Public Document Pack



Service Director – Legal, Governance and Commissioning
Julie Muscroft

The Democracy Service

Civic Centre 3

High Street

Huddersfield

HD1 2TG

Tel: 01484 221000

Please ask for: Leigh Webb

Thursday 12 December 2019

Email: leigh.webb@kirklees.gov.uk

Notice of Meeting

Dear Member

Economy and Neighbourhoods Scrutiny Panel

The Economy and Neighbourhoods Scrutiny Panel will meet in the Council Chamber - Town Hall, Huddersfield at 10.00 am on Friday 20 December 2019.

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

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

Julie Muscroft

Service Director – Legal, Governance and Commissioning

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

The Economy and Neighbourhoods Scrutiny Panel members are:-

Member

Chris Friend (Co-Optee)
Eilidh Ogden (Co-Optee)
Councillor Harpreet Uppal (Chair)
Councillor Martyn Bolt
Councillor Richard Murgatroyd
Councillor John Taylor
Councillor Richard Eastwood
Councillor Yusra Hussain
Andrew Bird (Co-Optee)

Agenda Reports or Explanatory Notes Attached

Pages 1: **Membership of the Committee** This is where Councillors who are attending as substitutes will say for whom they are attending. 2: 1 - 6 Minutes of the Previous Meeting To approve the Minutes of the meeting of the Committee held on 14 November 2019. 7 - 8 3: Interests The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests. 4: Admission of the Public Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private. 5: **Deputations/Petitions** The Panel will receive any petitions and hear any deputations from

In accordance with Council Procedure Rule 10 (2), Members of the

the body has powers and responsibilities.

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

Pul	blic should	provide	at least	24 hours	' notice	of presentin	g a
dep	outation.						

6: Public Question Time

The Panel will hear any questions from the general public.

7: Section 106 Process

9 - 16

The report sets out the internal governance procedure to which Kirklees Council follows when monitoring and managing financial contributions received by the council under the provision of legal agreements attached to the development of land.

Contact Officer: Kevin Walton – Senior Planner – Development Management Economy & Infrastructure Service 01484 221000 kevin.walton@kirklees.gov.uk

8: Open Space Supplementary Planning Document

17 - 26

The report highlights the content of the draft Open Space SPD for the purposes of consultation and allow questions and comments about the content of the document.

Contact officer: Steven Wright (Planning Policy and Strategy Group Leader, Planning Policy Group) steven.wright@kirklees.gov.uk (01484) 221000

9: Work Programme 2019/20

27 - 32

To consider the Work Programme 2019/20

Contact Officer: Leigh Webb, Principal Governance and Democratic Engagement Officer. Tel: 01484 221000

Contact Officer: Leigh Webb

KIRKLEES COUNCIL

ECONOMY AND NEIGHBOURHOODS SCRUTINY PANEL

Thursday 14th November 2019

Present: Councillor Harpreet Uppal (Chair)

Councillor John Taylor

Councillor Richard Eastwood

Co-optees Andrew Bird

Chris Friend Eilidh Ogden

In attendance: Rob Dalby – Greenspace Operational Manager

Michelle Anderson-Dore - Head of Partnerships, KNH

Apologies: Councillor Martyn Bolt

Councillor Richard Murgatroyd Councillor Yusra Hussain

1 Membership of the Committee

Apologies were received from Councillor Martin Bolt, Councillor Yusra Hussain and Councillor Richard Murgatroyd.

2 Minutes of the Previous Meeting

That the minutes of the meeting held on 10 October 2019 be agreed as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

All items were considered in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6. Tenant and Involvement Strategy

Michelle Anderson-Dore, Head of Partnerships at Kirklees Neighbourhood Housing (KNH) submitted a report providing an update on the implementation of the KNH Tenant Involvement Strategy.

It was reported that In 2017 Kirklees Council had taken the decision to decommission the Kirklees Federation of Tenants and Residents Association (KFTRA), known operationally as Communities Who Can (CWC), with effect from 1 October 2017. The reason for this decision was informed by the fact the existing model suggested low engagement levels, limited and uninspiring ways for tenants to get involved and, an approach to tenant scrutiny that was disconnected from any formal governance arrangements and did not align with the Council's or KNH's strategic priorities.

As a result, the Council had commissioned KNH to review the current model and to put forward recommendations for a new, modern and innovative involvement model which reflects best practice, promotes the use of technology, offers value for money and supports communities to do more for themselves and each other. The KNH Board had also asked that the new approach include proposals that empower tenants to be more resilient, strengthen the tenants' voice in shaping services, influencing decision and driving improvements and is outcome focused.

A new Tenant Involvement Strategy under the name 'Get Involved' has been developed and was appended to the report. The strategy highlights what tenant involvement means at KNH, the key activities it will support, the outcomes KNH seeks to achieve in partnership with our tenants, leaseholders, the Council and partners and the desired impact within communities.

Michelle explained that the new model would be evaluated externally in January 2020, with the outcome reported by the end of the financial year.

Questions and comments were invited from Panel Members and the following issues were raised:

- With regard to the role of Street Voices, it was explained that individuals were formally supported to play an active role, with access to funding and training opportunities.
- In response to a question concerning Place Standards, it was confirmed that all members of the Tenant Involvement Team were trained in this area and any proposed activity goes through a route to avoid the potential for duplication and to ensure alignment.
- Formal sign off of the Fire Safety Management Plan is awaited with work ongoing around compliance.
- With regard to outstanding vacancies on the various Tenant Panels, it was
 explained that a robust recruitment process was in place to ensure the right
 people for the organisation and tenants were encouraged to apply.
- The new strategy builds in monitoring arrangements with new Performance Indicators being developed in respect of tenant involvement. Michelle gave an undertaking to provide details of performance indicators to the Panel.
- In response to a question relating to under-represented groups, it was explained that good progress had been made in respect of working with

- young people. Informal work with other groups that work with young people had been productive in terms of engagement. A similar approach is planned in relation to BME and disabled residents.
- In response to a request for further information around the use of the Integrated Grant Scheme and a scheme to run diversionary activities to address Anti Social Behaviour, Michelle undertook to provide details of the activities.
- With regard to performance data in respect of digital engagement, it was reported that there had been 594 logins and 284 posts since December 2018.
 An undertaking was given to provide performance information relating to digital performance.

During discussion on the issue of technology, Michelle explained that staff were encouraged to post events and activities through the new digital platform. Work has been ongoing with Tenant and Residents Associations (TRA's) to look at how to drive traffic to the platform. Although there is no direct link from the Council website there is a link from the KNH site, which in turn is linked to the Council website. With regard to those who are unable to engage online, neighbourhood forums and TRA's ensure that the voice of non IT users is recognised.

RESOLVED -

- 1. That Michelle Anderson-Dore be thanked for her attendance.
- 2. That a further update on the implementation of the Tenant Involvement Strategy be submitted to a future meeting of this Panel.

7. Playable Spaces Strategy

A report was submitted providing an overview and update on the Playable Spaces Programme. The revised version of the Strategy had been approved at Cabinet on 8th October 2019. The following works and actions had been undertaken since Cabinet approval:

- 24th October Re-start meeting held with the Project Team, the Communications team and Cllr Walker Next steps are to re-arrange ward meetings with all councillors, develop the communications plan, including a case study of a Playable Space and investigate options for and logistics of public engagement
- 28th October Meeting held to discuss engagement with children through Community Hubs and Play.
 Next steps are to develop and review engagement plan, aligned with communications plan
- 31st October Meeting arranged with Project team and Communications team to plan the communications programme
- 11th November Commence Case Study
 Site visit with Project team, Communications and Cllr Walker to design case study materials for use with Ward meetings and social media

Rob Dalby, Greenspace Operational Manager, gave a presentation at the meeting setting out the next steps in relation to the strategy, which focusses on engagement with the public. The following two phased approach was suggested:

Phase 1 (winter 2019/20) – gather views and opinions from children across the district in addition to promoting positive communications messages through various channels. There is also an option to hold generic drop-in sessions across the district to take any feedback directly from communities. These options are currently under discussion.

Phase 2 (spring 2020 onwards) – a more focussed and detailed engagement by site. This phase requires further research and planning to determine the logistics of carrying out this intense, high level style of engagement.

It was reported that the original timings for consultation had been amended as a result of purdah guidance relating to the upcoming General Election.

During discussion of the planned engagement Rob stressed the importance of the voice of children and users of the sites being heard. The role of elected members is also seen as key to having meaningful engagement with local communities. The aim of the strategy is to offer diverse opportunities for play in the borough.

In response to questions Rob explained that:

- The needs of those with learning difficulties, physical and mental disabilities has been taken into account in order to ensure the sites offer access to all.
- The £9.5m of funding set out in the report is to cover 177 sites during the 3 year programme. It was explained that the budget is fixed but it was acknowledged that additional capital may be required.
- The Council are looking to broaden the number of playable spaces and routes to form a playable network.
- Upkeep of sites will be through the current maintenance budget programme.
- Regulation of independent play sites would be through the Health and Safety Executive.
- It was acknowledged that a clear, effective communication policy was needed to help explain to how natural habitats are managed. Engagement with resident and schools is key to getting people to engage with their surroundings.

RESOLVED -

- 1. That this Panel supports the proposal for consultations with a wide range of stakeholders on the Playable Space Strategy in advance of the local elections 2020.
- 2. That the Panel acknowledges the vital role of ward members in contributing to the consultation to develop play opportunities to meet children's needs

8 Work Programme 2019/20

That the Panel's Work Programme and forthcoming items/activities was submitted. The Chair reported that following a meeting of the Overview and Scrutiny Management Committee it had been agreed that a cross party committee would look at the Council's relationship with KNH.

Due to the upcoming General Election, it was reported that the next meeting had been rescheduled to take place on 20 December.

The Chair, on behalf of the Panel, placed on record her thanks to Sheila Dykes for all her hard work and commitment in support of the Panel.

RESOLVED -

- 1. That the Panels Work Programme and forthcoming items/activities be noted.
- That Councillor Uppal request, through the Overview and Scrutiny
 Management Committee, for the final report of the cross party group set up to
 examine the Council's relationship with Kirklees Neighbourhood Housing, to
 be submitted to this Panel.



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.

(a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that
- 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.

Agenda Item 7



Name of meeting: Economy & Neighbourhoods Scrutiny Panel

Date: 20 December 2019
Title of report: Section 106 Process

Purpose of report: To clarify the process for the collection/audit and making

recommendations for the expenditure of financial contributions

collected from developers through the S106 process.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not Applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Key Decision - No
	Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
	If no give the reason why not
Date signed off by Strategic Director & name	Karl Battersby
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Eamonn Croston
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft
Cabinet member portfolio	Cllr Peter McBride

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes

1. Summary

- 1.1 This report sets out the internal governance procedure to which Kirklees Council follows when monitoring and managing financial contributions received by the council under the provision of legal agreements attached to the development of land. These agreements are referred to as Section 106 agreements (s.106).
- 1.2 It is recommended the process be formally agreed by Cabinet.

2. Information required to take a decision

Background

- 2.1 Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as s.106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development and are an important funding steam going towards the costs of infrastructure needs. S.106 agreements can require land to be used in a particular way or for activities to be carried out although they are typically used as a means to obtaining funding from developers for infrastructure matters including highway and public open space improvements and educational and affordable housing needs as a result of new housing.
- 2.2 Funding infrastructure via s.106 agreements is a historical part of the Planning process and in recent years the total average annual receipt of s.106 monies is £2,653,532.03¹ from an average 60 individual payments each year. The scope of the Planning Compliance team is to ensure these payments are monitored, collected, audited and spent on the infrastructure need the s.106 agreement intended to fund. It is recognised that the values are significant and robust procedures need to be in place to ensure open accountability and risks are managed. This is particularly important for local communities to be satisfied their infrastructure needs are being met and the Council is being effective in discharging its' legal and corporate responsibility.
- Previous internal audits² have concluded that current processes and controls in place in relation 2.3 to s.106 agreements are "effective" and "the risk management response is accurate and ensures that the risks are managed effectively."
- However and as a result of legislative³ amendments, the Local Planning Authority will be 2.4 statutorily required to publically issue an annual Infrastructure Funding Statement by the 31 December 2020. The statement, amongst other non-monetary details must include the following details of s.106 matters
 - i) total value of s.106 monies agreed;
 - ii) total value of s.106 monies received;
 - total value of s.106 monies not allocated: iii)
 - total value of s.106 monies allocated and not spent; iv)
 - total value of s.106 monies spent; v)
 - the items of infrastructure on which that money was spent; and vi)
 - total value of s.106 monies refunded, vii)

for the financial year prior to the statement being issued. Moreover, central Government planning policy advice places significant importance upon the transparency and accountability of the s.106 process.

2.5 Transparency of infrastructure funding is also a key matter for local ward members. Ward members have an important role to play in the delivery of local infrastructure as they are often able to express their knowledge of local community needs. Consequently local ward members

¹ Source – Section 106 database years 16/17, 17/18 & 18/19

² Latest October 2015

³ Community Infrastructure Levy Regulations 2010 as amended by the Community Infrastructure Levy (Amendment) (England) (no.2) Regulation 2019 (SI 2019/1103)

National Planning Policy Guidance (Planning Obligations) paragraph 29 https://www.gov.uk/guidance/planning-obligations 10

are consulted upon the expenditure of any s.106 monies likely to be derived from a development proposal very early in the planning process⁵.

- 2.6 The Member Communication Protocol approved by Cabinet seeks to engage, inform and consult with local ward members throughout the planning process when development proposals affect their respective ward. This includes consultation at pre-application stage and in particularly discussions around heads of terms of s.106 agreements from which general infrastructure funds via potential s.106 monies are generally agreed. These heads of terms will inform all decision makers throughout the lifetime of the development, in particular the point where funds are allocated to infrastructure needs.
- 2.7 Of fundamental importance, however, is that s.106 monies can only legally be agreed (the three tests) where the infrastructure it will be spent upon is
 - i) necessary to make the development acceptable in planning terms;
 - ii) directly related to the development; and
 - iii) fairly and reasonably related in scale and kind to the development⁶.
- 2.8 It is common for s.106 agreements to specify where the money shall be spent although occasionally refer to infrastructure needs "within the vicinity of the development". It is therefore important that members understand and continue to be informed of any decisions to expend s.106 monies and are able to easily obtain information how much funding is available or has been allocated for infrastructure improvements within their wards. Decisions to allocate s.106 monies to types of infrastructure are generally taken by relevant service areas or Capital Boards and must be consistent with the three tests and obligations made by the Council within the s.106 agreement.

S.106 Process

- 2.9 In light of recent legislative changes the s.106 process is being evaluated and refined to enable the Local Planning Authority to record and report the annual Infrastructure Funding Statement. In the interest of transparency and accountability it is also considered this is an appropriate and opportune time to ensure this process is formally scrutinised for its robustness and that members of the Council can be satisfied the process and management of s.106 infrastructure funding is open and transparent.
- 2.10 The s.106 process has a number of elements from the initial recording of the signed s.106 agreement through to the final delivery of the relevant infrastructure. In brief these steps would include the recording of the signed agreement, monitoring, invoicing, recovery, accounting and review of unspent funds leading to the allocation, expenditure and delivery of infrastructure. The table below sets out the governance arrangements for each of these steps.

Table 1 - s.106 Process

Step	Description	Responsibility	Governance	Consulted	Accountability	Informed
S.106	Legal agreement signed	Planning / Legal Officers	Governed via the established Planning process and legal requirements. Infrastructure needs identified in Planning process	Ward Members, Planning Committee and relevant Service Areas e.g. Parks/Highw ays	Decisions made under the Scheme of Delegation	Public document available on the Council website
Monitoring	Checking development for commenceme nt and s.106 trigger points	Compliance officer	All s.106 agreements recorded on specific database and monitored/prioritised under Compliance Management Strategy	Not applicable	Compliance Officer	Ward Members via Councillor website

⁵ <u>Development Management Charter</u> / Member Communication Protocol

⁶ Regulation 122 of the Community Infrastructure Levy Regulations 2010 (as amended)

Invoicing	Where due monies are identified, invoice raised	Compliance officer / Business Support	Invoice is raised and recorded via the corporate system (SAP)	Not applicable	Finance officers	None
Recovery	Monies received monitored via SAP system	Finance officers	SAP system identifies all outstanding payments. Payment is receipted to s.106 holding account	Not applicable	Finance / Debt recovery officers	Compliance officer
Accounting / Review	All monies invoiced/receiv ed recorded and monitored for expenditure	Compliance officer	s.106 database reports monies sitting in specific s.106 holding account	All relevant service areas notified of available monies on quarterly basis	Finance / Compliance Officer	Ward Members via Councillor website Public via Infrastructure Funding Statement
Allocation	Infrastructure needs identified	Service Areas/Capital Boards	Relevant Service areas identify allocation in accordance with s.106 agreement	Compliance Officer / Ward Members	Service Areas / Decisions under Scheme of Delegation	Publically reported via Infrastructure Funding Statement.
Expenditure	Monies spent and infrastructure delivered	Service Areas / Compliance Officer	Service area request monies via pro-forma. Must include Capital Outlay Report reference as agreed under Constitutional finance rules	Finance	Service Area / Compliance officer / Finance	Publically reported via Infrastructure Funding Statement.

Community Infrastructure Levy (CIL)

- 2.11 The Council is currently awaiting decision from the Planning Inspectorate following examination of the Council's proposed CIL charging schedule. The benefit of CIL includes an alternative means of obtaining developer contributions proposed to go towards wider strategic infrastructure needs as opposed to s.106 contributions which, as stated in paragraph 2.7 above, are legally bound to only fund local needs as a result of development harm. It is anticipated the Council will be in a position to decide whether or not and when the CIL charging schedule will be adopted and chargeable early 2020.
- 2.12 Both CIL and s.106 contribution can be derived from the same development subject to viability although liability for CIL contributions on chargeable developments are mandatory upon the grant of planning permission. This may impact upon the ability of the Council to seek further funding for local infrastructure needs via s.106 if viability of the development does not allow for additional contributions. In turn local infrastructure needs funded by a reduced s.106 contribution may need to be "topped up" by CIL or via other funding streams.
- 2.13 Detailed options for the adoption and governance of CIL will be provided in future papers for Council to consider although it is anticipated governance of CIL will be closely aligned to the s.106 process as detailed in table 1 above. The Council will also be obligated to publish clear details of where CIL contributions will be expended (the Infrastructure List)⁷.

Discussion

2.14 As set out in the table 1 above the current governance process around the expenditure of s.106 monies with the added transparency provided by the future Infrastructure Funding Statement, provides a clear, open, accountable process around the steps involved throughout the process. Each step of the process builds in clear areas of responsibility, accountability, consultation and transparency to ensure the process is managed effectively.

⁷ Regulation 121A of the Community Infrastructure List 2010 (as amended)

- 2.15 It is considered the monitoring of s.106 agreements to secure the payments from developer's works well and can be openly scrutinised as set out in the table above. However it is accepted some members have raised comments around accessibility to the information, particularly where decisions need to be made where the s.106 monies are spent. Currently it is open to members to request information from the S.106 database and previously information of s.106 contributions were available on the Council's intranet. This online facility was lost due to a number of changes to the Council's intranet and it remains unclear how useful this facility was to ward members. Options to re-instate the facility are currently being looked at with officers from I.T.
- 2.16 Notwithstanding this, the introduction of the Infrastructure Funding Statement in 2020 will provide added transparency into where s.106 monies are spent and may equally deal with members concern over where monies are available. However, ease of access to this information may well assist members to make informed request for infrastructure spending for "new" s.106 contributions when consulted at the planning stage.
- 2.17 Overall it is considered the s.106 process is generally effective although to add additional trust into the process further openness to information and decisions within relevant service areas around expenditure on public open spaces, education needs, highway infrastructure and housing needs could benefit local ward members.
- 2.18 Once the S106 money is collected by the Planning Service, through the Compliance Team the next steps of the process of S106 spending which requires further improvements to ensure money is collected is spent in a timely manner and on the infrastructure it was secured to provide in the first place and Members have involvement through the Service area responsible for its expenditure.
- 2.19 Going forward it is suggested that the spending of S106 monies received from developments should be made clearer with Service areas who are responsible for the delivery of the s106 obligations acting in a coordinated way. This could happen through Capital Programme Boards, over seen by Service and Strategic Directors. The spending of the monies received from s106 should align with capital delivery programmes so that unspent and future s106 monies can be used effectively to support the delivery of local infrastructure to help meet the needs of communities and ensure that new developments mitigate their impacts fairly.

3. Implications for the Council

Working with People

The s.106 process has historically a process solely administered by the Council with little information available to communities and members of the public. As a result of a number of audit recommendations, improvements to governance and recent Government advise and legislative changes the process is open to scrutiny and more transparent. These latest review of the s.106 further re-assures the process continues to be transparent to all communities.

Working with Partners

The review of the s.106 process not only adds value to the transparency of the system to local communities but also to businesses and working partners, in particular the West Yorkshire Combined Authority who often benefit from payments towards sustainable transport schemes.

Place Based Working

Local communities are represented by their local ward members who are often best placed to provide knowledge of needs local to the area. The s.106 process aims to be collaborative and embeds the views of local ward members with all key decisions.

• Improving outcomes for children

• Other (eg Legal/Financial or Human Resources)

The s.106 process inherently involves the accounting of substantial amounts of financial contributions. Mismanagement of these finances not only carries a financial risk to the Council but also reputational and legal implications if it cannot be demonstrated the funds are expended upon legally agreed infrastructure needs. The s.106 process is designed to eliminate these risks.

4. Consultees and their opinions

4.1 The s.106 process has evolved over a period in time excess of 10 years and during this period relevant partners have been consulted as the system has been refined. Finance officers have been closely involved in designing the process and have previously made a number of recommendations around the collection, holding and expenditure of s.106 monies.

5. Next steps and timelines

- 5.1 The purpose of this report is to clarify the current s.106 processes and provide satisfaction robust procedures are currently in place. However, the Service will ensure the Infrastructure Funding Statement is in place by December 2020 as required by legislation. Officers will also continue to work with I.T. officers to ensure information is freely available to all ward members.
- 5.2 Any other recommendations from Scrutiny panel will be implemented within agreed timescales.

6. Officer recommendations and reasons

- 6.1 As set out in paragraph 2.9 above it is officers opinion that the governance around the s.106 process is effective to minimise risks to the Council and Scrutiny Panel is requested to invite discussion and comment for Executive to endorse the governance process to enable the Council to demonstrate it is collecting and holding section 106 payments in an open and proper manner.
- 6.2 To add further transparency to the process it is recommended that officers continue to liaise with I.T. colleagues to ensure s.106 information proposed to form part of the Infrastructure Funding Statement (see paragraph 2.4) is available to local ward members via an intranet link.
- 6.3 It is recognised that openness of decisions where monies will be expended is a matter where members may wish clarity. While currently the process of expenditure is auditable as set out in table 1 above, the recording of decision making within other Service areas does not form part of the s.106 collection process administered by the Planning Compliance team. It is recommended further consultation with relevant Service areas over decision making governance is carried out and future paper is taken to Cabinet. This would further explore the suggestions set out in paragraphs 2.18 and 2.19 of this report.

7. Cabinet Portfolio Holder's recommendations

7.1 Agreed - with clarification around links to the Community Infrastructure Levy (included above) and sight by Cabinet.

8. Contact officer

Kevin Walton – Senior Planner with responsibility for S106 and CIL collection– Development Management Compliance Team
Economy & Infrastructure Service
01484 221000
kevin.walton@kirklees.gov.uk

9. Background Papers and History of Decisions

None Page 14

10. Service Director responsible

Karl Battersby – Strategic Director - Economy & Infrastructure



Agenda Item 8



Name of meeting: Scrutiny Panel

Date: 20th December 2019

Title of report: Open Space Supplementary Planning Document (SPD)

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 SPD will have an effect on all wards
Is it in the Council's Forward Plan (key decisions and private reports)?	No
Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Naz Parkar (on behalf of Karl Battersby) (10/12/19)
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Eamonn Croston (10/12/19)
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft (11/12/19)
Cabinet member portfolio	Give name of Portfolio Holder/s Cllr Peter McBride Cllr Mather Cllr Khan Cllr Walker

Electoral wards affected: All

Ward councillors consulted: Cllr McBride Regeneration Portfolio Holder Briefing (25th November 2019), Cllr Mather was briefed on 2nd December, Cllr Khan was briefed on 4th December. All are supportive of this document being prepared for public consultation. Cllr Walker has been provided with a report on this document.

Public or private: Public

Has GDPR been considered? Yes. The draft SPD does not contain any personal data.

Purpose of the report

- To highlight the content of the draft Open Space SPD for the purposes of consultation and allow questions and comments about the content of the document.
- To note the timeline for next steps for consultation and adoption of the SPD.

1. Summary

The Open Space SPD is identified in the council's revised Local Development Scheme (LDS) (approved at Cabinet on 3rd December) to provide further guidance for developers and the local community on how the Local Planning Authority will determine open space provision required for new housing developments.

Supplementary Planning Documents (SPDs) are produced to add clarity in relation to the application of planning policies set out in the Local Plan. The draft Open Space SPD provides clear guidance about how the council will implement Local Plan policy LP63 (New Open Space) and determine what will normally be expected in terms of high quality, well-designed open space for new housing developments in Kirklees. It will provide important certainty for elected members, officers and external parties such as the local community and developers and has been prepared as a joined-up approach with the Landscape Manager.

Once adopted SPDs are a material consideration in planning decisions but are not part of the development plan. SPDs are subject to consultation but not an Examination in Public.

The adopted Local Plan policy LP63 (New Open Space) and justification text is attached at Appendix 1.

2. Information required to take a decision

The National Planning Policy Framework (paragraphs 96-98) recognises the importance of providing open spaces, sport and recreation facilities and the contribution they make to the health and well-being of communities. It requires planning policies to be based on robust and up- to-date assessments of the needs for open spaces and opportunities for new provision.

Local Plan Policy LP63 requires new housing development to provide and/or contribute towards new or improved open space unless the developer clearly demonstrates that it is not financially viable for the development proposal. In determining the open space provision the council will have regard to the type of housing proposed and the quantity, quality and accessibility of existing provision in the area when assessed against the adopted Local Plan open space standards which accompany policy LP63. The policy also requires consideration of provision of playing pitches.

In areas where existing open space provision is insufficient to meet local needs, the preference is for new open space to be provided on-site to meet the needs of the development unless it can be demonstrated that provision or enhancement off-site is more appropriate.

The draft SPD encourages applicants to maximise opportunities (as part of the open space requirement) to help achieve a measurable biodiversity net gain which is likely to a mandatory requirement for development through the forthcoming Environment Bill. It also sets out broad design principles for new open space and expectations for management and maintenance.

A five step-by-step approach for determining new open space is set out in the draft SPD, including the types of open space that may be required, expected amounts and potential financial contribution costs where appropriate.

Step 1: Determine whether open space is required

- housing developments which result in an increase of 11 or more dwellings will normally be expected to provide and/or contribute to new or enhanced open space.
- smaller developments (less than 11 dwellings) are encouraged to provide amenity space within the development.
- developments of 300 or more dwellings will normally be expected to provide and/or contribute towards outdoor sports facilities where there are existing and future deficiencies in playing pitch provision.

Certain types of development will be exempt from providing some types of open space, such as sheltered and retirement housing will not be expected to provide provision for children and young people.

Step 2: Establish the type of open space required

The range of open space requirements relate to:

- parks and recreation grounds;
- natural and semi-natural greenspace;
- amenity greenspace;
- allotments and community food growing;
- · provision for children and young people; and
- outdoor sports.

The council will undertake a bespoke quantity, quality and accessibility assessment to determine the level and adequacy of current provision in the area and whether the development will create a need for new open space.

Step 3: Calculate the amount of open space required

The amount of new open space required will be calculated for each type of open space using the Local Plan open space standards which accompany policy LP63 and sets out an amount per dwelling for each open space type.

Step 4: Decide the location of new provision

The preference is for open space to be provided on-site to meet the needs generated by the development and ease pressure on existing facilities. In some instances on-site provision may not be the most practical or viable solution and where the council agrees off-site provision is appropriate a financial contribution may be sought to expand or improve existing facilities.

Step 5: Calculate the off-site financial contribution (if appropriate)

The draft SPD sets out the financial contribution costs in lieu of on-site provision that may be required towards provision of and/or improvement to green space in the vicinity of the development the need for which arises directly from the development. These costs are based on at least equal value of providing new provision on-site and provide are calculated on a rate per dwelling basis for ease of calculation. This will give greater certainty to developers, as it will allow them to understand, at an early stage, the likely costs of providing open space under policy LP63.

3. Implications for the Council

Scrutiny Panel have requested early input into the likely content of the draft Open Space SPD. The main implication for the Council in producing the draft Open Space SPD is that it provides consistency and greater clarity for the local community and developers, agents, other stakeholders and development management to facilitate the determination of planning applications. It also provides clear guidance for developers submitting planning applications to increase awareness of the council's expectations in relation to the provision of open space required for new housing developments.

• Working with People

The Open Space SPD will enable communities to understand the council's expectations with regard to the delivery of safe and well-designed open space for new housing developments to be enjoyed by all people regardless of visual and cognitive ability, mobility or age. The council will undertake public consultation on the draft SPD in accordance with the Statement of Community Involvement (SCI).

Working with Partners

The Open Space SPD will enable developers and statutory consultees to understand the council's expectation with regard to the delivery of open space for new housing developments.

Place Based Working

The Open Space SPD will highlight the process for identifying whether the need for open space, sport and recreation facilities arising from the development can be accommodated within the area or whether new or enhanced provision is required on existing green spaces in the vicinity of the development. This could include engagement with councillors and local communities in determining how financial contributions in lieu of on-site greenspace provision could be spent to mitigate the effects of the development.

Improving outcomes for children

The Open Space SPD will help improve outcomes for children through the delivery of new and improved opportunities for play and recreation.

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

- Legal The requirements for producing SPD's are set out in the Town and Country Planning (Local Planning) (England) Regulations 2012 and the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017.
- Financial Financial The Local Plan is the statutory development plan for Kirklees and includes policy LP63 (New Open Space) which requires developers to provide open space for new housing developments. The draft SPD provides guidance to ensure further clarity in relation to the implementation of policy LP63, including details of financial
- Human resources The SPD is already in the LDS and as such existing resources have already been identified for the project.
- o An Integrated Impact Assessment has also been undertaken.

4. Consultees and their opinions

Cllr Peter McBride, Cllr Mather and Cllr Khan have been briefed on the content of the draft SPD and are supportive of this document being prepared for public consultation. Cllr Walker has also been provided with a report on this document.

Consultation has taken place internally with council officers who input into planning applications (e.g. Public Health, Sports & Physical Activity Manager) and officers who determine planning applications (e.g. Development Management officers).

A Strategic Environmental Assessment (SEA) Screening has been undertaken by the council, which concluded that a full SEA is not required. This screening outcome will be sent to the three statutory consultees (Environment Agency, Natural England and Historic England) to seek their views on this conclusion

5. Next steps and timelines

It is intended the Council will consult on the draft Open Space SPD in February 2020 for a period of six weeks. The consultation will be carried out in accordance with Statement of Community Involvement. Following the consultation, all comments will be considered, enabling any changes to be incorporated in the Open Space SPD anticipated to be adopted in July 2020. Whether to adopt the SPD at that stage will be a Cabinet decision.

The next steps:

- Economy and Neighbourhood Scrutiny Panel 20th December 2019
- Public consultation on the draft Open Space SPD February 2020
- Anticipated Cabinet decision on adoption of the Open Space SPD July 2020

6. Officer recommendations and reasons

 Scrutiny Panel to note the content of the draft SPD and provide feedback during the Scrutiny Panel session.

Reason: Scrutiny Panel requested to have early input into the content of the draft SPD.

7. Cabinet Portfolio Holder's recommendations

Cllr Peter McBride was briefed on the Open Space SPD on Monday 25th November 2019, Cllr Mather was briefed on 2nd December and Cllr Khan was briefed on 4th December. All are supportive of this document being prepared for public consultation. Cllr Walker has also been provided with a report on this document.

8. Contact officer

Steven Wright (Planning Policy and Strategy Group Leader, Planning Policy Group) steven.wright@kirklees.gov.uk (01484) 221000

9. Background Papers and History of Decisions

- Local Plan adopted 27th February 2019 (<u>www.kirklees.gov.uk/localplan</u>)
 Local Plan Examination Library (<u>https://www.kirklees.gov.uk/beta/planning-policy/local-</u> plan-examination-library-2017.aspx)

10. Service Director responsible

Karl Battersby

Strategic Director for Economy and Infrastructure

E-mail: karl.battersby@kirklees.gov.uk

Tel: (01484) 221000

APPENDIX 1: EXTRACT FROM THE KIRKLEES LOCAL PLAN STRATEGY AND POLICIES (Adopted 27th February 2019)

Policy LP63

New open space

The council will seek to secure well-designed new and improved open space, sport and recreation facilities in the district to encourage everyone in Kirklees to be as physically active as possible and promote a healthy lifestyle for all.

New housing developments will be required to provide or contribute towards new open space or the improvement of existing provision in the area, unless the developer clearly demonstrates that it is not financially viable for the development proposal. New open space should be provided in accordance with the council's local open space standards or national standards where relevant.

In determining the required open space provision, the council will have regard to the type of housing proposed and the availability, quality and accessibility of open space provision in the area assessed in accordance with the council's district wide open space standards. The provision of playing pitches will also be considered. This analysis will help determine the need for new on-site or off-site provision, enhancement of existing provision and/or a financial contribution.

In areas where existing open space provision is insufficient to meet local needs, provision of new open space on-site would be preferred to meet the needs of the development. Where this is not viable the expansion or improvement of existing open space provision in the area will be sought and the co-location of open space, sport and recreation facilities will be encouraged. Open space provided on-site should be designed to complement existing facilities in the area and to allow for informal children's play through good quality landscape design.

In areas where existing provision is sufficient to meet local needs, new open space can be provided on-site for amenity purposes and to achieve a well-designed scheme. New provision should complement existing facilities in the vicinity and enhance the natural landscape and environment.

The council will support proposals that provide a sustainable and community led approach to the management and maintenance of public open spaces to encourage local communities to take an active role in looking after public open spaces near where they live.

Policy justification

- 19.55 The provision of high quality open spaces, such as parks, recreation grounds, amenity green space, public and private playing fields, play areas for children and young people, nature areas, woodlands, allotments and opportunities for local food growing, is important to ensure that the appropriate amount and type of facilities are available in the right places to enable sport and recreational needs to be met as locally as possible and to contribute to the health and well-being of communities.
- 19.56 National policy requires that planning policies be based on robust and up-to-date assessments of the needs for open space and opportunities for new provision. In accordance with this requirement, the council has undertaken an up-dated Open Space Study to assess the supply and demand for open spaces across Kirklees. This includes an audit of the quantity, quality and accessibility of existing open spaces in the district and sets local open space standards against which to assess the adequacy of the existing supply. The findings of the council's Playing Pitch Strategy also provide detailed assessment of the current and projected supply of and demand for playing pitches and a

technical analysis of pitch quality and usage levels. The findings of these assessments provide the evidence of where playing pitch provision needs further consideration. An Open Space Demand Assessment has also been carried out to identify the views and expectations of local residents, communities and key stakeholders about the provision of open spaces.

- 19.57 The overall provision of open space in Kirklees is generally good but the distribution of sites is not evenly spread throughout the district with some areas having gaps and significant shortfalls in the quantity, quality and accessibility of some types of open space. Significant shortfalls in playing pitch provision have also been identified for pitch sports across Kirklees, particularly for football and cricket.
- 19.58 New or improved open spaces will be required to meet increased demand from population growth and new housing development and to help address existing open space deficiencies. The council will therefore seek additional provision through development proposals.
- 19.59 In determining the nature of open space required, the council will consider the needs arising from the proposed development based on the use and type of housing proposed. Different types of housing proposals will generate different open space needs, for example, family housing will be expected to make provision for children and young people. Whereas, for single bedroom dwellings, sheltered housing and student accommodation the provision of amenity greenspace is likely to be more appropriate.
- 19.60 The required new open space will also be determined by taking into account the adequacy of existing provision as identified in the Open Space Study and assessed against the local standards for open space provision. In areas identified as having sufficient open space provision, new public open space should be provided on-site for amenity purposes and to achieve a well-designed scheme. In areas identified as being deficient in open space provision, the expansion or improvement of existing provision in the area will be sought where appropriate to accommodate the needs of the development. The co-location of open space, sport and recreation facilities will be encouraged so that a range of different types of facilities can be located next to each other.

	Minimum standard for the amount of new open space			Quality Standard	Minimum Accessibility Standard	
Type of Open Space	Type of Standard	Amount per 1,000 population (hectares)	Amount per dwelling (sq m)*	Site Assessment Rating	Type of Standard	Minimum walk time or distance for residents in towns or villages
Parks & Recreation Grounds	National/ Local	0.8	19.44	High	Local	15 minutes/ 720 metres 30 minutes travel time of a major park
Natural/ Semi- Natural Greenspace	Local	2.0	48.6	High	National/ Local	15 minutes/ 720 metres
Amenity Greenspace	National	0.6	14.58	High	National/ Local	10 minutes/ 480 metres
Allotments	National/ Local	0.5 per 1,000 households	5	High	Local	15 minutes/ 720 metres
Children's	National	0.25	6.1	N/A	Local	15 minutes/ 720

Equipped/ Designated Play Areas						metres
Young People Provision	National	0.3	7.3	N/A	Local	2km
* Based on average Kirklees household of 2.43 people						

Table 12 District wide open space provision standards

19.61 Budget cuts for local authorities are posing significant pressures on the council's ability to improve and maintain new open spaces. The council are therefore looking at delivering new open space differently through a better, sustainable and community led approach to the way public open spaces are managed and maintained within Kirklees. The vision is for local people to do more for themselves and to take ownership and maintain public open spaces on new residential developments, for example through social enterprises. Development proposals which encourage the management and maintenance of new open spaces and community assets in collaboration with the communities and local residents they serve will be supported.

Delivery and implementation

The policy will be implemented through the development management process, council policies and plans. The delivery of new and enhanced facilities will be provided through a wide range of public and private sector organisations, community groups and volunteers. The district wide open space provision standards will be monitored through the council's Authority Monitoring Report.

Links with strategic objectives

- Tackle inequality and give all residents the opportunity of a healthy lifestyle, free from crime and to achieve their potential in work and education.
- Protect and improve green infrastructure to support health and well-being, giving residents access to good quality open spaces, sport and recreation opportunities, and to support habitats, allowing wildlife to flourish.
- Protect and enhance the characteristics of the built, natural and historic environment, and local distinctiveness which contribute to the character of Kirklees, including the South Pennine Moors, Moorland fringe and the area's industrial heritage.

Supporting evidence

- Kirklees Joint Health & Well-being Strategy (2014-2020)
- Everybody Active Kirklees Physical Activity & Sports Strategy (2015-2020)
- Kirklees Open Space Study (2015)
- Kirklees Open Space Demand Assessment (2015)
- Kirklees Playing Pitch Strategy (2015)
- Kirklees Built Leisure and Sports Facilities Strategic Framework (2015)



ECONOMY AND NEIGHBOURHOODS SCRUTINY PANEL – WORK PROGRAMME 2019/20

MEMBERS: Councillors Harpreet Uppal (Lead Member), Martyn Bolt, Richard Eastwood, Yusra Hussain, Richard Murgatroyd and John Taylor

Co-optees: Andrew Bird, Chris Friend, Eilidh Ogden

SUPPORT: Sheila Dykes, Principal Governance & Democratic Engagement Officer

	FULL PANEL DISCUSSION						
ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES/ACTIONS					
Inward Investment Strategy	 Inward Investment Strategy which businesses/sectors should be targeted and what do they need to be sustainable and grow. alternative sources of finance for environmental issues/alternative energy use. 	January 2020					
Page 2:	 What the Council is doing to develop skills Post 16 to ensure a local workforce that will have the right skills and qualifications to take advantage of planned investment across the district and neighbouring town and cities; including boosting skills to enable access to higher income and better quality jobs; What are the gaps within the Kirklees district and the wider region? What actions are being taken to address inequality? Time series analysis and comparator data with the rest of the Leeds City Region and nationally. Possible opportunities arising, from housing quality requirements, for development of the green economy in Kirklees by using the existing knowledge of relevant construction skills in the district; which also links into both the Housing Strategy and the Economic Strategy 	Provisional – March 2020					

Towns and Communities in Kirklees	 Consider and assess the plans being developed for town centres. Huddersfield Town Centre Masterplan – to look at the engagement and consultation process particularly in relation to local stakeholders and small businesses. Assess the objectives of plans to include the aspirations/vision for the towns, public realm and infrastructure. Consideration of the wider context of other town centres/villages across Kirklees to include looking at the key challenges and opportunities that could influence this agenda. 	17 July 2019 Report on the Huddersfield Blueprint – with a focus on engagement and consultation. Head of Development and Master Planning requested to provide additional information in respect of a number of related issues and to include information in future reports in relation to measures to make public transport an attractive option/potential impact on other town centres/environmental impact.
Green Space Strategy	To consider the proposed approach to the draft Greenspace Strategy; focus on engagement and consultation.	Provisional – March 2020
Council Owned Tree and Woodland Management Policy Pa		 10 October 2019 Report on development of the Council Owned Tree and Woodland Management Policy and the commitment to the White Rose Forest initiative. Recommendations: Greenspace Service should engage with uniformed groups in relation to tree planting volunteering opportunities and that the engagement being undertaken with schools be endorsed. Policy be brought back to the Panel for consideration should significant amendment be made further to the consultation process.

No. Version 10

Playable Spaces Strategy	To consider the proposed approach to the draft Playable Spaces Strategy; focus on engagement and consultation.	 14 November 2019 Recommendations: Proposal for consultations with a wide range of stakeholders on the Playable Space Strategy in advance of the local elections 2020 supported. The vital role of ward members in contributing to the consultation to develop play opportunities to meet children's needs is acknowledged.
Digital Strategy	 Update report 12 months after implementation to include: Progress with physical infrastructure but also in respect of the wider promotion of the advantages of the Kirklees district. The work being undertaken relating to the development of appropriate skills (links in with Skills Strategy) The work being done to ensure that residents within more rural areas are supported to be able to access a digital network that is fit for purpose and future proofed. 	Provisional January/March 2020
Planning and Related Issues	 Community Infrastructure Levy (CIL)/Section 106 Agreements; to include the associated administrative process and effectiveness of the provision of 'Metrocards' Progress in relation to the development of the supporting policies for the Local Plan Bus service provision relative to: the Local Plan and the planning system/ new development (links in with air quality). 	S106 + Open Space SPGs - December 2019 Hot Food Takeaway – January 2020 CIL + Viability Guidance - January 2020
Active Travel	Cycling and Walking Framework	Study Visit planned.

Version 10

Waste Strategy

New National Resources and Waste Strategy is being developed. Areas could include:

- Implications for Kirklees Waste Strategy; Scrutiny to feed into proposals/engagement in relation to changes to collection regime.
- Litter and Environmental Crime approach; to include statistics and analysis/ how 'hotspots' are targeted/ trends/how the work of the Street Cleansing Teams is focused/ feedback on the Ward Based Action Squads.
- Considering what work is being done with the local population and local business in respect of avoiding and reducing waste/single use plastic.
- Household Waste Recycling Centres; accessibility/permit process/layout/potential barriers to use.

19 September 2019

Recommendations:

- Ward Councillors should be provided with an overview of the issues reported to the Council by residents (including on ROSS) to assist them in determining the priorities for action within their ward.
- Consideration be given to how best the Service might be able to support ward members in promoting and publicising this work to their residents.
- The Service should consider raising awareness within schools and colleges of the potential for volunteering opportunities and work experience.
- A strategic environmental assessment should be undertaken as part of the development of the Kirklees Waste Strategy.
- Disposal of trade waste, including the potential impact on the levels of fly tipping, should be considered as part of the development of the new waste strategy.
- Fly tipping be retained on the Panel's Work
 Programme with a particular focus on the use of an intelligence led approach.
- It would be beneficial to increase awareness of the concessions available for the bulky waste collection service for those residents in receipt of an assisted bin service, and the permit process for the Household Waste Recycling Centres.
- That Members of the Panel be provided with:
 - data in relation to the number of fines collected for littering and fly tipping compared with the number issued.
 - o the enforcement flow chart.
 - the gross tonnage figures for the Household Waste Recycling Centres broken down into general waste/recyclable waste for 2015/16 onwards.

Page

Housing	 Relationship with KNH Preventing Homelessness and Rough Sleeping Strategy; update post implementation including statistics on housing need/waiting lists/rough sleepers. Tenant Involvement and Engagement 	OSMC – Ad Hoc Panel 10 October 2019 Progress Report. Recommendation: That specific reference be made to ex-military personnel as a vulnerable group and that the funding obtained at regional level to focus on work with veterans be noted. 14 November 2019 Recommendation: That a further update on the implementation of the Tenant Involvement Strategy be submitted to a future meeting of this Panel.
Air Quality Page	Update after completion of consultation	 10 October 2019 Update on development of the Council's 5 Year AQ Action Plan. Recommendation: Areas of interest which the Panel may which to give more detailed consideration in the future:

LEAD MEMBER BRIEFING/MONITORING		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
Economic Strategy	Update following implementation (9-12 months). to include: Progress in respect of the priorities and actions set out in the Kirklees Economic Strategy (KES); what has been done and economic position statement including outcomes.	KES 2019-25 approved March 2019 Lead Member Briefing 8/10/19
Housing	 Kirklees Housing Strategy; progress report 12 months after implementation (approved September 2019) Selective Licensing Schemes Hackitt Report: update on the progress of the Working Group established to work through the Hackitt Report's detailed implications. Other potential areas for future consideration included:- the success of the Council in involving residents in the management and monitoring of social housing stock; the ability to provide more social housing and manage effectively; an examination of neighbourhood working and how the Council could manage and improve neighbourhoods and work with residents to tackle their concerns. 	Lead Member Briefings 12/9/19 + March 2020
Tackling Poverty	To consider the approach to tackling poverty	Lead Member Briefings 1/10/19 + January 2020