority for the Local Growth Fund Grant, and also to enter into and execute any ancillary documents relating to the Grant Agreement.
- 5) That it be noted that (2) above will ensure that funding can be obtained in order to deliver the vision set out within the Masterplan and Masterplan Framework.

**211 2018/19 and 2019/20 Council Capital Plan - proposed allocation of 2019/20 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 2018/19 approved programme of works**

Cabinet gave consideration to a report which set out proposed projects, to be funded from the 2019/20 Learning and Early Support Capital Maintenance baseline section of the Capital Plan, and presented an update on the delivery of the 2018/2019 Capital Maintenance Programme, as approved by Cabinet in April 2018.

Appendix A to the considered report contained a business case outlining the process for identifying the condition of individual schools, explaining how the backlog of repairs was prioritised across all schools and how the 2019/20 schools' condition programme would be procured and implemented. Appendix B set out a prioritised list of urgent condition works required to be undertaken in schools during the 2019/20 financial year, and Appendix C detailed amendments and variations to the original programme approved by Cabinet in April 2018.

The report advised that, subject to approval, the 2019/20 Capital Plan would be updated and that projects would be developed and implemented. Cabinet noted that approximately 92% of the projects within the 2018/19 plan had been delivered, and that the remaining 8% were scheduled to be delivered or contractually committed before the end of the financial year.

**RESOLVED -**

- 1) That approval be given to the business case, as attached at Appendix A to the considered report, which outlines the rationale for the schools' condition programme, the availability of funding, the selection process and the main categories of work, thereby enabling the projects concerned to be designed, procured and implemented.
- 2) That approval be given to the detailed list of proposed works in schools, as attached at Appendix B of the considered report.
- 3) That the delegated authority, as set out at paragraphs 2.16 and 2.17 of the considered report be approved.
- 4) That the revised amendments and allocations to the 2018/2019 Schools Capital Maintenance programme applied under delegated authority, as detailed in Appendix C to the considered report, be noted.

**212 2018/19 and 2019/20 Corporate Landlord Asset Investment Capital Plan - Amendments to the detail of the approved 2018/19 Corporate Landlord programme and proposed allocation of 2019/20 capital funding**

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

Cabinet gave consideration to a report which identified projects to be funded from the 2019/20 Corporate Landlord Asset Investment baseline section of the Capital Plan, and set out an update on the delivery of the 2018/19 Corporate Landlord Asset Investment Programme.



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Cabinet were asked to give approval to a schedule of projects, as detailed in Appendix A of the considered report. Appendix B listed the projects which had been either changed, added to or deleted from the 2018/29 work programme.

The report also referenced the major refurbishment works proposed at Cliffe House, at an allocated cost of £600k. Cabinet were advised that, due to the extent of the works, it was requested that £250k be funded from the 2020/21 Investment Programme, and a business case for this proposal was set out at Appendix C to the report.

### **RESOLVED -**

- 1) That the amendments to the detail of the approved 2018/2019 Corporate landlord Asset Investment Capital Plan, as detailed in Appendix B of the considered report, be noted.
- 2) That approval be given to the programme of work for 2019/2020, as detailed in Appendix A of the considered report, which will require capital investment of £2.5m.
- 3) That it be noted that the first £250k of the 2020/2021 Asset Investment Capital Plan baseline will be contractually committed to the Cliffe House Project.
- 4) That approval be given to the delegated powers as outlined with the considered report (paragraphs 2.11 to 2.13 refer).

### **213 Implications of the establishment of new schools and discontinuation of schools for land and premises - an extension of delegation to senior officers to action the property transactions**

Cabinet gave consideration to a report which sought the delegation of authority in respect of the property implications when schools are discontinued and a new school is established.

The report advised that, currently, when a maintained school is discontinued and a new school is established, a Cabinet decision is required to authorise the disposal of land and buildings within the Council's ownership. It stated that, as the means of disposal is prescribed by legislation, it would be pertinent to delegate authority to the relevant Service Director/s to enable processes to proceed in order to give effect to the statutory vesting, which would improve efficiency within the process.

**RESOLVED -** That authority be delegated to the Service Director – Economy and Skills and the Service Director – Legal, Governance and Commissioning, to deal with the disposal of Council assets as a result of school discontinuations and establishment of new schools and, where necessary, negotiate the terms of any proprietary interest or grant or any other lease or ancillary document.

### **214 Highways Capital Plan 2019/20**

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

Cabinet received a report which set out the Highways Capital Plan 2019/20. Appendix 1 to the considered report added individual scheme detail to the approved high level programme for 2019/20 and 2020/21.

It was noted that Integrated Transport grant allocation had not yet been confirmed, but was estimated to be £500k. The report advised that, in addition to the works within the Capital Plan, there were also a number of major transport improvement schemes being developed for implementation in future years as part of a £1bn West Yorkshire Transport Plus Fund.

**RESOLVED** - That approval be given to the detailed Capital Plan 2019/2020 in the sum of £13,568k, as detailed within Appendix 1 of the considered report.

**215 Special Educational Needs and Disabilities - The Parent's Perspective**  
(Under the provision of Council Procedure Rule 36(1) Cabinet received a representation from Councillor Burke).

Cabinet received a report which set out the findings of the Children's Scrutiny Panel investigation into how the Special Educational Needs and Disability Assessment Team interacts and works with parents and carers. Cabinet were advised that the Panel had met with parents involved within the process to gain feedback and views on service provision and had formulated an action plan. The action plan, which was appended to the report set out a number of recommendations, and detailed the response of the Cabinet Members to the recommendations, along with the estimated timescale for implementation.

The recommendations with the report related to matters concerning (i) service standards (ii) effective participation (iii) parenting courses and (iv) timescales and content.

It was noted that the Scrutiny Panel would receive regular progress updates to monitor the implementation of the recommendations.

**RESOLVED** - That the findings of the Children's Scrutiny Panel 'Special Educational Needs and Disabilities – The Parent's Perspective' be received and noted, and that approval be given to the responses to the Panel's recommendations, as detailed within the considered report.

**216 Quarter (3) Corporate Performance Report**

Cabinet received a report which set out an overview of the Council's corporate performance at the end of Quarter 3, 2018/2019. The report listed key highlights from the quarter, which included; (i) the sign off of the Community Investment Fund (ii) the highest delivery figure of new housing completions in 2017/18 compared to the previous five year period (iii) two successful bids to the European Social Fund to deliver 'Works Better 1525' schemes and (iv) securing £180k from the Home Office for preventative work in relation to reducing gang violence.

The report also set out details of key activities in the quarter, and the progress that had been made since Quarter 2 reporting.

**RESOLVED** - That the Corporate Performance Report Quarter (3) 2018/2019 be received and noted.

**217**

**Corporate Financial Monitoring Report Quarter 3 2018-19**

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

Cabinet received the Corporate Financial Monitoring Report, Quarter 3, 2018/2019. The report advised of a forecast overspend of £1.1m against the £291.1m revised budget at Quarter 3, equivalent to a 0.4% variance, and that good progress was being made with a forecast headline delivery of £12.4m against £16.2m planned savings, equivalent to 77% forecast delivery. The report stated that the balance of undelivered savings of £3.8m included continued pressures on school transport, volume pressures on external residential placements and other volume led placements within Children's Services.

Appendix 2 to the considered report set out the Council reserves strategy and approach and it was reported that general fund reserves and balances were forecast to increase through 2018-2019 by £2.9m from £88.8m at the start of the year to £91.7m at 31 March 2019, including the additional £4.4m in-year MRP overpayment unwind transfer to financial resilience reserves.

Further appendices to the report set out (i) the forecast general fund revenue outturn position (2018/2019) by service area (ii) a summary of the forecast HRA financial position including HRA movements in HRA reserves in-year (iii) highlights of the more significant general fund and HRA forecast variances across service areas and (iv) the forecast capital outturn position in 2018-2019 by outcome area, and the reasons for the more significant forecast capital variances across strategic priority and baseline capital schemes.

**RESOLVED -**

- 1) That the Quarter 3 forecast £1.1m revenue monitoring overspend be noted.
- 2) That the expectation that Strategic Directors work to identify opportunities for spending plans to be collectively brought back in line with the Council's overall budget by year end be noted.
- 3) That the additional in-year funding allocations for High Needs and Levy rebate announced as part of the 2019-2020 Finance Settlement and the Brexit funding allocation be noted.
- 4) That the forecast planned use of general fund earmarked reserves in-year, and the forecast year end position at £91.7m be noted.
- 5) That the anticipated overall forecast year end surplus of £5.8m on the Collection Fund be noted.
- 6) That the Quarter 3 forecast HRA surplus at £1.3m and forecast reserves position at year end of £54.1m be noted.
- 7) That the Quarter 3 forecast capital monitoring position, net of budgeted slippage, on line with budget, be noted.
- 8) That approval be given to the virement of £800k uncommitted capital budget from Risks and Pressures to support the Pioneer House Scheme.
- 9) That approval be given to the £500k commitment from the existing Town Centre Action Plan budget to contribute to the Pioneer House project.

- 10) That the proposed drawdown from the Strategic Investment Support reserve, for the proposed waste management revenue developments, be noted.
- 11) That approval be given to the garden waste containers and vehicles scheme (£1m) from the 2019-2020 Council approved capital plan, to enable early rollout from April 2019.
- 12) That the request for works to facilitate the relocation of Almondbury Library be approved.

**218 Playable Spaces Strategy and Operational Plan**

(Under the provision of Council Procedure Rule 36(1) Cabinet received representations from Councillors Bolt, Lawson and Walker).

Cabinet gave consideration to a report which sought approval of a revised Playable Spaces Strategy and the implementation of the operational plan. The report advised that, in 2017, a draft Play Strategy for Kirklees which outlined proposals to review the delivery of play infrastructure was produced, along with proposals for engagement and research to deliver the vision and produce an operational plan.

The report presented the evidence which had been gathered and a refined Strategy, setting out a new framework for play across the district and outlining the work required to achieve a place based working approach. It advised that the Playable Spaces Strategy, which was attached as an appendix to the considered report, would be a mechanism to enable a focussed intervention, helping to improve the health and well-being of Kirklees citizens.

Cabinet noted the recommendations of the strategy as listed within the report, which were that the Council implements (i) a new classification of existing play areas which could be used to ensure a more diverse play offer across the district comprising a network of destination parks, community play areas and doorstep playable spaces (ii) a play standard to guide all future play area developments and planning decision making (iii) a three year improvement programme in the play area network to enable the rationalisation of network play areas and the redevelopment of sites into high quality equipped play areas and playable spaces (iv) an engagement programme to be delivered in conjunction with site developments at a sub-set of sites, to embed positive use of whole sites and foster community ownership and (v) a revised framework for ongoing risk management and maintenance which is fully compliant and will ensure that the new network of high quality play areas is maintained well into the future.

The report advised that the recommendation of the Operational Plan was that a total investment of £9,565k was made, and would be implemented over a three year period (2019-2022) which would enable the delivery of the Playable Spaces Strategy in full and would allow a minimum of 90% of residents access to at least one high quality equipped play area, within 720m of their home.

**RESOLVED** - That approval be given to the adoption of the Playable Spaces Strategy and Operational Plan.

**219 Draft Kirklees Preventing Homelessness and Rough Sleeping Strategy 2018 - 2023**

(Under the provision of Council Procedure Rule 36(1) Cabinet received representations from Councillors Bolt and Cooper).

Cabinet gave consideration to the Kirklees Preventing Homelessness and Rough Sleeping Strategy 2018-2023. The strategy, which was attached as an appendix to the considered report, set out the principles for how change would be achieved, including working with partners and a continued focus on prevention, and how the strategy's action plan would be progressed and reviewed.

The report explained that the strategy provided an overview of housing and homelessness at a national, regional and local level, and described relevant legislative and policy development, and local level data, to inform the evidence base to the strategic intention, along with identifying challenges and issues. Cabinet noted that the strategy built upon and directly linked to the Kirklees Housing Strategy 2018-2023.

**RESOLVED** - That the draft Preventing Homelessness and Rough Sleeping Strategy 2018-2023 be endorsed and referred to the meeting of Council on 20 March 2019 with a recommendation of approval.

**220 Future options for Almondbury Community School**

(Deputations were received in respect of this item from Peter Rock (Chair of Governors Netherhall Learning Campus), Patricia Jennings, Paula Bairstow, and Tejinder Ajiz. Under the provision of Council Procedure Rule 36(1) Cabinet received representations from Councillors Bolt, Cooper, McGuin, Munro and J Taylor).

Cabinet received a report which sought approval to undertake a non-statutory consultation regarding future options for Almondbury Community School. The report set out proposals for securing quality school provision for children aged from 3 to 16 years in Almondbury and the surrounding Huddersfield South East area, taking into account the current and projected need for places across all age groups.

The report presented to Cabinet set out information in relation to the sufficiency of school places in the area, and proposed that a consultation be held on proposals to (i) remove the secondary phase of Almondbury Community School, over a period of time to be determined (ii) explore the possibility of increasing the number of places at King James's School, and make adjustments to catchment areas and (iii) to gradually reduce the number of primary places (up to and including Year 6) at Almondbury Community School by admitting 30 reception age children annually from September 2020 onwards.

Cabinet noted the background to the proposals, as detailed within the report, and the current pattern of both primary and secondary provision within the area. The report advised that, subject to approval, the non-statutory consultation and engagement process would take place during March and April 2019 and a report regarding the outcome of the consultation would be submitted to Cabinet in May 2019.

**RESOLVED** -

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- 1) That Officers be authorised to develop plans for consultation to retain Almondbury Community School with the removal of the secondary phase (Key Stages 3 and 4), consolidate the school as a 210 place primary provision (with nursery) in the Key Stage 1 building at Fernside Avenue and seek an Academy Sponsor, in partnership with and approved by the RSC, in order to retain necessary Key Stage 1 and 2 places for Almondbury and the wider Huddersfield South East area.
- 2) That authority be delegated to the Director for Children's Services, in consultation with Cabinet Portfolio Holders, to (i) develop consultation materials on the basis of the proposals and (ii) organise and carry out a non-statutory consultation about the proposals.
- 3) That Officers be authorised to work with neighbouring schools (King James's School and Newsome High School) to explore their willingness for the realignment of the existing Almondbury Community School secondary Priority Admission Area in order that future children have priority for their secondary education in one of the neighbouring secondary schools.
- 4) That Officers be authorised to work with King James's Academy Trust to assess the level of capital investment that would be required to enable King James's School to create 30 additional planned places from September 2020.
- 5) That Officers be authorised to assess the level of investment that would be required to enable the existing Key Stage 1 building of Almondbury Community School on Fernside Avenue to be utilised by the revised age range.
- 6) That the outcomes of the non-statutory consultation be submitted to Cabinet for further consideration of next steps.
- 7) That it be noted that the school is a PFI school and to request that Officers provide a future report on the impact of changes upon the future use of the site and options for the use of the site/buildings.

### **221 Place Based Public Realm Improvement Schemes Budget Allocation**

(Under the provision of Council Procedure Rule 36(1) Cabinet received representations from Councillors Bellamy, Cooper and Walker).

Cabinet gave consideration to a report which set out a number of schemes which had been submitted by Ward Members and were eligible for funding via the Capital Budget allocated for the Environment, Infrastructure and Road Safety bid fund. The report advised that the scheme, which had been introduced in October 2018, had proven to be successful in ensuring that local knowledge could be used to identify small scale environmental improvements.

The appendix to the report listed the schemes that had been submitted by Ward, along with an approximate costing.

#### **RESOLVED -**

- 1) That the recommendations and ratings of the submitted schemes, as detailed within the considered report, be approved.
- 2) That the suggested criteria for the identification of schemes, as set out within the report, be endorsed.

- 3) That approval be given to the schemes and allocation of capital funding as set out within the Appendix to the considered report.
- 4) That authority be delegated to the Strategic Director (Economy and Infrastructure), in consultation with the Cabinet Portfolio Holder, to approve the allocation of funding in order to enable work to be undertaken as identified by the Chief Executive's Ward Visits, and based upon the agreed criteria.

**222 2019/2020 Road Surfacing Programme (Large Schemes)**

Cabinet received a report which sought approval for road resurfacing schemes at (i) A62 Leeds Road, Deighton and (ii) B6432 Firth Street, Huddersfield. The report advised that, in respect of scheme (i), the works would comprise of road re-surfacing with minor footway repairs and drainage repairs, and would commence in June 2019, in regards to scheme (ii) the works would commence in July 2019 and would comprise road resurfacing, footway repairs, drainage repairs and reconstruction of existing traffic calming features. Cabinet noted the proposed actions that were programmed to minimise the disruption arising from the schemes, as set out at paragraph 2 of the considered report.

**RESOLVED** - That approval be given to road resurfacing works to take place at (i) A62 Leeds Road, Huddersfield/Deighton and (ii) B6432 Firth Street, Huddersfield, commencing summer 2019.

**223 Land at St Johns Avenue Newsome, Huddersfield (Former Newsome Working Men's Club)**

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

Cabinet gave consideration to a report which sought authority to negotiate the removal of a restrictive covenant on land at St John's Avenue, Newsome and consider the alternative of selling the freehold reversion. The report advised that the Council owned the freehold of the site of the former Newsome Working Men's Club, which was subject to a 999 year ground lease dated 1905, and supplemental leases in 1966 and 1985. It stated that, following being placed into voluntary liquidation in 2014, the site was marketed and subsequently purchased in 2016. Cabinet were advised that a request had been received by the purchaser to negotiate the removal of the restrictive covenant to allow residential development upon the former bowling green land. Cabinet noted that outline planning permission for residential development on the land had been granted in 2017.

The report advised that external advice had been sort from a Property Litigation Specialist in regard to the covenant and the available options, and that this detail was set out within an exempt appendix.

(The exempt information at Agenda Item 25 was considered prior to the determination of this Agenda Item (Minute No. 225 refers)).

**RESOLVED** -

- 1) That the objections to the scheme, submitted by Newsome Ward Members and Newsome Community Forum Ltd, be noted.

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- 2) That authority be delegated to the Strategic Director – Economy and Infrastructure to negotiate and agree terms for either the removal of the restrictive covenant, or the disposal of the freehold reversionary interest in the land at St Johns Avenue, Newsome, Huddersfield.
- 3) That authority be delegated to the Service Director – Legal, Governance and Commissioning, to enter into and execute all necessary documentation to remove the restrictive covenant or dispose of the freehold reversionary interest in the land.

### **224 Exclusion of the Public**

That acting under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.

### **225 Land at St Johns Avenue, Newsome**

(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 23 (Minute No. 223 refers).

**RESOLVED** - The information was considered prior to the determination of Agenda Item 23 (Minute No. 223 refers).



Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CABINET

**Tuesday 16th April 2019**

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

Observers: Councillor Manisha Roma Kaushik  
Councillor Bernard McGuin  
Councillor Alison Munro

Apologies: Councillor Musarrat Khan  
Councillor Cathy Scott

**226 Membership of the Committee**

Apologies for absence were received on behalf of Councillors Khan and Scott.

**227 Minutes of previous meeting**

**RESOLVED** – That the Minutes of the meeting held on 19 March 2019 be approved as a correct record.

**228 Interests**

No interests were declared.

**229 Admission of the Public**

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

**230 Deputations/Petitions**

Cabinet received a deputation from Paula Bairstow, Patricia Jennings and David Burns in regards to the future options for the Almondbury High School consultation process.

A response was provided by the Cabinet Member for Learning and Aspiration (Councillor Ahmed).

**231 Member Question Time**

Questions were asked by;

(i) Councillor Munro in regards to the future options for Almondbury High School consultation process.

A response was provided by the Cabinet Member for Learning and Aspiration (Councillor Ahmed).

(ii) Councillor McGuin in regards to the future options for Almondbury High School consultation process.

A response was provided by the Cabinet Member for Learning and Aspiration (Councillor Ahmed).

(iii) Councillor Kaushik in regards to the playable spaces strategy.

A response was provided by the Leader of the Council.

**232 Development Management Compliance Strategy**

Cabinet gave consideration to a report which gave details of the creation of a Development Management Compliance Strategy, which aimed to facilitate the most efficient and effective use of enforcement powers within the Development Management Compliance Team. The report advised that, in response to the need to proactively manage the expected uplift in development activity arising from the adoption of the Local Plan, the strategy set out (i) the main principles and procedures which the Council would adopt to regulate and monitor development (ii) how it would communicate with residents, businesses and developers (iii) how it prioritises cases coming into the service and (iv) the range of options and actions available to the Local Planning Authority to remedy any given situation.

Cabinet noted that the strategy would give focus to the priorities of the compliance team and provide clarity to communities, councillors and developers as to what action could be expected when planning complaints or requests for investigations are received. Paragraph 2.5 of the considered report illustrated the types of development and areas where priorities would be focussed.

**RESOLVED** - That the Development Management Compliance Strategy be approved.

**233 Investment in the facilities at Dewsbury Sports Centre**

Cabinet received a report which sought permission for the refurbishment of the wet side changing village at Dewsbury Sports Centre in advance of the closure of Spensborough Pool. The report requested approval to access funding agreed within the capital plan to undertake a targeted refurbishment with indicative estimated works costing between £180k and £240k.

Cabinet noted that Dewsbury Sports Centre would be the main leisure hub within North Kirklees for both the public and the school swimming programme during the two year closure of Spensborough Pool, from 1 September 2019, and that the proposed improvement works would create a facility that was fit for a modern day leisure operation.

The report advised that the capital investment during the 2019/2020 financial year would be funded from the Council's prudential borrowing, and that the revenue service charges would be included within the Council's Medium Term Financial Plan.

**RESOLVED** - That approval be given to the use of capital funding to upgrade the changing village at Dewsbury Sports Centre in the 2019/20 financial year, in order to make it suitable for public and school swimming programme use.

**234 Corporate Parenting Strategy 2019-2021**

Cabinet received the Corporate Parenting Strategy 2019-2021, which set out the Council's framework for delivering its corporate parenting responsibilities to children in care and care leavers. The report advised that the strategy had been developed in order to evidence, guide and provide accountability to the Council's commitment to develop a strong corporate parenting ethos and to provide a context for existing key strategies that would benefit children in care and care leavers.

It was noted that Children in Care and the Care Leavers Forum had been consulted in the development of the strategy, and that it would be reviewed in summer 2020. The strategy, which was appended to the considered report, set out details of the Council's priorities, pledges, principles and vision as a corporate parent.

**RESOLVED** - That the Corporate Parenting Strategy be approved, and that it be implemented with immediate effect, until the end of 2021.

**235 Kirklees Annual Post 16 Educational Outcomes Report 2017-18**

Cabinet received a report which detailed the Kirklees Annual Post 16 educational Outcomes Report 2017-2018, which provided the evidence base for the post 16 element of the draft learning strategy which was currently under development. The report and accompanying appendix provided information on the analysis and evaluation of a range of KS5 outcomes in post-16 education and training in Kirklees in the year 2017-2018. It was noted that performance in Kirklees was strong in comparison to regional and national benchmarks and demonstrated continued improvements in most areas, and top quartile performance in the majority of areas.

The report highlighted positive figures regarding engagement with education and post-16 training, overall achievement rates, average grades and value added progress, and set out a summary of the detailed report findings. Cabinet were asked to accept the report to establish a shared understanding of educational outcomes for young people and identify priorities for a collective effort for further improvement.

**RESOLVED** -

(1) That the report be received and noted.

(2) That authority be delegated to the Director for Children's Services, in consultation with the Cabinet Portfolio Holders for Learning and Aspiration and Children's Services, to progress the aspirations identified within the considered report in the form of a series of shared work-streams alongside Post-16 providers.

## **Cabinet - 16 April 2019**

(3) That the Cabinet's thanks to officers, schools, colleges and partners for their work in achieving the upper quartile performance be placed on record.

Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CABINET

**Wednesday 29th May 2019**

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

Observers: Councillor Martyn Bolt  
Councillor Andrew Cooper  
Councillor Paola Antonia Davies  
Councillor Alison Munror  
Councillor Carole Pattison  
Councillor Elizabeth Smaje  
Councillor Mohan Sokhal  
Councillor Rob Walker

Apologies: Councillor Musarrat Khan

**1 Membership of the Committee**

Apologies for absence were received on behalf of Councillor Khan.

**2 Minutes of previous meeting**

**RESOLVED** – That the Minutes of the Meeting held on 16 April 2019 be approved as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

It was noted that Agenda Item 16 would be considered in private session (Minute No. 16 refers).

**5 Deputations/Petitions**

Cabinet received deputations from Charly Matthews, Amy Bairstow, David Whittingham and Peter Rock in respect of Agenda Item 9 at the consideration of that item.

**6 Public Question Time**

Cabinet received questions from Trish Jennings, Charly Matthews, David Burns, Tejinder Ajiz, Helen Tones, Paula Bairstow, Elena Ali, David Bairstow and Adele Brady in respect of Agenda Item 9 at the consideration of that item.

**7 Member Question Time**

Cabinet received questions from Councillor Bolt in regards to (i) the availability of Cabinet Members for questions following this meeting (ii) progress made in investigating and recovering S106 monies for the Mirfield area (iii) the provision of safe and secure parking and improvement of facilities for HGVs and (iv) when the Leader would provide notice of the Members of Cabinet and their portfolios.

A response was provided by the Leader of the Council.

Cabinet received questions from Councillors Cooper, PA Davies and Munro in respect of Agenda Item 9 at the consideration of that item.

**8 Appointment of Deputy Leader**

Cabinet received notice from the Leader of the Council that Councillor Peter McBride had been appointed as Deputy Leader of the Council, in accordance with articles 7.2.4 and 7.3.4 of the Constitution.

**RESOLVED** - That it be noted that (i) under Articles 7.2.4 and 7.3.4 of the Council's Constitution, the Leader of the Council had appointed Councillor McBride as Deputy Leader of the Council, with effect from 13 May 2019 and (ii) Councillor McBride would take Cabinet Portfolio Holder responsibility for the Economy Portfolio.

**9 Future Options for Almondbury Community School - Outcome Report**

Cabinet gave consideration to a report which set out the outcomes of the non-statutory consultation process on future options for Almondbury Community School and sought approval to formally propose alterations to the school by reducing the age range from 3 to 16 years, to 3 to 11 years.

Deputations presenting objection to the proposals were received from Charly Matthews, Amy Bairstow, David Whittingham and Peter Rock, and questions were received from Trish Jennings, Charly Matthews, David Burns, Tejinder Ajiz, Helen Tones, Paula Bairstow, Elena Ali, David Bairstow, Adele Brady, Councillor Cooper, Councillor PA Davies and Councillor Munro.

The report advised that, pursuant to the decision of Cabinet on 19 March 2019, a non-statutory consultation had taken place between 27 March 2019 and 23 April 2019 in regards to; (i) changing the age range of the school, from 3 to 16 years, to 3 to 11 years, with implementation from September 2020 (ii) changing the planned admission number of the primary phase from 60 at Key Stage 1 and 110 at Key Stage 2 to 30, with effect from September 2020, thereby providing 210 places across Reception to Year 6, through a phased approach and (iii) admitting no new pupils into Year 7 from September 2020.

The report acknowledged that the proposals would require the Council to (i) work with King James's School and Newsome High School to realign the existing Almondbury Community School priority admission area (ii) explore the opportunity to work with King James's School to create 30 additional places from September 2020, thereby creating 150 additional secondary places over five years (iii) work with the Regional Schools Commissioner to secure an academy sponsor for Almondbury High School as a future primary school and (iv) consolidate Almondbury Community

## Cabinet - 29 May 2019

School as a future primary school into the current key stage 1 building on Fernside Avenue.

Cabinet were advised that 358 responses to the consultation had been received, alongside a petition of 1254 signatures. The responses were contained at Appendix E of the considered report and an officer commentary addressing the key themes was contained within the report.

Cabinet noted that, whilst there was support for retaining a secondary phase at Almondbury Community School, there were a low number of pupils on roll which had resulted in the provision of a limited curriculum and that educational opportunities were challenged due to the financial impact of under occupancy. It was also noted that the Regional Schools Commissioner had issued an Academy Order for Almondbury High School on 16 May 2019.

The report advised that, subject to approval, the proposals would be subject to statutory notice, which would be followed by a period of representation, prior to a final decision being taken in July 2019.

### **RESOLVED –**

- (1) That, pursuant to the non-statutory consultation process, authority be delegated to Officers to publish the following statutory proposals in relation to Almondbury Community School;
  - (i) to change the age range of the school from age 3 to 16 years to age 3 to 11 years (with effect from September 2020)
  - (ii) to change the planned admission number of the primary phase from 60 (Key Stage 1) and 110 (Key Stage 2) to 30 in both Key Stage 1 and Key Stage 2 (with effect from September 2020), thereby providing 210 places from Reception to Year 6 (through a phased approach)
  - (iii) to admit no new pupils to Year 7 from September 2020.
  
- (2) That Officers be authorised to
  - (i) continue to explore the consolidation of primary year groups at Almondbury Community School into the current Key Stage 1 building on Fernside Avenue, and report on the indicative level of investment required
  - (ii) continue to explore the opportunity to work with King James's School and make amendments to its current catchment area, creating 30 additional planned places from September 2020, therefore in the longer term creating an additional 150 secondary places at the school through the admission of 30 additional pupils per year, and report on the indicative level of investment required
  - (iii) work with Newsome High School to make amendments to its current catchment area to include the catchment area of Lowerhouses CE(VC) Junior, Infant and Early Years School which forms part of the current Almondbury Community School secondary catchment area
  - (iv) explore with Netherhall Learning Campus High School the impact of changing their catchment area to include parts of Moldgreen Community Primary School and Dalton School primary catchment areas (south of A642) which form part of the current Almondbury Community School secondary catchment area
  - (v) continue to work in partnership with local secondary schools and the Regional Schools Commissioner to plan for the transitional arrangements to support pupils, families and the staff of

Almondbury Community School if the proposal are approved (vi) continue to engage with and support children and families, particularly those in challenging circumstances who may be affected by the proposals (vii) continue to work with King James's Academy Trust to further assess the level of capital investment that would be required to enable King James's School to create 30 additional planned places and that this information be submitted to a future meeting (vii) continue to assess the level of investment which would be required to enable the existing Key Stage 1 building of Almondbury Community School on Fernside Avenue to be utilised by the revised age range and that this information be submitted to a future meeting and (viii) submit a report detailing the outcome of the statutory consultation and representation period to a future meeting to inform a final decision of Cabinet.

**10 Disposal of Open Space at Raikes Lane/The Mount, Birstall, Batley**

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

Cabinet received a report which set out details of objections received as a result of advertising the Council's intention to dispose of open space at Raikes Lane/The Mount, Birstall and were asked to give consideration as to whether the disposal should proceed pursuant to the previous Cabinet decision on 21 August 2018.

The report advised that six individual objections had been received, which were attached to the considered report at Appendix 2, and raised matters relating to the conservation area, the setting of listed buildings, wildlife and trees, road congestion and highways issues.

Cabinet considered that the disposal of the open space would allow the land to be better utilised and maintained and provide the opportunity for a local small scale development whereby the objections received in relation to the future use of the site could be addressed within the statutory planning process.

**RESOLVED** - That the objections be noted and that approval be given to the disposal of open space at Raikes Lane/The Mount, Birstall, Batley in order to (i) enable the land to be better utilised and maintained (ii) achieve a capital receipt and (iii) provide a potential opportunity for local small scale development and support to the local labour market.

**11 Disposal of Open Space at Rowley Hill/Common End Lane, Lepton, Huddersfield**

Cabinet received a report which set out details of objections received as a result of advertising the Council's intention to dispose of open space at Rowley Hill/Common End Lane, Lepton, and were asked to give consideration as to whether the disposal should proceed pursuant to the previous Cabinet decision on 21 August 2018.

The report advised that numerous objections had been received, which were attached to the considered report at Appendix 2, and raised matters relating to highways, drainage issues, recent repair works, wildlife and local habitat, invasion of privacy, overdevelopment and proximity to listed buildings.



## Cabinet - 29 May 2019

Cabinet considered that the disposal of the open space would allow the land to be better utilised and maintained and provide the opportunity for a local small scale development whereby the objections received in relation to the future use of the site could be addressed within the statutory planning process.

**RESOLVED** - That the objections be noted and that approval be given to the disposal of open space at Rowley Hill/Common End Lane in order to (i) enable the land to be better utilised and maintained (ii) achieve a capital receipt and (iii) provide a potential opportunity for local small scale development and support to the local labour market.

### 12 **Early Closedown Review 2018/19**

Cabinet received a report which set out proposals to review earmarked reserves as part of the 2018-2019 accounts process. The report advised that the annual budget report had indicated that there would be a further assessment of reserves requirements as part of the 2018-2019 final accounts process, and a number of recommendations were therefore presented within the report regarding further reserves requirements.

Cabinet noted the detail of the proposals which were; (i) to set aside a specific reserve of £11m specifically to support the development of the Council's waste management strategy in light of the known financial implications of the current Council PFI waste contract ending 2022-2023 (ii) to increase the current strategic investment and support reserve by £1.4m from £4m to £5.4m and (iii) to establish a specific revenue reserve for £500k to support a range of initiatives to enhance a range of council venues which are available to the public for entertainment and cultural purposes. The report advised that the proposals would be met from the re-direct of existing financial resilience reserves of £8.8m, plus the transfer of in-year (2018-2019) unallocated minimum revenue provision totalling £1.4m from central budgets to general fund reserves, as part of the 2018-2019 final accounts process.

It was noted that, subject to approval, the proposals would be incorporated into the 2018-2019 final accounts process, and thereon reported to Council in July 2019.

#### **RESOLVED -**

- (1) That approval be given to (i) the Waste Management Strategy Reserve at £11m (ii) the increase in Strategic Management Reserve by £1.4m to £5.4m and (iii) the Commercialisation reserve at £0.5m.
- (2) That, pursuant to (i) and (iii) above, approval be given to the funding of reserves proposal through the transfer of £4.1m unallocated MRP release from Central Budgets, and re-direct of existing financial resilience reserves of £8.8m, as part of the 2018-2019 final accounts process.

### 13 **Air Quality Management Area Declaration – Thornton Lodge**

(Under the provision of Council Procedure Rule 36(1) Cabinet received a representations from Councillors Cooper and Sokhal).

## Cabinet - 29 May 2019

Cabinet gave consideration to a report which sought approval to declare an Air Quality Management Area (AQMA) in Thornton Lodge and Longroyd Bride, Huddersfield.

Cabinet were advised that it was necessary for Local Authorities to declare Air Quality Management Areas for areas of the borough where pollution levels exceeded those required by government and that there were currently nine AQMAs within the Kirklees area. It was proposed that the Thornton Lodge Action Plan would be submitted to Cabinet in July 2019, as part of the Council's five year air quality action plan.

The report advised that the nitrogen dioxide levels in the Thornton Lodge area had been determined to exceed the national objective following a period of monitoring and assessment, and that the Council was under a legal duty to declare a AQMA under Section 83 of the Environment Act 1995.

**RESOLVED** - That authority be delegated to the Strategic Director (Economy and Infrastructure) to declare an Air Quality Management Area in Thornton Lodge and Longroyd Bridge, Huddersfield.

- 14 Assembling Land and Property, Huddersfield Town Centre**  
(Under the provision of Council Procedure Rule 36(1) Cabinet received a representation from Councillor Cooper).

Cabinet gave consideration to a report which set out details regarding the acquisition of a strategic freehold asset in Huddersfield Town Centre, in association with the Huddersfield Town Centre masterplan.

Cabinet noted that the masterplan was to be launched for public engagement within the coming weeks and that the purchase of the asset would assist in supporting the Council's strategic objectives for the development of the town centre. The report advised that the ambition of the plan was to set out a number of key transformational projects which would shape the town centre in the long term.

An exempt appendix to the report set out details of the asset and financial implications.

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

**RESOLVED -**

- (1) That approval be given to the acquisition of the strategic freehold asset, in accordance with the terms as set out at Agenda Item 16 (exempt information).
- (2) That approval be given to capital funding from the Strategic Priorities allocation for Huddersfield Town Centre, as identified in the Council's approved Capital Plan for 2019/20 to 2023/24.

## Cabinet - 29 May 2019

- (3) That authority be delegated to the Strategic Director (Economy and Infrastructure) and Service Director (Legal, Governance and Commissioning) to negotiate and agree the final terms for the acquisition of the asset as identified at Agenda Item 16 (exempt information).
- (4) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to enter into and execute any agreements or instruments relating to the acquisition of the asset as identified at Agenda Item 16 (exempt information).
- (5) That authority be delegated to the Service Director (Economy and Skills) to undertake the strategic and operational management of the proposed strategic purchase, alongside the Service Director (Legal, Governance and Commissioning) to agree relevant operational leases and terms.

### **15 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 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.

### **16 Assembling Land and Property Huddersfield Town Centre**

(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 is that the disclosure of the information would be contrary to confidential terms and that the exemption outweighed the public interest in disclosing the information and providing greater openness and transparency in relation to public expenditure in Council decision making).

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

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Contact Officer: Jenny Bryce-Chan

## KIRKLEES COUNCIL

### CABINET COMMITTEE - LOCAL ISSUES

**Tuesday 9th April 2019**

Present:

Councillor Peter McBride  
Councillor Naheed Mather  
Councillor Graham Turner

In attendance:

Joe Walker, Principal Engineer, Streetscene  
Phillip Waddington, Group Engineer  
Cllr John Taylor  
Jenny Bryce-Chan, Principal Governance Officer

**1 Membership of the Committee**

All members were present.

**2 Minutes of Previous Meeting**

That the Minutes of the meeting held on 11 February 2019, be approved as a correct record.

**3 Interests**

No Interests were declared.

**4 Admission of the Public**

That all agenda items be considered in public session.

**5 Deputations/Petitions**

No deputations or petitions were received.

**6 Member Question Time**

No questions were asked.

**7 Objection to (Traffic Regulation) (No 4) Order 2018, Proposed 7.5T Weight Restriction A637 Barnsley Road, Flockton and various streets in Kirklees & Wakefield**

The Committee considered a report which provided a response to objections to Kirklees (Traffic Regulation) (No 4) Order 2018, introduction of 7.5T Weight Restriction A637 Barnsley Road, Flockton and various streets in Kirklees & Wakefield.

The Committee was informed that West Riding County Council introduced a 7.5 Ton (imperial) maximum gross weight limit for eastbound vehicles on various roads in the Flockton/Emley/Middlestown area in 1971.

## Cabinet Committee - Local Issues - 9 April 2019

To bring it into line with legislation, the 1971 Order was later metricated by Kirklees Council (i.e. from 'Tons' to 'Tonnes'), however all other wording of the Order remained unchanged.

West Yorkshire Police stated that in their view, the Order was unenforceable, as the text regarding access exemption, and the permitted direction of HGVs was ambiguous and therefore on that basis, they were unable to enforce against the increasing numbers of HGV's travelling through Flockton Village, in direct contravention of the posted road signs.

Following consultation with West Yorkshire Police, wording for a new order has been drafted, which will ensure they are able to fully enforce the weight limit restriction east bound through the village.

The Committee was informed that when the original proposed Order was advertised between the 14 September to 12 October nine objections were received.

All objectors were contacted by email or letter to explain the principles behind the proposal, and to give them the option of withdrawing their objection.

A public meeting was held with the Police, ward councillors and concerned residents, to discuss the issue in detail, and the Police stated they would be happy to take enforcement action. However, it was agreed that it would first be re-advertised as there was no exemption, in the previously advertised order, for local service buses.

The Order was re-advertised between 18 January and 18 February 2019, and objectors were informed that their previous objections still stood unless they contacted the Council to confirm withdrawal. Only one chose to do so, however no new objections were received.

The Committee was advised that objections to be considered are from eight Flockton residents. Several objectors were concerned that adding 'except for access' to existing signs lessened the impact of the signs.

Cllr Taylor was in attendance at the meeting and was supportive of the scheme; and the Committee was informed that West Yorkshire Police are fully supportive of the proposals and are prepared to enforce the proposed Order.

**RESOLVED** - That the objections to the proposed weight limit be overruled and the scheme implemented as advertised

Contact Officer: Jenny Bryce-Chan

## KIRKLEES COUNCIL

### APPEALS PANEL

**Thursday 7th February 2019**

Present: Councillor Nosheen Dad (Chair)  
Councillor Bill Armer  
Councillor Christine Iredale

**1 Minutes of Previous Meeting**

That the minutes of the meeting held on 14 December 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 (WO)**

This report is recommended for consideration in private because the information contained in it is exempt information within Paragraph 1 of part 1 to schedule 12A of the Local Government Act 1972 as amended by the Local Government (access to Information) variation order 2006. It is considered the report contains information relating to any individual. The public interest in maintaining the exemption outweighs the public interest in disclosure of the information in terms of accountability, transparency and openness in council decision making.

The Panel considered the information in the report and information received from the Service and the appellant and:

**RESOLVED** – That the pass be awarded for the 2018/19 school year.

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Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CORPORATE GOVERNANCE AND AUDIT COMMITTEE

**Friday 25th January 2019**

Present: Councillor Hilary Richards (Chair)  
Councillor Carole Pattison  
Councillor Kath Pinnock  
Councillor John Taylor  
Councillor Gemma Wilson

Apologies: Councillor Julie Stewart-Turner

**1 Membership of the Committee**

Apologies for absence were received on behalf of Councillor Stewart-Turner.

**2 Minutes of Previous Meeting**

That the Minutes of the meeting held on 16 November 2018 be approved as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

It was noted that Agenda Item 13 would be considered in private session (Minute No. 13 refers).

**5 Deputations/Petitions**

No deputations or petitions were received.

**6 Public Question Time**

No questions were asked.

**7 Corporate Customer Standards Interim Report 2018-2019**

The Committee received a report which set out an update on Local Government Ombudsman complaints performance during the period April to October 2018, and confirmed the outcome of a formal report issued by the Ombudsman.

The report advised that during the six month period, 29 complaints had been considered by the Ombudsman and that 6 of these had been upheld. The Committee were advised that Kirklees had received 20.5% of complaints across the West Yorkshire region, which was broadly in line with its equivalent population size. The report set out a summary of each of the six cases that had been upheld, and examples of the learning that had arisen from the complaints.

## Corporate Governance and Audit Committee - 25 January 2019

The Committee were briefed on a formal Ombudsman report which had been received on 2 October 2018 relating to Special Educational Needs provision and the action that had been taken in terms of addressing the Ombudsman's recommendations and the subsequent service improvements, which included a significant staffing increase within the service.

Discussion took place with regards to the Council's internal processes for the reporting of complaints and sharing information with management. Concern was raised with regards to the delays incurred through current processes for implementing compensation payments and it was agreed that an alternative process should be put in place to identify a specific point of contact for managing the SAP payments, in order to achieve quicker payments of compensation.

**RESOLVED** - That the report be received and that the Committee's comments regarding the management of the complaints process be noted.

### 8 Treasury Management Strategy Update 2019-2020

The Committee considered a report which set out the Treasury Management Strategy 2019-2020, prior to its submission to Cabinet on 29 January 2019 and 13 February 2019.

The report (i) outlined the outlook for interest rates and credit risk and recommended an investment strategy (ii) outlined the current and estimated future levels of Council borrowing and recommended a borrowing strategy (iii) reviewed methodologies adopted for providing for the repayment of debt and recommended a policy for calculating minimum revenue provision from 2018-2019 onwards (iv) reviewed other treasury management matters, including the policy on the use of financial derivatives, prudential indicators, the use of consultants, and the policy on charging interest to the Housing Revenue Account, and (v) recommended an annual Investment Strategy for the Council in 2019-2020 in line with MHCLG (2017) guidance.

Discussion took place as to the proposals for unwinding MRP over-provision in 2018/19 and 2019/20 and also as to the direction of change for the Fair Funding Formula and the impact which the distributional effects would have locally, including the consequences of the removal of the deprivation indicator from the funding formula.

**RESOLVED** - That the report be received and noted and submitted to the meetings of Cabinet (on 29 January 2019) and Council (13 February 2019) with a recommendation that;

- (i) the Borrowing Strategy, as outlined in paragraphs 2.15 to 2.21, be approved
- (ii) the Investment Strategy (treasury management investments), as outlined in paragraphs 2.22. to 2.32 and appendices A and B, be approved
- (iii) the policy for the provision of repayment of debt (MRP), as outlined in paragraphs 2.33 to 2.37 and appendix C, be approved

- (iv) the treasury management indicators, as set out at appendix C, be approved
- (v) the Investment Strategy (non-treasury investments), as set out at appendix E, be approved

**9 Audit Progress Report and Sector Update**

The Committee received the external audit progress report and sector update, as submitted by Grant Thornton Audit. The report provided an update, as at 14 January 2019, which set out the progress in terms of the financial statements audit and value for money. The report advised that a detailed audit plan was being developed which would set out the proposed approach to the audit of the 2018/19 financial statements and would be submitted to the next meeting of the Committee on 8 March 2019, along with details of any matters arising from the interim audit work undertaken, which involved gaining an understanding of financial systems and reviewing internal audit work/reporting on core financial systems.

The outline audit plan was appended to the considered report and the Committee were informed of two risks (financial resilience and children's services) which required audit consideration in terms of value for money delivery.

The Committee were also updated on trends in Local Authority Trading companies, and the detail of a recently published paper by ICEAW on 'the expectation gap', which set out the variance in the expectations of auditors obligations and expected duties.

**RESOLVED** - That the External Audit Progress Report and Sector Update be received and noted.

**10 External Assessment of Internal Audit Update on Progress**

The Committee received a report which set out an update on progress following on from the external assessment of the Council's internal audit function, which had been carried out during 2018. The report advised that the assessor had considered the audit function to be generally compliant, which reflected the highest grading, but had made a number of recommendations, which were listed at paragraph 2.2 of the considered report and included matters relating to (i) the time spent by the Head of Internal Audit on strategic and operational management issues (ii) securing the skills necessary to address speciality work areas and secure a sustainable workforce and (iii) increasing the number of performance measures used to assess the effectiveness of internal audit.

The report then set out the progress made to date on each of the six recommendations at paragraph 2.3. Discussion took regarding the challenges of creating a sustainable workforce and the possibility of exploring the approach of other West Yorkshire authorities.

The Committee noted the content of the report and were advised that a further update would be undertaken later in the year.

**RESOLVED** - That the report be received and noted.

**11 Quarterly Report of Internal Audit 2018/2019 (Quarter 3)**

The Committee received a report which set out the activities of internal audit during the third quarter of 2018/2019. The report contained information regarding 18 formal opinion based pieces of work, 7 projects and 5 audits related to the Housing Revenue Account and KNH. It was noted that, overall, 83% of the work had reflected a positive outcome, and that the cumulative positive outcome for the year was 77%, which was slightly below the 80% target.

The Committee were also advised that changes to RIPA Policy, reflected GDPR and statutory guidance had been agreed by the meeting of Cabinet on 22 January 2019.

(The Committee considered the exempt information at Agenda Item 13 (Minute No.13 refers) prior to the determination of this item).

**RESOLVED** - That the Internal Audit Quarterly Report (Quarter 3) be received and noted and that the issue of payroll overpayments be addressed within a future piece of audit work.

**12 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.

**13 Quarterly Report of Internal Audit 2018/2019 (Quarter 3)**

(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.)

The Committee received the Quarter 3 report of Internal Audit, covering the period October to December 2018. The report set out details of internal audit activity and also provided a summary of progress against the actions as set out within the 2017/18 Annual Governance Statement. It was noted that the draft Annual Governance Statement 2018/19 would be submitted to the meeting of the Committee on 26 April 2019.

Discussion took place with regards to the assurance of internal performance management systems, and also salary overpayments which the Committee requested be further considered within a future piece of audit work.

**RESOLVED** - That the Internal Audit Quarterly Report (Quarter 4) be received and noted.

Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CORPORATE GOVERNANCE AND AUDIT COMMITTEE

**Friday 8th March 2019**

Present: Councillor Hilary Richards (Chair)  
Councillor Carole Pattison  
Councillor Kath Pinnock  
Councillor Ken Sims  
Councillor Julie Stewart-Turner

Apologies: Councillor John Taylor

**1 Membership of the Committee**

Apologies for absence were received on behalf of Councillor J Taylor.

**2 Minutes of Previous Meeting**

**RESOLVED** – That the Minutes of the Meeting held on 25 January 2019 be approved as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

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

**5 Deputations/Petitions**

None received.

**6 Public Question Time**

No questions were asked.

**7 Report of the Members Allowances Independent Review Panel 2019/20**

The Committee gave consideration to a report which set out the recommendations of the Members Allowances Independent Review Panel for the 2019/2020 municipal year.

The report advised that the Panel had met on 30 November 2018 and had agreed the following recommendations; (i) that the current basic allowance for Elected Members be increased in line with the amount awarded to Council staff (2%) with effect from 1 April 2019 (ii) that Special Responsibility Allowances be increased in line with the amount awarded to Council staff (2%) from 1 April 2019 (iii) that the Chair of Standards Committee be paid at Band E, with effect from 1 April 2019, subject to review in 12 months and (iv) that the Special Responsibility Allowance paid to Group Business Managers of small groups (3-6 Elected Members) be paid at Band E, with effect from 1 April 2019.

## Corporate Governance and Audit Committee - 8 March 2019

The draft Members Allowances Scheme for 2019/2020, was appended to the considered report.

The Committee gave consideration to the recommendations of the Panel and agreed that they be endorsed and submitted to Council with a recommendation of approval. It was agreed that details regarding the membership of the Independent Members Allowances Panel would be circulated to the Committee for information.

### **RESOLVED -**

- 1) That the recommendations of the Members Allowances Independent Review Panel (Appendix A) be received and noted.
  
- 2) That the report be submitted to the meeting of Council on 20 March 2019 with a recommendation that the Members Allowances Scheme 2019/2020 (Appendix B) be approved and adopted with effect from 1 April 2019.

## **8 External Audit Plan**

The Committee received the External Audit Plan for year end march 2019, as submitted by Grant Thornton, External Audit. The report set out the planned scope and timing of the audit review and it was noted that the main audit visit would take place in summer 2019, following the interim visit earlier in the year. The report advised that the audit would form and express and form an opinion on the Council's financial statements and value for money arrangements.

The Committee were provided with an overview of (i) key matters impacting upon the audit (ii) audit scope and risk assessment (iii) significant and other identified risks (iv) materiality (v) value for money arrangements and (vi) audit logistics.

**RESOLVED -** That the External Audit Plan be received and noted.

Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CORPORATE GOVERNANCE AND AUDIT COMMITTEE

**Friday 26th April 2019**

Present: Councillor Hilary Richards (Chair)  
Councillor Carole Pattison  
Councillor Kath Pinnock  
Councillor John Taylor

Apologies: Councillor Julie Stewart-Turner

**1 Membership of the Committee**

Apologies for absence were received on behalf of Councillor Stewart-Turner.

**2 Minutes of Previous Meeting**

**RESOLVED** - That the Minutes of the meeting held on 8 March 2019 be approved as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

It was noted that Agenda Item 16 would be considered in private session.

**5 Deputations/Petitions**

None received.

**6 Proposed Amendments to the Constitution**

The Committee gave consideration to a report, prior to its submission to Annual Council on 22 May 2019, which set out proposed changes to the Council's constitution. The Committee were advised that the Constitution had been reviewed throughout the year and that minor changes had been made in line with authority delegated to the Monitoring Officer. It was noted that the amendments made by the Monitoring Officer under delegated powers were set out at Appendix 1 to the report.

Paragraph 2 of the report provided a breakdown of the proposed constitutional changes, along with a rationale for the proposed amendments. The Committee gave consideration to all of the proposed changes and were supportive of the proposals with the exception of the suggested re-wording of CPR 18(17), regarding the closure of debate. It was agreed that further discussion was needed in regards to this and it was determined that the matter be referred for the consideration of the Kirklees Democracy Commission Members.

The Committee were also provided with a copy of Access to Information Procedure Rules, and were advised that changes had been made to the document in accordance with the delegation agreement.

**RESOLVED –**

- (1) That the proposed changes to the Constitution, as set out at paragraphs 2.03, 2.04, 2.07, 2.08, 2.11 and 2.12, and Appendices 2 to 4 be noted.
- (2) That the amendments to (i) the Constitution and (ii) Access to Information Procedure Rules, as set out in Appendices 1A and 1B, as permitted under delegated authority, be noted.
- (3) That the proposed changes, as considered at (1) above, be endorsed and referred to the meeting of Annual Council on 22 May 2019 with a recommendation of approval, subject to the removal of the proposed amendment to Council Procedure Rule 18(17)(a).

**7 Proposed Changes to the Code of Conduct**

The Committee received a report which set out proposed changes to the Code of Conduct, resulting from the publication of the 'Local Government Ethical Standards' report, which was attached at Appendix 1 of the considered report, and set out a number of recommendations and best practice suggestions. It was noted that previous consideration had been given to the recommendations by Standards Committee, and the views of the Committee were summarised at Appendix 2, and paragraphs 2.14 to 2.23 of the report.

The Committee noted the recommendation that Town and Parish Councils adopt the Kirklees Code of Conduct, and welcomed this proposal. Other recommendations related to having a named point of contact within the Council for whistleblowing, induction training for Councillors, availability of the Code of Conduct and the complaints process within Council buildings, and the appointment of Independent Persons.

In regards to gifts and hospitality, the report recommended that aggregate gifts totalling over £100 from a single source should be declared. The Committee agreed that a time period should be applied to this and that it therefore be amended to reflect that the declaration should refer to gifts in an accumulative 12 month period.

**RESOLVED** - That the proposed changes to the Code of Conduct and Standards Process as set out at paragraphs 2.03, 2.07, 2.08, 2.09, 2.14, 2.15, 2.16, 2.17, 2.19 – 2.23, and Appendices 3 to 4 be endorsed and referred to the meeting of Annual Council on 22 May 2019 with a recommendation of approval, subject to an amendment at paragraph 2.08 to clarify that the £100 applies over a 12 month accumulative period.

**8 Proposed Amendments to Health and Wellbeing Board - Terms of Reference**

The Committee received a report which set out proposals for amendments to the terms of reference of Health and Wellbeing Board. The proposed revisions, which were illustrated within the report, set out a change to the membership of the Board



## Corporate Governance and Audit Committee - 26 April 2019

to include (i) a nominated representative from the Kirklees Integrated Health Provider Board and (ii) a representative of the Council's Overview and Scrutiny Committee as an invited observer. It was advised that the membership had not been updated since 2013 and the proposed changes were reflective of a shift to a more collaborative approach to working.

The Committee noted the proposed changes, and endorsed the submission of the report to Annual Council for approval.

**RESOLVED** - That the revised Terms of Reference for Health and Wellbeing Board be endorsed and referred to the meeting of Annual Council on 22 May 2019 with a recommendation of approval.

### 9 **Proposed Dates Of Council - Municipal Year 2019/2020**

The Committee gave consideration to the proposed schedule of Council meetings for the 2019-2020 municipal year.

The report proposed that meetings be held on 17 July 2019, 18 September 2019, 16 October 2019, 13 November 2019, 11 December 2019, 15 January 2020, 12 February 2020, 18 March 2020 and 20 May 2020.

The Committee noted the proposed dates and endorsed the submission of the report to Annual Council for approval.

**RESOLVED** - That the proposed dates of Council meetings 2019-2020 be endorsed and submitted to the meeting of Annual Council on 22 May 2019 with a recommendation of approval.

### 10 **Proposed Amendments to Contract Procedure Rules**

The Committee gave consideration to a report which set out proposed revisions to the Council's Contract Procedure Rules. The revised Contract Procedure Rule document was appended to the considered report and a summary of the changes were set out at Appendix A, which highlighted the proposals in a comparative format. It was noted that the main proposed area as for amendment related to values and aligned most actions to thresholds of £25k to £100k, and that other changes included the need for electronic tendering with the electronic portal system providing appropriate control, and to entitle the Head of Procurement to make supplier selections to submit tenders below a £100k threshold.

The Committee were asked to refer the proposals to Annual Council and were also asked to note that EU procurement values may change from 1 January 2020, which would necessitate a revision to these rules.

**RESOLVED –**

- (1) That the proposed amendments to Contract Procedure Rules, as summarised at Appendix A, be endorsed and referred to the meeting of Annual Council on 22 May 2019 with a recommendation of approval.

- (2) That, pursuant to (1) above, it be noted that EU Procurement Values may change from 1 January 2020, which would necessitate further revisions.

**11 Proposed Amendments to Financial Procedure Rules**

The Committee gave consideration to a report, prior to its submission to Annual Council on 22 May 2019, which set out proposed changes to Financial Procedure Rules, mainly in regards to procedures relating to capital and income management.

Paragraph 2 of the considered report provided an overview of the rationale for the changes and the proposed changes were illustrated by track changes in the appendix to the considered report.

The Committee were asked to approve the submission of the document to Annual Council for endorsement. Discussion took place in regards to paragraphs 3.16 and 3.17, whereby the delegations to KNH and other subsidiary organisations were removed and decisions were to be taken by Cabinet or through delegation to officers. The Committee considered that it was important to have an understanding of how this change in responsibility would impact upon KNH and it was agreed that a report be submitted to a future meeting setting out the implications in terms of governance and risk.

**RESOLVED –**

- (1) That the proposed changes to Financial Procedure Rules be endorsed and referred to the meeting of Annual Council on 22 May 2019 with a recommendation of approval.
- (2) That a report be submitted to a future meeting regarding risk and governance at Kirklees Neighbourhood Housing.

**12 Annual Report of Internal Audit 2018/2019**

The Committee received the 2018-2019 Annual Report of Internal Audit, which provided an overview of internal audit activity and conclusions on the control environment and assurance.

The report set out (i) information on internal audit activity in the year ending 31 March 2010 (ii) an opinion on the adequacy and effectiveness of the Council's framework of governance, risk and control (iii) information regarding compliance with the requirements of Public Sector Internal Audit Standards and Code of Ethics and (iv) an Audit Plan for 2019-2020, indicating the priorities for the year.

The report advised that, based upon an objective assessment of the Council's framework of governance, risk management and control, it had been concluded that overall arrangements to operate Council business effectively were sound. In discussing the report, the Committee noted the significant areas of operation which provided limited assurance, including matters relating to SAP security, safeguarding, mandatory training and corporate performance information.

**RESOLVED –**

- (1) That the 2019 Internal Audit Strategy and Charter be approved.

- (2) That the Committee notes that it is content with (i) the effectiveness of the internal audit function and its conformance with Public Sector Internal Audit Standards and Code of Ethics (ii) the effectiveness of the Council's overall system of internal control (iii) the effectiveness of the broader control environment, risk management and governance arrangements of the Council and (iv) proposed audit plans.

**13 Annual Governance Statement 2018/2019**

The Committee received the draft Annual Governance Statement, which covered the period up until the Annual Statement of Accounts is considered at the meeting of the Committee in July 2019. It was noted that the Statement was a statutory requirement to accompany the Statement of Accounts relating to assurance in regards to governance and the internal control environment. The report advised that the draft Statement had been complied following the annual review of effectiveness of the overall internal control and governance arrangements, and highlighted a number of 'significant governance issues', several of which were ongoing from the previous year. It was noted that the actions and controls which were being taken to address the issues raised were being formulated into an action plan which the Committee would be able to monitor during the forthcoming year.

The Committee were advised that a finalised version of the Statement would be submitted to Committee prior to the submission of the Annual Accounts in July 2019.

Discussion took place which focussed upon the progress of issues in last year's statement and actions to be developed during 2019/20, specifically the strengthening of the corporate plan and risk management, the implementation of the Children's Services Improvement Plan and managing transformation activities. It was agreed that, in terms of strengthening partnership governance, it was important that the relationship with KNH is strengthened and it was noted that new governance control and management arrangements had been implemented, which would be subject to review in 12-18 months.

It was noted that the Committee would continue to monitor the progress of the action plan throughout the year on a quarterly basis.

**RESOLVED –**

- (1) That the draft Annual Governance Statement be received and noted.
- (2) That it be noted that new governance control at Kirklees Neighbourhood Housing will be monitored and that partnership governance be strengthened.

**14 Quarterly Report Of Internal Audit 2018/2019 (Quarter 4)**

The Committee received the Internal Audit Quarterly Report, Quarter 4, which set out an overview of internal audit activity in the third quarter of 2018/2019.

The report provided feedback on 2 investigations, 16 formal opinion based pieces of work and 8 other tasks. The Committee were advised that the investigations related

to the management of blue badges and gritting route completion. The report also included a summary of progress against the actions contained as a consequence of the 2017/2018 Annual Governance Statement.

**RESOLVED** - That the Q4 Internal Audit Report 2019/20 be noted.

**15 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 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.

**16 Quarterly Report Of Internal Audit 2019/2020 (Quarter 4)**

(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.)

The Committee received the Internal Audit Quarterly Report, Quarter 4, which set out an overview of internal audit activity in the third quarter of 2018/2019.

**RESOLVED –**

(1) That the Q4 Internal Audit Report 2019/20 be noted.

(2) That, in relation to the follow up audit of Commercial, Operational and Regulatory Services, a management representative be asked to attend a future meeting.

Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### CORPORATE GOVERNANCE AND AUDIT COMMITTEE

**Friday 17th May 2019**

Present: Councillor Carole Pattison (Chair)  
Councillor Kath Pinnock  
Councillor John Taylor  
Councillor Karen Allison  
Councillor Mohan Sokhal

Observers: Councillor Susan Lee-Richards  
Councillor Will Simpson

**1 Appointment of Chair**

Councillor Pattison was appointed as Chair for this meeting of the Committee.

**2 Membership of the Committee**

Councillor Sokhal substituted for the Labour Group vacancy.

Councillor Allison substituted for the Green Group vacancy.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

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

**5 Deputations/Petitions**

None received.

**6 Place Lead Role**

The Committee gave consideration to a report which set out proposals for the creation of a new place lead role for Councillors, to take effect from the beginning of the municipal year. The report provided details of the proposed role, which was integral to a place based working approach, and sought agreement for the role profile, as appended to the report, to be considered by the Independent Members Allowances Review Panel.

The Committee were advised that a place lead role was proposed for the localities of; (i) Batley, Birstall and Birkenshaw (ii) Spenn Valley (iii) Dewsbury (iv) Huddersfield North (v) Huddersfield Central (vi) Huddersfield Rural and (vii) Colne Valley and that the role would work alongside a designated Cabinet Lead Member in order to develop and implement a place based working approach within a geographical area, applying a topic or theme based approach.

## Corporate Governance and Audit Committee - 17 May 2019

In discussing the report, the Committee commented that the role profile needed to be presented in plain English and be more detailed, specifically clarifying the role of the lead member in the scrutiny process and their wider involvement in decision making. It was also requested that a breakdown of the wards within the localities be provided.

The Committee noted that the report would be submitted to the meeting of Annual Council on 22 May 2019 for determination, alongside a report on Ward and Place Partnerships.

### **RESOLVED -**

- (1) That the comments of the Committee regarding the need to re-draft the role profile in order to provide more clarity regarding the function of the role be noted.
- (2) That the Committee recommends that the meeting of Annual Council, on 22 May 2019, agrees (i) to establish the role of Place Lead and (ii) that the remuneration for the role be referred to the Members Allowances Independent Review Panel.

## **7 Annual Procurement Update**

The Committee received a report which provided an update on procurement compliance activity during the financial year 2018/19 and highlighted activities undertaken to strengthen procurement rule compliance. The report set out the key areas of progress on the implementation of a new management structure, which had been designed to provide a more centralised focus and strengthen arrangements, and the progress to date on implementing a new approach to procurement across the council category management system.

The Committee gave consideration to the key challenges as set out in the report, which included the implications of a no deal exit from the EU, achieving the right balance of proportionality and ensuring value for money, and making the transition to a proactive state through the implementation of the new structure which would enable more opportunity to deliver value for money. The Committee requested that the next update report shall provide examples of how the changes which were currently being implemented had made an impact upon service delivery and provision.

**RESOLVED -** That the update on procurement compliance activity for the 2018/2019 financial year be received and noted.

## **8 Annual Report on Treasury Management 2018-19**

The Committee gave consideration to a report, submitted in accordance with Financial Procedure Rules, which reviewed treasury management activities for the previous financial year. The Committee were advised that the Council's investments averaged £45.2m and had earned an average interest rate of 0.67%. The report explained that total external borrowing had decreased for the year by £18.8m to £394.4m, which had been due to a variety of reasons including repayment of existing debt, slippage in the capital plan and higher internal borrowing.

## Corporate Governance and Audit Committee - 17 May 2019

The Committee noted that the Council's treasury management investments totalled £39.1m at 31 March 2019 and that an average of £45.2m had been invested externally during the year, which had resulted in a generated income of £195k.

The report also provided an update on borrowing requirement and debt management, trends in treasury management activity, risk and compliance issues, loan funding sources and investment opportunities. In terms of 2019-2020, it was advised that the Council would continue to look to repay existing long term debt at appropriate opportunities. The Committee were advised that there may be Lenders Option Borrowers Option loans which present the opportunity to convert or refinance and that it was intended that Officers would liaise with Arlingclose, the Council's external Treasury Management advisors, in order to review lender options.

### **RESOLVED -**

- (1) That the Annual Report on Treasury Management 2018-2019 be received and noted.
- (2) That the proposals to review LOBO loan re-financing options in conjunction with Arlingclose, if considered beneficial, be agreed.
- (3) That the intention to undertake an investment in the Local Authorities Property Fund during 2019/20 be noted.
- (4) That the report be submitted to the meetings of (i) Cabinet on 18 June 2019 and (ii) Council on 17 July 2019.

### **9 External Audit - Progress Report and Sector Update**

The Committee received the External Audit update report, which provided an update on progress as at 8 May 2019, specifically in regards to the financial statements audit and value for money, and set out an overview of the interim audit work that had been undertaken between January and March 2019.

The Committee gave consideration to the Action Plan for IT General Controls which was contained within the update and set out a series of recommendations for identified areas of issue and risk.

The report also provided a summary of relevant emerging national issues, which included matters relating to PSAA audit work 2017/18, the CIPFA social care risk tool and revisions to financial resilience index plans for local authorities.

**RESOLVED -** That the External Audit Progress Report and Sector Update be received and noted.

### **10 External Audit Fee**

The Committee received a copy of notification from Grant Thornton External Audit, to the Chief Executive, dated 24 April 2019, which detailed the planned audit fee for 2019/2020. It was noted that the Council's scale fee for 2019/20 had been set by Public Sector Audit Appointments (PSAA) at £122, 221. The letter set out detail on the scope of the audit fee. The Committee were advised that the final accounts work and value for money conclusion would be completed between January and July 2020.

**RESOLVED -** That the External Audit Fee 2019/2020 be noted.

- 11 Annual Report of Corporate Governance and Audit Committee 2018/19**  
The Committee received the Annual Report of Corporate Governance and Audit 2018-2019, which provided an overview of the role the Committee and its key responsibilities. The report set out details of the topics which the Committee had considered during the 2018-2019 municipal year in ensuring that the Council had sound governance, assurance and internal control processes within the organisation.

Discussion took place regarding providing a more comprehensive document for the 2019-2020 municipal year, which could then be submitted to Council. In terms of content, it was agreed that the Chair of the Committee should play a role in determining key headlines to include within the report and that information regarding the external assessment by the LGA should also be included.

**RESOLVED** - That the Annual Report of Corporate Governance 2018/2019 be received and noted and that the Committee constituted for the 2019/2020 municipal year be asked to give consideration to the content of the report.



Contact Officer: Helen Kilroy

## KIRKLEES COUNCIL

### CORPORATE PARENTING BOARD

**Thursday 14th February 2019**

Present: Councillor Viv Kendrick (Chair)  
Councillor Karen Allison  
Councillor John Lawson  
Christine Bennett  
Julie Bragg  
Tom Brailsford  
Steve Comb  
Barry Lockwood  
Sanna Mahmood  
Jo-Anne Sanders  
Ophelia Rix  
Janet Tolley

Apologies: Councillor Donna Bellamy  
Martin Green  
Mel Meggs  
Melanie Tiernan

**1 Introductions and Apologies**

The Chair welcomed everyone to the meeting and apologies had been received from Cllr Donna Bellamy, Mel Meggs, Martin Green and Melanie Tiernan.

**2 Minutes of Last Meeting**

The Board considered the minutes of the meeting held on the 21<sup>st</sup> January 2019.

**RESOLVED -**

1. The minutes of the meeting of the Board held on the 21<sup>ST</sup> January 2019 were agreed as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

It was agreed that all agenda items would be held in public session.

**5 Deputations/Petitions**

No deputations or petitions.

**6 Public Question Time**

No questions were received from members of the public.

**7 Ofsted and Improvement Board update**

The Board considered a verbal update on key issues from Ofsted and the Improvement Board, presented by Steve Comb, Head of Corporate Parenting.

Steve Comb highlighted the following key points:-

- The Corporate Parenting Strategy would be considered by the Improvement Board shortly;
- Discussions had taken place with Ofsted regarding the 3 mainstream children's homes in Kirklees – 2 homes for children with disabilities still required further remedial work and the service were looking at moving the children to Orchard View and Elm Grove whilst the remedial works took place;
- Preparation was underway for the forthcoming Ofsted Inspection of Children's Services and officers were engaging with other local authorities around the region to learn from their inspections;
- The service was working hard to ensure all data was up to date and accurate and were mapping how this looked against other local authorities;
- Liquid Logic Champions were in place to help develop the system.

The Board was informed that Ophelia Rix was leading the development of Liquid Logic to ensure the system was working correctly and that investigations were currently underway to check that any issues which were having an impact were being prioritised and tested.

**RESOLVED -**

1. The Board noted the update on Ofsted and Improvement Board and thanked Steve Comb for his contributions.

**8 Children in Care Services Performance Highlights**

The Board considered an update giving key highlights on Performance Monitoring data for the Children's Service in December 2018, presented by Steve Comb, Head of Corporate Parenting and Janet Tolley, Virtual Head Teacher.

The Board agreed to consider a future report on the stability of placement moves to include more in-depth information as to what was involved, in particular regarding foster carers.

Steve Comb informed the Board that feedback which had been received had been positive regarding the Legal Gateway Permanence Panels and the board welcomed the positive work of this Panel.

Janet Tolley advised the Board that statistics on educational attainment and progress would be shared with the Corporate Parenting Board when available.

The Board raised concerns regarding the numbers of persistent absentees and asked how many children were engaged or still of concern. The Board was informed that the Children's Commissioner had requested that a focus was needed on persistent absentees and agreed that the Board should have this in view including how many were on track and how many had moved school. Janet Tolley advised the Board that there could be a genuine reason why a child was persistently

## Corporate Parenting Board - 14 February 2019

absent from school, for example, due to illness and that the service should concentrate on those cases where there were genuine concerns. Janet Tolley further explained that each case had to be dealt with on its own merits and that the best approach would be adopted to help the child or young person to engage. The Board agreed to consider a future report giving further detail on persistent absentees from school, including case studies – date to be determined.

Julie Bragg advised the Board that there were currently 4 young people leaving care who were refusing to have contact or engage. The Board noted that in some cases care leavers wanted to move on with their lives and did not want to continue to be involved with the Social Care system. The Board was informed that no young people were currently in bed and breakfast accommodation. Julie Bragg further explained that officers were engaging with care leavers to help them on their employment, education and training journey.

Gill Addy, Designated Nurse for Looked after Children, agreed to meet separately with Ophelia Rix, Head of Safeguarding and Quality Assurance, to discuss some areas of Liquid Logic where changes needed to be made. Gill Addy agreed to try and attend some of the meetings of the Legal Gateway Permanence Panels, though due to lack of capacity within the team this was not always possible. Christine Bennett confirmed that there were mechanisms in place to share information from the Panel meetings with Gill Addy and her team.

Julie Bragg advised the Board that a new drop-in centre for looked after children and care leavers would be opened sometime in April 2019 which was similar to the No 11 facility in Huddersfield.

### **RESOLVED -**

1. That the update on Performance within Children's Services be noted.
2. The Board agreed to consider a future report on stability of placement moves – date to be determined.

The Board agreed to consider a future report giving further detail on persistent absentees from school, including case studies – date to be determined.

## **9 Number and age of Children in Care**

The Board considered a report giving the latest data showing the number and age of children in care presented by Julie Bragg, Service Manager for Children and Families.

Julie Bragg highlighted the following key points:-

- The number of children in care at the end of December 2018 was 629 and week ending 11<sup>th</sup> February was 633 so was showing a slight increase;
- The Legal Gateway Permanence Panel were checking that children in care should remain in care and were reassessing their individual circumstances;
- There had been an increase in the number of unaccompanied child asylum seekers;
- As at 31<sup>st</sup> December 2018 there were 106 children placed outside the district.

In response to a question from the Board regarding what proportion of children living outside the district were in different placements, the Board agreed that future performance reports should include this information.

The Board welcomed the information included within the report regarding statistical neighbours.

**RESOLVED -**

1. The Board noted the report on Overview of number of children in care and thanked Julie Bragg for her contributions.
2. The Board agreed to consider information in future performance reports regarding the number of children who were placed outside the district, outlining what proportion were in different placements

**10 Voice of the Child Development Plan**

The Board considered a report on the Voice of the Child Development Plan presented by Ophelia Rix, Head of Safeguarding and Quality Assurance.

Ophelia Rix advised the Board that Kirklees needed to continue to respond to the changing views of children and young people and that work was in progress to develop an action plan which would be signed off by the end of March 2019.

The Board was informed that the Voice of the Child Development Plan would be shared with the Children in Care Council and Care Leavers Forum to get their views and feedback.

Christine Bennett advised the Board that she was liaising with Ophelia Rix on children in care with a disability, to ensure that the voice of the child who did not have a 'natural' voice could get involved and engaged.

In response to a question from the Board regarding what difference the work on the voice of the child would make to children and young people in care, Ophelia Rix explained that it would take some time to be able to demonstrate what a difference the Plan had made but that co-production with other services and partners would be overly written into the plan. The Board noted that officers were committed to progressing the work on the voice of the child as a priority.

The Board was informed that the Voice of the Child Development Plan was for children of all ages and that links would be made with foster carers who could advocate on behalf of younger children.

Julie Bragg advised the Board that officers were exploring an App for Care Leavers and were talking to a number of other local authorities who were currently using the App. Gill Addy explained that a Health App was in place and a link would be sent to the carer and young person following a health assessment to seek feedback on their experience.

Ophelia Rix advised the Board that officers were working with Kirklees Democracy, Community groups and local businesses to help to shape the next steps and actions of the Voice of the Child Development Plan.

## Corporate Parenting Board - 14 February 2019

Gill Addy advised the Board that health were introducing an “age and stages” questionnaire which would be a way for carers to express the emotions and experience of babies and that this would be rolled out in April 2019.

The Board agreed that officers needed to get the message on the voice of the child across to all elected members and agreed that considerations should be given as to how this work could be taken forward and shared with all Councillors via their political groups.

Sanna Mahmood advised the Board that quarterly Corporate Parenting meetings with Children in Care Council and Care Leavers Forum would be arranged and would be attended by the Director of Children’s Services, Service Managers and various teams which would give young people an opportunity to ask questions about the services they received.

### **RESOLVED -**

1. The Board noted the report on the Voice of the Child Development Plan and thanked Ophelia Rix for her contributions.
2. The Board agreed that co-production should be written into the Voice of the Child Development Plan.

The Board agreed that consideration should be given as to how the information within the Voice of the Child Development Plan could be shared with all Councillors via the political groups.

### **11 Developing Role of the Corporate Parenting Board and agenda plan for 2018/19**

The Board considered a report on the developing role of the Corporate Parenting Board and the agenda plan for 2018/19 and beyond, presented by Steve Comb (Head of Corporate Parenting).

The Board members suggested the following topics and events to be considered in the future:-

- Customer and Exchequer – services for care leavers, eg Council Tax reductions
- KNH – Housing
- Representatives from Local Businesses
- Apprenticeships – how do we create more apprenticeships for Care Leavers
- Health and Wellbeing of children in care and care leavers
- Informal sessions with internal and external partners to talk about the role of corporate parenting
- The Board suggested that Elected Members on the Board could become Corporate Parenting Champions and attend other forums to promote and challenge the role of the Corporate Parent and to be an advocate for the voice of the child.

The Board suggested that the 3 main aims of the Board should be the following:-

- a. That Elected Members on the Board become Corporate Parenting Champions
- b. That informal events be arranged to invite partners and services to talk about the role of corporate parenting

## Corporate Parenting Board - 14 February 2019

- c. That Visitors be invited to the Board, eg Chair of Licensing Committee – what is being done to keep children safe in Kirklees?

### **RESOLVED -**

1. The Board noted the report on the Developing role of the Corporate Parenting Board and agenda plan for 2018/19 and thanked Steve Comb for his contributions.
2. The Board agreed to the officer recommendations outlined within 6.1 and 6.2 of the report.
3. The Board agreed that a proposal on the future work programme and role of the Board be considered at the next meeting which reflected the suggestions made on future agenda items and work of the Board to be taken forward.
4. The Board agreed the agenda plan for the remainder of the 2018/19 municipal year.
5. That the additional agenda items be added to the agenda plan for the 2018/19 municipal year and amendments be made as agreed.
6. That the Governance Officer be authorised to liaise with officers on agreed actions.

## **12 Updates from Board Members on interaction with Services**

The Board considered verbal updates from Board Members on interaction with services.

Cllr Kendrick, Chair of the Board, gave a summary of events, visits and meetings she had recently attended, as follows:-

- Drop-in Centre in Dewsbury;
- Early Support Launch on the 30<sup>th</sup> January 2019;
- Staff Engagement Session on the 7<sup>th</sup> February 2019.

### **RESOLVED -**

1. The Board noted the updates from the Chair of the Board on interaction with services.

## **13 Dates of Future Meetings**

The Board noted future meeting dates of the Board during the 2018/19 municipal year.

### **RESOLVED -**

1. That the Corporate Parenting Board would meet on the following dates:-
  - Monday 11<sup>th</sup> March 2019, 10.30 am
  - Monday 15<sup>th</sup> April 2019, 10.30 am

Contact Officer: Helen Kilroy

## KIRKLEES COUNCIL

### CORPORATE PARENTING BOARD

**Monday 11th March 2019**

Present: Councillor Viv Kendrick (Chair)  
Councillor Karen Allison  
Councillor Fazila Loonat  
Councillor John Lawson  
Councillor Donna Bellamy  
Gill Addy Designated Nurse for Looked after Children/Care Leavers  
Steve Comb Head of Corporate Parenting (Safeguarding)  
Martin Green Head of Localities Offer (Children and Families)  
Colleen Kenworthy Kirklees Fostering Network  
Barry Lockwood Kirklees Fostering Network  
Mel Meggs Director for Children's Services  
Ophelia Rix Head of Safeguarding and Quality Assurance  
Melanie Tiernan Service Manager, Family Support and Child Protection

In attendance: Sara Hions, Virtual School Team Manager  
Stephen Bonnell, Policy and Partnerships Officer

Apologies: Councillor Cahal Burke  
Christine Bennett Practice Improvement Lead (Children's Services)  
Julie Bragg Service Manager (Children and Families)  
Tom Brailsford Head of Joint Commissioning  
Keith Fielding Kirklees Fostering Network  
Charlotte Jackson Improvement Partner (Children's Services)  
Jo-Anne Sanders Service Director for Learning and Early Support  
Janet Tolley Virtual School Headteacher

#### **1 Membership of the Board/Apologies**

The Chair welcomed everyone to the meeting and apologies had been received from Cllr Burke, Christine Bennett, Charlotte Jackson, Jo-Anne Sanders, Janet Tolley, Tom Brailsford, Julie Bragg and Keith Fielding.

#### **2 Minutes of previous meeting**

The Board considered the minutes of the meeting held on the 14<sup>th</sup> February 2019.

## Corporate Parenting Board - 11 March 2019

Cllr Kendrick referred to information tabled at the meeting regarding Fostering Fortnight which had been requested at a previous Board meeting. The Board noted that they were welcome to attend any of the events and agreed to receive diary invites.

Colleen Kenworthy and Barry Lockwood advised that they were not aware of the events during Fostering Fortnight and agreed to share the information via the Kirklees Fostering Network.

The Board noted that the report on persistent absentees from school would be provided to the Board in April 2019.

Ophelia Rix advised the Board that she would send the Voice of the Child Development Plan to the Group Business Managers via the Governance Officer and ask them to share the information within their political groups and offer to attend if required.

### **RESOLVED -**

1. The minutes of the meeting of the Board held on the 14<sup>th</sup> February 2019 were agreed as a correct record.
2. The Board agreed that outlook appointment invites be sent to all Board Members for the events being held during Fostering Fortnight 13<sup>th</sup> to 26<sup>th</sup> May 2019.
3. That the Voice of the Child Development Plan be shared with the political groups.

### **3 Interests**

No interests were declared.

### **4 Admission of the Public**

It was agreed that all agenda items would be held in public session.

### **5 Deputations/Petitions**

No deputations or petitions.

### **6 Public Question Time**

No questions were received from members of the public.

### **7 Ofsted and Improvement Board update**

The Board considered a verbal update on key issues from Ofsted and the Improvement Board, presented by Steve Comb, Head of Corporate Parenting.

Steve Comb advised the Board that the Service were currently preparing for the Ofsted Inspection expected to take place in the near future and had recently presented the draft of the Corporate Parenting Strategy to the Improvement Board.

### **RESOLVED -**

1. The Board noted the update on Ofsted and Improvement Board and thanked Steve Comb for his contributions.



**8 Children's Performance Highlights update (March 2019)**

The Board considered an update giving key highlights on Performance Monitoring data for the Children's Service in March 2019, presented by Steve Comb, Head of Corporate Parenting, Gill Addy (Designated Nurse for Looked after Children) and Sara Hions (Virtual School Team Manager).

Gill Addy, Designated Nurse for Looked after Children highlighted the following key points:-

- Unaccompanied Asylum Seeker children required an NHS number to be able to register with a dentist;
- Sickness within the team had delayed inputting of some data.

Steve Comb and Sara Hions highlighted the following key points:-

- Work was ongoing with the social work teams and the Virtual school team to improve PEP and initial PEP completion;
- All initial PEPs were completed within 10 working days and a priority was to put the child's education plan into place as soon as possible;
- The new drop-in facility for looked after children and care leavers would be launched in April 2019;
- 58% of care leavers were in education and employment or training;
- The Children's Service had a C&K Careers Advisor in the Leaving Care Service who had been involved in plans to upskill other officers on giving careers advice.

The Board agreed to consider data in future performance reports showing the numbers of care leavers aged 17 with a Personal Adviser.

The Board agreed that a deeper analysis was required of the 42% care leavers who were not in education employment or training, the reasons why and what their aspirations were.

In response to a statement from the Board regarding the importance of completing PEPs within the first 20 days, Sara Miles advised that whilst she did not have the data at the meeting, there was a rolling programme for children in care and communication between the Virtual School, Social Workers, School and Foster carers was documented. The Board agreed to consider information outlining what action was being taken to improve PEP completion timescales.

**RESOLVED -**

1. That the update on Performance within Children's Services be noted.
2. The Board agreed to consider information regarding action being taken to improve PEP completion timescales.
3. The Board agreed to consider data in future performance reports showing the numbers of care leavers aged 17 with a Personal Adviser.
4. The Board agreed to consider information giving a deeper analysis of the 42% care leavers who were not in education employment or training, the reasons why and what their aspirations were.
5. The Board agreed to consider information in future performance reports giving the reasons why 8% of young people did not have a pathway plan.

**9 Corporate Parenting Strategy**

The Board considered the draft Corporate Parenting Strategy presented by Steve Comb, Head of Corporate Parenting and Stephen Bonnell, Policy and Partnerships Officer.

The Board was informed that the draft Corporate Parenting Strategy had been shared with the Improvement Board and Chair of Children's Scrutiny Panel for comments and that the final Strategy would be considered by Cabinet on the 16<sup>th</sup> April 2019.

The Board welcomed the comments from care leavers and looked after children which had been included in the Strategy.

Ophelia Rix advised the Board that she would be meeting with the Children in Care Council and Care Leavers Forum shortly to discuss the Voice of the Child Development Plan and would then link this work to the Corporate Parenting Strategy.

The Board was informed that KAL cards were now available to all Care Leavers up to the age of 21 and KAL would like to see these promoted. The Board Members agreed that the availability of KAL cards to Care Leavers could be promoted via the Kirklees Fostering Network, No 11 drop-in facility and Personal Advisors. The Board agreed that it would be useful to capture the positives from Care Leavers on the use of the KAL cards.

The Board was informed that Kirklees was trying to arrange for free bus passes to be made available for care leavers up to the age of 21.

The Board agreed that the drop-in facilities for looked after children and care leavers should be further advertised and promoted and was informed that a plan of activity and future events would be developed.

The Board requested that the following changes be made to the Strategy:-

- That the font be updated so it was the same throughout the document;
- Up to date figures to be provided for number of care leavers in Kirklees in education, employment or training and suitable accommodation;
- Figures to be provided for keeping families together;
- Care and early support to be reflected in the key activities on page 12 of the Strategy;
- The key strategies on page 14 should make a link to employment and careers;
- Key stakeholders should include the Children and Young People's partnership Board;
- Need to describe Mental Health offer to care leavers on page 15 and make reference to KAL Cards;
- The Strategy should reflect the voice of the child.

The Board was informed that Mel Meggs, Director of Children's Services, had recently met with the Kirklees Fostering Network to discuss support for foster carers. Colleen Kenworthy advised the Board that Mel Meggs had asked the Kirklees

## Corporate Parenting Board - 11 March 2019

Fostering Network to put together proposals on future plans, aspirations and funding requirements.

### **RESOLVED –**

1. The Board noted the Draft Corporate Parenting Strategy 2019-22 and thanked Steve Comb (Head of Corporate Parenting) and Stephen Bonnell (Policy and Partnerships Officer) for their contributions.
2. That the comments from the Board on the draft Corporate Parenting Strategy 2019-22 be incorporated within the final version scheduled for consideration by Cabinet on the 16<sup>th</sup> April 2019.
3. The Board agreed that the KAL card which was now available for all care leavers should be promoted as widely as possible, for example through the Kirklees Fostering Network, No 11 drop in facility and Personal Advisors.
4. The Board agreed that it would be useful to capture the positives from Care Leavers on the use of the KAL cards and share this information at a future Board meeting.

### **10 Future focus of the Corporate Parenting Board and Agenda Plan 2018/19**

The Board considered the future focus of the Corporate Parenting Board and agenda plan for the 2018/19 municipal year.

The Board put forward the following suggestions:-

- Role of elected members on the Board should be to raise the Corporate Parenting profile and voice of the child in other forums;
- Board Member Champions – some Members of the Board could go out into the service and meet teams where there might be issues or just to find out more about the service provision and report back to the Board;
- Cabinet Members could champion Corporate Parenting within their portfolios
- Strategic Directors and Cabinet Members could attend the Board to talk about their role on Corporate Parenting, what they were currently doing and what more that could be done;
- Open events could be arranged for foster carers at number 11 and the new drop-in facility opening shortly in Dewsbury;
- App for Care Leavers – need to understand what was required;
- Update from Kirklees Fostering Network – current work, what was working well and not working well;
- The Chair of the Board agreed to champion the take up of KAL Cards;
- The Board could commission a review of the 'staying put' policy which linked with recruitment of foster carers. An elected member from the Board and rep from KFN could work on this and bring a report back to the Board;
- Members of Board should all feedback on interaction with services at every meeting.

The Board agreed that meetings should be held by-monthly during the 2019/20 municipal year with agreed activity taking place in-between meetings.

## Corporate Parenting Board - 11 March 2019

The Board noted that the Kirklees Fostering Network held drop-in sessions for parents and carers and agreed to receive details of future meetings.

### **RESOLVED –**

1. The Board noted the report on the future focus and work programme of the Corporate Parenting Board and thanked Steve Comb for his contributions.
2. That an outline plan of the future work programme be shared with the Board at the beginning of the 2019/20 municipal year.
3. That the Board meet bi-monthly during the 2019/20 municipal year.
4. That Board Members who might agree to take forward specific pieces of work on behalf of the Board, would provide progress updates at future Board meetings.
5. The Board agreed to consider data from the Family Group Conferencing Team when it was available – date to be determined.
6. The Board noted that the Kirklees Fostering Network held drop-in sessions for parents and carers and agreed to receive details of future meetings.

### **11 Updates from Board Members on interaction with Services**

The Board considered verbal updates from Board Members on interaction with Services.

Cllr Kendrick, Chair of the Board, gave a summary of events, visits and meetings she had recently attended, as follows:-

- Family Group Conferencing Team – Cllr Kendrick advised that she had been impressed by the results achieved by the Team and the difference that they had made and would share data with the Board when available;
- Kirklees Safeguarding Children’s Board;

Colleen Kenworthy advised the Board that the Kirklees Fostering Network had a Teenager Support Group in place and that a representative from the Family Group Conferencing Team could meet with the Kirklees Fostering Network.

### **RESOLVED -**

1. The Board noted the updates from Board Members on interaction with services.
2. The Board agreed that the Family Group Conferencing Team could attend the Kirklees Fostering Network.

### **12 Dates of Future Meetings**

The Board noted the date of the next Board meeting in the 2018/19 municipal year.

### **RESOLVED -**

1. That the Corporate Parenting Board would meet on the following date:-  
Monday 15<sup>th</sup> April 2019, 10.30 am

Contact Officer: Helen Kilroy

## KIRKLEES COUNCIL

### CORPORATE PARENTING BOARD

**Monday 15th April 2019**

Present:

- Councillor Viv Kendrick (Chair)
- Councillor Donna Bellamy
- Gill Addy - Designated Nurse for Looked after Children/Care Leavers
- Christine Bennett - Head of Service (Assessment and Intervention)
- Julie Bragg - Head of Corporate Parenting (Children in Care and Care Leavers)
- Tom Brailsford - Head of Joint Commissioning
- Steve Comb - Head of Corporate Parenting (Sufficiency)
- Martin Green - Head of Localities Offer (Children and Families)
- Charlotte Jackson - Head of Service (Assessment Intervention and Front Door)
- Barry Lockwood - Kirklees Fostering Network
- Mel Meggs - Director for Children's Services
- Ophelia Rix - Head of Safeguarding and Quality Assurance
- Melanie Tiernan - Service Manager (Kirklees Looked after Children Independent Service – Children's Rights Team)
- Janet Tolley - Virtual School Headteacher

In attendance:

- Sara Miles
- Laura Counce

Apologies:

- Councillor Karen Allison
- Councillor Fazila Loonat
- Councillor John Lawson
- Jo-Anne Sanders

#### **1 Membership of the Board/Apologies**

The Chair welcomed everyone to the meeting and apologies had been received from Cllrs Allison, Loonat and Lawson, Colleen Kenworthy and Jo-Anne Sanders.

#### **2 Minutes of previous meeting**

The Board considered the minutes of the meeting held on the 11th March 2019.

The Board agreed to receive outlook appointments for the events being held during Fostering Fortnight.

Ophelia Rix advised the Board that she had met with the Children in Care Council and Care Leavers Forum to share the Voice of the Child Development Plan and was hoping to bring the revised plan back to the next meeting of the Board.

**RESOLVED -**

- (1) That an amendment be made to the minutes on page 3, section 8 “The Children’s Service had a C&K Careers Advisor in the Leaving Care Service who would be involved in plans to upskill other officers on giving careers advice”.
- (2) The minutes of the meeting of the Board held on the 11th March 2019 were agreed as a correct record.
- (3) That the Board consider a revised version of the Voice of the Child Development Plan in June 2019.
- (4) The Board agreed to receive outlook appointment invites for the events to be held during Fostering Fortnight 13th to 26th May 2019.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

It was agreed that all agenda items would be held in public session.

**5 Deputations/Petitions**

No deputations or petitions.

**6 Review of Terms of Reference and Membership of the Board**

The Board reviewed its Terms of Reference and Membership prior to them being presented to Annual Council on the 22nd May 2019 for approval.

The Board noted that an additional term of reference had been added to confirm that it was a requirement of all Board Members to make enquiries or visit services and partners to assist in exploring the role of the Council as a Corporate Parent and report back to the Board. Members of the Board noted that contact could also be in the form of a telephone call or email.

**RESOLVED** – That the revised Terms of Reference be submitted to Annual Council with a recommendation for approval.

**7 Ofsted and Improvement Board update**

The Board considered a verbal update on key issues from Ofsted and the Improvement Board, presented by Steve Comb, Head of Corporate Parenting.

Steve Comb advised the Board that children would be moved out of Orchard View whilst building works were undertaken at the home.

**RESOLVED** - The Board noted the update on Ofsted and Improvement Board and thanked Steve Comb for his contributions.

**8 Children's Performance Highlight Report (February 2019)**

The Board considered an update giving key highlights on Performance Monitoring data for the Children’s Service in February 2019, presented by Steve Comb, Head of Corporate Parenting, Gill Addy (Designated Nurse for Looked after Children) and Janet Tolley (Virtual School Head Teacher).

## Corporate Parenting Board - 15 April 2019

A query was raised by the Kirklees Fostering Network relating to the amount of notice given for planned moves and that it could be 28 days before notice was received. The representative from the Kirklees Fostering Network agreed to contact Julie Bragg, the Head of Corporate Parenting (Children in Care and Care Leavers) separately on this issue.

Gill Addy advised the Board that an Annual Health report would be submitted to the Board in the near future. The Board noted that liquid logic was not being updated with a status change on initial health assessments and Gill Addy advised that her team were working hard to update the status changes so that the required actions would be triggered. Ophelia Rix and Gill Addy agreed to meet separately to discuss how the liquid logic issues could be resolved.

The following key points were highlighted:-

- 7 breaches of in-house health assessments in February had now been resolved and Gill Addy advised that the narrative would be updated for future reports;
- Children's Services was liaising with colleagues in One Adoption with regard to co-locating some officers within Kirklees to be based within the Children's Services Teams;
- Janet Tolley advised the Board that the DFA statistics had been released and a report on educational outcomes from 2018 would be shared with the Board at the next meeting;
- The Virtual Team were looking at moving to termly PEP completion and completing initial PEPs in 10 days;
- The opening of the new drop-in facility in Dewsbury had been slightly delayed due to building work, but the launch was planned for mid-July 2019 and all Members of the Board would be invited;
- A Personal Advisor was now dedicated to working with care leavers aged 17 and 4 months to help develop timely transitions with young people.

In answer to a question from the Board relating to Pathway Plans that had decreased, Julie Bragg advised that the data was not yet accurate due to the introduction of liquid logic, but that the Board should start to see this improving in future reports.

Ophelia Rix advised the Board that business process maps were being looked at in terms of making sure that liquid logic was working correctly and not impacting on data. The Board agreed that future reports should reflect where data was not accurate due to technical difficulties with liquid logic.

In response to a question relating to whether young people had to attend training prior to taking on a tenancy, Julie Bragg advised that it was a requirement that young people attended the training in order to qualify for the priority banding for accommodation. Julie Bragg further explained that colleagues from Children's Services were liaising with officers from Kirklees Neighbourhood Housing to engage with young people to encourage them to attend the training.

**RESOLVED –**

- (1) The Board noted the Children’s Performance Highlight Report (February 2019) and thanked Steve Comb, Janet Tolley and Gill Addy for their contributions.
- (2) That officers consider and address any technical queries relating to liquid logic and the recording of data and that any issues were highlighted in future reports to the Board.
- (3) That future reports include information outlining what action has been taken to resolve any breaches relating to Review health assessments.
- (4) That the Board consider the Department for Education LAC outcomes data 2018 SFR analysis at the next meeting in June 2019.
- (5) The Board agreed to consider information in future performance reports giving the reasons why 8% of young people did not have a pathway plan.

**9 Overview of number of children in Care**

The Board considered an overview of the number of children in care (snapshot) including age profile presented by Steve Comb, Head of Corporate Parenting (Sufficiency) and Julie Bragg Head of Corporate Parenting (Children in Care and Care Leavers).

Steve Comb advised the Board that information relating to statistical neighbours had been included within the report.

The Board was informed that the data showed a slight decrease in children placed outside of Kirklees District and the Service continued to be pro-active in recruiting new foster carers for children within the district. Steve Comb also confirmed that a review was being undertaken of all children placed in residential placements out of area.

**RESOLVED** - The Board noted the report on Number and age of Children in Care and thanked Steve Comb and Julie Bragg for their contributions.

**10 Update on the number of Children in Care not in full time education**

The Board considered a report on the number of children in care not in full time education or have attendance of less than 90% presented by Janet Tolley, Virtual School Head Teacher.

The Board agreed to consider a future report giving an update on the looked after children who had achieved 80-90% attendance.

The Board agreed that school moves were a big issue for looked after children and raised concerns regarding the number of school moves due to placement changes. Mel Meggs advised that the statutory guide now required any school moves for year 10 and 11 had to be signed off by the Service Director for Learning and Early Support.



The Board was informed that carers should be supported to help them to keep children within their current schools wherever possible.

**RESOLVED -**

- (1) The Board noted the report on the number of children and young people in care not in full time education or had attendance of less than 90% and thanked Janet Tolley for her contributions.
- (2) That the Board consider a future progress update on the looked after children who had achieved 80-90% attendance.

**11 Risk and Vulnerability progress report**

The Board considered a progress report on Risk and Vulnerability presented by Ophelia Rix, Head of Safeguarding and Quality Assurance.

Ophelia Rix advised the Board that the Risk and Vulnerability Team was formed in November 2018. A new Team Manager had just been appointed. The team were currently working with 38 young people, 10 of which were looked after.

The Board noted the next steps and timelines highlighted within the report.

The Board was informed that the approach on Risk and Vulnerabilities was going from strength to strength and that evaluation forms were collected from children and young people to make sure that the voice of the child was being heard and lessons learnt.

The Board was encouraged to see that the Team were addressing the concerns of young people who were overwhelmed with the amount of service intervention and appointments.

Sara Miles advised the Board that work was ongoing to improve data sharing with communities and partners, eg Police, to better understand the mapping of where children went when they go missing. Mel Meggs informed the Board that a different approach was required for data sharing to ensure that the right connections were made.

In response to a question from the Board relating to children who were leaving the care system and whether anything was being done to learn from their experiences, Sara Miles advised that the service did try to capture the views of the child, parent or carer before they exited care.

Ophelia Rix advised that conversations were ongoing with health partners as to how the health support to young people could be strengthened.

**RESOLVED -** The Board noted the report on Risk and Vulnerabilities and thanked Sara Miles and Ophelia Rix for their contributions.

**12 Annual Statement of Purpose for Registered Children's Homes**

The Board considered the annual Statement of Purpose for Registered Children's Homes presented by Claire Morgan, Children's Services (Disabled Children's Regulated Services) and Steve Comb.

Steve Comb advised that 4 children's homes in Kirklees were rated as good and 1 was outstanding. Claire Morgan advised the Board that if anything changed at a home, the Statement of Purpose would have to be updated and sent to Ofsted.

The Board agreed to consider regular progress updates from the Residential Managers of the Children's Homes on the improvements and actions being taken following Ofsted reports.

Claire Morgan advised the Board that if a child refused to go to school, the home would be judged for how they dealt with this. The Service was not being complacent and were making sure that the homes were doing their best to make sure children were educated and healthy and that the homes needed to be able to evidence this.

The Board agreed to consider a future report outlining what children's Homes in Kirklees would look like in the future.

Gill Addy recommended that the sexual health outreach workers needed to be added to the Statement of Purpose as one of the key partners.

**RESOLVED –**

- (1) The Board noted the Annual report on the Statement of Purpose for registered children's Homes and thanked Claire Morgan and Steve Comb for their contributions.
- (2) That the Board consider regular progress updates from the Residential Managers of the children's homes on the improvements and actions being taken following Ofsted reports.
- (3) The Board agreed to consider a future report outlining what children's homes would look like in the future – date to be determined.
- (4) The Board agreed that Sexual Health Outreach should be added into the Statement of Purpose for Children's Homes as one of the key partners.

**13 Grandparents Special Guardianship**

The Board considered a report on Grandparents Special Guardianship regarding Kinship Connected written by One Adoption and presented by Julie Bragg, Head of Service (Children in Care and Care Leavers).

Julie Bragg advised the Board that 2 Grandparents Plus Project Workers had come into post on the 2nd October 2019 to provide support to special guardians across the 5 local authorities covered by One Adoption West Yorkshire. Kinship Connected had been commissioned for 18 months in West Yorkshire from October 2018 to March 2020.

## Corporate Parenting Board - 15 April 2019

The Board noted the key themes arising from the support provided within Kirklees which were outlined within the report. Julie Bragg advised that special guardians were often not aware of what they could be entitled to.

Janet Tolley informed the Board that she often took calls from grandparents caring for children who were struggling financially and had no access to support due to their private care arrangements.

Julie Bragg agreed to invite the Board to future engagement events for Grandparents Plus.

### **RESOLVED –**

- (1) The Board noted the report on Grandparents Special Guardianship written by One Adoption West Yorkshire and thanked Julie Bragg (Kirklees) for her contributions.
- (2) That the Board be invited to any future engagement events for Grandparents Plus.

#### **14 Corporate Parenting Board - proposed areas of focus and activity for 2019/20** The Board considered the proposed areas of focus and activity for the Board during the 2019/20 municipal year and the draft agenda plan for 2019/20.

The Board noted the list of topic areas for Board Members to champion and agreed to consider again at the first meeting of the Board in the 2019/20 municipal year, when elected members on the Board had been agreed following Council AGM in May 2019. The Board noted that interaction with services could be in the form of a formal meeting with the service or partner or a telephone conversation.

The Board was informed that Strategic Directors had agreed to attend a meeting of the Board during the 2019/20 municipal year to talk about their role as a corporate parent.

The Board agreed to consider reports on the following areas during the 2019/20 municipal year:-

- Placing sibling groups (success in Kirklees) – September 2019;
- Commitment to Care Leavers – date to be confirmed.

### **RESOLVED –**

- (1) The Board agreed to interact with services on their role as the corporate parent and voice of the child and report back to each meeting of the Board. The Board noted that interaction with services could be in the form of a formal meeting with the service or partner or a telephone conversation.
- (2) The Board noted the list of topic areas for Board Members to champion and agreed to consider again at the first meeting of the Board in the 2019/20

## Corporate Parenting Board - 15 April 2019

municipal year when elected members on the Board had been agreed following Council AGM in May 2019.

- (3) The Board noted that Strategic Directors had agreed to attend a future meeting of the Board in the 2019/20 municipal year to discuss their role as a corporate parent.
- (4) The Board noted that the Strategic Director for Corporate Strategy, Commissioning and Public Health would attend an early meeting of the Board in the 2019/20 municipal year.
- (5) That the Board consider a report on placing sibling groups in September 2019.
- (6) That the Board consider a report regarding the commitment to care leavers – date to be determined.

### 15 Updates from Board Members on interaction with Services

The Board considered verbal updates from Board Members on interaction with Services as follows:-

- Steve Comb had met with foster carers to discuss how communications could be improved;
- Mel Meggs had been to tea with a number of foster carers and had met some children in a less formal environment.

The Chair of the Board, gave a summary of events, visits and meetings she had recently attended, as follows:-

- School Hub Heads;
- Three Board Workshops on Contextual Safeguarding;
- Conscious Youth and discussed work they were doing;
- Children in Care Council;
- A group supervision with the MST Team talking anonymously about some cases;
- Kirklees Fostering Network coffee morning.

**RESOLVED** - The Board noted the updates from Board Members on interaction with services.

### 16 Dates of Future Meetings

The Board noted the dates of the next Board meetings in the 2019/20 municipal year.

**RESOLVED** - The Board noted the provisional dates of meetings in the 2019/20 municipal year:-

- 19th June 2019, 10 am
- 28th August 2019, 10 am
- 23rd October 2019, 10 am

## **Corporate Parenting Board - 15 April 2019**

- 13th December 2019, 10 am
- 10th February 2020, 10 am
- 9th April 2020, 10 am

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Contact Officer: Jenny Bryce-Chan

## KIRKLEES COUNCIL

### HEALTH AND WELLBEING BOARD

**Thursday 31st January 2019**

- Present: Councillor Viv Kendrick (Chair)  
Councillor Donna Bellamy  
Councillor Kath Pinnock  
Mel Meggs  
Carol McKenna  
Dr Steve Ollerton  
Richard Parry  
Fatima Khan-Shah  
Helen Hunter
- In attendance: Sean Duffy, Programme Clinical Director and Alliance Lead, West Yorkshire & Harrogate Cancer Alliance  
Hazel Taylor, Programme Manager for Lung Cancer  
Emily Parry-Harries, Consultant in Public Health  
Carl Mackie, Public Health Manager  
Alison Millbourn, Public Health Manager  
Robin Ireland, Director of Research from Food Active  
Phil Longworth, Senior Manager, Integrated Support
- Observers: Catherine Riley, Calderdale and Huddersfield NHS Foundation Trust  
Tim Breedon – South West Yorkshire NHS Foundation Trust  
Lorna Peacock – Locala  
Martin Barkley – Mid Yorkshire  
Sharron McMahon, Health Improvement Practitioner (Advanced)
- Apologies: Councillor Shabir Pandor  
Councillor Musarrat Khan  
Dr David Kelly  
Rachel Spencer-Henshall  
Jacqui Gedman  
Kathryn Hilliam

#### **1 Membership of the Board/Apologies**

Apologies were received from the following Board members: Cllr Shabir Pandor, Cllr Musarrat Khan, Dr David Kelly, Jacqui Gedman, Katherine Hilliam and Rachel Spencer-Henshall.

Emily Parry-Harries attended as sub for Rachel Spencer-Henshall.

#### **a Appointment of Chair**

Following Cllr Pandor's resignation as the Chair of the Board, Cllr Viv Kendrick was appointed chair for the remainder of the 2018/19 municipal year.

## Health and Wellbeing Board - 31 January 2019

### 2 Minutes of previous meeting

That the minutes of the meeting of the Board held on 22 November 2018 be approved subject to amendment to reflect that Emily Parry-Harries was in attendance.

### 3 Interests

No interests were declared.

### 4 Admission of the Public

That all agenda items be considered in public session.

### 5 Deputations/Petitions

No deputations of petitions were received.

### 6 Public Question Time

No questions were asked.

### 7 The NHS Long Term Plan

Carol McKenna, Chief Officer for Greater Huddersfield and North Kirklees CCGs provided an update on the NHS Long Term Plan. The Board was informed that in June 2018, the Prime Minister made a commitment that the Government would provide more funding for the NHS for the next 5 years; and in return the NHS was asked to come together to develop a long term plan. The plan was published on the 7 January 2019.

The aim of the plan is to demonstrate how the NHS will use the extra funding, to provide an NHS that is fit for the future with high quality care for everyone, delivering the best results for patients, taxpayers and employees.

The plan sets out some of the ways that the NHS aims to improve care for people ensuring everyone gets the best start in life, supporting people to age well and delivering world-class care for major health problems. In delivering these ambitions the intention is to do things differently. Key themes include integrated care systems, building a workforce, improving primary care, and developing primary care networks.

The Long Term Plan gives formal backing to the integrated care systems such as the West Yorkshire and Harrogate health and Care Partnership. It give a further boost to the priorities the Partnership has been working on for example a focus on mental health services, cancer prevention and primary care. The message from West Yorkshire Partnerships is that it is not about starting from scratch it has always been about a place based approach and all decisions on services made as locally and as close to people as possible.

There is also an emphasis on digital technologies and how it supports primary care and how to use tax payer's money to reduce duplication.

The Board was informed that it is the first time Healthwatch has worked directly with NHS England and Healthwatch have been asked to coordinate information on an STP footprint. This might include undertaking surveys and events.



## Health and Wellbeing Board - 31 January 2019

The plan acknowledges the social care green paper which will sit alongside the NHS Long Term Plan. The timescale for publication of the green paper is still to be confirmed.

The Kirklees Health and Wellbeing Plan is the main plan which sets out the approach taken to join up health care services in partnership with NHS services the local authority, Healthwatch care providers and community organisations across the area.

**RESOLVED** - That the publication of the Long Term Plan and its implications for the local approach to the delivery of integrated health and care service in Kirklees be noted by the Board.

### 8 **West Yorkshire Cancer programme - Lung Health Checks**

Sean Duffy, Programme Clinical Director and Alliance Lead, West Yorkshire & Harrogate Cancer Alliance attended the meeting to set out the case for change and proposals for lung cancer. The Board was informed that with smoking rates above the national average, lung cancer is the most common cancer in West Yorkshire and its incidence is directly related to smoking and therefore, tobacco use is the most important preventable cause of lung cancer in the UK.

The information presented to the Board was aimed at looking a system wide approach to tackling lung cancer.

A programme has been designed around four interventions:-

- Optimising smoking cessation support
- 'Push and pull' symptom awareness campaigns and community engagement events
- Risk identification in primary care to promote direct to Low Dose CT (LDCT) scanning
- Optimising the lung cancer pathway

The Board was informed that in order to deliver the four interventions it requires a whole system approach with health and social care partnerships between local authority, primary care, acute care and health commissioners developing a locally agreed plan to deliver a systematised programme.

The Board questioned why low dose CT scanning was better than chest x-rays and was advised that low dose CT scanning has less radiation than standard CT scanning and can detect other respiratory conditions such as COPD.

The board asked whether use of e-cigarettes and vaping was reducing the number of people smoking and in response was advised that the evidence is under review.

**RESOLVED** - That:

- a) the Board provide advice on whether the proposed targeted approach would form the basis of an effective programme to improve outcomes for the population Kirklees
- b) Advise on the proposed approach to target all four interventions in Kirklees
- c) Support the next stage process in establishing this programme with senior executive support

**9 Prevention Concordat for Better Mental Health**

Emily Parry-Harries, Consultant in Public Health advised the Board that Public Health England, the Local Government Association and NHS England have led on establishing the Prevention Concordat for Better Mental Health as set out in the Five Year Forward View for Mental Health.

The purpose of signing the Concordat is part of a wider drive to secure an increase in the implementation of public mental health approaches and to build local momentum to support prevention of mental health problems and promote good mental health for all.

Signing the Concordat for Better Mental Health links to the Kirklees Health and Wellbeing Plan, by contributing to priority impact areas including: increasing the proportion of people who feel connected to their communities, increasing the proportion of people who feel in control of their own health and wellbeing and narrowing the gap in healthy life expectancy between the most and least deprived communities.

The Board commented that developing good habits and life skills starts with children and wanted to ensure that the concordat reflected this. It was agreed that the document would be amended to reflect this.

**RESOLVED** - That the Board endorses Kirklees applying to become a signatory of the Mental Health Concordat.

**10 Healthy Weight Declaration**

Carl Mackie, Public Health Manager, Allison Millbourn, Public Health Manager and Robin Ireland, Director of Research from Food Active attended the meeting to update the Board on the Healthy Weight Declaration as part of the whole system, policy based approach to tackling obesity in Kirklees.

The Board was informed that in Kirklees:

- 1 in 5 (22%) 5 year-olds and 1 in 3 (36%) 11-year olds are overweight or obese in 2016
- 1 in 3 social care users are overweight and obese
- The number of obese adults is increasing

By signing up to the declaration, the council and its partners are making a formal and public commitment to support its employees, residents and communities by making healthy choices easier.

The Board commented on the letters sent to parents about children's weight suggesting that the letters needed to be reconsidered.

A training pack will be developed to help professionals and there will be a launch event held in March bringing together partners and stakeholders and this is when a steering group will be formed. Board members will be sent an invitation to the launch event.

## **Health and Wellbeing Board - 31 January 2019**

The Health and Wellbeing Board was asked to commit to supporting owning and championing the Healthy Weight Declaration.

**RESOLVED** - That the Board supports the Healthy Weight Declaration.

**11**      **Date and time of next meeting**

That the date and time of the next meeting 28 March 2019, be noted.

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Contact Officer: Jenny Bryce-Chan

## KIRKLEES COUNCIL

### HEALTH AND WELLBEING BOARD

**Thursday 28th March 2019**

- Present: Councillor Viv Kendrick (Chair)  
Dr David Kelly  
Carol McKenna  
Dr Steve Ollerton  
Richard Parry  
Helen Hunter  
Jacqui Gedman
- In attendance: Nicola Bush, Public Health Pharmaceutical Advisor  
Alan Seaman, Theme Lead Place and Inward Investments  
Catherine Wormstone, Head of Primary Care  
Alan Turner, Programme Manager, Primary Care Networks  
Jo-Anne Sanders, Service Director, Learning and Early Support  
Emily Parry-Harries, Consultant in Public Health  
Phil Longworth, Senior Manager, Integrated Support  
Jenny Bryce-Chan, Principal Governance Officer
- Observers: Councillor Elizabeth Smaje – Chair of Health and Adults Social Care Scrutiny Panel  
Rachel Foster, Locala  
Lisa Williams, Calderdale and Huddersfield NHS Foundation Trust  
Sanele Mhlanga, Partnership Officer
- Apologies: Councillor Shabir Pandor  
Councillor Musarrat Khan  
Councillor Kath Pinnock  
Mel Meggs  
Rachel Spencer-Henshall  
Fatima Khan-Shah

#### **1 Membership of the Board/Apologies**

Apologies were received from the following Board members: Cllr Shabir Pandor, Cllr Kath Pinnock, Cllr Musarrat Khan, Mel Meggs, Rachel Spencer-Henshall and Fatima Khan-Shah.

Jo-Anne Sanders, attended as sub for Mel Meggs and Emily Parry-Harries attended as sub for Rachel Spencer-Henshall.

**2 Minutes of previous meeting**

That the minutes of the meeting held on 31 January 2019 be approved subject to a correction to the wording in respect of agenda item 8 West Yorkshire Cancer Programme - Lung Health Checks.

**3 Interests**

Dr Kelly, declared an 'other' interest in agenda item 8, Primary Care Network Development.

**4 Admission of the Public**

All agenda items be considered in public session.

**5 Deputations/Petitions**

No deputations or petitions received.

**6 Supplementary Statement to The Pharmaceutical Needs Assessment**

The Board was advised that since the publication of the Pharmaceutical Needs Assessment (PNA) in April 2018, three pharmacies had closed and in line with the Regulations, a Health and Wellbeing Board must make a revised assessment as soon as is reasonably practical after identifying changes since the previous assessment.

The PNA Group has concluded that these closures were not of a significant extent to affect pharmaceutical services and neither do they create any gaps in services in the Denby Dale, Dewsbury East and Holme Valley South Wards. The appended statement is a statement of fact and is issued as the first update to the PNA during its 3-year period. The PNA will be fully revised in 2021.

The Board expressed concern regarding the impact on the community of three pharmacies closing and enquired whether they had already closed. The Board was advised that they had already ceased operating, however these closures were not concerning as there is adequate provision. As part of this process it was necessary for the PNA Group to look at the impact of these closures on local communities. The PNA takes into account the general population served by pharmacies including proximity of pharmacies to each other, to GP practices and to health services.

The Board questioned whether it had any powers with regard to the opening of pharmacies having previously raised concerns. The Board was informed that NHS England uses the PNA to assess pharmacy applications and as NHS England is the fund holder for the pharmacy contracts. The Board has no direct powers over the opening or closure of pharmacies.

NHS England can grant pharmacy applications in certain circumstances (outside of the PNA) where the applicant is offering improvement in/better access to pharmaceutical services e.g for people with protected characteristics, or under the unforeseen benefits category (benefits not foreseen at the time of PNA publication). The Board was further informed that it is consulted with each time there is a Market Entry application and that part of the role of Public Health Pharmaceutical Advisor, is to provide comment within 45 days on the opening of pharmacies on behalf of the

## Health and Wellbeing Board - 28 March 2019

Health and Wellbeing Board. The Board was informed that the PNA takes into account the Local Plan in the profiles sections under “planned developments”.

The Board commented that the PNA makes no reference to the use of pharmacies for reducing the pressure on GP surgeries. The Board was informed that any new nationally commissioned services provided by pharmacies to improve urgent care will be detailed in the next PNA revision and that a comment about the limited commissioning of the minor ailment service is detailed in the PNA Executive Summary. The Board was advised that Greater Huddersfield CCG has commissioned a minor ailment services, however North Kirklees has no such provision.

It was agreed that the Board would continue to receive its annual update and in addition it would receive a half yearly briefing paper.

**RESOLVED** - That the Supplementary Statement be approved for publication

### 7 **Kirklees Economic Strategy**

Alan Seaman, Theme Lead Place and Inward Investment attended the meeting to advice on the ongoing strategic alignment between health and wellbeing and the local economy.

The Board was informed that the current Kirklees Economic Strategy (KES) was produced in 2014, with the KES and the Kirklees Joint Health and Wellbeing Strategy intended to reinforce one another. Whilst much in the 2014 strategy is still relevant quite a lot has changed. For example, the government is introducing an industrial strategy with increased emphasis on productivity, the Council has refreshed its Council priorities, with inclusive growth being a new and important focus. Following a scoping review in 2018, it was confirmed that there had been sufficient change to necessitate a refresh of the KES.

From July to December 2018, the development of the new KES included engagement and consultation, in depth economic analysis, and the production of the final draft. The Board was advised that while the strategy had been to Cabinet and Full Council it was important to emphasise that this was not a council document but a Kirklees document.

The strategy aims to be more ambitious highlighting the benefits of growth and making sure people can benefit from growth.

There are five new priorities in the updated KES which will help to deliver the vision for inclusive and a productive economy. These priorities will be taken forward through a 12 point action programme with five big wins. The priorities are:-

- Modern, innovate business
- Skilled and ambitious people
- Active Partnerships
- Advanced connectivity and infrastructure
- Revitalising and promoting key centres

There are five priorities in the health and wellbeing plan, including, creating communities where people can start well, live well and age well and is the place based plan as part of the West Yorkshire Health and Care partnership. There are numerous suppliers and providers of service across Kirklees and the aim is to try and connect these and do things better. One in 10 of the workforce is employed in health and social care, and the aim is to work with colleges, universities and anchor institutions and starting to connect these in a more practical way.

The Board was informed that by focusing on inclusivity and productivity the KES and the Joint Health and Wellbeing Plan will continue to reinforce one another.

The Board questioned the actions behind the KES and Joint Health and Wellbeing Plan and suggested it would be beneficial for the Board to hold a session focusing on the wider determinants of health.

**RESOLVED** - That the Kirklees Economic Strategy be noted by the Board and that a further update be provided in 12 months.

## **8 Primary Care Network Development**

Catherine Wormstone and Alan Turner attended the meeting to provide the Board with an update on the development of the Primary Care Networks (PCN) in Kirklees. The Board was informed that the PCNs are a critical part of the vision for health and social care as set out in the Kirklees Health and Wellbeing Plan. PCNs will help to deliver the aims of both the Clinical Commissioning Group's existing Primary Care Strategies and is a key focus of the Integrated Commissioning Strategy and the Integrated Provider Board.

In Kirklees, work has commenced develop nine Primary Care Networks, five in the Greater Huddersfield CCG area and four within the North Kirklees CCG area.

The Board was informed that the 2018/19 NHS Planning Guidance sets out the ambition for Clinical Commissioning Groups to actively encourage every GP practice to be part of a local primary care network and in Kirklees, this work is well underway. In addition, the publication of the GP contract framework marks some of the biggest changes to general practice contracts in over a decade and will ensure general practice plays a key role in every Primary Care Network.

The Board was advised that the NHS has set a deadline of the 15 May 2019, whereby each network is required to confirm:

- The name of the accountable clinical director
- Names of member practices
- List size
- A map marking the agreed network area
- The initial network agreement signed by all member practices
- Single practice or provider that will receive funding on behalf of the PCN

A high level summary will be shared with the Board.



## Health and Wellbeing Board - 28 March 2019

The Board was informed that seven national service specifications will be introduced in line with the NHS Long Term Plan and phased into PCNs during 2019/20.

While networks are going at different pace, some good work has already started for example partnership and joint working provides a positive start to the networks. The Board noted that the days of GP practices working in isolation are gone.

The Board questioned how governance arrangements will be developed as there will be some early decisions to be made. A PCN Leadership Forum is being developed and the Integrated Commissioning Board and Integrated Provider Board will play an active role in shaping and supporting the development of the PCNs. The CCG has commissioned the National Association of Primary Care, who have been working on PCN development across the country for several years, to support the process in Kirklees.

Public Health have provided all PCNs with a data pack to highlight the key characteristics and needs of the local populations. The PCNs are using this to shape their initial priorities.

The Board questioned whether the networks had talked to patient groups as patient involvement was important and in response was advised that those conversations were starting to happen with an event to be held in North Kirklees. In addition a communication strategy is being developed.

The Board commented that the list of people who want to be involved in PCNs resonates with what schools are doing, and links are already being made between the PCNs and (schools as) community hubs.

All partners expressed a commitment to being actively involved in the PCNs. The Board noted the importance of the PCNs being inclusive local partnerships, and not being exclusively focussed on General Practice specific issues.

The Board agreed that an update on the PCNs should be provided at every board meeting.

### **RESOLVED –**

- (1) That the development of the Primary Care Networks in Kirklees be noted by the Board.
- (2) That an update on Primary Care Networks should be provided as every meeting of the Board.

### **9 Kirklees Health and Wellbeing Plan and local partnership planning arrangements**

Phil Longworth, provided the Board with an update on progress implementing the Kirklees Health and Wellbeing Plan and emerging changes to the Kirklees partnership planning arrangements.

## Health and Wellbeing Board - 28 March 2019

The Board was informed that in order to better communicate the outcomes and priorities that the plan is seeking to deliver, a one page summary (appendix 1 to the appended report) had been developed which should tell the 'Kirklees story' in a more succinct and consistent way.

The Board was advised that work is being undertaken and there will be a lot developing over the next few months with people coming together building relationships. For example, the Integrated Commissioning Board is well established and is meeting regularly. The draft terms of reference and work programme for the Integrated Provider Board will be presented to the Board in June. Work is also underway streamlining partnership groups and clarifying which groups are working to deliver key programme in the Health and Wellbeing Plan. The Director of Childrens Services is working with partners to develop new partnership planning arrangements for children and young people.

The board noted that the West Yorkshire & Harrogate Partnership Board meets for the first time on the 6 June 2019.

**RESOLVED** - That the Board endorses the one page summary of the Kirklees Health and Wellbeing Plan.

### 10 **Proposed Revisions to the Terms of Reference for The Health and Wellbeing Board**

Phil Longworth, outlined proposed revisions to the Terms of Reference for the Health and Wellbeing Board. The Board was advised that the national and regional context in which the Board is operating, has undergone significant changes over the last 12-18 months for example:-

- Publication of the NHS Long Term Plan with its emphasis on promoting collaboration
- The West Yorkshire Health and Care Partnership has formally become an 'Integrated Care System' and the new partnership Board will meet from June 2019
- The emergence of Primary Care Networks, which has been formalised in the new GP contract

The current membership has not changed since the Board was established in April 2013 and in light of a much more collaborative approach, it is timely to update the membership.

The proposed revision is intended to extend the membership of the Board to include a nominated representative of the Kirklees Integrated Provider Board and; add a representative of Kirklees Overview and Scrutiny as an invited observer.

**RESOLVED** - That the revisions to the Terms of Reference for the Health and Wellbeing Board be approved by the Board.

Contact Officer: Carol Tague

## KIRKLEES COUNCIL

### LICENSING AND SAFETY COMMITTEE

**Wednesday 13th March 2019**

Present: Councillor Carole Pattison (Chair)  
Councillor Mahmood Akhtar  
Councillor Christine Iredale  
Councillor Michelle Grainger-Mead  
Councillor Manisha Roma Kaushik  
Councillor Terry Lyons  
Councillor Cathy Scott  
Councillor Mohan Sokhal  
Councillor Kath Taylor  
Councillor Michael Watson

Apologies: Councillor Karen Allison  
Councillor James Homewood  
Councillor Mumtaz Hussain  
Councillor Amanda Pinnock

**1 Membership of the Committee**

Apologies for absence were received from Councillors Allison, Homewood, Hussain and Pinnock.

**2 Minutes of Previous Meeting**

The minutes of the meeting of the Panel held on 23 November 2018 were approved as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

That all agenda items be considered in public session.

**5 Deputations/Petitions**

No deputations or petitions were received.

**6 Public Question Time**

Councillor Scott referred to the introduction of clean air zones and the Clear Air Charging Zone due to be introduced by Leeds City Council in 2020 and highlighted the impact that surcharges would have on Kirklees' taxi drivers and their businesses. This was considered under Item 7 (Kirklees Hackney Carriage and Private Hire Licensing Policy).

**7 Kirklees Hackney Carriage and Private Hire Licensing Policy**

The Committee received a report which asked for consideration to be given to the adoption of the overarching Kirklees Hackney Carriage and Private Hire Policy, taking into account the consultation responses received.

Members were informed that the report was the culmination of a 12 month piece of work to develop an overarching policy, encompassing all the different aspects of hackney carriage and private hire licensing. The Licensing and Safety Committee had received the proposed policy at its meeting on 11 October 2018 and authority had been given for officers to consult on the draft policy.

The Committee were informed that the most significant changes related to a new policy regarding the fitness and suitability of drivers and a new driver training policy. Both of these policies had been developed in conjunction with other West Yorkshire authorities and it was noted that these would be presented to a future Committee. Until then the existing policies would remain in place.

Changes to the emissions standard and the removal of the lower age limit were highlighted. With regards to the introduction of clean air zones, the points raised earlier by Cllr Scott in relation to the potential impact of surcharges on the livelihoods of taxi drivers were acknowledged. The Committee were informed that Leeds City Council had approved the Clean Air Charging Zone proposals and these included an exemption for existing vehicles for 2 years. Representations had been made to Leeds City Council concerning the wider impact of the surcharges across West Yorkshire and the Licensing Service were working with Environment Services to put together a bid for funding from DEFRA to help support licensed drivers in the district.

The Committee expressed concern that the funding support currently available to Leeds was not available to Kirklees as the district was not within the Clean Air Charging Zone. Further concern was raised that drivers in Leeds would be exempt from the surcharges until 2021, whilst those in Kirklees would feel the impact from 2020.

The Committee asked that given the impact on drivers within Kirklees, dialogue continue at a West Yorkshire level and officers work to secure funding to support drivers wherever possible.

It was clarified that a vehicle license was tested on an annual basis and the taxi compliance check, which was instead of an MOT, included a vehicle emissions check. Test and re-test charges were published on the Council's website and included on the documentation sent out to taxi drivers. An individual's license to drive would be issued on a 3 year renewal basis

In referring to the consultation responses outlined at Appendix 2, it was noted that the main issues raised by the trade were in relation to emissions and the vehicle age limited. These concerns had been noted and the Licensing Service continued to work with the trade. With regards to public response, it was noted that responses had been primarily in relation to driver behaviour and the need for checks and more proactive enforcement across the licensing regime.

It was acknowledged that an earlier member suggestion as to the inclusion of travelling dogs other than assistance dogs had been overlooked and would be included within the final policy.

Further to a question raised on the maximum age limit of disabled vehicles, the Committee were informed that as a result of the consultation and discussions with trade members, officers had agreed to look at the Council's current policy in relation to the age upon which all types of licensed vehicles would cease to be licensed. A report on this and vehicle exemptions would be brought back to a future meeting of the Committee.

**RESOLVED** - That the Committee agreed:-

- The adoption of the draft policy as presented at Appendix I in the report from 1 April 2019; and
- To delegate authority to the Head of Public Protection to make minor changes to the policy should these be necessary, in relation to updating of processes, legislation, service name changes or grammatical errors.

**8 Taxi & Private Hire Licensing - New Statutory Guidance from the Department for Transport**

The Committee received a report which provided information on the consultation currently being undertaken by the Department of Transport on new statutory guidance in relation to the licensing of the private hire and hackney carriage trades.

The Panel welcomed the consultation and the proposed standardisation of licensing regulations across the country.

It was noted that in-vehicle visual recording was included within the 30 specific areas of guidance and it was hoped that this would provide clarity on data protection issues.

In response to a question regarding the safeguarding of taxi drivers, it was noted that difficulties in reporting incidents to the police had been raised at a recent trade meeting and a police representative had been invited to attend the next meeting. It was also noted that this issue had been discussed at a recent Safeguarding Board and the potential development of a travelling public and taxi driver safety campaign was due to be considered by the Board in May/June.

**RESOLVED** - That the Committee:-

- Noted the Statutory Guidance;
- Delegated authority to officers, in conjunction with the Chair of the Licensing and Safety Committee, authority to respond to the consultation on behalf of the licensing service; and
- Agreed that Committee Members would contact officers and / or the Chair of the Licensing and Safety Committee with any specific consideration to be fed into the consultation response.

**9 Licensing Training**

The Committee received a verbal update on licensing training proposals for newly elected members and refresher sessions for existing councillors.

**RESOLVED** - The Committee agreed the training session proposals and asked that it be clearly stated that the training was mandatory for all committee members.

Contact Officer: Penny Bunker

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Monday 4th March 2019**

Present: Councillor Julie Stewart-Turner (Chair)  
Councillor Gulfam Asif  
Councillor Cahal Burke  
Councillor Elizabeth Smaje  
Councillor Rob Walker

In attendance: Councillor Shabir Pandor – Leader of the Council  
Rachel Spencer–Henshall - Strategic Director, Corporate Strategy, Commissioning and Public Health  
Angela Blake – Service Director, Economy and Skills  
Andy Simcox – Head of Policy, Strategic Partnerships and Transformation  
Penny Bunker – Governance and Democratic Engagement Manager

**50 Minutes of Previous Meeting**

The minutes of the meeting of the Committee held on 7 January 2019 were agreed as a correct record.

**51 Interests**

No interests were declared.

**52 Admission of the Public**

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

**53 Leader of the Council update on priorities for 2018/19**

Councillor Shabir Pandor, Leader of the Council attended the meeting to provide an update on the progress made in delivering the priorities identified earlier in the municipal year.

The Scrutiny Committee noted the following updates:

- Devolution
  - o Discussions were ongoing concerning the One Yorkshire deal following a meeting last week. The Council was still committed to the idea of One Yorkshire and was looking at interim arrangements with aspirations to secure longer term arrangements for Yorkshire.
- Inclusion and diversity
  - o Councillor Pandor emphasised that the inclusion and diversity work was starting to expand the focus from looking inwards to look at what

## Overview and Scrutiny Management Committee - 4 March 2019

other citizens were doing. Work was ongoing to ensure that the Council was benchmarking itself and focussing on areas of under representation. Proposals to develop internships for under represented groups were being developed. Further area of focus was around the resettlement of migrants and refugees.

- Inclusive growth
  - o Councillor Pandor updated on the CLES strategy which had resulted in a spend of over £100m pounds aimed to increase to £135m being spent with local suppliers, thereby creating additional jobs within the local economy. The Council was investing more in co-operative and social enterprise in part as a poverty reduction measure.
  
- Capital investment
  - o Councillor Pandor outlined the £126m which includes £6m of investment in town centre regeneration in both Dewsbury and Huddersfield. Public realm work of up to £750,000 in Dewsbury and £2.5m worth of investment had been identified in Huddersfield. Master plans for town centre regeneration were being developed with a view to being launched after the local elections. In addition £0.5m had been approved for other district centres.

The Committee noted that the approval of the Local Plan was part of delivering 31,000 new homes in the district. The intention was that up to 10,000 of these homes would be delivered in the next 5 years with approximately 1000 being built on council land.

Councillor Pandor reported that a new leisure centre facility in the Spenn Valley would be provided at a cost of £13 million pounds.

Looking forward, Councillor Pandor indicated there would be a report to full council on the Waste Strategy with recycling rates requiring improvement. The Council also needed a clear direction regarding food waste which is expected to increase by 50% by 2025. Interim arrangements were being put in place to introduce a garden waste scheme over the summer period, with over 1,000 subscriptions having been received since it was launched.

In reporting on the recently agreed budget, Councillor Pandor emphasised that following several years of budget reductions and protection of reserves, this year the Cabinet had proposed a budget that invested in young people and the regeneration of local areas. An additional £45m had been put into capital expenditure to support investment in town centres and other projects. Finally, an additional £400,000 had been allocated towards work to address domestic abuse and support victims. Councillor Pandor was pleased to report that £210m had been approved for work across the Place Directorate, such as road repairs.

The Committee thanked Councillor Pandor for his update and continued to seek clarification on the devolution model and what was still required to secure agreement. Councillor Pandor agreed that the issue had been ongoing and that the Council were fully committed to the proposal of One Yorkshire. Leaders from



## Overview and Scrutiny Management Committee - 4 March 2019

Barnsley and Doncaster currently participating in the Sheffield South Yorkshire deal, indicated that they would move to a whole Yorkshire devolution deal once it had been agreed. Sheffield and Rotherham intended to stay in the South Yorkshire devolution deal.

Councillor Burke referred back to Councillor Pandor's previous attendance at the Scrutiny Committee at which requests had been made to set up more formal arrangements concerning the distribution of section 106 funding. Councillor Pandor agreed to provide details on progress in this area.

Councillor Smaje asked for an update on how deprivation was being tackled. Councillor Pandor cited some of the work being undertaken as part of CLES and the inclusion and diversity work together with investment in the local economy. Councillor Pandor agreed to provide a fuller response following the committee meeting. Councillor Walker highlighted the success of the Inclusive Growth programme which was integral to the delivery of the Council's Economic Strategy.

Councillor Pandor continued to outline the work that was being undertaken to increase local spend by 10%, this included promotion of the good employer charter to ensure that employees felt valued which would have a subsequent effect on productivity. Work was taking place with public sector organisations, universities and colleges, and large employers in the district to create a model of good practice for employment and standards to encourage others to follow suit. A report on good employers would be considered by the Local Enterprise Partnership Board which included private sector members, to help to shape the way forward.

In concluding the discussion the management committee focussed on Youth Services and the increase in gun and knife crimes in Kirklees. Councillor Pandor emphasised that this was a national problem and that additional budget for youth provision had been included in the recent budget. Cabinet was considering how to invest in young people to support those at risk of becoming isolated and those at high risk, including gangs and criminal behaviour. Councillor Pandor agreed to come back early in the new municipal year to provide an update on proposals for youth provision.

### **RESOLVED -**

- 1) The Committee thanked Councillor Pandor for providing an update on the progress of his strategic priorities for the 2018/19 municipal year.
- 2) That Councillor Pandor provide further information on the items identified in the meeting including;
  - Formal arrangements for the allocation of section 106 funding
  - Examples of measures in place and work to reduce poverty across the borough
- 3) That Cllr Pandor be invited to attend a future meeting of the Committee to provide an update on youth provision arrangements following the allocation of additional funding.

- 4) To consider including an update on migration and resettlement work as part of the Scrutiny work programme for 2019/20.

**54 An update on Effective Regional Working**

The Management Committee welcomed Angela Blake, newly appointed Service Director for Economy and Skills to the meeting and considered an update on effective regional working.

The presentation sought to address the following key questions in relation to Kirklees regional work:

- Where have Kirklees and its residents benefited?
- What have we contributed?
- How can we improve our working together?
- Is the KMC representation at the West Yorkshire Combined Authority appropriate?
- What are our 'asks' of the Combined Authority?
- What does the next 2 years look like in terms of regional working?

Angela Blake advised the Committee that Kirklees residents had benefitted from approximately £140m of funding and investment. Major regeneration schemes had been slow to spend but overall the future looked bright. It was noted that complex transport schemes took time to develop including feasibility and consultation work. Reduced staffing had led to a reduction in the resources available to progress work in some areas. However, Ms Blake was pleased to report that early spend on feasibility work was now complete and there were much better and more robust processes in place including governance and risk mitigation.

The Council were involved in projects such as the achievement of Enterprise Zone status, energy strategy, and digital infrastructure. In respect of the digital infrastructure the Council had secured 42% from the second contract. The presentation continued to indicate that Kirklees had been very successful in securing business grants for SMEs.

In summarising Kirklees Council's contribution to regional working Ms Blake identified a collaborative working approach and working as a reliable and critical friend. The Council continued to have representation on boards and at key meetings.

When summarising how the council could continue to improve how it worked across the region Ms Blake identified the need to ensure that the Combined Authority had a better understanding of Kirklees' priorities and ambitions. It was felt that better quality and more timely reports were required as part of improved communication and information sharing. It was also suggested that we could look at better sharing of resources and more innovation.

The Committee noted that whilst Kirklees representation at the Combined Authority was much improved in terms of Councillors, the officer structures were less clear and it was important to ensure that the right people were attending. The

## Overview and Scrutiny Management Committee - 4 March 2019

presentation suggested that further transparency of decision making and wider information sharing was appropriate. Officers continued to look at how the wider body of Councillors across Kirklees and across West Yorkshire was informed on the work of the Combined Authority.

In identifying what was seen as the Kirklees 'asks' the following areas were identified:

- Improved governance and decision making
- Improved strategic connections across work areas and who is responsible for what
- Simplified structures particularly on the officer side
- Line WYCA priorities with national agendas
- Work to access other funding/investment sources

The Committee noted that over the next 2 years the council intended to focus on delivery, particularly in delivering our ambitions and being more proactive in selling Kirklees both regionally and nationally. The Council aimed to take advantage of future investment opportunities and to improve collaboration with neighbours. The Council intended to work with West Yorkshire Combined Authority to increase the focus on town centre regeneration as well as address the challenges and opportunities of place based working.

In addition the Council wanted to make the most of emerging cultural opportunities and the advantages of proposed rail investment. As indicated by the Leader of the Council there would be ongoing involvement in the devolution agenda and Kirklees would continue to emphasise the value it brings and have a clear offer to promote to the Leeds city region.

The Management Committee thanked Ms Blake for her informative presentation and continued to explore how Kirklees could maximise its involvement at a regional level and ensure that Kirklees was in a place to continue to secure benefits by being a proactive council at a regional level. Ms Blake agreed that there was a need to be very clear about what the council's priorities were over the next 5-10 years. The council did not just want to chase funding but wanted to be very clear about what its 2-3 key priorities were and through improved visibility and ambition, deliver an action plan arising from a clear economic strategy.

There followed a discussion on how more Councillors could have a better understanding and influence work at a regional level. This should be complemented by greater visibility of the work of the LEP so that the wider Council can keep in touch with what is happening.

Councillor Walker asked specific questions regarding West Yorkshire work on reducing emissions and how this needed to be looked at as a whole rather than separate authorities. Ms Blake agreed to provide further information on the position of this work. The discussion continued to look at investment zones, clear air zone and impacts on Kirklees residents who are employed within the Leeds area.

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The Committee discussed the council's role on Transport for the North and how we ensured that we were getting Kirklees priorities on the agenda and influencing the agenda. Ms Blake agreed that we need to prioritise strengthening the council's relationship with Transport for the North. Ms Blake offered to provide a quarterly update on regional issues to the scrutiny committee in the new municipal year.

### RESOLVED -

- 1) That Angela Blake be thanked for attending the Committee meeting and for her informative presentation.
- 2) That the Management Committee consider the option of quarterly updates on regional working as part of developing the Scrutiny work programme for 2019/20.

### 55 Transformation Programme Overview

The Committee welcomed Rachel Spencer-Henshall and Andy Simcox to the meeting to provide an update on the Transformation Programme.

In introduction it was noted that the Council had had a Transformation Programme to provide targeted support to achieve outcomes since 2017/18. In the first 15 months of the programme focus had been on addressing the council's budget challenge. Since July 2018 the learning from activities had been used to inform an adjustment in the focus of transformation.

Following an assessment of the impact of transformation activities in summer 2018, it was felt that moving forward the focus of transformation resources should be allocated to the areas of highest priority which bring most value. Transformation support needed to work with managers and those leading change who would be responsible for ongoing service provision.

Engagement with senior officers, Councillors and partners took place throughout the summer and autumn of 2018 to confirm the need to adjust the focus of transformation activities for the remainder of 18/19 and into the 2019/20 financial year.

It was noted that moving forward transformation resources would be focussed on areas that affect the whole organisation rather than those that are directorate specific or highly savings driven. It meant that the challenges being faced could not be achieved by one team or service or the organisation alone but would require more project and programme management skills to achieve the desired impact.

The Committee noted that the following areas of priority had been identified for the allocation of transformation resources:

- 1) Organisation design
  - o work to consider the future shape of the organisation which will include engagement activities with staff, Councillors and citizens where appropriate
- 2) Development of place-based working

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- The Council is committed to working with communities and delivering services that recognise the diversity of the different places across Kirklees and their needs: moving resources into local areas, working across partnerships to address needs earlier. Transformation resources are needed to help support coordination and to deliver change.
- 3) Strengthening enabling services
  - This work involved improvement of individual functions or objectives, such as digital by design, business intelligence and the implementation of the council's people strategy. Working this strand will ensure that there are strong connections between functions to help the council run effectively, underpinned by improved efficient processes, systems and ways of working.
- 4) High needs, placements, waste
  - These areas represent areas where the council is experiencing significant budget pressures and there needs to be a system-wide approach to help define the problems and be creative in identifying potential solutions.
- 5) Adult social care, children's improvement
  - The majority of activities within existing programmes in these areas are now moving beyond transformation into 'business as usual'. Transformation resources are gradually being withdrawn.

Moving forward the council understood that it did not possess the skills required to support and challenge change projects and would be looking to partners across the district who have complementary skills. In some cases, for example specialist skills, the council would have to look to procure the services of external suppliers for shorter interventions.

The Management Committee thanked Ms Spencer-Henshall and Mr Simcox for the update report and the clarity regarding the future focus of transformation work. Councillor Smaje suggested it would be helpful for future reports to include timescales or milestones to understand how work was progressing. There followed a discussion on how engagement activities might work as part of organisational change.

Councillor Asif suggested that we needed to ensure that future reports included examples and that the language used was accessible to citizens of Kirklees. The Committee needed to understand the current position, where we are going, and how are we going to measure success.

Rachel Spencer-Henshall agreed that engagement was one of the challenges including how early to engage and how we engage. It was agreed that language could be amended to make it more accessible and milestones included within future reporting.

There followed a discussion on how Councillors would be informed and involved and how much input there would be from partners. In response Rachel Spencer-Henshall indicated that the Partnership Executive had been involved in discussions and a picture of Kirklees event was held in the autumn of 2018. Initial conversations

## Overview and Scrutiny Management Committee - 4 March 2019

were taking place with partners such as the Clinical Commissioning Group where there were areas in common, for example the Healthy Child programme. Partners such as the University held data and intelligence which could be useful as part of longer term aims in developing the district strategy and corporate planning. Ms Spencer-Henshall indicated that a member engagement event had been held but was under subscribed. It was suggested that officers might look for expressions of interest from Councillors who were interested in being involved in specific areas of work. The Committee supported the more issue specific approach to member engagement. There followed a discussion on broader community engagement issues and at what point it was appropriate to take discussions into communities and how those discussions might take place.

Councillor Smaje identified that the high needs work would be something that the Health & Adult Social Care Scrutiny Panel would be looking at and it would be helpful if the work included timescales.

The Committee discussed the importance of trying to avoid different service areas overlapping and the need for better coordination. Ms Spencer-Henshall gave a brief explanation of the Place Standards Tool that was being adopted by the Council and would be coordinated centrally to ensure a consistent approach and to pick up potential duplication.

### **RESOLVED -**

- 1) The Committee welcomed the update and thanked Rachel Spencer- Henshall and Andy Simcox for attending.
- 2) The Committee supported the outlined approach to refining how transformation support is targeted.
- 3) That the Committee consider a further progress report in the 2019/20 municipal year, including key milestones and timescales where appropriate.

**56 Appointment of Scrutiny Co-optees**  
Following a recent recruitment exercise the Overview & Scrutiny Management Committee was asked to formally appoint an additional number of voluntary Co-optees so that they could undertake development activities in preparation for allocation to scrutiny panels in the 2019/20 municipal year.

The Management Committee noted that five applications had been received to become voluntary scrutiny co-optees and agreed to the appointment of the following members of the public: Chris Friend, David Flint, Eilidh Ogden, Nathan Paul and Toni Bromley. All of the appointments were subject to the signing of the Code of Conduct, completion of an induction programme and a successful probationary period. A further report would be submitted to the scrutiny committee at the start of the municipal year to propose the distribution of the co-optees across scrutiny panels.

## Overview and Scrutiny Management Committee - 4 March 2019

**RESOLVED** - That pending completion of a successful probation period and appropriate training, the following people be appointed as Scrutiny Voluntary Co-optees for a period of up to 4 years:

- Chris Friend
- David Flint
- Eilidh Ogden
- Nathan Paul
- Toni Bromley

### 57 **Forward Agenda Plan / Date of next meeting /Committee meeting dates 2019/20**

The Committee noted the agenda for the remaining meeting of the municipal year which would be held on 15 April 2019. The Committee agreed that in respect of considering the lead member reports the discussion should be very focussed in order to maximise time for other agenda items.

In addition the Committee considered proposed meeting dates for the Management Committee in 2019/20 municipal year.

#### **RESOLVED -**

- 1) The Committee noted that the final meeting of the municipal year would be held on Monday 15 April at 10.00 a.m.
- 2) It was agreed that consideration of the Lead Member reports would be very focussed to maximise the discussion time for other agenda items.
- 3) That the following dates are agreed for meetings of the OSMC in 2019/20:
  - 10 June 2019
  - 22 July
  - 9 September
  - 4 November
  - 13 January 2020
  - 9 March
  - 6 April

Meetings to start at 10.00am.

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Contact Officer: Penny Bunker

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Monday 15th April 2019**

Present: Councillor Julie Stewart-Turner (Chair)  
Councillor Elizabeth Smaje

In attendance: Tom Ghee

Observers: Councillor Martyn Bolt

Apologies: Councillor Gulfam Asif  
Councillor Cahal Burke  
Councillor Rob Walker

**58 Minutes of Previous Meeting**

The minutes of the meeting of the Committee held on 4 March 2019 were agreed as a correct record.

**59 Interests**

No interests were declared.

**60 Admission of the Public**

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

**61 Kirklees Local Flood Risk Management Strategy - Annual Review of Progress against the Action Plan**

The Committee considered the annual update on progress made against the Flood Risk Management Strategy action plan. Tom Ghee, Flood Manager presented the report. It was noted that many of the initial actions identified in the 2013 – 18 strategy had been embedded and in developing a revised strategy it was proposed that the focus be on a smaller number of priority actions. The Committee considered the proposed 11 areas of focus and the new progress and implementation plan.

In commenting on the proposals, the Committee suggested it was appropriate to inform local ward councillors of progress within their wards. This helped Councillors in responding to ward enquiries. The committee also explored the progress in community engagement work and Mr Ghee explained that work in Holme Valley South and Newsome wards had led to the development of a format for community engagement, including an information leaflet. A three year plan had been developed to undertake engagement in high flood risk areas across the Kirklees district. The committee discussed the preventative measures that householders in high risk areas were advised to consider.

The committee asked about the funding opportunities for work to address surface water flood risk. Mr Ghee indicated there was the possibility to bid for funding to

## Overview and Scrutiny Management Committee - 15 April 2019

address smaller scale issues and the Council was working with consultants to frame a bid which it hoped to submit during 2019.

Councillor Bolt thanked Mr Ghee and the Flood Management Team for the measures that had been put in place in recent years to help to address some flood risk concerns. He asked about proposals to address flooding in the Holme and Colne rivers. In response it was noted that the work being undertaken by the National Trust above Marsden would help to retain water at source. The long term plan was to reduce the run off from upland areas into rivers. Councillor Bolt emphasised the need to link up across boundaries to ensure that measures joined up and actions in one area did not adversely affect another area downstream. The Scrutiny Committee agreed to recommend that the Mirfield area become one of the areas of focus for the Flood Management Team work programme.

The committee asked how the Flood Risk Plan would be tested. It was noted that recent heavy rain had already tested the approach and there learning points had been identified. A meeting had been set up with Emergency Planning to review and adjust the plan.

The committee asked about the staff resources to be able to deliver the priority actions. It was noted that additional capacity had been put into the team over the summer period and a principle graduate engineer was being recruited. Mr Ghee felt that the 3 year targets were realistic.

The committee thanked Mr Ghee and his team for the progress that had been made in delivering the previous strategy within limited resources. The committee supported the priorities that had been identified within the revised strategy and action plan.

### **RESOLVED -**

- (1) The Committee thanked Mr Ghee for attending and the support he has provided to Scrutiny work over recent years.
- (2) The Committee noted the revised reporting format and the focus on a smaller set of actions.
- (3) The Committee welcomed the ongoing work in communities and the work with local ward councillors.
- (4) That as part of work with local councillors, consideration is given to the flood risk issues in the Mirfield area.

### **62 Scrutiny Lead Member End of Year Reports**

The committee considered the final reports for the 2018/19 municipal year from the Scrutiny Panel Lead Members.

Councillor Smaje highlighted the ongoing work of the Health and Adult Social Care Panel in respect of the Ambulatory Care Unit at Dewsbury. A joint visit to

## Overview and Scrutiny Management Committee - 15 April 2019

Pinderfields hospital would take place in the new year with Wakefield Councillors, to look at the Ambulatory Care Unit and other supporting services.

In respect of highlights for the year, work on the developing Adult Care Offer was identified. In addition the Panel had explored an issue raised by a member of the public concerning support to children in Kirklees with Foetal Alcohol Syndrome and Foetal Alcohol Spectrum Disorder. The outcome was the agreement to establish a regional protocol and diagnostic pathway for this condition.

In respect of the Children's Scrutiny Panel a recent update from West Yorkshire Police, Children's Services and Licensing outlined how approaches to safeguarding had been refined to understand and respond to young people's experiences of significant harm beyond their family. Members were reassured by the progress in joint working and the Panel agreed to continue to be informed regarding CSE, safeguarding and licensing work.

Councillor Walker had highlighted the work of the Economy and Neighbourhoods Panel in looking at the development of a number of interlinked strategies, including the Economic Strategy, the Housing Strategy and the Employment and Skills Plan.

The Corporate Panel had made significant progress in the scrutiny of the Council's financial monitoring. Unfortunately an LGA workshop on commercialisation had been postponed until the new municipal year. Work in looking at strands of the People Strategy would continue in the new municipal year.

The Chair of Scrutiny reported on the outcomes of a co-optee recruitment exercise and recent discussions to try and secure diocesan representation on the Children's Scrutiny Panel in the new municipal year. Councillor Stewart Turner also highlighted the opportunity for Scrutiny to be involved in the new work stream for supporting communities.

In closing the discussion, Councillor Smaje thanked Councillor Stewart Turner for her considerable contribution to the work of Scrutiny throughout her time as a councillor. She wished Councillor Stewart Turner every success with her future plans as she stepped down from serving as a councillor.

### **RESOLVED -**

- (1) The Committee noted the Lead Member End of Year reports.
- (2) That thanks be placed on record for the work of Cllr Julie Stewart Turner in her role as Chair of Scrutiny. Cllr Stewart Turner was also wished every success for the future as she stepped down from serving as a Councillor.

### **63 Date of next meeting 2019/20 municipal year**

The committee noted that the first meeting of the Committee in the new municipal year had been scheduled for Monday 10 June 2019 at 10.00am.

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Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### PERSONNEL COMMITTEE

Thursday 14th March 2019

Present: Councillor Graham Turner (Chair)  
Councillor David Sheard  
Councillor John Taylor  
Councillor John Lawson  
Councillor Nigel Patrick

Apologies: Councillor Shabir Pandor  
Councillor Naheed Mather

- 1 **Appointment of Chair**  
**RESOLVED** - That Councillor Turner be appointed to Chair the meeting in the absence of Councillor Pandor.
- 2 **Membership of the Committee**  
Apologies for absence were received on behalf of Councillors Mather and Pandor.  
  
Councillor Patrick substituted for Councillor D Hall.
- 3 **Minutes of Previous Meeting**  
**RESOLVED** – That the Minutes of the Meeting held on 29 October be approved as a correct record.
- 4 **Interests**  
No interests were declared.
- 5 **Admission of the Public**  
It was noted that all Agenda Items would be considered in public session.
- 6 **Deputation/Petitions**  
No deputations or petitions were received.
- 7 **Public Question Time**  
No questions were received.
- 8 **Pay Policy Statement**  
The Committee received a report which set out a policy statement concerning the pay of the Council's Principal Chief Officers, in accordance with the requirements of Sections 38 to 43 of the Localism Act 2011. The report advised that Section 39 (1) of the Localism Act 2011 requires that an authority's pay policy statement must be approved by resolution before it comes into force and that each subsequent annual statement must be prepared and approved before the end of 31 March immediately preceding the financial year to which it relates.

## Personnel Committee - 14 March 2019

Appendices to the considered report set out (i) the Kirklees pay Policy Statement 2019-2020 (ii) Remuneration of Chief Officers (iii) Kirklees Council Single Status Grades as at 1 April 2019 and (iv) policies relating to remuneration.

The Committee noted the content of the report and welcomed the review of apprenticeship rates of pay, which would increase from 1 April 2019. A request was made for information to be provided regarding the total salary payment of chief officers from the pre-austerity period compared to current figures.

The Committee agreed that the report would be presented to Council on 20 March 2019 with a recommendation that the Pay Policy Statement 2019-2020 be approved.

**RESOLVED** - That the report be noted and submitted to the meeting of Council on 20 March 2019 with a recommendation that the Pay Policy Statement 2019-2020 be approved.

### 9 **New Employee Relations Framework**

The Committee received an update from the Head of People's Services, which provided an overview of a revised Employee Relations Framework, following negotiations with Trade Unions.

The Committee were advised that the revised framework aimed to provide a structured framework for consultations and negotiations to take place, by providing a modernised and transparent model which provided clarity on the processes of consultations, negotiations, decision making and dispute escalation and resolution.

It was noted that a report setting out the framework would be submitted to the next meeting of Personnel Committee, and it was requested that once the framework had been formally signed off, a copy be circulated to the members of Personnel Committee.

**RESOLVED** - That the update on the new Employee Relations Framework be noted.

### 10 **Senior Management Structure - Update**

The Committee received an update from the Head of People's Services regarding recent senior management appointments within the Council, namely;

- (i) the post of Service Director for Environment had been subject to advert and that the appointment would be via an Elected Member Panel.
- (ii) recruitment to the post of Strategic Director for Commissioning and Public Health was now complete and that Rachel Spencer-Henshall had been permanently appointed to the role.
- (iii) the Service Director post, previously filled by Rachel Spencer-Henshall, would be subject to advert, and that the appointment would be via an Elected Member Panel.
- (iv) Angela Blake had now commenced in the role of Service Director for Economy and Regeneration and had been in post since the end of January 2019.

**Personnel Committee - 14 March 2019**

- (v) Mel Meggs had now commenced in the role of Strategic Director for Children's Services and had been in post since December 2018.

**RESOLVED** - That the update on senior management arrangements be noted.

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Contact Officer: Richard Dunne

**KIRKLEES COUNCIL**  
**STRATEGIC PLANNING COMMITTEE**

**Thursday 14th March 2019**

Present: Councillor Steve Hall (Chair)  
Councillor Donna Bellamy  
Councillor Donald Firth  
Councillor Carole Pattison  
Councillor Andrew Pinnock  
Councillor Rob Walker  
Councillor Mohan Sokhal

**1 Membership of the Committee**

Councillor Mohan Sokhal substituted for Councillor Paul Kane.

**2 Minutes of the Previous Meeting**

The minutes of the meeting held on 15 February 2018 were approved as a correct record.

**3 Interests and Lobbying**

Councillors Pattison and S Hall declared they had been lobbied on application 2018/92686.

Councillors Walker and S Hall declared they have been lobbied on application 2018/92055.

Councillor Mohan Sokhal declared an 'other interest' in application 2018/93740 on the grounds that he was a member of Kirklees Active Leisure Board of Trustees.

**4 Admission of the Public**

All items on the agenda were taken in public session.

**5 Public Question Time**

No questions were asked.

**6 Deputations/Petitions**

No deputations or petitions were received.

**7 Site Visit - Planning Application 2018/92055**

Site visit undertaken.

**8 Planning Application - Application 2018/92055**

The Committee gave consideration to Planning Application 2018/92055 Erection of 252 dwellings and formation of vehicular access Land at Gernhill Avenue, Fixby, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Paul Oldfield (objector) and Jonathan Dunbavin (on behalf of the applicant).

## Strategic Planning Committee - 14 March 2019

Under the provisions of Council Procedure Rule 36(1) the Committee received a representation from Councillor Harpreet Uppal (Local Ward Member).

### 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 including:
  1. 3 years to implement permission
  2. Build in accordance with approved plans
  3. Samples of materials
  4. Boundary treatments
  5. Highways conditions- layout of parking; details of estate roads; construction management plan; travel plan, junction improvements.
  6. Phase 2 contaminated land survey
  7. Remediation strategy
  8. Noise mitigation.
  9. Lighting scheme
  10. Electric charging points
  11. Archaeology survey/ recording method statement
  12. Landscape Ecological Management Plan
  13. Drainage conditions
  14. Tree protection during construction
  15. Removal of permitted development rights (plots 194 and 195)
  16. Construction Management Plan, including pre and post highway survey for heavy construction
  
- 2) Secure a S106 agreement to cover the following matters:
  1. 50 no affordable dwellings (27 no social rental units and 23 Intermediate units).
  2. An Education contribution of £493,297.
  3. The provision and subsequent maintenance of public open space within the site.
  4. Off-site highway improvement contributions of £82,000 towards improvements at Bradley Bar roundabout.
  5. £15,000 towards the monitoring of a residential travel plan.
  6. £10,000 real time bus information.
  7. £10,000 towards off-site drainage improvements and repairs.
  8. £124,000 towards Metro cards
  
- 3) That, pursuant to (2) above, in circumstances where the S106 Agreement has not been completed within three months of this decision, the Head of Strategic Investment shall be authorised to 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, and would therefore be permitted to determine the application and impose appropriate reasons for refusal under delegated powers.

## Strategic Planning Committee - 14 March 2019

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors S Hall, Pattison, A Pinnock and Walker (4 votes)

Against: Councillors Bellamy and D Firth (2 votes)

Abstained: Councillor Sokhal

### 9 **Planning Application - Application 2018/92686**

The Committee gave consideration to Planning Application 2018/92686 Outline application for erection of retail (A1) and drive thru restaurant (A3) development and associated car parking, landscaping and infrastructure land adj, 127, Westgate, Heckmondwike.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Colin Berry (Objector – on behalf of the Spen Valley Civic Society) and Nick Wilock (on behalf of the applicant).

**RESOLVED** – Refused in line with the following reasons outlined in the considered report:

- 1) The site is allocated for housing in the Kirklees Local Plan. The proposal constitutes a departure which conflicts with the long term development aims of the local plan. It is considered that in this case, the benefits associated with the provision of housing are not significantly and demonstrably outweighed by the benefits of this proposal. Contrary to Local Plan Policy PLP1 (as modified) and Policy PLP3 (as modified).
- 2) The applicant has failed to demonstrate that this proposal will not have a detrimental impact on the ecology of the area and that local biodiversity will not be detrimentally affected. This would be contrary to Kirklees Local Plan Policy PLP30 (as modified) and Section 15 of the National Planning Policy Framework.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors Bellamy, D Firth , S Hall, Pattison, A Pinnock, Sokhal and Walker (7 votes)

Against: (0 votes)

### 10 **Planning Application - Application 2018/93740**

The Committee gave consideration to Planning Application 2018/93740 Re-development of training facilities including erection of new training and administrative buildings and formation of new pitch facilities PPG Canalside Sports Complex, 509, Leeds Road, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Joshua Hellawell (on behalf of the 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 including those contained within the considered report and update list including:
  1. Standard 3 years to implement permission
  2. Standard condition requiring development to accord with approved plans
  3. No development on the buildings superstructure until samples of facing and roofing materials have been approved
  4. Car parking areas to be surfaced and marked out prior to occupation
  5. The implementation of an intrusive contaminated land survey
  6. The submission of a site remediation strategy if required
  7. Implementation of site remediation strategy if required
  8. Submission of remediation validation if required
  9. The submission of a surface water management scheme
  10. Investigation of coal mining legacy issues involving intrusive investigation, the implementation of remedial works if required and proposed mitigation measures.
  11. The submission of an Ecological Design Strategy
  12. Details of landscaping arrangements and boundary treatment
  13. The submission of a Construction Environmental Management Plan
  14. The installation of electric vehicle charging points.
  15. The submission of a scheme detailing artificial lighting arrangements and restricting hours of operation
  16. Details of any extract ventilation system to be installed
  17. The new stand at PPG Canalside shall only be used in connection with football visitors associated with Huddersfield Town FC.
  18. Finished floor levels shall be set no lower than 57.12 m above Ordnance Datum (AOD).
  19. Football Pitch level of 56.50 mAOD and as per the FRA and email from PSA Design 7 February 2019, ground levels managed to ensure no loss of flood storage as a result of development of the site
  20. No Drinking or sleeping accommodation on site (this would relate to the provision of facilities available for public use)
  
- 2) Secure a S106 agreement to formally link the closure of existing Syngenta Club facilities to the provision of the new facilities at the Leeds.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors Bellamy, D Firth , S Hall, Pattison, A Pinnock, Sokhal and Walker (7 votes)

Against: (0 votes)

**KIRKLEES COUNCIL**

**STRATEGIC PLANNING COMMITTEE**

**Thursday 11th April 2019**

Present: Councillor Steve Hall (Chair)  
Councillor Donna Bellamy  
Councillor Paul Kane  
Councillor Carole Pattison  
Councillor Andrew Pinnock  
Councillor Rob Walker

Apologies: Councillor Donald Firth

**1 Membership of the Committee**

Apologies for absence were received on behalf of Councillor D Firth.

**2 Minutes of the Previous Meeting**

**RESOLVED** – That the Minutes of the Meeting held on 14 March 2019 be approved as a correct record.

**3 Interests and Lobbying**

Councillor Kane advised that he had been lobbied on Applications 2018/90502 and 2018/93825.

Councillors S Hall and A Pinnock advised they had been lobbied on Application 2018/93825.

Councillor Bellamy declared an 'other' interest in Application 2018/90502 on the grounds that she knew the applicant and did not participate in the consideration or determination of the application.

**4 Admission of the Public**

It was noted that exempt information had been submitted in respect of Agenda Items 15, 16 and 17 (Minute No's 15, 16 and 17 refers).

**5 Deputations/Petitions**

None received.

**6 Site Visit - Application No: 2018/90501**

Site visit undertaken.

**7 Site Visit - Application No: 2018/93825**

Site visit undertaken.

**8 Planning Application - Application No: 2018/90817**

The Committee gave consideration to Application 2018/90817 – Formation of 3G sports pitch including 5m high rebound fencing (within a Conservation Area) at King James School, St Helen's Gate, Almondbury.

## Strategic Planning Committee - 11 April 2019

Under the provisions of Council Procedure Rule 37, the Committee received representations from Rachel Marsden and Steve Marsden.

**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
- undertaken in accordance with plans
- use by students (aged 16 and under) only
- hours/days of use
- use limited to term time
- noise mitigation measures, to include full details and provision of acoustic barrier to pitch boundary prior to use
- no external lighting permitted
- rebound fencing colour to be green
- planting/landscape scheme to be submitted and implemented

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Bellamy, S Hall, Kane, Pattison, A Pinnock and Walker (6 votes)

Against: (no votes)

### 9 **Planning Application - Application No: 2018/90502**

The Committee gave consideration to Application 2018/90502 – Change of use and alterations to part of mill to form 42 residential units and 8 light industrial units (use class B1c) and retention of part of existing retail use (revised description and amended plans) at Stanley Mills, Britannia Road, Milnsbridge.

Under the provisions of Council Procedure Rule 37, the Committee received representations from Andrew Lindsey, Gerwyn Bryan, Hamish Gledhill and Jeremy Child (in support).

**RESOLVED** – Contrary to the Officer's recommendation, the application be delegated to Officers to approve. (The Committee considered that the benefits of the proposed scheme, including in order to bring the mill building back into use and provide local employment opportunities.)

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors S Hall, Kane, Pattison, A Pinnock and Walker (5 votes)

Against: (no votes)

(Councillor Bellamy did not participate pursuant to her declaration of interest)

**10 Planning Application - Application No: 2018/93825**

The Committee gave consideration to Application 2018/93825 – Erection of 110 dwellings (modified house types plots 1-56, 59-106, 109-114) Cleckheaton Mills, Bradford Road, Cleckheaton.

**RESOLVED –**

- (1) 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
  - construct in accordance with approved plans
  - boundary treatments
  - samples of materials
  - noise attenuation scheme
  - remediation scheme
  - drainage scheme
  - bat and bird roost opportunities scheme implementation
  - electric charging points implementation
  - removal of permitted development rights
- (2) That authority be delegated to the Head of Strategic Investment to secure a S106 Agreement to ensure (i) provision of 4 no. affordable units and (ii) £105, 101 towards the provision of off-site public open space in the vicinity.
- (3) That, pursuant to (2) above, in circumstances where the variation to the S106 Agreement has not been completed within three months of this decision, the Head of Strategic Investment shall be authorised to 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, and would therefore be permitted 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 Bellamy, S Hall, Pattison, A Pinnock and Walker (5 votes)

Against: (no votes)

Abstained: Councillor Kane

**11 Planning Application - Application No: 2018/93098**

The Committee gave consideration to Application 2018/93098 – Variation of conditions 28,33,34 and 35, and removal of condition 31 on previous Application 2016/91337 at former St Luke's Hospital, Blackmoorfoot Road, Crosland Moor, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Tom Wheldon (applicant).

## Strategic Planning Committee - 11 April 2019

### RESOLVED –

- (1) That authority be delegated to the Head of Strategic Investment to approve the application, issue the decision notice and complete the list of conditions regarding the agreement of;
  - Condition 28 (agreed)
  - Condition 31 (deleted)
  - Condition 33 (remove of parts a and c)
  - Condition 34 (variation agreed)
  - Condition 35 (variation not agreed, condition to remain)
  - All other conditions on Outline to be restated
- (2) That authority be delegated to the Head of Strategic Investment to secure a S106 Agreement to ensure (i) the provision of on-site public open space and subsequent maintenance (ii) the delivery of 11 starter homes on the site (Affordable Housing) (iii) the land currently shown as being for commercial purposes (as shown on drawing number ref 1835.00 dated 11/9/18) shall be actively marketed for residential development for a minimum period of 3 years with the stipulation that the provision of a policy compliant affordable housing scheme on the site shall be provided and (iv) contributions to provide signal equipment to the site access onto Blackmoorfoot Road at £22,340.
- (3) That, pursuant to (2) above, in circumstances where the S106 Agreement has not been completed within three months of this decision, the Head of Strategic Investment shall be authorised to 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, and would therefore be permitted 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 Bellamy, S Hall, Pattison, A Pinnock and Walker (5 votes)

Against: Councillor Kane (1 vote)

### 12 **Planning Application - Application No: 2018/93200**

The Committee gave consideration to Application 2018/93200 – Erection of 26 dwellings at land at former St Luke’s Hospital, Blackmoorfoot Road, Crosland Moor, Huddersfield.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Patrick Townsend (on behalf of the applicant).

### RESOLVED –

- (1) 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;



## Strategic Planning Committee - 11 April 2019

- 3 years to commence
- build in accordance with approved plans
- samples of materials
- boundary treatments
- implement noise mitigation
- details on acoustic screening
- highways/layout parking
- electric charging points
- landscape management plan
- construction management plan
- drainage conditions

(2) That authority be delegated to the Head of Strategic Investment to secure a S106 Agreement to ensure (i) the provision of on-site public open space and subsequent maintenance (ii) the delivery of 11 starter homes on the site (Affordable Housing) (iii) the land currently shown as being for commercial purposes (as shown on drawing number ref 1835.00 dated 11/9/18) shall be actively marketed for residential development for a minimum period of 3 years with the stipulation that the provision of a policy compliant affordable housing scheme on the site shall be provided and (iv) contributions to provide signal equipment to the site access onto Blackmoorfoot Road at £22,340.

(3) That, pursuant to (2) above, in circumstances where the S106 Agreement has not been completed within three months of this decision, the Head of Strategic Investment shall be authorised to 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, and would therefore be permitted 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 Bellamy, S Hall, Pattison, A Pinnock and Walker (5 votes)

Against: Councillor Kane (1 vote)

### 13 **Planning Application - Application No: 2018/93201**

The Committee gave consideration to Application 2018/93201 – Reserved matters application for residential development pursuant to outline permission 2016/91337 at land at former St Luke’s Hospital, Blackmoorfoot Road, Crosland Moor, 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;

- build in accordance with approved plans
- samples of materials
- boundary treatments

## Strategic Planning Committee - 11 April 2019

- tree protection during construction
- parking/highways laid out and maintained
- construction management plan
- implementation of noise mitigation on relevant plots
- implementation of air quality/dust suppression measures during construction
- electric charging points

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows;

For: Councillors Bellamy, S Hall, Pattison, A Pinnock and Walker (5 votes)

Against: Councillor Kane (1 vote)

### 14 **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.

### 15 **Planning Application - Application No: 2018/93098**

(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).

The Committee gave consideration the exempt information prior to the determination of Agenda Item 15 (Minute No 11 refers.)

### 16 **Planning Application - Application No: 2018/93200**

(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).

The Committee gave consideration the exempt information prior to the determination of Agenda Item 16 (Minute No 12 refers.)

### 17 **Planning Application - Application No: 2018/93201**

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

## **Strategic Planning Committee - 11 April 2019**

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 the exempt information prior to the determination of Agenda Item 17 (Minute No 13 refers.)

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Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### STRATEGIC PLANNING COMMITTEE

**Thursday 9th May 2019**

Present: Councillor Steve Hall (Chair)  
Councillor Paul Kane  
Councillor Carole Pattison  
Councillor Andrew Pinnock  
Councillor Rob Walker

**1 Membership of the Committee**

There were no substitutes in attendance.

**2 Minutes of the Previous Meeting**

The Minutes of the meeting held on 11 April 2019 were approved as a correct record.

**3 Interests and Lobbying**

No interests or declarations of lobbying were made.

**4 Admission of the Public**

All items were considered in public.

**5 Deputations/Petitions**

None received.

**6 Site Visit - Application No: 2018/94092**

Site visit undertaken.

**7 Site Visit - Application No: 2019/90756**

Site visit undertaken.

**8 Site Visit - Application No: 2018/93597**

Site visit undertaken.

**9 Local Planning Authority Appeals**

That the report be noted.

**10 Planning Application - Application No: 2019/90756**

The Committee gave consideration to an application for the variation of Condition 2 (plans and specifications) on a previous permission (2014/90688) relating to an outline application for the erection of commercial floor space (B1c, B2 and B8), including details of engineering operations to form serviced employment plots and a full application for the erection of 166 dwellings on Land at Slipper Lane, Mirfield.

## Strategic Planning Committee - 9 May 2019

Under the provisions of Council Procedure Rule 36(1) the Committee received representations from Councillor Martyn Bolt (local Ward Member).

**RESOLVED** – That approval of the application and the issue of the decision notice be delegated to the Head of Strategic Investment in order to:

(1) complete the list of conditions, including those set out in the report:

Residential:

1. 3 years to start development
2. Construct in accordance with approved plans
3. Noise / ventilation attenuation
4. Amended landscape plan and Landscape and Ecological Management Plan.

Outline only:

5. Reserved Matters (siting, landscape, scale, appearance).
6. Drainage
7. Decontamination
8. Noise levels on boundaries
9. Lighting
10. Arboricultural Method Statement
11. Air Quality
12. Travel Plan
13. Highway – parking and turning areas to be provided and surfaced.

Note:

On both the residential and industrial elements of this scheme the pre-commencement conditions have already been discharged, these include:

- Drainage;
- Decontamination and remediation;
- Coal Mining legacy mitigation measures;
- Construction Management Plan;
- Landscape and Ecological Management Plan;
- Tree protection measures;
- Arboricultural Method Statements;
- Landscape planting and details of buffer zones
- Car parking management plan( Industrial plot 1)

(2) Secure a variation to the Section 106 Agreement to cover the following matters:

1. Financial contribution towards off-site highway works for junction improvements to:
  - Church Lane (£25,000)
  - Stocks Bank (£35,000)
  - Roberttown (£35,000)
  - Leeds Road (£35,000).

## Strategic Planning Committee - 9 May 2019

2. Financial contribution towards travel plan monitoring
  - £15,000 (£3,000 per annum for 5 years)-Industrial
  - £10,000 (£2,000 per annum for 5 years)- Residential
3. Financial contribution of £970,000 towards Education, off site Public Open Space (POS) and affordable housing requirements arising from the development.
4. Financial contribution of £30,000 towards off site drainage improvements.
5. Phasing of delivery.

Note: Wording, triggers and contributions all the same as the original Section 106, as varied under 2018/90802; this note to be included on the Deed of Variation.

- (3) That, pursuant to (2) above, in circumstances where the Section 106 Agreement has not been completed within 3 months of the date of the Committee's resolution then the Head of Strategic Investment shall be authorised to 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 and, if so, 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; Hall, Kane, Pattison, Andrew Pinnock and Walker (5 votes)

Against: (0 votes)

### 11 **Planning Application - Application No: 2018/93597**

The Committee considered an application for a change of use from builder's yard and warehouse to (A1) shop, erection of warehouse, formation of car parking, designated loading area and hard landscaping display area at Myers Group Ltd, Barr Street, Huddersfield.

**RESOLVED** – That approval of the application be delegated to the Head of Strategic Investment in order to complete the list of conditions, including those set out in the report:

- (1) Standard 3 years for implementation
- (2) Condition restricting permission to the applicant
- (3) Development to be carried out in accordance with approved plans
- (4) Retail sales being restricted to bulky building products
- (5) A suite of conditions to deal with any on site contamination
- (6) The submission and approval of a scheme to protect the nearest residential properties from noise prior to development commencing
- (7) A condition requiring the development to be completed in accordance with the supporting Flood Risk Assessment (FRA).

## Strategic Planning Committee - 9 May 2019

- (8) A condition requiring the submission of a surface water, foul water and land drainage scheme
- (9) Details of a flood evacuation plan
- (10) The submission and approval of a waste management plan
- (11) No activities to take place at the site outside the following hours:
  - 07:00 to 17:30 Monday to Saturday
  - 10:00 to 16:00 Sundays
- (12) Details of any extract ventilation systems to be submitted and approved
- (13) The provision of electric vehicle charging points
- (14) The provision of a Low Emission Travel Plan, and

a condition requiring the submission of an internal vehicular access management plan to prevent large commercial vehicles using the Barr Street access.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors; Hall, Kane, Pattison, Andrew Pinnock and Walker (5 votes)

Against: (0 votes)

### 12 **Planning Application - Application No: 2019/90181**

The Committee considered an application for the erection of a Material Recovery/Recycling Plant at Myers Group Ltd, Barr Street, Huddersfield.

**RESOLVED** – That approval of the application be delegated to the Head of Strategic Investment in order to complete the list of conditions, including those set out in the report,

- (1) Standard 3 years for implementation
- (2) Development to be carried out in accordance with approved plans
- (3) HGV movements associated with the development shall not exceed the following thresholds: 120 skip lorries per day (60 in 60 out) 40 articulated/rigid tipper HGVs per week (20 in 20 out)
- (4) A suite of conditions to deal with any on site contamination
- (5) A condition requiring intrusive investigations to ascertain the site's coal mining legacy
- (6) A condition requiring the submission of a surface water, foul water and land drainage scheme
- (7) Details of a flood evacuation plan
- (8) The development to be carried out in accordance with a dust suppression scheme to be approved in writing by the Local Planning Authority
- (9) The submission and approval of a waste management plan
- (10) No activities to take place at the site outside the following hours:
  - 06.00 to 19.00 Monday to Saturday
  - No activities to take place on Sundays
- (11) The provision of electric vehicle charging points
- (12) The provision of a Low Emission Travel Plan
- (13) The provision of a lighting design strategy to reduce the impact on local ecology



## Strategic Planning Committee - 9 May 2019

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors; Hall, Kane, Pattison, Andrew Pinnock and Walker (5 votes)

Against: (0 votes)

### 13 **Planning Application - Application No: 2018/94092**

The Committee considered an application for the restoration of derelict land for agriculture, involving importation of 90,000 tonnes of top soil and sub soil at Emley Fields, Liley Lane, Grange Moor, Huddersfield

Under the provisions of Council Procedure Rule 37, the Committee received representations from Mr Adrian Rose (the applicant's agent). The Committee also received a representation on behalf of the Grange Moor Village Association.

Under the provisions of Council Procedure Rule 36(1) the Committee received representations from Councillor Bill Armer (local Ward Member).

**RESOLVED** - That refusal of the application and the issue of the decision notice be delegated to the Head of Strategic investment in order to complete the list of reasons including those set out in the report;

- (1) The site lies within an area of designated Green Belt within which it is intended that new development be severely restricted. The proposals would constitute inappropriate development and it is considered that there are no very special circumstances which would clearly outweigh the harm to the Green Belt by reason of inappropriateness or any other harm. As such the proposals are considered contrary to planning policy guidance in Section 13 of the National Planning Policy Framework.
- (2) It is considered that a development of this nature, in this prominent location, would create a discordant feature within the local landscape which would have a significant detrimental impact on the area's distinctive landscape character and therefore adversely affect the visual amenity of the area. This would be contrary to Local Plan policy PLP32 and planning policy guidance contained in Section 15 of the National Planning Policy Framework.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors; Hall, Kane, Pattison, Andrew Pinnock and Walker (5 votes)

Against: (0 votes)

### 14 **Additional Site Visit - Planning Application 2019/90181**

Site visit undertaken

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Contact Officer: Richard Dunne

## KIRKLEES COUNCIL

### STRATEGIC PLANNING COMMITTEE

**Thursday 20th June 2019**

Present: Councillor Steve Hall (Chair)  
Councillor Donald Firth  
Councillor Mohan Sokhal  
Councillor Carole Pattison  
Councillor Andrew Pinnock  
Councillor Will Simpson

Apologies: Councillor Paul Kane

- 1 Membership of the Committee**  
Councillor Will Simpson substituted for Councillor Paul Kane.
- 2 Minutes of the Previous Meeting**  
The minutes of the meetings held on 9 May 2019 and 22 May 2019 were approved as a correct record.
- 3 Interests and Lobbying**  
No interests or declarations of lobbying were made.
- 4 Admission of the Public**  
It was noted that the appendices for items 17, 18 and 19 would be taken in private session.
- 5 Deputations/Petitions**  
No deputations or petitions were received.
- 6 Public Question Time**  
No questions were asked.
- 7 Site Visit - Application 2018/91277**  
Site visit undertaken.
- 8 Site Visit - Application 2017/90322**  
Site visit undertaken.
- 9 Site Visit - Application 2017/90324**  
Site visit undertaken.
- 10 Site Visit - Application 2018/93949**  
Site visit undertaken.
- 11 Site Visit - Application 2018/94189**  
Site visit undertaken.

## Strategic Planning Committee - 20 June 2019

### 12 Site Visit - Application 2018/92563

Site visit undertaken.

### 13 Site Visit - Application 2019/90527

Site visit undertaken.

### 14 Planning Application - Application 2018/94189

The Committee gave consideration to Planning Application 2018/94189 Outline application for residential development of up to 366 dwellings with details of access points only Land off Soothill Lane, Batley.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Jonathan Ainley (on behalf of the applicant)

**RESOLVED** – Delegate approval of the application to the Head of Development and Master Planning to:

- 1) Secure the signing of a Section 106/Legal Agreement to provide:
  - Improvements to bus stops to provide shelter and real time passenger information display at bus stop no. 16141(at a cost of £23,000) and a real time passenger information display at bus stop no.16138 (at a cost of £10,000)
  - Travel Plan Monitoring fee (£TBC)
  - Long term maintenance and management of the drainage proposals through a management company, including contributions to upgrading works off site and taking into account of the period before which the Statutory Undertaker can adopt the system and in the event adoption of such system is not undertaken
- 2) Complete the list of conditions including those contained within the considered report and Issue the decision notice 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) Phasing to programme works on site
  - (6) Noise report
  - (7) Affordable housing
  - (8) Education
  - (9) Open space
  - (10) Highways impacts – Works within highways at Soothill Lane / Leeds Road, Soothill Lane / Rouse Mill Lane to include:
    - Lane works
    - Signalization
    - Upgrade of bus stops
    - Footway links & Real time passenger information display
  - (11) Residential Travel plan – Residential Metro cards
  - (12) Details of access and internal highways
  - (13) Restricting nos. of units to be served off each access point
  - (14) Drainage- discharge rates of surface water attenuation on site
  - (15) Flood risk
  - (16) Scheme of works to retain, enhance/improve PROWs/Bridleway

## Strategic Planning Committee - 20 June 2019

- (17) Ecological Impact Assessment
  - (18) Landscaping scheme
  - (19) Contaminated land conditions
  - (20) Coal mining legacy
  - (21) Construction Environmental Management Plan
  - (22) Electric vehicle charging Points
  - (23) West Yorkshire Archaeology evaluation
  - (24) Health Impact Assessment
  - (25) Secure by design measures
- 3) That, pursuant to (1) above, in the circumstances where the S106/legal agreement has not been completed within 3 months of the date of the Committee's resolution then the Head of Development and Master Planning shall be authorised to 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 Development and Master Planning 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 D Firth, S Hall, Pattison, A Pinnock, Simpson and Sokhal (6 votes)

Against: (0 votes)

### 15 **Planning Application - Application 2018/92563**

The Committee gave consideration to Planning Application 2018/92563 Outline application for erection of retail units Centre 27 Business Park, Bankwood Way, Birstall, Batley.

Under the provisions of Council Procedure Rule 36(1), the Committee received representations from Councillor Liz Smaje (Local Ward Member).

**RESOLVED** – Delegate approval of the application to the Head of Development and Master Planning to:

- 1) Refer the Committee decision to the Health and Safety Executive (HSE) in accordance with the NPPG;
- 2) Refer the application to the Secretary of State under the terms of Circular 02/2009 (Town and Country Planning Direction) 9 (England) Order 2009 because the application is retail development in excess of 5,000sq m and in an out of centre location;
- 3) Subject to the HSE not requesting a call-in and the Secretary of State not calling the application in on retail grounds, secure the signing of a Section 106 Agreement to provide:
  - £97,000 for a pedestrian improvement scheme on the neighbouring retail park which includes:
    - (i) New pedestrian crossing points
    - (ii) Upgrading of existing crossing points
    - (iii) New and upgraded pedestrian traffic islands
  - Travel Plan Monitoring fee (£10,000)

## Strategic Planning Committee - 20 June 2019

- Arrangements for the future maintenance and management of the surface water drainage infrastructure within the site
- 4) Complete the list of conditions including those contained within the considered report and issue the decision notice including:
1. Standard conditions for outline permission (4 no.)
  2. Retail conditions:
    - (i) Restrict the gross floor space to that proposed within the application (including mezzanine level)
    - (ii) Restrict the use of the gross floorspace for convenience goods to 2,350 square metres.
    - (iii) Floorspace to be provided within four separate units with a maximum gross floorspace of 2,322 square metres in unit one and maximum gross floorspace of 1,858 square metres in the remaining units.
    - (iv) Limit the sale of convenience goods to a maximum of 30% of the gross floorspace
  3. Detailed junction design for points of access
  4. Detailed scheme for proposed change to the road priorities on Woodhead Road/Bankwood Way
  5. Scheme for highway signage
  6. Full Travel Plan
  7. Drainage conditions - Detailed drainage design, surface water attenuation, petrol interceptor for the car park and temporary drainage measures for construction.
  8. Intrusive site investigations and remediation to address the legacy of coal mining
  9. Remediation for contaminated land (based on submitted phase 1 and 2 reports)
  10. Reporting of unexpected contamination
  11. Scheme for provision of electric vehicle charging points
  12. Ecological design strategy
- 5) 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 Development and Master Planning 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 Development and Master Planning 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, S Hall, Pattison, Simpson and Sokhal (4 votes)

Against: Councillors D Firth and A Pinnock (2 votes)

### 16 **Planning Application - Application 2019/90527**

The Committee gave consideration to Planning Application 2019/90527 Outline application for the erection of up to 127 dwellings, with details of access Land at, Blue Hills Farm, Whitehall Road West, Birkenshaw.

## Strategic Planning Committee - 20 June 2019

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Richard Gee (on behalf of the applicant).

Under the provisions of Council Procedure Rule 36(1), the Committee received representations from Councillor Mark Thompson (Local Ward Member).

**RESOLVED** – Delegate authority to the Head of Development and Master Planning in order to:

- 1) Comply with the recommendation of Highways England to resolve outstanding drainage matters.
- 2) In the event that drainage matters are not resolved (or not resolved in a timely manner), consult with the Secretary of State in accordance with article 4 of the Town and Country Planning (Development Affecting Trunk Roads) Direction 2018 and seek his/her direction.
- 3) In the absence of a direction from the Secretary of State preventing permission being granted, complete the list of conditions including those contained within the considered report and issue the decision notice 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. Development in accordance with plans and specifications
  6. Affordable housing
  7. Education
  8. Open space
  9. Highways impacts
    - (i) Junction with existing roundabout
    - (ii) Detailed design
  10. Travel plan
  11. Drainage maintenance and management
  12. Flood risk and drainage
  13. Archaeology
  14. Details of access and internal highways
  15. Ecology
  16. Landscaping
  17. Construction management
  18. Electric vehicle charging
  19. Contaminated land
  20. Coal mining legacy
  21. Arboricultural impact

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors S Hall, Pattison, A Pinnock, Simpson and Sokhal (5 votes)

Against: Councillor D Firth (1 vote)

## Strategic Planning Committee - 20 June 2019

### 17 Planning Application - Application 2017/90322

The Committee gave consideration to Planning Application 2017/90322 Erection of 7 town houses Land at, Warwick Road, Batley.

Under the provisions of Council Procedure Rule 37, the Committee received a representation from Paul Bailey (on behalf of the applicant).

#### RESOLVED –

- 1) Delegate approval of the application and the issuing of the decision notice to the Head of Development and Master Planning in order to complete the list of conditions including those contained within the considered report including:
  1. A 3 year time limit for implementation of the development.
  2. Plans to be approved.
  3. Materials (natural stone and slate to be submitted)
  4. Remove permitted development rights for new extensions / outbuildings
  5. Areas to be surfaced and drained
  6. Access sightlines to be provided
  7. Details of internal adoptable roads
  8. Details of the method of storage/access for waste
  9. Noise mitigation in accordance with submitted report
  10. Specification of acoustic barrier
  11. Ventilation scheme
  12. Scheme for provision of electric vehicle charging points
  13. Landscape/ecological mitigation and enhancement plan
  14. Finished floor levels
  15. Boundary treatments
  16. Separate systems for drainage
  17. Surface water disposal
- 2) Secure a S106 agreement to cover the following matters:
  - (i) Public open space off site contribution £52,151
  - (ii) 4x affordable intermediate houses (3x on-site and off-site contribution equivalent to 1 unit)
- 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 Development and Master Planning 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 Development and Master Planning is authorised to determine the application and impose appropriate reasons for refusal under Delegated Powers.

It should be noted that this resolution covers the following three applications 2017/90322, 2017/90324 and 2018/93949.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors D Firth, S Hall, Pattison, A Pinnock, Simpson and Sokhal (6 votes)

Against: (0 votes)



**18 Planning Application - Application 2017/90324**

The Committee gave consideration to Planning Application 2017/90324 Erection of 10 semi-detached houses Land at, Warwick Road, Batley.

**RESOLVED –**

- 1) Delegate approval of the application and the issuing of the decision notice to the Head of Development and Master Planning in order to complete the list of conditions including those contained within the considered report including:
  1. A 3 year time limit for implementation of the development.
  2. Plans to be approved.
  3. Materials (natural stone and slate to be submitted)
  4. Remove permitted development rights for new extensions / outbuildings
  5. Areas to be surfaced and drained
  6. Access sightlines to be provided
  7. Details of internal adoptable roads
  8. Details of the method of storage/access for waste
  9. Noise mitigation in accordance with submitted report
  10. Specification of acoustic barrier
  11. Ventilation scheme
  12. Scheme for provision of electric vehicle charging points
  13. Landscape/ecological mitigation and enhancement plan
  14. Finished floor levels
  15. Boundary treatments
  16. Separate systems for drainage
  17. Surface water disposal
- 2) Secure a S106 agreement to cover the following matters:
  - (i) Public open space off site contribution £52,151
  - (ii) 4x affordable intermediate houses (3x on-site and off-site contribution equivalent to 1 unit)
- 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 Development and Master Planning 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 Development and Master Planning is authorised to determine the application and impose appropriate reasons for refusal under Delegated Powers.

It should be noted that this resolution covers the following three applications 2017/90322, 2017/90324 and 2018/93949.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors D Firth, S Hall, Pattison, A Pinnock, Simpson and Sokhal (6 votes)

Against: (0 votes)

## Strategic Planning Committee - 20 June 2019

### 19 Planning Application - Application 2018/93949

The Committee gave consideration to Planning Application 2018/93949 Erection of 5 town houses Land at, Warwick Road, Batley Carr, Batley.

#### RESOLVED –

- 1) Delegate approval of the application and the issuing of the decision notice to the Head of Development and Master Planning in order to complete the list of conditions including those contained within the considered report including:
  1. A 3 year time limit for implementation of the development.
  2. Plans to be approved.
  3. Materials (natural stone and slate to be submitted)
  4. Remove permitted development rights for new extensions / outbuildings
  5. Areas to be surfaced and drained
  6. Access sightlines to be provided
  7. Details of internal adoptable roads
  8. Details of the method of storage/access for waste
  9. Noise mitigation in accordance with submitted report
  10. Specification of acoustic barrier
  11. Ventilation scheme
  12. Scheme for provision of electric vehicle charging points
  13. Landscape/ecological mitigation and enhancement plan
  14. Finished floor levels
  15. Boundary treatments
  16. Separate systems for drainage
  17. Surface water disposal
- 2) Secure a S106 agreement to cover the following matters:
  - (i) Public open space off site contribution £52,151
  - (ii) 4x affordable intermediate houses (3x on-site and off-site contribution equivalent to 1 unit)
- 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 Development and Master Planning 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 Development and Master Planning is authorised to determine the application and impose appropriate reasons for refusal under Delegated Powers.

It should be noted that this resolution covers the following three applications 2017/90322, 2017/90324 and 2018/93949.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors D Firth, S Hall, Pattison, A Pinnock, Simpson and Sokhal (6 votes)

Against: (0 votes)

**20 Planning Application - Application 2018/93568**

The Committee gave consideration to Planning Application 2018/93568 Change of use of existing unit in a mixed Class A1/A2/A3 retail development to form a mixed A1/A2/A3/A4/D2 retail and leisure development, internal alterations and reconstruction of upper level, with extension, external slide and formation of roof terrace for use as sky bar Kingsgate Centre, Store 1, King Street, Huddersfield.

**RESOLVED –**

- 1) Delegate approval of the application and the issuing of the decision notice to the Head of Development and Master Planning in order to complete the list of conditions contained within the considered report including:
  1. Time limit (3 years commencement)
  2. In accordance with plans
  3. Facing materials to be provided
  4. Construction management plan
  5. Ecological enhancements (swift colony)
  6. Crime and counter terrorism measures
  7. Cooking Odour Impact Assessment
  8. Charging point scheme
  9. Turning area / drop off point to be provided
  10. Scheme for management of turning area / drop off point
  11. Traffic survey to be undertaken
  12. Sky bar noise management
  13. Details of slide to be provided
  14. Sky bar hours of use
  15. Restaurant hours of use
  16. Cinema inaudibility
  17. Associated plant noise control
- 2) Secure a S106 agreement to cover the following matters:
  - (i) To secure a financial contribution for the improvement of the local highway network (£25,000)
- 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 Development and Master Planning 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 Development and Master Planning 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 D Firth, S Hall, Pattison, A Pinnock, Simpson and Sokhal (6 votes)

Against: (0 votes)

**21 Planning Application - Application 2018/91277**

The Committee gave consideration to Planning Application 2018/91277 Infill of former quarry Ponderosa Rtc Park Farm, Smithies Lane, Heckmondwike

## Strategic Planning Committee - 20 June 2019

Under the provisions of Council Procedure Rule 37, the Committee received a representation from David Storrie (on behalf of the applicant).

**RESOLVED** – Delegate approval of the application and the issuing of the decision notice to the Head of Development and Master Planning in order to complete the list of conditions including those contained within the considered report including:

- 1) Standard 3 year implementation deadline
- 2) Condition requiring development in accordance with approved Plans
- 3) Time limit for completion of development – 6 months from commencement
- 4) Prior cessation arrangements should works cease on site for more than 6 months
- 5) Vehicular access restriction to that indicated on approved plans
- 6) Wheel cleaning requirement
- 7) Vehicle sheeting requirement
- 8) Measures to protect the users of PROW SPE/141/30
- 9) Restriction on the numbers of HGVs visiting the site to no more than 50 per day (25 in 25 out)
- 10) Soils storage arrangements on site including position of any screening mounds
- 11) Progressive backfilling and restoration requirements
- 12) Restriction that only inert waste is imported to the site
- 13) Requirement to spread soils during favourable weather conditions
- 14) Requirement to allow LPA to inspect soil re-spreading once completed on site
- 15) Requirement to allow LPA the opportunity to inspect any imported soils or soil making materials
- 16) Soil cultivation requirements
- 17) Requirement to allow LPA to inspect soil cultivation once completed on site
- 18) Requirement to restore the site in accordance with restoration scheme submitted with the application
- 19) Requirement to replace any damaged or dead trees and shrubs following site restoration for a period of 5 years
- 20) Provision of a land drainage details for the restored site
- 21) Provision of an aftercare scheme for a period of five years following site restoration
- 22) Restriction on hours of operation 7.30am-6.30pm Monday to Friday 8.30am to 1pm on Saturdays with no working on Sunday or Bank Holidays
- 23) Provision of dust suppression measures
- 24) Speed restriction requirement for vehicles on site
- 25) Use of low frequency reversing alarms
- 26) Removal of permitted development rights
- 27) Provision of adequate arrangements for the storage of any fuel and oils stored on site
- 28) No use of mechanical processing equipment

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors D Firth, S Hall, Pattison, A Pinnock, Simpson and Sokhal (6 votes)

Against: (0 votes)

## Strategic Planning Committee - 20 June 2019

### 22 **Exclusion of the Public**

That acting under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that 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.

### 23 **Planning Application - Application 2017/90322**

The Committee received exempt information in respect of Application 2017/90322 (Agenda Item 17).

### 24 **Planning Application - Application 2017/90324**

The Committee received exempt information in respect of Application 2017/90324 (Agenda Item 18).

### 25 **Planning Application - Application 2018/93949**

The Committee received exempt information in respect of Application 2018/93949 (Agenda Item 19).

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Contact Officer: Andrea Woodside

**KIRKLEES COUNCIL**  
**STANDARDS COMMITTEE**

**Wednesday 6th March 2019**

Present: Councillor Eric Firth (Chair)  
Councillor Bill Armer  
Councillor Martyn Bolt  
Councillor James Homewood  
Councillor Alison Munro  
Councillor Mohan Sokhal

Apologies: Councillor Shabir Pandor

**1 Membership of the Committee**

Apologies for absence were received on behalf of Councillor Pandor.

**2 Minutes of Previous Meeting**

**RESOLVED** – That the Minutes of the previous Meeting held on 5 September 2018 be approved as a correct record.

**3 Interests**

No interests were declared.

(In relation to Agenda Item 7 (minute No. 7 refers), it was noted that Councillors Armer, Bolt and Munro were Members of either a Town or Parish Council).

**4 Admission of the Public**

All agenda items were considered in public session.

**5 Deputation/Petitions**

No deputations or petitions were considered.

**6 Public Question Time**

No questions were asked.

**7 Code of Conduct - Complaints Update**

The Committee received a report which set out an update on complaints that had been received since the previous meeting of the Committee (September 2018). The report advised that 14 complaints had been received which related to alleged breaches of the Code of Conduct, 7 which related to Parish Councillors and 7 to Kirklees Councillors, and that one had been progressed to the stage of formal consideration by the Assessment Panel. It was noted that 7 of the complaints were relatively recent and were currently being investigated prior to the initial assessment process.

## Standards Committee - 6 March 2019

The Committee were informed that the received complaints related to matters regarding social media use and Councillor behaviour. The report advised that, compared to the previous six month period, the overall number of complaints had risen from 12 to 14, though within the latter period there were instances of the same complaint being submitted multiple times.

The Committee were advised that, since the publication of the report, one of the seven recent complaints had been concluded, and that two further new complaints had been received within the past week.

The Committee noted the report and requested that statistics in future updates be presented in a chart or table format. Discussion also took place with regards to the compliance of Town and Parish Councils with Code of Conduct requirements and the understanding of Town and Parish Council representatives of the Standards Regime.

**RESOLVED** - That the report and comments of the Committee be received and noted.

### 8 **Report by the Committee on Standards in Public Life**

The Committee were provided with a report following the publication of the paper on 'Local Government Ethical Standards' by the Committee on Standards in Public Life on 30 January 2019. The Committee on Standards in Public Life had conducted a consultation exercise over several months which had given stakeholders the opportunity for input, and that a response had been submitted on behalf of the Council, as attached at Appendix 1 of the considered report.

The report set out a number of recommendations, which would be subject to legislation, and also suggestions for best practice, which were presented as a benchmark of good ethical practice. It was noted that the implementation of the best practice measures would be reviewed in 2020.

An appendix to the considered report set out each of the recommendations and best practice areas, along with suggested proposals to address or progress each matter, which the Committee were asked to consider.

The Committee discussed the key recommendations and best practice areas, as set out in paragraphs 2.1.4 and 2.1.5 of the report and agreed that;

- It be noted that Kirklees had already changed its processes with regards to the disclosure of addresses of election candidates.
- The current limit of £25 should be maintained in terms of declarations of gifts or hospitality and that declarations be published online.
- It be noted that Kirklees already provides legal indemnity for its Independent Person.
- The practice of reporting Code of Conduct complaints continue to a be done on a 6 monthly basis, and that the information be presented in table format in future in order to make trends and comparisons more visible.



## Standards Committee - 6 March 2019

- Town and Parish Councils be asked to adopt the Kirklees Code of Conduct and that they consider the Committee on Standards in Public Life report as an item of business.
- It be noted that details of a contact representative from the External Auditor (Grant Thornton) be made available on the Council website in regards to the whistleblowing policy.
- It be noted that the current whistleblowing policy does treat Councillors as 'prescribed persons'.
- In regards to training and induction, it be recommended to Corporate Governance and Audit Committee that the Code of Conduct be amended to make formal induction for new Councillors mandatory, and that members of Standards Committee undertake annual refresher training. Additionally, it was noted that there may be an obligation imposed on national parties, if this recommendation is adopted.
- The recommendation to include consideration of maintaining ethical standards as part of a Peer Review be noted.
- In regards to including prohibitions on bullying and harassment within the Code of Conduct, it be recommended to Corporate Governance and Audit Committee that the Code of Conduct be amended to include examples of bullying and intimidation (as set out on page 33 of the Committee on Standards in Public Life report), and also that a report be submitted to a future meeting of Standards Committee regarding guidance on social media training.
- It be noted that the Code of Conduct does already contain a requirement for members to comply with the Standards process.
- In terms of the Code of Conduct review, an approach of undertaking bi-annual reviews be adopted, and that any additional updates take place if required.
- The Code of Conduct shall be made available in Council buildings, as well as being accessible on the website.
- The gift and hospitality register be published on the Councils website.
- A clear public interest test that would be used to filter allegations be published, and incorporated into the standards process.
- A report be submitted to Corporate Governance and Audit Committee with a recommendation that a recruitment process for a second Independent Person take place and that the term of office of the current Independent Person be extended.
- That it be noted that the provision for consultation with the Independent Person with regards to the progress of complaints is already included within the Council's process.
- A report be submitted to Corporate Governance and Audit Committee with a recommendation that decision notices be published following formal investigations, provided that the information published was compliant with GDPR requirements.
- In regards to publication of the complaints process, the information also be made available in Council buildings, as well as the publication on the Council's website.
- It be noted that, in the event that conflicts of interest arise during a standards investigation, a Monitoring Officer from a neighbouring authority shall become involved in the process.

## **Standards Committee - 6 March 2019**

- The Head of Audit and Risk be asked to consider the reporting of separate bodies which the Council has set up within its Annual Governance Statement.
- The existing arrangements for Senior Officers and Group Leaders/Group Business Managers to discuss standards issues be noted.

### **RESOLVED –**

- (1) That the report be received and noted.
- (2) That the Committee's response to the recommendations as set out at Paragraphs 2.1.3.and 2.1.4 of the report be agreed, noted and actioned as appropriate.