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

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Thursday 1 April 2021

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet remotely at **3.00 pm** on **Tuesday 13 April 2021**.

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

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

A handwritten signature in black ink, appearing to read 'Julie Muscroft', on a light-colored background.

Julie Muscroft

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.

Cabinet Members:-

Member	Responsible For:
Councillor Shabir Pandor	Leader of the Council
Councillor Paul Davies	Cabinet Member - Culture and Greener Kirklees
Councillor Viv Kendrick	Cabinet Member - Children (Statutory responsibility for Children)
Councillor Musarrat Khan	Cabinet Member - Health and Social Care
Councillor Naheed Mather	Cabinet Member - Environment
Councillor Peter McBride	Deputy Leader and Cabinet Member for Regeneration
Councillor Carole Pattison	Cabinet Member for Learning, Aspiration and Communities
Councillor Cathy Scott	Cabinet Member - Housing and Democracy
Councillor Graham Turner	Cabinet Member - Corporate

Emergency Cabinet Portfolio Responsibilities During Covid-19

Cllr Shabir Pandor	Leading the immediate response to the pandemic Leading recovery strategy Public Health
Cllr Peter McBride	Immediate support to business Planning the post-pandemic inclusive economy
Cllr Viv Kendrick	Statutory responsibility for children's social care Safeguarding our most vulnerable children throughout the pandemic
Cllr Musarrat Khan	Statutory responsibility for vulnerable adults Responsible for vulnerable adult social care, and safeguarding our most vulnerable adults throughout the pandemic
Cllr Carole Pattison	Working with schools to maintain services Planning for return to school
Cllr Graham Turner	Financial oversight Resources
Cllr Naheed Mather	Council staff, including staff wellbeing
Cllr Cathy Scott	Engaging and supporting voluntary sector capacity for immediate responses to the pandemic Strengthening place-based working for the future (North Kirklees)
Cllr Paul Davies	Engaging and supporting voluntary sector capacity for immediate responses to the pandemic Strengthening place-based working for the future (South Kirklees)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Cabinet

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

2: Minutes of Previous Meeting

1 - 10

To approve the Minutes of the Meeting/s of the Cabinet held on 16 February 2021.

3: Admission of the Public

Most agenda items will be considered in public session, however, it shall be advised whether Cabinet will consider any matters in private, by virtue of the reports containing information which falls within a category of exempt information as contained at Schedule 12A of the Local Government Act 1972.

4: Declarations of Interest

11 - 12

Cabinet Members will be asked to advise if there are any items on the Agenda in which they have a Disclosable Pecuniary Interest, which would prevent them from participating in any discussion on the item or participating in a vote upon the item, or any other interests.

5: Deputations/Petitions

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

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

6: Questions by Elected Members (Oral Questions)

Cabinet will receive any questions from Elected Members (via remote access).

In accordance with Executive Procedure Rule 2.3 (2.3.1.6) a period of up to 30 minutes will be allocated.

7: Community Asset Transfer of Manor Gardens, off Manor Way, Staincliffe, Batley 13 - 40

To consider the Community Asset Transfer of Manor Gardens, off Manor Way, Staincliffe, Batley, WF17 7BX.

Wards affected: Batley West

Contact: Giles Chappell, Asset Strategy Officer

8: 2021/22 Council Capital Plan - Proposed Allocation of 2021/22 Capital Funding from the Directorate for Children's Achieve & Aspire Baseline Section of the Capital Plan. 41 - 56

To consider (i) the 2021/22 Achieve & Aspire Capital Maintenance section of the Capital Plan to address urgent condition related needs in maintained schools and (ii) the allocation of funding from the Basic Need and SEND baselines to individual scheme level, and to seek delegated powers for officer to manage both programmes.

Wards affected: All

Contact: Jonathan Quarmby, Corporate Facilities Manager

9: Proposal for a Place Based Integrated Early Support Offer for Children Young People and Families (Family Hubs) 57 - 80

To consider (i) the findings of the 'Family Hub' engagement activity and (ii) approval of the final proposals.

Wards affected: All

Contact: Michelle Wheatcroft, Head of Service Early Support

10: Red House Investment Proposal 81 - 90

To consider the investment, reconfiguration, and refurbishment of the former Red House Museum Gomersal, for short-term holiday letting, and to sustain community access over a series of managed community open days and weekends.

Wards affected: Liversedge and Gomersal

Contact: Anne-Marie Parker, Commercial Business Partner

11: Exclusion of the Public

To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business, on the grounds that it involves the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

12: Red House Investment Proposal (Exempt Appendix) 91 - 98

(Exempt information relating to Part 1 of Schedule 12A of the Local Government Act 1972, 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 outweighs the public interest in disclosing the information and providing greater openness in the Council's decision making).

To receive exempt information in relation to Agenda Item 11.

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 16th February 2021

Present: Councillor Shabir Pandor (Chair)
Councillor Viv Kendrick
Councillor Musarrat Khan
Councillor Naheed Mather
Councillor Peter McBride
Councillor Carole Pattison
Councillor Cathy Scott
Councillor Graham Turner
Councillor Paul Davies

Observers: Councillor Martyn Bolt
Councillor Andrew Cooper
Councillor Gwen Lowe
Councillor Alison Munro
Councillor Nigel Patrick
Councillor Elizabeth Smaje
Councillor John Taylor

356 Membership of Cabinet

All Cabinet Members were present.

357 Admission of the Public

It was noted that there were no exempt matters listed for consideration.

358 Declarations of Interest

Councillor Davies declared an 'other' interest in Agenda Item 8 in his capacity as a Member of Holme Valley Parish Council (Minute No. 363 refers).

359 Deputations/Petitions

Cabinet received a deputation from Rachel Cowper in relation to Agenda Item 12 (Minute No. 367 refers).

A response was provided by the Leader of the Council.

360 Questions by Members of the Public

Question from Steve Slator (on behalf of Hands of HRI)

"Hands off HRI (HOHRI) note that Calderdale and Huddersfield Joint Health Scrutiny Committee (JHSC) state, in their letter to the Independent Reconfiguration

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Panel of 1 September 2017, that the 2017 hospital reconfiguration plans “would not be in the interests of the people of Calderdale and Greater Huddersfield and hence not in the interests of the health service of the area.” Since the publication of modified proposals in the Revised Reconfiguration of Hospital Services Strategic Outline Case in April 2019 (SOC), JHSC has met just twice to consider, most recently in September 2020 when the SOC was ‘noted’ by the Committee. We are concerned, however, that, as far as we are aware, the SOC has not been at any stage either endorsed or approved by the JHSC, nor has the JHSC expressed a formal opinion as to whether the revised plans are, or are not, ‘in the interests of the people (or) of the health service of the area’.

HOHRI note, too, that the JHSC sets out, in their revised Terms of Reference (attached, see p2, bp2, sub bp 3), a number of steps to be taken regarding the SOC, if required, including: “to prepare a report for the Calderdale and Greater Huddersfield Clinical Commissioning Groups (CCG’s), Calderdale Council and Kirklees Council, setting out the matter reviewed; a summary of the evidence considered; a list of the participants involved; and an explanation of any recommendations on the service configuration”. The Terms of Reference further refer that JHSC would then expect “to receive from the CCG’s their formal response to the report and to determine whether any concerns expressed by the Committee have been addressed”.

The JHSC report, with CCGs and CHFT responses, should assist Kirklees Council in determining whether the revised proposals are, or are not, now in the interests of the people of Kirklees.

HOHRI further note there are, in fact, a number of significant concerns which HOHRI and JHSC have raised with the CCGs, and/or CHFT, and which have either not been addressed, or been only partly addressed. In particular: equalities issues such as access to Calderdale Royal Infirmary (and to HRI) for disadvantaged groups, minority and ethnic communities, the defective - and currently withdrawn - ‘shuttle bus’ service, the criteria for any possible future reductions in bed numbers (though, we understand, not to be implemented at present, this is still proposed within the SOC), and a lack of critical clinical co-dependencies to support the proposed new A&E department at HRI.

HOHRI therefore request:

- i/ that, noting the above concerns, Kirklees Council, as one of the specified recipients of the JHSC report, require production of said report by JHSC, and
- ii/ that, given the schedule for publication of the HRI Full Business Case, and CRH Outline Business Case, in June 2021, Kirklees Council ask for production of the report in as short a timescale as possible, and in any case by end of April at the latest; and
- iii/ confirmation as to whether or not Kirklees Council have ratified the Reconfiguration of Hospital Services Strategic Outline Case of April 2019 (SOC); and, if not, how do Kirklees Council intend to communicate their opposition to the SOC?

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iv/ a response as to how Kirklees Council now see their role in the scrutiny and implementation of the hospital reconfiguration plans, and detail of how they expect to fulfil that role going forward.”

We would be much obliged to receive your written response.”

A response was provided by the Leader of the Council.

Question from Philip Smith

“I have recently (9th February 2021) received an update from the Council, regarding a complaint that I first reported on 18th August 2020, saying that they were now looking into it. I had previously only received one acknowledgement that the complaint had been received despite several enquiries as to progress.

Does the Leader of the Council think that taking 24 weeks to start responding to a complaint is acceptable and can he (i) give any reassurance about how long I will need to wait for the complaint to be fully investigated and (ii) confirm that I will eventually be informed of the findings of the investigation?

Please could the Leader of the Council advise how long he would expect his Council Officers to take to answer e-mails that are submitted by members of the Public?”

A response was provided by the Leader of the Council.

361 Questions by Elected Members (Oral Questions)

Question from Councillor Bolt

“Cabinet and Council have passed ambitions and environmentally beneficial policies and targets. Unfortunately at the moment these aspirations and targets are not binding, valid or considered in a planning context. They are not planning documents and therefore do not have any material bearing or weight in a planning sense. Could I therefore ask if you could explore the benefits of bringing forward a supplementary planning document to bring forward a tree policy , climate change etc so that they are planning policies, so in any planning application due weight has to be given and tree preservation orders are not just discarded because they are not planning documents. We want to see these environmental measures, we want to see the tree policy etc brought forward, but while they are separate from the planning process one of the biggest impacts on Kirklees means that that element just gets overlooked.

A response was provided by the Cabinet Member for Culture and Greener Kirklees (Councillor Davies).

Question from Councillor J Taylor

“Would the Cabinet Member look into a problem with housing in the Farnley Tyas area? We have had Officers look at a property on a development called Butts Close where there have been complaints about damp, mould and the property being cold.

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Officers concluded that the radiator heating in the property was inadequate. There are several elderly neighbours that have also been complaining about the cold. Can we have a strategic look at this development, there are complaints about the cost of trying to keep the properties warm and dry. Could we look at what we can do to help the residents?"

A response was provided by the Cabinet Member for Housing and Democracy (Councillor Scott).

Question from Councillor Patrick

"At last week's budget meeting, Councillor McBride told us about investment of money in Holmfirth to help regenerate the town. Two days later, myself and Councillor Firth met with Councillor Davies, where they described loading and parking restrictions to Victoria Street in Holmfirth. When I tell them that would damage businesses in Victoria Street they do not seem concerned and seem intent to go ahead with it. Since that meeting I've spoken to a number of businesses on Victoria Street. They are very angry about what's happening. Some of the businesses didn't know about the proposals. What I want to know, is Labour's idea of regeneration putting people out of business and putting jobs at risk?"

A response was provided by the Cabinet Member for Regeneration (Councillor McBride).

Question from Councillor Lowe

"It's been confirmed today that sadly Cleckheaton Folk Festival has yet again sadly had to be cancelled this year. Please could you give an overview of the work being carried out on the Council's new Culture, Heritage and Tourism Strategies please?"

A response was provided by the Cabinet Member for Culture and Greener Kirklees (Councillor Davies).

Question from Councillor Cooper

"Some weeks ago I passed on the Passivhaus Task Force report that was produced 3/4 weeks ago. Having looked through its recommendations, is there going to be a change in Kirklees policy regarding its own developments on land that it sells for development? Will we be catching up with Council's like Exeter and Norwich which already have such policies?"

A response was provided by the Cabinet Member for Culture and Greener Kirklees (Councillor Davies).

Question from Councillor Munro

"In 2018 more than 2000 homes were left lying empty in Kirklees with at least 206 people homeless. Please can you provide me with the current data on empty homes in Kirklees and the number of people who are homeless?"

A response was provided by the Cabinet Member for Housing and Democracy (Councillor Scott).

Question from Councillor R Smith

“Kirkburton ward sadly saw another fatal road collision last year. Obviously this is not just an issue within my ward, and so I would like to ask why road safety does not appear to be a priority for this administration?”

A response was provided by the Cabinet Member for Environment (Councillor Mather).

362 Huddersfield District Energy & Heat Network

(Under the provision of Council Procedure Rule 36(1) Cabinet received a representation from Councillors Bolt, Cooper and Munro).

Cabinet gave consideration to a report which (i) provided the findings of the Huddersfield Phase 2 District Energy feasibility study and the detailed project development stage (ii) detailed an offer of grant funding from the Department for Business, Energy and Industrial Strategy Heat Networks Delivery Unit and (iii) sought approval to commence a procurement exercise to engage a consultant to commence the delivery of the next feasibility stage. The report described the work that had been undertaken to date with regards to a Huddersfield District Heat Network and set out a plan of proposals and gateways for the next phase, including a detailed project development report, which would provide an outline business case for the delivery of a successful heat network.

The report asked that Cabinet agree to progress the Huddersfield Heat Network project to the ‘detailed project development’ phase of feasibility, resulting in an outline business case which can then be considered in terms of deciding whether to proceed with the scheme. The report advised that the feasibility study had identified the most economically viable heat network for Huddersfield and set out several of the benefits that would be achieved, which included utilising local energy generation and the reduction of carbon emissions from the Council’s assets.

It was noted that, subject to approval, the completion of the detailed project development would be completed during Autumn 2021, following which the findings of the completed outline business case would be submitted to Cabinet.

RESOLVED –

- 1) That the positive results of the 2018 feasibility study be noted.
- 2) That approval be given to (i) accepting grant funding for the project from the BEIS Heat Network Delivery Unit (£309, 265) and (ii) corresponding capital match funding (£152,325) for the DPD stage of feasibility, as identified within the Capital Plan, in order to allow the heat network feasibility process to be completed and produce and outline business case.
- 3) That authority be delegated to the Strategic Director (Environment and Climate Change) to immediately undertake procurement of consultants for

the future delivery of the detailed project development stage of a Huddersfield District Heat and Energy Network.

- 4) That authority be delegated to the Strategic Director (Environment and Climate Change) to deliver the actions as set out above, and apply any minor alterations in order to ensure that the project is delivered up to outline business case completion.
- 5) That a further update be submitted to Cabinet following the completion of the DPD stage, presenting the completed findings of the feasibility process and the outline business case for consideration.

363

Community Asset Transfer of Honley Library to Holme Valley Parish Council

Cabinet gave consideration to a report which sought approval of the community asset transfer of Honley Library, West Avenue, Honley, Holmfirth to Holme Valley Parish Council. The report explained that the Council would retain use of the building for the library service, under a hosting provision, and that the Parish Council would lease the land and building to Friends of Honley Library who would manage the day to day running of the asset and continue to support Kirklees Library Service.

The report advised that the Parish Council had submitted an application and a business statement in accordance with the requirements of the Community Asset Transfer Policy, which had been approved. Cabinet noted that the administration and management of the building would be carried out by the Friends of Honley Library, reporting to the Parish Council, and that the group would be responsible for the financial management of the asset and ensuring effective maintenance, safety and security of the building, and would manage the asset as a hub for the benefit of the community.

The report proposed that a freehold transfer be approved, with restrictive covenants for community use, and an exception of up to 30% commercial use in order to permit commercial activity which would support the sustainability of the facility.

RESOLVED –

- 1) That approval be given to the freehold transfer by the Council of Honley Library to Holme Valley Parish Council for nil consideration, with the transfer including a covenant that the building is to be used for community use (including library use) with an exception of up to 30% of permitted commercial use in line with the Community Asset Transfer Policy and previous asset transfers.
- 2) That the transfer to Holme Valley Parish Council be subject to the Parish Council entering into (i) a hosting Agreement with the Council to enable the Council's Library Service to use Honley Library for the provision of a library service and (ii) a polling station agreement which gives the Council the right to use Honley Library for electoral services.
- 3) That authority be delegated to the Service Director (Economy and Skills) to negotiate and finalise the Heads of Terms for the freehold transfer of Honley Library to Holme Valley Parish Council and associated hosting agreement and polling station agreement.
- 4) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to enter into and execute all necessary documentation in

connection with the freehold transfer of Honley Library to Holme Valley Parish Council and the supporting hosting agreement and polling station agreement.

- 364** **Determination of School Admission Arrangements for 2022/23**
(Under the provision of Council Procedure Rule 36(1) Cabinet received a representation from Councillor R Smith).

Cabinet gave consideration to a report which presented the results of the statutory consultation process, undertaken between 30 November 2020 and 10 January 2021, on (i) increasing the published admission number of Netherhall Learning Campus from 131 to 145 in order to formalise arrangements which had been in place since 2020/2021 and (ii) changes to the published admission number for Moldgreen Primary School at the request of the governing body. It was noted that no significant changes to the admission arrangements for community and voluntary controlled schools were proposed, except a minor amendment to the deadline for submitting evidence regarding a change of circumstances relating to high school applications.

The report presented information in respect of (i) the co-ordinated admission schemes (as attached as appendices to the considered report) (ii) admission arrangements for community and voluntary controlled schools and (iii) published admission numbers for community and voluntary controlled schools.

Cabinet noted that there had been no objections received to the proposals as a result of the consultation process and an officer commentary was provided in regards to the comments that had been submitted.

RESOLVED - That approval be given to (i) Kirklees co-ordinated admission schemes for 2022/2023, as set out at Appendix 2 (ii) admission arrangements for Kirklees Community and Voluntary Controlled Schools, as set out at Appendix 1c without changes to oversubscription criteria and (iii) published admission numbers for the schools as set out at Appendix 1d, including changes to Netherhall Learning Campus High School and Moldgreen Primary School.

- 365** **Consultation with tenants of (i) Berry Brow/Buxton House: Remediation/Refurbishment or Demolition and New Build Consultation (ii) Harold Wilson Court: Fire safety improvements; Sprinkler/EWI/Compartmentation**
(Under the provision of Council Procedure Rule 36(1) Cabinet received representations from Councillors Bolt, Cooper and Patrick).

Cabinet received a report which requested that approval be given to the undertaking of a consultation with (i) residents at Berry Brow and Buxton House to address fire safety issues based upon the options of (a) designing, developing and investing in a remediation, refurbishment and remodelling strategy and (b) designing, developing and delivering a demolition and new build housing solution and (ii) residents at Harold Wilson Court advising of the intention to undertake major fire safety improvements.

The report provided information regarding the accommodation, the rationale as to the proposed improvement works and the resource requirements. It was noted that the consultation process aimed to offer long term solutions to address the housing needs of tenants and to provide a warmer, safer and higher standard of accommodation.

RESOLVED –

- 1) That approval be given to the undertaking of consultation with tenants and residents on the future options for the Council's high rise housing blocks to address fire safety concerns.
- 2) That approval be given to the on-going Waking Watch costs to the HRA at Berry Brow and Buxton House.

366 Green Homes Grant (Local Authority Funded Private Sector Energy Scheme)
(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 a proposal to establish a local authority backed private sector energy improvement scheme and the allocation of £1m to offer financial support to homeowners and landlords of private sector rented housing.

Cabinet noted that the Council had been successful in securing over £2m funding from phases 1a and 1b of the Government's Green Homes Grant which aimed to improve energy efficiency and reduce carbon emissions from council housing and that in November 2020 a scheme referred to as Local Authority Delivery 2 had been launched, aimed at offering grant assistance to homeowners in private sector properties for energy improvements, subject to eligibility.

The report advised that the proposed improvement programme would deliver tangible benefit and overcome a number of inequalities realised through the impact of social deprivation and fuel poverty.

RESOLVED - That approval be given to the establishment of a Local Authority backed private sector energy improvement scheme and the creation of a £1m fund, initially, to offer financial support through Home Appreciation Loans for qualifying households.

367 Disposal of land designated as "Open space" to Network Rail to facilitate the Transpennine Route Upgrade
(Under the provision of Council Procedure Rule 36(1) Cabinet received a representation from Councillor Bolt).

Cabinet gave consideration to a report which set out details of objections that had been received as a result of an advertisement regarding the Council's intention to dispose of open space near Deighton Station and Calder Road, Ravensthorpe, and to give consideration as to whether to proceed with the intended disposal of the open space.

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The report explained that, in order to deliver the Transpennine Route Upgrade, Network Rail Infrastructure Ltd needed to permanently acquire a number of parcels of land and that as ten parcels of Council owned land had been identified as open space, the intention to dispose had been advertised, resulting in two objections being received. Cabinet was asked to give consideration to the disposal of land in view of the objections which related to (i) Ravensthorpe 20-0328 and (ii) Deighton 20-0326.

Cabinet were advised that the edge of the land boundary at Ravensthorpe (Dewsbury South), as identified within the appendix to the report, may fall within the Mirfield ward, and it was therefore noted that a further resolution be included to ensure that Officers were satisfied that due legal process had been followed prior to the disposal of the site.

RESOLVED –

- 1) That the objections received as a result of advertising the Council's intention to dispose of open space near Deighton Station, and Calder Road in Ravensthorpe, be overruled.
- 2) That the disposal of identified open space at Deighton be approved.
- 3) That the disposal of identified open space at Ravensthorpe be approved subject to Officers of the Council being satisfied that due legal process in relation to the proposed disposal has been correctly followed.

368

Place Partnerships - WEvolve Community Support Programme

Cabinet received a report which sought approval of £140,000 funding from the Place Partnership mental health themed budget to deliver the WEvolve Community Support Programme in Huddersfield North and Central Place Partnerships. It advised that the proposal was to allocate funding to develop support that would improve mental health and resilience of local residents and young people by ensuring that VCSE and other partner organisations are able to continue to provide and adapt their existing service and activities, or provide new initiatives, where there is an identified need.

The report advised that the project would focus upon locally based groups and organisations with a proven track record in delivering mental health outcomes and the ability to work with a place based approach to extend their offer to deliver mental health support to the community. Cabinet were advised that the proposal met the partnership's agreed outcomes to socially connect adults and build community resilience by having a positive impact upon the mental health and wellbeing of residents. It was noted that, subject to approval, proposals would be invited and would be implemented from March 2021 onwards.

RESOLVED –

- 1) That approval be given to funding of £140,000 from the Place Partnership mental health budget for the Kirklees Mental Health WEvolve Community Support Programme.

- 2) That authority be delegated to the Democracy Manager (Active Citizens and Places) in consultation with (i) the Cabinet Member (Housing and Democracy) and (ii) Lead Members for Huddersfield North and Huddersfield Central Place Partnerships to finalise the details of how proposals for funding will be determined.

369 Works Better 15-25 Positive Minds

Cabinet received a report which sought approval for the Council to receive and act as an accountable body for a European Social Fund Grant of £937,185 to deliver the Works Better 15-25 Positive Minds Project. The report advised that the project would provide specialist mental health support for young people and would integrate mental health provision with wider employment support in order to add significant value to Works Better 15-25, and improve outcomes for young people.

It was noted that Works Better 15-25 was the Council's programme of employment support for young people who are not in education, employment or training, and currently existed of two European Social Fund funded projects. The report explained that the output and target results of the project were (i) 409 unemployed participants in education, work or training (ii) 245 participants into employment within 6 months of leaving the projects and (iii) 44 participants to gain basic skills.

Cabinet were advised that, subject to approval of the project, the Council would enter into a funding agreement with the Department for Work and Pensions and service level agreements with delivery partners and that the operation of the scheme would be kept under review, including the period during which it would be open for applications.

RESOLVED -

- 1) That approval be given to the delivery of the Works Better 15-25 Positive Minds project.
- 2) That approval be given to accepting external European Social Funding of £937,185 for the project and for the Council to act as the accountable body in relation to the grant.
- 3) That Cabinet receive regular progress reports as to the delivery of the project.
- 4) That authority be delegated to the Strategic Director (Growth and Regeneration) and the Service Director (Legal, Governance and Commissioning) to finalise and execute all necessary legal agreements with the Department for work and Pensions, and project delivery partners.
- 5) That authority be delegated to the Strategic Director (Growth and Regeneration) and the Service Director (Finance) to submit grant claims and undertake related project monitoring and reporting.

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

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

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Name of meeting: Cabinet
Date: 13 April 2021
Title of report: Community Asset Transfer of Manor Gardens, off Manor Way, Staincliffe, Batley, WF17 7BX

Purpose of report:

This report requests that Cabinet considers and approves the Community Asset Transfer of Manor Gardens, off Manor Way, Staincliffe, Batley, WF17 7BX to Hamm-Damm Foundation CIO.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?	No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	26 March 2021
Is it also signed off by the Service Director for Finance?	30 March 2021
Is it also signed off by the Service Director for Legal Governance and Commissioning?	29 March 2021
Cabinet member portfolio	Cllr Graham Turner (Corporate)

Electoral wards affected: Batley West

Ward councillors consulted: Cllr Yusra Hussain, Cllr Gwen Lowe, Cllr Shabir Pandor

Public or private: Public

Has GDPR been considered? Yes, GDPR has been considered. The information in this report does not identify any individuals.

1. Summary

- 1.1** Manor Gardens is located at Manor Way, Staincliffe, Batley, WF17 7BX. The site is an area of open space located between Woodfield Avenue and Manor Way, Batley.
- 1.2** The freehold of the site is owned by Kirklees Council. Plan Reference 21-0088, which is attached in Appendix A, shows the boundary of the site indicated by a red line. The land extends to 4105 square metres.
- 1.3** The land forms part of a larger area originally acquired by Dewsbury Corporation in 1946 for the provision of council housing. Prior to 2016 the land was unused and overgrown.
- 1.4** The land is designated Urban Green Space in the Local Plan.
- 1.5** The Hamm Damm Foundation (the 'Foundation') is a Charitable Incorporated Organisation (CIO). The Foundation has leased the site from the Council since 2016. The lease is for a term of seven years at a peppercorn rent. Use of the land is restricted to *the growing of produce by members of the Association principally for the consumption by members of the Association and their families.*
- 1.6** The Foundation has put forward proposals for an asset transfer of the site. It is proposed that the asset is transferred on a 125 year lease.

2. Information required to take a decision

- 2.1** The Council's Community Asset Transfer Policy was updated and subsequently approved by Cabinet in September 2020. The Policy continues to support groups to transfer assets from the Council at nil consideration in order to further local social, economic and environmental objectives. A copy of the Community Asset Transfer Policy is attached in Appendix B.
- 2.2** The Policy allows for assets to be transferred either through a long-term lease or, in exceptional circumstances, a freehold transfer. Both options will normally be subject to covenants that restrict the use of the asset to community use. The Policy allows an element of commercial use if this is considered necessary for a successful business model. Commercial use of the asset will normally be restricted to a maximum of 30%.
- 2.3** Hamm Damm Foundation is a Charitable Incorporated Foundation (CIO) which actively promotes public health, learning and social inclusion through gardening and horticultural activity.
- 2.4** In 2018 the Trustees of the Hamm Damm Foundation submitted an expression of interest for transfer of the Manor Way site in Batley under the Community Asset Transfer Policy.
- 2.5** In line with the Policy the Trustees were invited to develop a full application and business plan which was finalised in October 2020. The business plan includes details of financial planning, the Foundation's governance, policies and intended use for the land.
- 2.6** The business plan sets out the short and medium to long term development proposals for the site. The immediate focus will be on the installation of mains electric, water and provision of welfare facilities. In the medium term the intention is to develop a new low-impact modular building providing workshop and meeting room space to allow the Foundation to expand on the current range of activities and support to the community.

- 2.7** The application and business plan have been assessed by officers taking into consideration the community engagement and intended use of the site, governance and capacity of the applicant group, funding and the financial viability of the project.
- 2.8** Since 2016 the Foundation has invested in the clearance and development of the Manor Gardens land creating a successful community garden and food growing project which serves the Staincliffe and wider community. The Foundation has invested in two poly tunnels for out of season growing, creation of raised beds, growing plots and surfaced pathways to improve accessibility. More recently infrastructure has been laid to bring mains power and drainage onto the site.
- 2.9** In developing the site the Foundation has worked closely with the community and partner organisations to ensure that the project meets the needs of the community. Activities support local schools, youth organisations, older person and faith groups.

As well as providing produce to the local community, the Foundation supports the local food bank with fruit and vegetables grown at Manor Gardens.

The garden hosts community events including the annual Great Get Together inspired by the late Jo Cox MP and acts as a hub for members of the community to meet, engage, share experiences and celebrate their achievements.

- 2.10** To date the Foundation has secured funding in excess of £106k for the project including £28k from the Kirklees 'Do Something Now' investment fund. Funding bids have been submitted and are progressing for a further £180k from the Tudor Trust and National Lottery Reaching Communities Fund which will support further investment in facilities on the site allowing the Foundation to offer a wider range of activities and support. Offers of grant funding are subject to the Foundation securing a long leasehold in the site.
- 2.11** The Hamm Damm project is located within the Batley West Ward in an area ranked within the worst 10 to 20% according to national Index of Multiple Deprivation statistics.

Options

The Council has the following options:

- a) Refuse the request for an asset transfer

The Community Asset Transfer Policy supports the Council's ambitions allowing local people and communities greater control over local assets and the services delivered from them.

Refusal of the Asset Transfer would restrict the Foundation's ability to secure grant funding to improve the facility and in turn potentially affect the long-term viability of the site and the services delivered from it.

For these reasons' officers are of the opinion that this is not the recommended option.

- b) Transfer the site either freehold or leasehold with restrictive covenants for community use with an exception of up to 30% commercial use in line with other Community Asset Transfers and in line with the Community Asset Transfer Policy.

The freehold of the site can be transferred; however, officers are of the opinion that this is not appropriate. Whilst transfers can contain covenants to ensure that the site is restricted to community use and remains available to the community, a freehold transfer

limits the Council's ability to intervene in circumstances where the Foundation failed to fulfil its obligations.

Officers are of the opinion that the grant of a long leasehold for a period of 125 years in accordance with the Community Asset Transfer Policy 2020 is appropriate. The grant of a long leasehold gives the Foundation the security needed to satisfy grant funder requirements. The lease will include a restrictive covenant that the site is used for community use with provision, if required, for the Foundation to sub-let up to 30% of any buildings space for commercial use to support the running and long-term sustainability of the facility.

Officers are of the opinion that the lease should be on the basis of a peppercorn rent for the full term, with the Foundation being responsible for the full repair and insuring of the site.

The grant of a long lease provides the Council with remedies in the event that there is a breach of the terms of the lease.

c) Transfer the site without restrictive covenants in place

Whilst this approach has not been previously adopted by the Council, it is recognised that, subject to Cabinet approval, the Community Asset Transfer Policy does allow the transfer of assets without restrictive covenants. There is however a risk that the site could be lost as a community facility were covenants not included in the transfer. Officers are of the opinion that this should not be the recommended option on the grounds that the future use of the site as a community facility could be lost to the local community.

Valuation

2.12 Unrestricted Value

The unrestricted value is the best price reasonably obtainable for the property and should be expressed in capital terms. It is the market value of the land as currently defined by the RICS Valuation – Global Standards 2017 – VPS 4, except that it should take into account any additional amount which is or might reasonably be expected to be available from a purchaser with a special interest (a "special purchaser"). When assessing unrestricted value, the valuer must ignore the reduction in value caused by any voluntary condition imposed by the authority. In other words, unrestricted value is the amount that would be paid for the property if the voluntary condition were not imposed (or it is the value of the property subject to a lease without the restriction).

The unrestricted value of Manor Gardens is: £25,000

Restricted Value

The restricted value is the market value of the property having regard to the terms of the proposed transaction. It is defined in the same way as unrestricted value except that it should take into account the effect on value of any voluntary condition(s).

The restricted value of Manor Gardens is: £ 25,000

Voluntary Conditions

A voluntary condition is any term or condition of the proposed transaction which the authority chooses to impose. It does not include any term or condition which the authority is obliged to impose, (for example, as a matter of statute), or which runs with the

Nor does it include any term or condition relating to a matter which is a discretionary rather than a statutory duty of the authority.

The value of voluntary conditions in the proposed transaction is: £ Nil

2.13 Amount of discount given by the Council

The difference between the unrestricted value of the land to be disposed of and the consideration accepted (the restricted value plus value of any voluntary conditions).

The amount of discount in the proposed transaction is: £25,000

The Local Government Act 1972 General Disposal Consent (2003) means that specific consent of the Secretary of State is not required for the disposal of any interest in land/buildings at less than best consideration which the authority considers will help it to secure the promotion or improvement of the economic, social or environmental wellbeing of its area.

Following assessment, Council officers are confident that the asset transfer of Manor Gardens to Hamm-Damm Foundation will continue to promote the social well-being of the Batley West Ward.

3 Implications for the Council

- **Working with People**

The proposals for the asset transfer of Manor Gardens have been developed in conjunction with the trustees of the Hamm Damm Foundation. Community Asset Transfers involve supporting community initiative and helping communities to solve their own problems. Community consultation is a key part of the asset transfer process, ensuring that the asset meets the needs of the community. Ward Members are consulted as part of the Cabinet reporting process and are given opportunity to make representations on behalf of the community.

- **Working with Partners**

Partnership working is crucial to the success and sustainability of community asset transfers within Kirklees. Officers work collaboratively with the applicant group, council services and Locality, a national charity, in the development of asset transfer proposals. Locality is a national charity working with community foundations at a local level to ensure that they are strong and successful.

Groups are actively encouraged and provided with necessary support to ensure that partnership opportunities are fully explored.

- **Place Based Working**

Community Asset Transfer supports Place Based Working, providing an opportunity for a more efficient and effective use of buildings and land currently owned by the council. It gives local people and communities greater control over local assets and the services delivered from them, and provides new opportunities to develop and improve land and buildings for local social, economic and environmental benefit. The Community Asset Transfer Policy has been updated to ensure it is consistent with the Council's Vision of giving local people and communities' greater control over local assets and the services delivered from them.

The asset transfer process, as set out in the updated policy, requires that full community consultation and engagement is carried out as part of an asset transfer application. This ensures that local residents, stakeholders and businesses have a say and inform how community assets can help shape their places.

- **Climate Change and Air Quality**

Community allotments have been shown to support climate change initiatives particularly those associated with reducing food waste, composting and the resultant reduction in landfill.

Allotment gardens, particularly those in urban areas, provide valuable habitat for biodiversity providing a refuge for wildlife.

- **Improving outcomes for children**

Community assets play a crucial role in the delivery of services to all members of the community, including young people.

The transfer of community assets can maximise their use and provide a place for children, their families, communities and services to work together to provide positive childhood experiences.

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

Under the proposals the Council will be forgoing a potential capital receipt of £25,000. There are no revenue income or expenditure implications.

- **Do you need an Integrated Impact Assessment (IIA)?**

Yes. IIA attached at Appendix C

4 Consultees and their opinions

Ward member comments

All Ward members responded to confirm their full support for the Hamm Damm Foundation and proposed community asset transfer.

Next steps and timelines

- 5.1** Subject to Cabinet approval, Officers will complete negotiations and agree terms of the transfer and instruct the Service Director - Legal, Governance and Commissioning to enter into and execute the transfer.

5 Officer recommendations and reasons

It is recommended that:

- 6.1** Authority be delegated to the Director of Development to negotiate and agree terms for the grant of a 125 year lease of the land at Manor Gardens, off Manor Way, Staincliffe, Batley to Hamm Damm Foundation CIO, for the reasons set out in the body of the report.
- 6.2** Authority be delegated to the Service Director - Legal, Governance and Commissioning to enter into and execute all necessary documentation in connection with the grant of a 125 year lease of the land at Manor Gardens, off Manor Way, Staincliffe, Batley to Hamm Damm Foundation CIO.

6 Cabinet Portfolio Holder's recommendations

The Hamm Damm foundation have over recent years made a real difference to a piece of land that had little value, they have been successful in securing funding, to not only improve the site over recent years but have secured funding to improve the site even more in the coming years.

This is a great example of what a community can do when it works together to achieve its goal.

This facility provides a space for community activities, helps people grow their own food, provides residents with healthy outside activities, and also supports the local food bank.

I fully endorse this transfer and wish the foundation all the best for the future.

7 Contact officer

Giles. Chappell (Asset Strategy Officer)

Giles.Chappell@kirklees.gov.uk

8 Background Papers and History of Decisions

Appendix A - Red Line Boundary plan (Ref.21-0088)

Appendix B - Community Asset Transfer Policy 2020

Appendix C - Integrated Impact Assessment

9 Service Director responsible

Angela Blake (Director of Development)

angela.blake@kirklees.gov.uk

(01484) 221000

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STRATEGIC ASSETS

Plan No: 21-0088
 Scale: 1250

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Community Asset Transfer Policy

September 2020

Introduction: our aspirations for communities and the role of asset transfers

Community Asset Transfer (CAT) is the transfer of ownership and management of public land and buildings from the Council to a community organisation. Assets are transferred at less than market value for local social, economic or environmental benefit.

The primary purpose of CATs in Kirklees is to invest in communities, and we will go the extra mile to help communities achieve their aspirations. This means:

- transfers are a way to empower communities;
- we will find ways to promote asset transfers in our place-based community engagement work as an option for communities to achieve their aspirations; and
- we will build and maintain a relationship with groups before, during, and after transfer to ensure that the asset continues to be available for the community.

As part of the vision for Kirklees to be a great place to live, work, and invest, the Council works with communities to build community capacity and realise community aspirations for their places. CATs are one way in which our communities can be enabled to realise these aspirations and deliver our [shared outcomes](#). By unlocking the power of community, CATs help to [build a more inclusive local economy](#) and enable [people to live in better health for longer](#).

Community-owned and community-run assets act as a catalyst for realising local aspirations by:

- improving local assets: community groups investing in and/or attracting investment for improving local assets;
- supporting local initiative: supporting and building on local community initiative and enthusiasm, which encourages community participation and volunteering; and
- building new connections: local citizens and groups developing new partnerships in their communities (including to support community cohesion).

We have delivered CATs since 2013. As of August 2020 there have been a total of 21 successful CATs across Kirklees.

Recognising the benefits they can deliver, we want to ensure that all our CATs are sustainable. We also want to be transparent with organisations interested in CATs. In line with these commitments, this policy sets out a robust process and offer that has been developed in accordance with the knowledge, skills, and experience we have gained since CATs were introduced in 2013.

This Policy sets out our framework for enabling and managing CATs, specifically:

- why we transfer assets;
- what assets will be considered for transfer;
- the eligibility criteria;
- the conditions of transfer; and
- how requests will be processed.

‘We’re Kirklees’

‘We’re Kirklees’ is our name for the way local people, organisations, and places can work together to deliver our vision for Kirklees and our Seven Shared Outcomes, which are set out in our [Corporate Plan \(2018-20\)](#). ‘We’re Kirklees’ means we’re:

- **Working with people, not doing to them:** organisations working together with people and communities to enable them to solve problems and make the most of their strengths and opportunities;
- **Working with partners:** organisations sharing knowledge, skills, and resources to work smarter together; and
- **Place-based working:** recognising that each town, village, and community has its own unique strengths and opportunities that can help them solve problems locally, and working to support and enable these.

Eligibility and Conditions for Sustainable CATs

Eligible assets

The assets made available for Community Asset Transfer (CAT) will be at the discretion of the Council, but may include public service buildings and land, such as civic halls, community centres, heritage assets, libraries, open spaces, and parks. Assets which are still required strategically by the Council cannot be made available for transfer.

Assets might be identified as of potential community benefit by the Council or by communities themselves, and the Council encourages community discussions about local aspirations and how local assets might support those.

Eligible organisations

An organisation is eligible if their primary purpose is social, charitable, or community benefit, which can include:

- a [charity](#);
- a [community interest company](#);
- a [cooperative](#)(link);
- a [social enterprise](#); or
- an [unincorporated association](#) (although would need to be incorporated to complete a transfer).

The Council may consider and prioritise expressions of interest for asset transfer to Town and Parish Councils, acknowledging the advantages of democratically elected governance and representation.

Expressions of interest are welcomed from any community organisation that meets the following criteria:

- their primary purpose must be for community benefit;
- they must be open to and demonstrate an inclusive approach to all members of the wider community;
- they must have the skills and capacity to effectively manage the asset and deliver services;
- they must be financially stable and able to demonstrate good governance by operating through transparent and accountable processes; and
- the proposals for the asset must be clear (so the group can demonstrate all of the above),

The Council will encourage collaboration between community organisations and the sharing of assets to optimise both social value and value for money across the District. Applications will not be considered where an asset transfer is likely to compete with and potentially compromise an existing community facility.

If two or more expressions of interest are received the Council will work with the interested parties to develop options and understand the best way forward for the asset. Where appropriate, parties may be encouraged to collaborate and submit a joint application. We will invite viable proposals to proceed to the full application stage.

Conditions of transfer

To ensure that the property transferred is retained by the community for community benefit (e.g. the purpose for which the CAT was approved), assets will be transferred by the grant of a long term leasehold rather than freehold. In exceptional circumstances the Council may consider the transfer of a freehold interest.

The lease will be agreed for a nominal annual rent. It will include legal provisions (covenants) to ensure that the asset is restricted to community use, and may include provisions to ensure it remains open to community use (with a minimum number of hours of community use as agreed between the parties).

In some cases, these provisions will allow some commercial use, when that supports the sustainability of the business model and thereby the community benefit. Cabinet will decide when commercial use is appropriate as part of the application process.

In the final agreement, the Council may reserve the right to use the asset where it is required to deliver a statutory function or strategic ambition, e.g. as a library or on occasions for a polling station during elections or emergency planning purposes.

Upon completion of the transfer, the organisation will be fully responsible for:

- upkeep, repair and maintenance of the asset;
- all running costs, including insurance; and
- compliance with statutory inspections, health and safety requirements, and other relevant legislation.

Following asset transfer, organisations are encouraged to allow other community groups to use the space in the asset (which might also generate income for the organisation). To ensure the asset is of maximum possible community benefit, the group controlling the asset should not discriminate between groups based on protected characteristics (e.g. sex, disability, race, sexual orientation, gender assignment, religion, etc.).

The CAT application process

1. Initiating a CAT application with an Expression of Interest

A CAT application must begin with an expression of interest from a community organisation.

Eligible organisations (see 'Eligible Organisations' above) can submit expressions of interest relating to any Council-owned asset they believe to be of potential community benefit and which is eligible as per this policy.

To submit an expression of interest an Eligible Organisation need not be managing or operating from the asset.

The Council may also advertise surplus assets inviting expressions of interest for asset transfer.

The Expression of Interest form can be found here:

- <http://www.kirklees.gov.uk/beta/community-assets/community-asset-transfers.aspx>

2. Assessment of an Expression of Interest

The Council will decide if both:

- a) the asset in question is available for CAT; and
- b) the group expressing interest is suitable and/or ready for CAT.

If a group is not ready for CAT, they will be signposted to additional support from the Council or other partners.

Council officers will aim to assess expressions of interest within four weeks of receiving them.

If the Council accepts an expression of interest, the applicant group will be invited to submit a full application (see below).

Acceptance of an expression of interest does not commit the applicant or the Council to the transfer of an asset.

3. Full Application

Applicants invited to submit a full application will receive support from the Council either directly or through external organisations commissioned by the Council. Applicants will also be encouraged to access support from other organisations.

The Full Application Form can be found here:

- <http://www.kirklees.gov.uk/beta/community-assets/community-asset-transfers.aspx>

The full application must include detailed information about the applicant group and a fully detailed and robust business case. Applicants invited to progress to this stage can apply to the Council for a grant of up to £5,000 to assist with professional or legal costs associated

with the development of the application. In large or more complex cases, applicants may be invited to apply to the Council for a grant of up to £10,000.

The following information must be included in all full applications:

- the legal structure of the applicant group;
- the experience and skills of the Board/Managing Group and their capacity to manage the asset;
- the proposed use of the asset and how this will support the Council's objectives and benefit the community;
- evidence that the local community has been consulted and the application reflects the needs identified in that consultation;
- budget/financial projections for the group and its use of the asset in question; and
- details of any condition works needed to the asset and the source and availability of capital grant funding.

Failure to provide the required information will lead to an application being delayed or rejected.

We will agree a timescale for submitting a full application with the applicant. Typically, we will expect an application to be submitted within six weeks, but we will agree a timescale that reflects the size and complexity of the asset, since applicants will likely require longer to compose applications for bigger and more complex assets.

Applications are assessed by council officers and partners in accordance with a [scoring matrix](#), which is available online.

The following financial support is offered by the Council:

i. Development Grant

Applicants invited to progress to full application stage can apply to the Council for a grant of up to £5,000 to assist with professional or legal costs associated with the development of the application. In larger, more complex cases, applicants may be invited to apply to the Council for a grant of up to £10,000.

ii. Support towards capital works

Where assets require urgent condition works or physical adaptations to improve accessibility, applicants can apply to the Council for a grant. Any request for grant funding must be made at the Full Application stage and set out clearly within the applicant's business plan. The grant application will be considered by the Council's Cabinet in conjunction with the CAT application. Examples of urgent condition works/accessibility works could include boiler replacement, roofing works, window replacement, ramps, steps, and accessible toilets.

The Council will continue to consider requests for loans to match fund external grants or financing (which may include a groups cash reserves) for the development of assets.

Applications can be made at the Full Application stage and also following completion of a transfer. Applications must be supported by a full business plan evidencing the applicant's ability to repay the loan over the agreed term.

Other information on external sources of funding is available on request.

iii. Revenue grant

The Council will pay a two stage revenue grant to each successful applicant following completion of the transfer. The grant will be calculated based on the previous operational running costs (excluding staffing) for the asset.

A grant equivalent to 15% of the average running cost will be paid on completion of the transfer and a further grant equivalent to 5% the following year.

4. Cabinet Approval

If the application is satisfactory, officers will then seek the approval and authority of the Council's Cabinet ([link](#)) for the Council to carry out the asset transfer.

5. Finalising the terms of the asset transfer

Following Cabinet approval, Council officers will work with the applicant to draw up heads of terms for all the documents that form part of the asset transfer. These documents will comprise of some or all of the following:

- (a) Lease (or in exceptional circumstances a freehold transfer deed);
- (b) Polling station agreement;
- (c) Emergency planning agreement;
- (d) Grant Agreement; and/or
- (e) Loan Agreement

When heads of terms have been agreed, the Council's legal department will draw up all the required documents, and then negotiate and agree the terms of the documents with the applicant's solicitors.

6. Completion

When the documents are in an agreed form, they can then be completed, and the asset transfer will then come into effect.

Indicative Timescales

The full process can take 10-12 months.

Stage	Who is responsible	Indicative Timescale
1. Initiating a CAT application with an Expression of Interest (EOI)	Applicant	N/A (initiates CAT application)
2. Assessment of an Expression of Interest	Council Officers	4 weeks
3a. Full Application & Business Case (Composition)	Applicant	6-12 weeks (a longer period may be agreed dependent on the size and complexity of the asset)
3b. Full Application & Business Case (Assessment)	Council Officers	4 weeks
4. Cabinet Approval	Council Officers Cabinet	6 – 10 weeks
5. Finalising the terms of the Asset Transfer	Council Officers	6 – 8 weeks
6. Completion	Council Officers Applicant	12 weeks

All timescales are only indicative. It is acknowledged that CATs may be delayed for a number of reasons, including:

- complexity and size of the asset being transferred;
- further research required to support the application;
- legal processes involved;
- capacity and availability of people; and/or
- Council Service Reviews.

Changes from the previous policy

This policy supersedes our 2017 Community Asset Transfer Policy. The key changes since then are summarised below.

The change	Our old policy	Our new policy	Why was this change made?
All transfers are with long leaseholds by default	The Council used to transfer buildings differently to land, with buildings transferred freehold and land on long leaseholds.	Our default presumption is now to transfer all assets (land and buildings) on a long leasehold. Freehold transfers will be considered in exceptional circumstances and will be at the discretion of the Council.	Long leaseholds ensure that the asset remains available to the community by providing the Council with remedies in the event that the applicant does not fulfil their obligations with respect to the management of the asset or there is a breach of the terms of the lease. The grant of long leaseholds still gives applicants the security needed to satisfy grant funders.
More financial support for applicants invited to the Full Application stage	We used to offer a grant of up to £5,000 to cover legal costs and fees associated with the application.	In exceptional cases the Council will now offer up to £10,000.	Some cases require extra support because of their size and complexity.
More financial support for successful applicants	We used to offer a grant in the first year after a transfer equivalent to 15% of the asset's running cost (excluding staffing costs).	We now offer a grant in the first and second year after a transfer. The first year grant remains at 15%. The second year grant is 5%.	This will provide extra post-transfer support that will assist with the running of the transferred asset and increase the likelihood of sustainable asset transfer.

	<p>We used to offer applicants a loan option for up to £100,000 match funding towards capital improvements to the asset. Loan applications had to be submitted at the full application stage of the process. Applications would not be considered post transfer.</p>	<p>The Council will now offer an option of grant funding and loans.</p> <p>Groups will be able to apply for a grant to fund urgent condition works or physical adaptations to improve accessibility. Examples of these works may include boiler replacement, roofing works, window replacement, ramps, steps, and accessible toilets.</p> <p>The Council will now consider requests for loans to match fund external grants and financing, prior to and following completion of the asset transfer, for groups wanting to develop assets.</p>	<p>The introduction of a grant will further support the viability of community asset transfers, allowing groups to invest in urgent condition/accessibility works where needed to bring assets back into use.</p> <p>Post transfer loans will provide added flexibility to groups intending to carry out capital improvements to assets, ensuring that they remain available for public use and sustainable in the long term.</p>
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<p>More proactive strategic approach to CATs</p>	<p>We used to transfer assets primarily when they were surplus to our service requirements. Assets were also sold to raise funds for important Council services.</p>	<p>We will now also encourage community groups in our community engagement to proactively identify assets they need to solve local issues and to achieve community aspirations.</p> <p>Where asset transfers aren't possible, groups will be signposted to support within or external to the council to ensure that we build on their aspirations for their communities.</p>	<p>As set out in the Corporate Plan (link), we're now working more with people and doing less to or for them, working more in place-based ways led by local community aspirations and valuing the diversity of perspective and identities that make up local places. This requires that we proactively encourage community organisations to think about the assets they need to achieve these aspirations.</p>
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EIA STAGE 1 – SCREENING ASSESSMENT

PROJECT DETAILS

Name of project or policy:	
Community Asset Transfer -Land at Manor Gardens, Off Manor Way, Staincliffe, Batley	
Directorate:	Senior Officer responsible for policy/service:
Growth and Regeneration	Angela Blake (Director of Development)
Service:	Lead Officer responsible for EIA:
Development	Giles Chappell
Specific Service Area/Policy:	Date of EIA (Stage 1):
Community Asset Transfer Policy	17/03/2021

Brief outline of proposal and the overall aims/purpose of making this change:

The transfer of land at Manor Gardens, Off Manor Way, Staincliffe, Batley by way of the grant of a long leasehold in accordance with the Councils Community Asset Transfer Policy 2020 for the promotion and improvement of social, economic and environmental wellbeing.

ASSESSMENT SUMMARY

Theme	Calculated Scores						Stage 2 Assessment Required
	Proposal	Impact	P + I	Mitigation	Evidence	M + E	
Equalities	4	4	8	2.5	4	6.5	No
Environment		3.3	3.3	0	10	10	Yes **

NATURE OF CHANGE

WHAT IS YOUR PROPOSAL?	Please select YES or NO
To introduce a service, activity or policy (i.e. start doing something)	NO
To remove a service, activity or policy (i.e. stop doing something)	NO
To reduce a service or activity (i.e. do less of something)	NO
To increase a service or activity (i.e. do more of something)	YES
To change a service, activity or policy (i.e. redesign it)	NO
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	NO

** INTEGRATED IMPACT ASSESSMENT SUPPORTING INFORMATION

The outcome of the Stage 1 Integrated Impact Assessment indicates a negative Environmental Impact based on the lack of specialist advice and evidence to support the action being taken.

The proposal relates to the grant of a long leasehold for land only.

The development and use of the land as a community allotment/garden will bring environmental benefit. There will be no negative environmental impact. Officers are therefore satisfied, based on the Councils own technical experience and knowledge that independent specialist advice is not required.

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...	Level of Impact Please select from drop down
Kirklees employees within this service/directorate? (overall)	Neutral
Kirklees residents living in a specific ward/local area?	Very Positive
Please tell us which area/ward will be affected:	Batley West Ward and wider district
Residents across Kirklees? (i.e. most/all local people)	Positive
Existing service users ?	Very Positive

Each of the following groups?		Please select from drop down
<i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both employees and residents - within these protected characteristic groups).</i>		
...age	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...disability	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...marriage/ civil partnership	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...pregnancy & maternity	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...race	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...religion & belief	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...sex	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...sexual orientation	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...those in poverty or low-come	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...unpaid carers	What impact is there on Kirklees employees /internal working practices?	Neutral

...unpaid carers

What impact is there on Kirklees **residents**/external service delivery?

Neutral

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		Level of Impact Please select from drop down	
Kirklees Council's internal practices ?		Neutral	
Lifestyles of those who live and work in Kirklees?		Positive	
Practices of suppliers to Kirklees council?		Neutral	
Practices of other partners of Kirklees council?		Positive	
Each of the following environmental themes ? (Please select from the drop down list)			
	People	Partners	Places
...clean air (including Climate Changing Gases)	Positive	Positive	Positive
	Score: 1	Score: 1	Score: 1
...Clean and plentiful water	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
... Wildlife and habitats	Positive	Positive	Positive
	Score: 1	Score: 1	Score: 1
...Resilience to harm from environmental hazards	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2
... Sustainability and efficiency of use of resources from nature	Positive	Positive	Positive
	Score: 1	Score: 1	Score: 1
...Beauty, heritage and engagement with the natural environment	Positive	Positive	Positive
	Score: 1	Score: 1	Score: 1
... Resilience to the effects of climate change	Positive	Positive	Positive
	Score: 1	Score: 1	Score: 1
...Production, recycling or disposal of waste	Positive	Neutral	Positive
	Score: 1	Score: 2	Score: 1
... Exposure to chemicals	Neutral	Neutral	Neutral
	Score: 2	Score: 2	Score: 2

HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?

Please select YES or NO

Equality Themes

Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?	Yes
...employees?	No
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	Yes
...Kirklees residents?	Yes
...service users?	Yes
...any protected characteristic groups?	No

Please list your **equalities** evidence/intelligence here [you can include hyperlinks to files/research/websites]:
Engagement carried out by the Trustees of the the Foundation with the Staincliffe and the wider Batley West community, Third Sector partner organisations and stakeholders. Council officers have engaged and consulted with Batley Ward members.

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal outlined on the different groups of people?	TO SOME EXTENT
To what extent do you feel you have considered your Public Sector Equality Duty?	FULLY

Environmental Themes

Have you taken any specialist advice linked to your proposal?	No
...Kirklees Council practices?	No
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	No
...resident and worker lifestyles?	No
...Practices of Supplier to Kirklees Council?	No
...Practices of other Kirklees Council partners?	No

Please list your environmental evidence/intelligence here [you can include hyperlinks to files/research/websites]:
See supplemental information attached.

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the environmental issues identified?	FULLY

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Name of meeting: Cabinet
Date: 13th April 2021

Title of report: 2021/22 Council Capital Plan – Proposed allocation of 2021/22 capital funding from the Directorate for Children’s Achieve & Aspire baseline section of the Capital Plan.

Purpose of report: This report will identify potential projects, for Member approval, to be funded from the 2021/22 Achieve & Aspire Capital Maintenance section of the Capital Plan to address urgent condition related needs in maintained schools and ask for delegated powers for officers to manage the programme within its budget envelope. It will also ask Members to authorise delegated powers for officers to allocate funding from the Basic Need and SEND baselines to individual scheme level as these programmes are developed.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes, this report involves significant expenditure in excess of £250K.
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	Key Decision – Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	David Shepherd – Strategic Director for Growth and Regeneration – 30/03/21
Is it also signed off by the Service Director for Finance?	Eamonn Croston – Service Director for Finance – 30/03/21
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft – Service Director for Legal Governance and Commissioning – 30/03/21
Cabinet member portfolio	Corporate - Cllr Graham Turner Learning, Aspiration & Communities - Cllr Carole Pattison Children – Cllr Viv Kendrick

Electoral wards affected: All

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered? There are no GDPR implications relating to this report.

1. Summary

- 1.1 This report will identify potential projects to be funded from the Achieve & Aspire Capital Maintenance baseline section of the Capital Plan which was approved by Council on 10th February 2021. This funding is used to address urgent condition related needs in maintained schools.
- 1.2 Members will be asked to consider and approve the Capital Maintenance programme along with named projects so that they can be delivered in 2021/22 and to authorise delegated powers for officers to manage the programme.
- 1.3 Members will also be asked to authorise delegated powers for officers to allocate funding from the Basic Need and SEND baselines to individual scheme level as these programmes are developed.

2. Information required to take a decision

(a) Background

- 2.1 On 15th April 2020 the Department for Education (DfE) announced a Schools Condition Capital grant allocation for 2020/21 of £3.286M for Kirklees. This level of grant was also deemed to be indicative of the allocation for the Authority for 2021/22, subject to future confirmation by the Department in spring 2021.
- 2.2 Condition grant allocations are determined by the Department using a methodology based on the following three components:
 - **Core condition funding** for all responsible bodies based on their pupil numbers.
 - **High condition needs funding** for those with disproportionately high needs; and
 - **Floor protections** to provide some stability in the transition to the new system.

This methodology has been in use since 2016 and is currently being reviewed by the Department for potential use in future years' allocations.
- 2.3 Grant allocations from the Department are revised annually to reflect new or closing schools and where a school moves to a new responsible body (e.g. from Maintained to Academy status), in which case the pupil-led core condition funding will move with the schools. Six schools converted to Academy status during 2019/20, which resulted in a decrease in our capital allocation of £177K for 2020/21 to reflect the reduction in pupil numbers in maintained schools. Three schools converted in 2020/21 and therefore an estimated reduction in the level of grant expected for 2021/22 has been applied.
- 2.4 When settling the Council's Five-Year Capital plan, which was approved by Council on 10th February 2021, we estimated that our grant allocation for 2021/22 from the DfE would reduce from £3.286M to £3.2M.
- 2.5 Currently, all schools that have a scheme of work within the approved programme are asked to make a funding contribution from their Devolved Formula Capital (DFC), which is a capital grant given to schools to maintain and improve their buildings. In recent years the level of DFC received has allowed for over £100K of additional works to be added into the annual programme and we would expect to see the same level of contributions for 2021/22.

- 2.6 In addition to last year's 2020/21 grant allocation, on 29th June 2020, the Prime Minister announced an extra £560M in funding to maintain and improve the school estate. This additional school condition allocation of £1.526M for Kirklees was paid in equal instalments in August and September 2020 and was approved in the Council's Five-Year Capital Plan on 10th February 2021 with a spend re-profile of £500K in 20/21 and £1.026M in 21/22.
- 2.7 A programme of larger scale condition refurbishment works and aging modular classroom schemes is being developed. Due to the delivery of the existing programmed summer works, COVID restrictions and resource priorities, feasibility studies will be commissioned in 2021/22 with a view to delivery in the later part of 2021/22 and 2022/23. Once the preparatory work is completed, we would ask that Members approve delegated authority to deliver a designated number of projects within the additional budget envelop.

(b) Capital Maintenance for schools – Proposed Condition based projects 2021/22

- 2.8 It is proposed that the £4.226.2M budget allocation for 2021/22 will be distributed as follows:

Allocation	2021/22 Capital Plan
Urgent condition need based projects and Health & Safety works	£2.724M
Larger scale condition refurbishment work and aging modular classroom schemes	£1.026M
Essential fire safety works	£0.200M
Capital Plan preparation, advance surveys, feasibility studies, advance design, and condition surveys in relation to delivery of projects	£0.100M
Risk pot for emergency additions to the capital plan in year / balance for high tenders and asbestos removal.	£0.176M
TOTAL	£4.226M

- 2.9 The Capital Maintenance programme for Schools primarily aims to address the backlog of condition works in our schools' estate. Currently, the backlog of Priority 1 - 3 works (i.e. works required in the next 0-5 years) is around £40M (excluding Public Private Partnership (PPP) 1 & 2 / Voluntary Aided / Academy Schools).

Attached at **Appendix A** is a business case that outlines the process for identifying the condition needs of individual schools, explains how the backlog of repairs is prioritised across all schools and how the 2021/22 schools' condition programme, if approved, will be designed, procured and implemented. In order to maximise spend on works it is proposed to manage asbestos risk via the main risk pot which will be carefully monitored throughout the year.

- 2.10 Following feasibility work undertaken by the Council's Technical Services; a prioritised list of urgent condition works required to be undertaken in schools during financial year 2021/22 has been identified. This is attached at **Appendix B**. All of the works proposed have scored 28-30 on the matrix scoring system (described in **Appendix A**), indicating that a failure of the element concerned would have a major impact on the individual school from a Health and Safety and/or building closure and/or building damage perspective.

2.11 The proposed programme of works primarily consists of the following categories of work:

- replacement of life expired flat and pitched roofs.
- whole or partial school electrical re-wires.
- replacement of obsolete boilers and heating distribution systems.
- urgent health and safety works including fire safety improvements, structural repairs and kitchen refurbishments.

2.12 In addition to the new condition works, the following activities are also proposed to be funded from the available capital grant:

- £100K to cover survey and preparation costs for the 2021/22 programme along with advance feasibility and design costs for the 2022/23 programme.
- £176K for a risk pot for items such as emergency in year additions to the programme, higher than anticipated tenders and unexpected asbestos discovered once works are under way.

(c) SEND – Proposed Scheme for 2021/22

2.13 On the 16th July 2019 Cabinet approved the delivery of three school schemes to improve the provision for children and young people with SEND to be funded from the Special Provision grant allocation of £1.794M. The three named schools were Newsome High, Honley High, and Ravenshall Schools. The works at Newsome High School has now been completed and also the first phase of works at Honley High with completion of the next phase due by September 2021. Work is due to commence on Ravenshall School in summer 2021.

2.14 The budget allocation for the Honley scheme was initially £525K which has increased to approx. £781K due to unfavourable tender returns. The final phase of the project could be reassessed to realign with budget but this would seriously compromise the delivery of improved accommodation for young people with SEND which was the key outcome for the scheme. On the 24th March the Children's Services Capital Board gave approval to fund all phases of the Honley High School works from the Special Provision grant allocation leaving an expected shortfall on budget for Ravenshall School.

2.15 In addition to the three schemes mentioned above Children's Services have identified clear evidence that extensive capital investment is required in the Kirklees SEND education system to provide a significant increase in specialist school places. The review undertaken indicated that the greatest area of placement need was in the Social, Emotional and Mental Health (SEMH) and Communication and Interaction (C&I) areas of provision.

2.16 A report is due to go to Cabinet in May/June 2021 which will seek the authority to allocate sites for two new build special school to address the increase in specialist school places. Whilst the new build school plans are being developed, the review has identified an urgent need to increase specialist pupil places at Southgate School in Almondbury. The proposed increase would see pupil places rise from a current PAN of 164 to a PAN of 180, potentially for September 2021. After exploring various options, Officers have recommended that the preferred solution to create the additional places would be to provide a modular building on the school site and complete some internal improvements to the main school building with an estimated budget of no more than £500K. This would help create more capacity for the LA straight away and enable the school to be more creative with transition.

- 2.17 In November 2020 the DfE announced a grant allocation of £300M in 2021-22 for new school places for children with special educational needs and disabilities (SEND) or in need of alternative provision (AP). The DfE has set a funding floor which will ensure that every LA receives a minimum of £500K with anticipated payment of the grant in summer 2021.
- 2.18 Officers would ask Members to authorise, under the delegated authority outlined in 2.22 – 2.24 of this report, to allocate the additional High Needs Provisional grant when announced to the Southgate School project and potential overspends at Honley & Ravenshall High School SEND schemes and to use these delegations to align any unallocated funding from the grant received to project level.

(d) Basic Need – Proposed allocation of 2021/22 baseline funding

- 2.19 On the 10th February 2021 Council approved a capital bid from Children’s Service of £6M profiled over the next 3 years within Strategic Priorities to address the need for additional capacity due to an increase in secondary pupil places. There is a geographical focus on North Kirklees and North Huddersfield and will involve a number of modestly sized schemes across multiple existing secondary school sites to deal with the expected bulge in movement from primary schools.
- 2.20 Feasibility work is currently being undertaken within the Council’s Capital Delivery Team to look at addressing the imminent increase in secondary school pupil places through various means including modular buildings, internal alterations & dining hall extensions, rather than new school builds. A programme of schemes will be identified and negotiations with PPP providers will commence in some cases for delivery with a view to taking a separate report to Cabinet later in the financial year 2021/22.
- 2.21 Whilst the preparatory work to develop a robust programme of schemes is being carried out, with a full report expected to go to Cabinet at a later date for the £6M budget envelope, there may be some ‘quick win’ projects that could be carried out in the early part of the academic year starting September 2021. Officers would ask Members to authorise, under the delegated authority outlined in 2.22 – 2.24 of this report, the allocation of the annual £500K Basic Need baseline grant funding for 2021/22, previously approved in the Achieve & Aspire Capital Plan, to named projects yet to be determined for the secondary school place need in the interim.

(e) Financial Delegations

- 2.22 In order to aid the implementation of the baseline programmes for 2021/22 mentioned in this report, Members are requested to delegate authority in accordance with the Council’s Financial Procedure Rules 3.12 & 3.16 dated June 2019, to the Service Director – Learning and Early Support to manage the implementation of the identified works within the respective agreed total programme budgets and transfer any unallocated resources within a programme area up to a maximum of £1,000,000 in any one financial year.
- 2.23 Delegated powers would include the authority to:
- add new urgent projects to the programmes without prior Cabinet approval providing that the total cost of the programmes remains within the approved capital allocation set by Council.
 - Slip or delete projects in response to operational need and reallocate budget between projects during the course of the financial year providing that the total cost of the

programme remains within the approved capital allocation to enable the effective management of the programme during the course of the year, especially during the exceptionally busy summer break when the majority of these works will be delivered.

- transfer resources to or from any unallocated resources within a programme area up to a maximum of £1,000,000 in any financial year, subject to the approval of the Chief Finance Officer and notification to the relevant Cabinet Member and appropriate ward Members.

2.24 Significant amendments to the approved programme under delegated powers will be reported to Cabinet through the Quarterly Financial Monitoring process and / or through delegated decision notices on the Council's website.

3. Implications for the Council

3.1 Working with People

Should the proposals be approved, officers will work in close partnership with the schools and staff to ensure the delivery of the projects to an excellent standard that will help secure the outcomes for children both now and in the future.

3.2 Working with Partners

No direct impact.

3.3 Place Based Working

Schools are at the centre of their communities, delivering essential educational, health and well-being activities for children, parents and the wider community. Some of the proposals in this report will deliver high quality secondary school places to meet the needs of local pupils and will ensure that learners with SEND have access to the required specialist provision.

3.4 Climate Change and Air Quality

The condition schemes identified in this report will ensure that we are replacing inefficient roofs, boilers, heating and electrical systems with modern, energy efficient materials and equipment that will contribute to an ever-reducing carbon footprint for the Council. For example, roofs will be repaired and insulated to modern standards, LED lighting and new ceilings will be introduced during rewire projects and heating distribution systems that are 40-50 years old will be replaced with new. These projects demonstrate the Council's commitment to investing and managing its school estate to ensure that the Council's Carbon Neutral Vision is supported and enhanced.

3.5 Improving outcomes for children

The works identified in **Appendix B** are urgent condition works that could close a school, thereby disrupting the education of children, or represents a potential significant H&S issue. Improvements in the condition of school buildings will have a positive impact in that they that will contribute to a safe, warm, dry and secure learning environment for all pupils and staff. This capital budget is also used to improve accessibility to school buildings when works are identified in relation to the needs of specific pupils, helping them to attend their local school where possible. The SEND and Basic Need proposals in this report are intended to improve outcomes for children by providing access to high quality facilities that enable the full breadth of the curriculum offer to be delivered thereby ensuring that young people have the widest opportunities to fulfil their aspirations and ambitions.

3.6 Financial

The Capital Maintenance, Basic Need and SEND investment outlined in this report for the 2021/22 is funded from DfE grant and has no impact on prudential borrowing.

4. Consultees and their opinions

- 4.1 This report has been subject to consultation with the Portfolio Holders for Corporate, Children's and Learning, Aspiration and Communities, who support the proposed report and programme of works.
- 4.2 Following approval by Cabinet, consultation will occur with the individual schools that are due to be part of the programmes to discuss the scope of the works, proposed timings and decant options and this will continue throughout the year as the projects are developed, designed and implemented.
- 4.3 The Children's SEND Assessment and Commissioning team works closely with the Schools Asset Management team to identify pupils with disabilities to ensure that their needs are being met where appropriate. This involves close consultation with the individual schools concerned and parents to ascertain and agree the level of "reasonable adjustments" required to the school's buildings and grounds, and also to its day to day operations and curriculum.

5. Next steps and timelines

Subject to approval of the proposed projects and final business case, Technical Services will ensure that the 2021/22 Capital Plan is updated and the projects concerned are designed, developed, procured and implemented.

6. Officer recommendations and reasons

- 6.1 Members are requested to:
- (a) consider and approve the business case at **Appendix A** which outlines the rationale for the schools' condition works 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;
 - (b) consider and approve the detailed list of proposed works in schools for 2021/22, which is attached at **Appendix B**.
 - (c) authorise the allocation of additional High Needs Provisional grant to Southgate, Honey High and Ravenshall Schools and the use of delegated authority to align any unallocated funding from the grant to project level.
 - (d) to authorise the allocation of the annual £500K Basic Need baseline grant funding for 2021/22 to named projects yet to be determined for the secondary school place need.
 - (e) consider and approve the delegated powers as outlined in paragraphs 2.22 - 2.24 of this report.

7. Cabinet Portfolio Holder's recommendations

Portfolio Holders were consulted on 29th March 2021 and recommended that Cabinet:

- (a) Consider and approve the business case at Appendix A.
- (b) Consider and approve the named schemes at Appendix B.
- (c) Note and approve the allocation of additional High Needs Provisional grant to Southgate, Honey High and Ravenshall Schools and the use of delegated authority to align any unallocated funding from the grant to project level under 2.22 – 2.24 of this report.
- (d) Note and approve the allocation of £500K baseline Basic Need funding for officers to allocate to schemes yet to be determined in the Secondary School Places programme using the delegated powers contained within the report 2.22 – 2.24.
- (e) Note and approve the delegated powers in paragraphs 2.22 – 2.24.

8. Contact officer

Jonathan Quarmby – Corporate Facilities Manager – Corporate Landlord and Capital
Tel: 01484 221000 - Email: jonathan.quarmby@kirklees.gov.uk
David Martin - Head of Service for Corporate Landlord and Capital
Tel: 01484 221000 - Email: david.martin@kirklees.gov.uk

9. Background Papers and History of Decisions

10 February 2021 Council: 5 Year Capital Investment Plan 2021/22 to 2025/26

10. Service Director responsible

Angela Blake - Service Director – Economy & Skills
Tel: 01484 221000 - Email: angela.blake@kirklees.gov.uk

11. Attachments

Appendix A: Final Business Case for the Capital Maintenance Schools' condition programme.

Appendix B: Detailed list of proposed 2021/22 Achieve & Aspire Capital Maintenance Schools' condition programme.

Project Title:	Capital Maintenance for Schools – Condition Programme
Project Manager:	David Martin
Client Service:	Children’s Services
Date of this OBC:	April 2021
KMC Capital total (Gross) (£000s):	£4.226M

DESCRIPTION

Description of the project and its purpose:

The Capital Maintenance for Schools grant is provided to all Local Authorities for expenditure on Schools to ensure that:

- buildings and equipment are properly maintained;
- health and safety issues are addressed and;
- a backlog of repairs does not build up over time.

In addition, Kirklees uses the funding to ensure that where required, schools are accessible for pupils with disabilities and that appropriate specialist equipment is provided to meet the needs of individual pupils. Since 2011/12 Councils have been expected to fund physical adaptations to schools from the Capital Maintenance grant provided to all LAs. Specialist equipment will, wherever possible, be funded from revenue and only be capitalised as a last resort.

On 10th February 2021 the Council approved a 5 Year Investment Plan, which included proposed funding under Capital Maintenance for Schools totalling £4.226M, £3.2M for the main 2021/22 allocation and £1.026M of addition grant paid to the Council last financial year that was re-profiled to 2021/22.

A programme of urgent condition works in schools totalling £2.724M is proposed. The key categories of works are:

- a programme of urgent and essential repairs to replace leaking and life-expired pitched and flat roofs. Incorporated in these works are enhancements or in some cases the introduction of insulating material, which greatly improves the thermal efficiency of the roof. This contributes to a reduction in the building’s carbon footprint through lower energy usage. In the case of pitched roofs in Victorian schools it includes, where necessary, essential repairs to lath and plaster ceilings using a chicken wire and timber batten technique above the suspended ceiling. This greatly reduces the risk of old plasterwork falling through the suspended ceiling. These works also include replacing the existing suspended ceiling grid and luminaries with new energy efficient recessed lighting, which greatly enhances the teaching and learning environment for pupils and staff through an improved quality of lighting, whilst simultaneously contributing to lowering the building’s carbon footprint and running costs;
- a programme of whole school electrical re-wiring projects to replace life expired existing systems and to comply with the latest legislative standards. As well as full replacement of the electrical wiring systems, these projects have the added benefit of providing new ceilings and modern, energy efficient LED lighting which provide the schools with a new look and greater energy efficiency. Where appropriate, these projects also incorporate improvements to ICT infrastructure e.g. enhancement or rationalisation of data point coverage and the replacement of the existing fire alarm and/or lightning protections systems and provides the opportunity to manage asbestos to support ongoing maintenance of building fabric and other services;
- replacement of inefficient and obsolete boilers with energy-efficient boiler plant and/or the replacement of inefficient heating distribution systems, with low surface temperature radiators providing better control. These works can also have a positive impact on the working environment for pupils and staff as they lead to the provision of heating that better matches an individual school’s requirements, reducing energy wastage and utility costs and contributing to meeting the Council’s carbon reduction targets;
- a programme of fan convactor removal and replacement, where appropriate, with wet system radiators. This will remove noisy, industrial and ineffective heating systems and replace them with modern, more energy efficient forms of heating.

- (a) An allocation of £120K for remodelling the kitchen at Hyrstmount Junior School with a funding contribution to be negotiated with Schools Catering if required. School kitchens to be refurbished are generally identified by reference to the annual assessment of each school kitchen's structure, internal fabric and equipment carried out by the Council's Technical Services. Priority is given to projects designed to address known health and safety issues, including compliance with all relevant legislation (e.g. The Gas Act; Electricity at Work Act; Food Safety Provision Regulations).
- (b) An allocation of £100K for preparation costs for the 2021/22 and 2022/23 capital plan. These costs include feasibility studies / asbestos surveys / condition surveys / advance design in relation to the preparation and implementation of projects.
- (c) An allocation of £176K to act as a risk pot for emergency schemes that may emerge as the financial year progresses. As the backlog of repairs exceeded the availability of capital, it has only been possible to fund projects with a matrix score of 28-30. Inevitably, there is a risk that schemes that miss the programme cut may deteriorate during the course of 2020/21 prompting the need to bring some projects back into the programme in order to tackle serious H&S issues or potential school closures.
- (d) An allocation of £30K to cover disability access schemes not yet identified. In all schools the Head teacher and governing body are asked to consider if reasonable adjustments to how they deliver the curriculum can be made without the need to undertake physical adaptations. In addition, consideration is given as to whether specialist equipment can meet the needs of the individual. Where physical works are required, consideration is given to minimising the level of works required to that which would be considered to be "reasonable". In all cases, the works identified are either required to enable the admission of pupil(s) to the school chosen by their parents / carers from the start of the new academic year in September 2021 or are required to meet the needs of schools where pupils have already been admitted but where adaptation works have subsequently been identified. Works to schools will have wider benefits for staff, visitors and the local communities by increasing the accessibility of the buildings and grounds for all.
- (e) The risk pot also covers unexpected discoveries of asbestos on site once works have started.
- (f) There is a proposed allocation of £200K for essential fire safety works in schools arising from Fire Risk Assessments carried out by the schools/Local Authority.
- (g) An allocation of additional condition funding of £1.026M for larger scale condition refurbishment works and aging modular classroom schemes, specific named projects yet to be determined.
- (h) Westborough High School – Phase 2 condition & fire safety works exceeds the delegated authority level of £250K with a total budget estimate of £271,400 and is the continuation of the successful phase 1 works completed last summer.

There are no other individual schemes in the proposed condition programme that currently exceed £250K. Further schemes may be added by officers, subject to approval, using authority delegated in the attached cabinet report providing that there are sufficient funds available.

Allocation methodology for condition funding

Every school receives a condition survey covering internal and external fabric, mechanical and electrical services, as well as external areas on a planned rolling programme. All surveys are undertaken by the Council using external consultants and are funded through a combination of the Schools Traded Service for Repairs and Maintenance and the Achieve and Aspire Schools Condition programme.

The information collected is stored on the Council's K2 Asset Management database and is used to set the Council's capital investment plan for schools, as well as being used by schools themselves to prioritise expenditure from their revenue Repair and Maintenance budgets and their Devolved Formula Capital allocations.

All surveys are based on the DfE's condition surveying methodology, which has been in operation since 2000. The methodology allocates a condition and priority to each individual element using nationally agreed DfE stipulated grades as follows:

GRADE	MEANING
A	Good - Performing as intended and operating efficiently.
B	Satisfactory - Performing as intended but exhibiting minor deterioration
C	Poor - Exhibiting major defects and / or not operating as intended
D	Bad - Life expired and / or serious risk of imminent failure.
Priority 1	Urgent work that will prevent immediate closure of the premises and / or address an immediate risk to the health and safety of occupants and / or remedy a serious breach of legislation.
Priority 2	Essential work required within two years that will prevent serious deterioration of the fabric or services and / or address a medium risk to the health and safety of occupants and / or remedy a less serious breach of legislation.
Priority 3	Desirable work required within three to five years that will prevent deterioration of the fabric or services and / or address a low risk to the health and safety of occupants and / or remedy a less serious breach of legislation.
Priority 4	Long term work outside the five year planning period that will prevent deterioration of the fabric or services.

This results in each element of a school building and its grounds receiving a grade that indicates its current condition and life expectancy e.g. A 35 year old boiler might be rated D1 which indicates that the item is life expired and in urgent need of replacement whilst a five year old boiler might be rated A4, which means that it is in a good condition and needs no major investment in the next five years.

As the backlog of repairs exceeds the capital available, a matrix scoring system is used to prioritise the backlog of urgent priority 1-3 works, taking into account issues such as health and safety, the remaining life of the element and the impact of a failure on the building. Each of the three categories is allocated a maximum of 10 points, which produces a maximum score of 30 points. The elements with the highest scores are considered for the condition programme. Using the above system, it can be demonstrated that the programme of works identified represents the most urgent and highest priority repairs for the Council.

A weighting system is employed to give greater importance to some types of repairs than others. Elements that receive a weighting are mechanical services, electrical services, roofs and external walls. Where the number of schools with a matrix score of 26 – 30 exceed the financial resources available officers prioritise the programme according to the asbestos risk, continuation of previous phases, and links between mechanical & electrical works.

Weightings are not allocated to fixed furniture, external areas, redecoration, sanitary services and internal walls and doors. These areas are often prioritised by schools using their own DFC funds.

What are the benefits / critical success factors?

The Capital Maintenance for Schools baseline condition programme will help reduce the backlog of priority maintenance in Kirklees community / voluntary controlled / foundation / trust schools, which currently totals around £40M for priority 1-3 works.

It will contribute to addressing a key priority for the Directorates for Children Services and Economy and Infrastructure which is to ensure that all schools are warm, dry, safe and secure.

Many of the projects being implemented will have a direct impact on reducing the Kirklees carbon footprint – all new roofs will incorporate significantly improved insulation; new boilers will be modern, energy efficient equipment with the latest TREND controls; re-wired buildings will contain LED energy efficient lighting with significantly improved controls including movement sensors and dimming switches.

The programme is designed and procured to ensure that all schools re-open without loss of teaching days where physically and organisationally possible. Health and Safety concerns will always be taken into account before reopening a school after the summer works period.

FINANCE

KMC **Gross** Total (including external/grant funding if applicable) (£000):

Profile: Year

21/22

Sum **£4.226M**

Funding for this section of the Capital Plan comes from the Capital Maintenance for Schools grant, which is not a ring-fenced capital grant, provided by the DfE for Councils to improve and maintain the condition of their schools' estates.

Lifespan of assets

New boilers fitted should have a life of 15-20 years, whilst new heating distribution systems should last 40-50 years. New flat roofs will have a lifespan of 15-30 years depending on the materials used (e.g. felt, asphalt, EPDM) whilst pitched slate roofs can have a life expectancy of 50-100 years+. Rewired electrical systems are expected to have a life of 25-40 years. This will be dependent of an appropriate planned regime of inspection/servicing/repair being carried out by schools and the Local Authority.

Lifecycle Capital costs (during the lifetime of the asset):

It is recognised that there are life cycle capital costs associated with this programme of works. All the roofs, boilers, electrical systems etc. installed will require ongoing maintenance and eventual replacement. All elements of a school building and grounds are covered by condition surveys co-ordinated by the Schools FM team in conjunction with Technical Services condition surveyors. All condition related data is stored on the Council's K2 Asset Management system and is used to prioritise works for future capital replacement projects.

Responsibility for the lifecycle costs of this programme rests with the schools and the Council. Schools undertake significant capital repairs / replacement works from their Devolved Formula Capital (DFC) and their own revenue budgets. The Council undertakes capital works in schools using the Capital Maintenance Grant provided by the DfE.

Revenue Implications

Increased levels of insulation in new roofs, the installation of energy efficient boilers, the introduction of energy saving lighting and other devices and the greater use of sustainable technologies should have a positive impact on school running costs by reducing energy usage and therefore bills. These works should also reduce school maintenance costs in the short term by providing new assets, though schools will need to ensure that appropriate revenue budgets are set in the medium and long term in order to maintain the new assets properly. Due to the way that the Kirklees LMS scheme operates any revenue savings will accrue to the individual schools rather than the overall Dedicated Schools Grant.

DELIVERY & MANAGEMENT

How will the project be delivered/managed?

Delivery & Management.

Design and delivery of the Capital Maintenance programme is the responsibility of the Council's Technical Services. Within the Schools Facilities Management Team, the Asset Manager (Schools) and Asset Managers will act as a key link between schools and the allocated surveyor / external framework consultant / external framework contractor / Technical Advisor / Project Manager (the actual combination will dependent on the procurement route for each individual project) to ensure the delivery of each scheme at an operational level. The Head of Service for Corporate Landlord and Capital will act as the Council's overall Project Executive.

How will the Programme/Project impact on hard to reach groups?

All sections of the community will benefit from improvements to their local schools including hard to reach groups such as lone parents, traveller families and minority ethnic groups as well as pupils with physical disabilities. An Initial Equalities Impact Screening exercise has demonstrated that this programme will have little if any negative impact on any Protected Characteristic Group

Is this subject to OJEU Regs?

None of the projects are individually large enough to fall under OJEU Regulations. Most projects will be tendered but where projects are delivered via Framework Agreements, these agreements will have already been subject to the full OJEU process.

How will this be procured:

This programme of works will be delivered through the Council's Technical Services. Works delivered externally by contractors will be tendered; or will be negotiated if delivered by KNH Property Services. We will also negotiate with private contractors on multi-phased schemes where contractors have performed well on the first phase of works – management of the procurement process will be through the Capital Delivery team.

Key risks in undertaking / not undertaking this programme/project:

This programme contains urgent condition items relating to school buildings (e.g. roof repairs; boiler replacements; whole school electrical rewires; H&S works etc.) that could, if not tackled, lead to damage to the buildings, H&S risks to the building occupants and the potential partial or full closure of schools, which would impact on the educational attainment of young people.

In running this large and varied programme we encounter many risks including:

- There are some larger schemes (e.g. whole school re-wires or projects that combine different disciplines e.g. boiler replacement combined with a whole school re-wire) which will be complicated to deliver due to programming issues; availability of decant space etc;
- Many schemes will need to be undertaken during the summer holidays due to the nature of the works e.g. the replacement of a slate roof on a Victorian School and therefore any potential slippages could have serious consequences.

OTHER INFORMATION**Key Contacts**

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This FBC approved by:

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Project	Ward	Expected Delivery Period	Expected Total Cost of Project
ACHIEVE & ASPIRE CAPITAL MAINTENANCE PROGRAMME 2021/22 - CONDITION PROJECTS			
2021/22 Capital Plan preparation costs - Advance Surveys/feasibility studies/asbestos surveys/condition surveys costs in relation to the delivery of DCYP projects and advance design of projects for the 2022/23 programme.	Various	Continuous	£100,000
Risk Pot for emergency additions to the Capital Plan/balance for high tenders/asbestos	Various	Continuous	£176,000
Kitchen Refurbishment Programme - Hyrstmount Junior School	Batley East	Summer Holiday 2021	£120,000
Ashbrow Primary School - Phase 2 re-roof flat roof (KS1 building)	Ashbrow	Summer Holiday 2021	£107,000
Ashbrow Primary School - Phase 2 rewire (KS2 building)	Ashbrow	Summer Holiday 2021	£134,200
Birkby I&N School - Boiler plant replacement to nursery	Greenhead	Summer Holiday 2021	£87,500
Birkenshaw CE (VC) Primary School - Drainage works	Birstall & Birkenshaw	Summer Holiday 2021	£65,000
Brockholes CE (VC) J&I School - Phase 1 re-roof flat roof	Holme Valley North	Summer Holiday 2021	£75,000
Dalton School - Drainage modifications & repairs	Dalton	Summer Holiday 2021	£50,000
Earlsheaton Infants School - Heating distribution replacement with LST's	Dewsbury East	Summer Holiday 2021	£90,000
Flockton CE (VC) First School - Rewire	Kirkburton	Summer Holiday 2021	£120,800
Headlands CE (VC) JI&N School - Phase 1 hall roof & lower roof	Liversedge & Gomersal	Summer Holiday 2021	£117,000
Headlands CE (VC) JI&N School - Phase 1 lighting replacement	Liversedge & Gomersal	Summer Holiday 2021	£63,700
Hepworth J&I School - Heating distribution replacement with LST's	Holme Valley South	Summer Holiday 2021	£55,000
Holmfirth JI&N School - Alterations to the existing boiler plant	Holme Valley South	Term time	£30,000
Lydgate J&I School - Boiler plant replacement	Batley East	Summer Holiday 2021	£125,000
Manorfield I&N School - Lighting replacement	Batley West	Summer Holiday 2021	£51,500
Marsden I&N School - Rebuild cavity wall & associated works	Colne Valley	Summer Holiday 2021	£95,000
Marsden I&N School - Partial boiler plant replacement	Colne Valley	Summer Holiday 2021	£38,000
Netherthong Primary School - Boiler plant replacement	Holme Valley South	Summer Holiday 2021	£110,000
Paddock JI&N School - Phase 3 heating distribution replacement	Greenhead	Summer Holiday 2021	£85,000
Purlwell I&N School - Phase 1 rewire	Batley East	Summer Holiday 2021	£112,400
Ravensthorpe CE (VC) Junior School - Re-roof flat roof of two storey mobile building	Dewsbury West	Summer Holiday 2021	£37,000

Project	Ward	Expected Delivery Period	Expected Total Cost of Project
Roberttown CE (VC) J&I School - Boiler plant replacement	Liversedge & Gomersal	Term time	£105,000
Scapegoat Hill J&I School - Partial heating distribution replacement with LST's	Colne Valley	Summer Holiday 2021	£39,000
Slaithwaite CE (VC) J&I School - Boiler plant replacement	Colne Valley	Term time	£110,000
Spenn Valley High School & Sports College - Re-roofing roof 11	Liversedge & Gomersal	Summer Holiday 2021	£55,300
St John's CE (VC) Infants School (Dewsbury) - Partial boiler plant replacement	Dewsbury West	Summer Holiday 2021	£48,000
Staincliffe CE (VC) Junior School - Re-roof pitched & flat roofs	Batley West	Summer Holiday 2021	£130,000
Various Schools - Physical adaptations to improve access for pupils with disabilities in mainstream schools	Various	Continuous	£30,000
Various Schools - Fire safety works	Various	Continuous	£200,000
Various School - large scale condition refurbishments and aging modular classrooms schemes yet to be determined	Various	Continuous	£1,026,000
Wellhouse J&I School - Replace fire alarm	Colne Valley	Summer Holiday 2021	£21,200
Westborough High School - Phase 2 condition & fire safety works	Dewsbury West	Summer Holiday 2021	£271,400
Wilberlee J&I School - Boiler plant replacement to gas	Colne Valley	Summer Holiday 2021	£145,000
		Total	£4,226,000

Name of meeting: Cabinet

Date: 13.4.21

Title of report: Proposal for a place based integrated Early Support offer for Children Young People and Families, 'Family Hubs'

Purpose of report:

This report puts forward the findings of the 'Family Hub' engagement activity, highlights key themes and suggests recommendations for the final proposals for an integrated 0 – 19 (25) model of delivery for Early Support across Kirklees (Family Hubs) and will request Cabinet approval on the final proposals and permission to proceed to implementation.

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 – All wards
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Yes - Key Decision registered 11/03/21 Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Give name and date for Cabinet / Scrutiny reports Mel Meggs – Strategic Director – Children's Services 16/03/21
Is it also signed off by the Service Director for Finance?	Give name and date for Cabinet reports Eamonn Croston – 29/03/21
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Give name and date for Cabinet reports Julie Muscroft – 30/03/21
Cabinet member <u>portfolio</u>	Cllr Viv Kendrick – Cabinet member for Children Cllr Carole Pattison – Cabinet member for Learning, Aspiration and Communities

Electoral wards affected: All wards are affected

Ward councillors consulted: Yes

Public or private: Public

Has GDPR been considered? Yes

Summary

On the 15th of December 2020 a report was discussed at cabinet regarding the proposals for an Integrated Early Support offer, 'Family Hubs'. It was agreed at the cabinet meeting to undertake a programme of engagement activity and then to return to cabinet with the findings and the final proposals and recommendations to take forward to implementation.

Between 4th January and the 26th of February 2021, an extensive programme of stakeholder engagement activity was carried out to ask for views on our proposed 'Family Hub' model.

This paper will provide an update with regards to the findings of the engagement activity, highlight key themes, provide recommendations and seek approval to move to the implementation phase of the model.

1. Background – Cabinet paper December 2020

The proposed 'Family Hub' model would bring together services being run by the Local Authority, voluntary and community sector, community hubs, health services, police, job centre, early years, housing and any others identified as key partners. Using a whole family approach, with families being able to access support when and where they need it as soon as a problem emerges. Support would be offered from as soon as a family know they are having a baby (pre-birth) through to becoming an adult, 19 years (25) if that young adult has a SEND need.

The proposed model would build on existing place and community assets and would be in keeping with place-based planning for Kirklees, based around place and local geography across 4 areas; Dewsbury & Mirfield, Batley & Spen, Huddersfield and Kirklees Rural, making the most of our positive partnerships bringing individuals, organisations, places and connections together to realise and develop their strengths.

2. Engagement Methodology

The engagement activity was devised to take into account COVID-19 in terms of being unable to hold face to face sessions to discuss the proposals in public access buildings. An easy read guide, with a FAQ document was developed to support the engagement, with a dedicated inbox. The supporting information was translated into community languages along with the online survey.

Duration: Period of 8 weeks - Monday 4th Jan to Friday 26th February 2021

Target audience: Families, Young People, General Public, Schools, Professionals, Community and Voluntary Organisations, Third Sector, Local Authority internal teams, Cllrs, Health partners to include GP's, Locala, Midwifery services and Mental Health teams, Domestic Abuse teams, Early Support teams, Early Year's providers, Thriving Kirklees teams and Foster Carers.

There were 166 responses to the online survey, a number of virtual sessions were held as detailed below with approx. 250 stakeholders engaged with directly through online meetings. 84 young people responded to the specially adapted survey. Leaflets were printed where requested and sent out to food banks and baby banks.

Table one below details the type of engagement, the target audience and numbers:

(Table 1)

Type of engagement	Target Audience	Number
Online general survey	All	166 responses
Virtual public sessions offered	All	8 sessions offered

		1 daytime and 1 evening session arranged per area
Virtual engagement sessions with key partners, staff teams, third sector organisations and volunteers & foster carers etc.	Staff Partners organisations Voluntary organisations	31 sessions held Approx. 250 stakeholders engaged with
Adapted survey targeted at Young People in targeted sessions with: <ul style="list-style-type: none"> • Brunswick Centre • Duke of Edinburgh • Wacky • Feb half term funded organisations (27 groups) 	Young People	84 responses to survey Sessions delivered by detached youth team and apprentices
Direct engagement with parents and carers via: <ul style="list-style-type: none"> • Via Early Support staff • Via Community Hub Co-ordinators • Local Services 2 You • Feb half term funded organisations (27 groups) • Foster Carers network 	Parents & Carers	
Engagement with schools	Schools	via the Community Hub Co-ordinators Regular inclusion in Heads Up and on the Local Offer
Virtual engagement sessions	Ward Councillors	18 sessions held and all 69 Councillors from 23 wards invited to attend
Virtual engagement sessions	Town/Parish Councils	4 Town/Parish Council meetings attended plus shared information with the 5 th (Mirfield Town Council) as there was no meeting to attend within the engagement period
Emailed to inform	MP's	Email sent to all 4 Kirklees MP's advising them of proposal and the engagement
Online channels	All	Engagement shared and promoted on Kirklees digital channels: <ul style="list-style-type: none"> • Kirklees Together • Social Media – Facebook, twitter • Heads Up - Schools • Local offer

		<ul style="list-style-type: none"> • Kirklees intranet
Engagement materials shared by email	<ul style="list-style-type: none"> • Children’s Social Care staff • Adults Social Care staff • Customer, Communities & Integration staff • PCAN (also involved in development of engagement materials) • Auntie Pam’s via their volunteers • All Kirklees Employee Networks • CAMHS/IAPT • Early Years providers <ul style="list-style-type: none"> ○ EY network meeting ○ Schools EYFS network meeting • Voluntary sector organisations – via TSL & Community plus staff • KSCP • Children and YP partnership • BAME networks and faith groups - via Faith & Community Integration teams) • Libraries – included in Library newsletters • Jubilee Centre – included in their newsletter • Peri-natal mental health team • Thriving Kirklees comms team • CCG comms • Welfare and Exchequer service Senior Management team meeting (Benefits advice) 	
Leaflets	Food Banks Rainbow Baby bank	Leaflets printed and sent to organisations to include in packs to be given to families

3. Key Findings

Overall the findings were overwhelmingly positive. There were a number of themes that emerged detailed in Table 2.

‘I can really see a lot of things we could tap into with this, it is really good.’ (Foster Carer)

‘This is very encouraging as you are looking at this from a local area and not just one view, I think the local approach will really work with communities. The key for me is local provision for local people to access and have the opportunity to shape which is great!’ (Kirklees Youth Alliance)

'Any Early Support offer has to be Kirklees wide and signposting needs to be good, families need to understand they can travel to different areas to access services if they choose'. (Parent)

a) Online survey

Of 166 respondents who completed the online survey, 47% strongly agree with the 'Family Hub' proposals, 42% agree, with 2% who disagree.

When asked which activities were most important 52% said that activities for you and your baby were most important.

An average of 40% of respondents felt that activities for toddlers, activities to support children to be school ready, before and after school activities, activities for children with SEND, activities for teenagers and transition to adulthood were all featured as high importance.

20 % of respondents felt that support with benefits, employment and adult learning were important.

Additional comments:

'Speech and language'

'Healthy Relationships, sexual health, wellbeing, mental health, young adult social opportunities'

'Mental health support'

When asked from a list of 22 options 'which 5 are most important for you to have access to':

1. Mental health support – 43%
2. School Holiday activities – 42%
3. Support and help with parenting – 39%
4. Stay and Play sessions / Targeted groups i.e. dads groups, young parents groups etc/ Support for teenagers and young people – 36%
5. Speech and Language support – 28%

Additional comments:

'Help to support children moving on from school and preparing for adulthood Activities for young people with SEND'

69% of respondents had never accessed Early Support of those that had 15% had accessed health services, 10% 1-1 Family Support and 10% parenting, 41% found Early Support very useful with 35% useful.

When asked the question which other partners you would like to see included there were a number of comments:

'No, but you need to ensure you do truly engage with other partners. There's too much working separately whilst pretending you are actually working in partnership.'

'Speech and language, community playgroups for inclusive learning in after school clubs. Children needing SEND services do not have any options for after school club activities.'

'Midwife clinics/ immunisation clinics/ information and advice on free early education and childcare/ activities for school aged children/ teenagers during the school holidays.'

'I would like to see a town centre hub that could be easy to access when shopping/ in town and could be a drop in/ advice point but also somewhere to access training/adult learning courses.'

'Male domestic violence support'.

34% of respondents felt that access to services was a barrier 16% of respondents said they had never heard of Early Support.

Additional comments:

'Information is not very easily available- no one tells you what when how. It's a broken system'.

'Travel costs; lack of confidence; BAME related barriers - including translation services not routinely being available when English is not a first language'.

'Confused about what Early Support is and how to get it, fobbed off by services'.

When asked what the preferred access channels would be 57% of respondents said website, 50% said a community space with 43% saying a 'Family Hub' building, 24% said face to face

Additional comments:

'It depends. If just wanting a phone number or email then would use website or possibly other social media. But if wanting advice would want to talk to a real person either on phone or in person. Location not particularly important'.

52% of respondents said the main time they would want to access services would be Monday to Friday, with 38% saying weekends, 32% evenings.

The name 'Family Hub' generated comment and discussion as it was generally felt that there are too many 'hubs' in Kirklees, it is confusing and the name hub is not representative of the proposed model however 64% of the online respondents felt that the name 'Family Hub' was the right name. A number of suggestions were put forward:

- Family Hubs
- Family Zones
- Thrive Areas
- Family Areas
- Families Together
- Family Support
- Family Support and Information Centres
- Family Support and Information Hubs"
- Family centres Your Family Service, which relates to each individual family and includes everyone regardless of age.
- Family Support Hubs
- Thriving Family Hub
- Family Centre
- Family Choices - Areas/Centres/Hubs/Zones all sounds very corporate
- Thriving Families - lots of things are called "Hubs" e.g. schools as community Hubs so maybe don't confuse it with them?
- Family and Community Hubs
- Family Advice Service
- Magnet – attract everybody
- Children and Family centres
- Family Support Network
- Children and Family Centre
- Children and Family Base
- Children and Family Zone
- Children's Centre Plus
- Family Centre

- Central Point for example– Central Point Huddersfield, Central Point Dewsbury Moor
- Family Space
- Family Point
- Family Focus
- Family Area Partnerships

Additional comments:

'Should be done with families once the services are in place get their voice'

'Not sure but above don't capture essence of the model'.

The postcodes represented by the online survey respondents were:

HD1, 2, 3, 4, 5, 7, 8, 9.
WF 12,13,14,15,16,17,19

The age ranges of the children of the respondents or the respondent themselves was:

0-5 years – 49%
6-11 years – 44%
12-14 years – 17%
15-19 years – 15%
20-25 years with additional needs – 4%
No children – 11%

37% of respondents had a child with an additional need.

When describing ethnicity respondents were:

White – 76%
Asian or Asian British – 16%
Mixed or Multiple ethnic groups – 5%
Black, African, Caribbean or Black British – 3%

b) Comments from virtual sessions

Approximately 250 stakeholders were engaged, to include parents, young people, professionals, Cllrs below are some of the key comments that were captured:

'We have found a lot of the work we wanted to do we want to empower communities and enable them to do things themselves and support others. It is really hard right now with the pandemic it is hard to engage and with this model being such an important agenda this must be really hard. People who had needs before they will be more intense now' (Voluntary sector provider)

'First 3 children took to sure start groups- great support and groups. Made loads of friends with same issues. After 3rd child things started to disappear so by 4th child nothing available so suffered with depression, stress and felt isolated. Tried to form her own group to lead on baby massage but didn't materialise. The groups helped with child development, it's like a family. Varied activities run through winter and dropped off materials to do at home'. (Parent)

'Parents want things there to help them with their mental health and needed now due to Covid'. (Parent)

'I enjoy online sessions, but I prefer to be outside in the fresh air, I prefer to be outside than in a building doing activities such as cycling, walking, climbing, rounder's and cricket. I like these activities as we do with other young people'. (Young person)

'I loved that young people are being considered'. (Young Person)

'Isolation in the Colne Valley area can be an issue there are low-income families in more affluent areas and that is where there can be hidden isolation'. (Parent rural)

'It gets confusing with the Community Hubs, Schools Hubs, Community Anchors, there is a worry the new hub model will be confused.' (Professional)

c) Key Themes – (Table 2)

Theme	Response
<p>The Name – A re occurring theme through the engagement activity, concerns were raised due to the name 'Hub' and that this would cause confusion. There were a number of comments that suggested that the name 'Family Hubs' was not reflective of the model, however 64% of online respondents felt the model should be called 'Family Hubs'.</p>	<p>A suggestion from the engagement activity was that the name should be agreed once the model is on place and decided by children, young people and families who use the services.</p>
<p>Communication/Branding/Access channels /Information/ Referral – A constant theme and questions asked in the majority of meetings was 'how do families/ other professionals know about this, how do they access services, is it just referral, can anybody get Early Support, can I self-refer'?</p>	<p>It is proposed that a task and finish partnership group is developed to design branding and agree access channels, which may include area information websites with parent /family/ young person and professional areas, a dedicated area phone number, social media platforms, buildings 'go to places', 'what's on guides'.</p> <p>It is proposed that referral routes are considered and organisations are supported by the delivery of training and the development of an Early Support practitioner toolkit.</p> <p>We will also incorporate the proposals for 'Youth Places to Go', the 'Community Offer' for Children and Young People, detached youth work, play team and Duke of Edinburgh that also sit within Early Support into our communication and engagement approach to make it easier for families, young people and professionals to navigate their way to the right service at the right time.</p>
<p>Boundaries / geographies - We were asked 'why you have set the 4 boundaries and the 4 children's centre buildings, can you only access services in the area that you live in, why set boundaries. Have we considered transport routes'?</p>	<p>We agree that boundaries and geographies can be confusing for children, young people and families, the 4 geographies mentioned are for administrative and planning purposes, we would not exclude anyone from any activity in any of the areas. The proposals are about having Early Support services available for children, young people and families locally, where they live, when and how they need them and can be from a range of places, or channels e.g. local community centres, schools, health centres, church halls, mosques, outdoor in local parks or play spaces, websites or via social media.</p>
<p>Community Hubs / 'Family Hubs' – The question was raised in the majority of meetings –</p>	<p>'Family Hubs' enhance the work of the Community Hubs.</p>

<p>What is the difference between the Community Hubs and the 'Family Hubs'?</p>	<p>We know that there are strengths already in communities, the proposed model aims to build on what is in place now. We will have different organisations and members of the community who work and live locally working together to support Children and Young People and families where they live.</p>
<p>Universal / Targeted – Some of the feedback suggested that Early Support should be prioritised for those families who need it, and that support should not be diluted by being available for everybody.</p>	<p>We are working very closely with health services to make sure that we have access to universal health services. We want to make sure that we work very closely with Schools, Early Years providers and GP's. Early Support is the support we give to children, young people and families when they might need some additional help. We want to make sure that children, young people and families have access to the support they need at the earliest opportunity to prevent their needs becoming so great they need higher end specialist support further down the line. Some of the support will be delivered by the voluntary and community sector and wider partners. Some of the offer will be targeted in areas where we know we have issues starting to emerge or targeted at particular vulnerable groups.</p>
<p>How do we know it is working? – We were asked in the majority of meetings how we will know this is working, "so what", how will we be able to measure it?</p>	<p>We want to ask the children, young people and families who access the services, we want to know as a result of Early Support what is different, what has changed for them, what is better. It is proposed that a task and finish partnership group is developed to agree the outcomes framework and the tools that will be used to measure the outcomes.</p>
<p>Young people / healthy relationships / activities / sexual health / transition to adulthood / adult services all age Early Support - In the majority of meetings and via the online survey a significant theme was concern raised regarding young people and how we can ensure that Early Support is available to them. Young people fed back that they want to help shape that support in the future.</p>	<p>Alongside the proposals for 'Family Hubs' we are developing proposals for 'Youth Places to Go' and 'Community Offer' for Children and Young People. We also have detached youth work, play team and DofE within Early Support working closely with other services and providers of support.</p> <p>We are working closely with partners including Kirklees Youth Alliance, to deliver the Holiday Activities and Food programme. The programme will be delivered locally through the Integrated Early Support offer which includes the Community Hubs as a key partner.</p>
<p>Covid build and learn – A re occurring theme through discussion at the meetings acknowledged how organisations, communities and families had come together to support each other and their own communities, it was felt that this should not be lost but harnessed moving forward in the 'Family Hub' model.</p>	<p>We totally agree with this and have seen place-based working in action during Covid. We will ensure that we continue to build on those relationships to enhance the Early Support offer so that we empower and support communities and families and that we are asset not deficit based.</p>
<p>Mental Health – Mental health in families, Children and Young People featured highly in the discussions and was fed back via the online</p>	<p>We know that the impacts of Covid will have affected mental health. We want to work with the Early Support partnership to agree how best the</p>

survey to be the most important area that respondents felt they would want support with.	'Family Hubs' can support children, young people and families to improve their mental health.
Early Years – Thriving Kirklees / speech and language support- The importance of intervening early from preparing to become a parent in pregnancy through the toddler years and preparation for school was a re occurring theme throughout the engagement activity. Speech and Language support was very important to a lot of the respondents. Respondents told us that they wanted safe places to go to meet other new parent's in particular young parents, to talk to staff and for their small children to play with other children.	The 'Family Hub' proposals offer opportunity, via the Best Start Partnership, to develop an Early Years Strategy for Kirklees, identifying key priorities for Early Years. Through the Early Support partnership we can support small groups to develop, for example, play and stay groups that can be delivered by parents and communities. There are opportunities to work more closely with Thriving Kirklees. We are reviewing our Children's Centre offer in line with these proposals. We are working with midwifery services to agree Midwifery Hubs within the 'Family Hub' areas.
Parenting support /Reducing Parental Conflict- A key theme throughout the engagement was support for dealing with children's behaviours, emotions, transitions and conflicts both with parents and with young people.	There is opportunity within the 'Family Hub' proposals to work with the partnership to review the parenting support offer, from preparation for parenthood through toddler years to adulthood. We want to work with parents to get a better understanding of their needs and to help us shape the parenting offer. It is proposed that a task and finish group is developed to lead the review of the parenting offer. Reducing Parental Conflict is a key project within the Early Support partnership, there is opportunity within the 'Family Hub' proposals to further embed and develop this work.
SEND – 37% of respondents said they had a child with additional needs, a key theme that respondents said they would like to see is more activities, including holiday and after school activities for Children and Young People with additional needs in particular safe outdoor spaces. Respondents also wanted support for young adults with additional needs 19+ and support for employment.	There is opportunity within the 'Family Hub' proposals to work more closely with families who have Children and Young People with additional needs, to help us shape what those services would look like. We want to be able to develop capacity across the district and to be able to invest in staff development, working in partnership with other professionals to improve the offer for children and young people with a SEND need. Early Support is working closely as part of our SEND Transformation Programme and there are opportunities to develop the offer going forward through this work.
Holiday / After school activities – A lot of respondents told us that having accessible holiday and after school activities was important.	Our Community Hubs work very closely with a number of organisations to ensure that we have school holiday and after school activities available, there is opportunity within the 'Family Hub' proposals to further develop this, working with local sports organisation, with creative arts providers and through the Holiday Activities and Food plans.
Finance – voluntary and Community sector – Some of the respondents were concerned, that if we are saying that Early Support will be delivered by the voluntary and community sector, how we will sustain funding for this.	The Early Support partnership will work very closely with the voluntary and community sector to ensure that any funding opportunities are identified and maximised in line with the VCS investment strategy.

4. Proposed 'Family Hub' model

Evaluation of the engagement feedback and findings has informed the development of the proposed 'Family Hub' offer; however this may look different in different communities and will be guided by the local area 'Family Hub Partnership Boards' that it is proposed are established in each of the four areas (as described in the 'working with partners' section, page 13). The 'Partnership Boards' will take into account the local knowledge and priorities within an area. This will build on the already successful approach of the Community Hubs who have been developing and coordinating a range of Kirklees and partner organisation services to respond to local needs since 2017.

We will harness the learning we have seen in action through our Covid response and build on those relationships.

Taking into consideration the feedback and findings from the engagement activity it is proposed that the 'Family Hubs' have overarching principles:

- **Place Based approach:** Bottom-up approach which is shaped by the community voice and builds on and connects with local community assets (including organisations and groups)
- **Accessible:** That there are different ways to access activities and support, making it easier for families, young people and professionals to navigate their way to the right service at the right time.
- **Safe:** A safe, welcoming and inclusive environment.
- **Strong Partnerships:** The offer is flexible and collaborative and responds to the needs of Kirklees Children, Young People and Families.
- **Whole Family Approach:** A whole family approach is embedded across the Early Support Partnership.
- **Universal and Targeted Services:** An offer that includes a universal services and targeted provision for those most in need
- **Outcomes focused:** That we are able to evidence that the interventions improve outcomes for Children, Young People and Families.

An outline of the 'Family Hub' offer is detailed below, it is proposed that this is used as a guide by the 'Partnership Boards' to co-produce localised detailed area plans. This list is not an exhaustive list and can be adapted to meet local need and priorities.

The 'Family Hub' Offer - (Table 3)

Getting Advice/ Universal/ Prevention	Getting Help/Targeted
<ul style="list-style-type: none"> • Ante natal midwifery clinics • Pregnancy Birth and beyond (preparation for parenthood) • Healthy Start • Oral health – tooth brushing clubs • Healthy lifestyles • Infant feeding support 	<ul style="list-style-type: none"> • 1-1 Family Support • Family Group Conferencing • Mental Health support • Domestic Abuse support • Parenting programmes / Reducing Parental conflict support • SEND services

<ul style="list-style-type: none"> • Health Visiting clinics – post natal support • Play and stay sessions • School nursing support • Groups / play activities / sessions • School readiness support • Employment /Training/ Adult learning • Welfare rights and support • CAB – Benefits advice • Sign Posting • Detached youth offer • Youth places to go • Duke of Edinburgh • Schools/ School Holiday activities / community Hubs • Safe play spaces • Housing • GP • Early Years settings • Police • Sexual Health clinics • ESOL • Volunteers • Community plus • Information / 'What's on' / social media i.e. Facebook pages. • Information about childcare 2/3&4 yr. old take up 	<ul style="list-style-type: none"> • Social Care contact visits • Targeted groups i.e. lone parents / teen parents / dads groups • Youth services • Speech and Language support
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5. Implications for the Council

- **Working with People**

It is evident from the engagement activity that there is need to raise the profile and prioritise a shared understanding of the Early Support offer for professionals, organisations, children, young, people and families, with clear access and referral channels being identified and promoted. Respondents told us that they were unsure '*how to get Early Support*' some of the respondents were '*unaware of Early Support*'. The 'Family Hub' proposals offer opportunity to develop 'Family Hub' branding, to consider communication and access channels to include websites, social media, dedicated telephone line, advice and information points. The proposals move away from a single delivery site to services being available locally when and where people need them.

The main focus of 'Family Hubs' would be early intervention and prevention; identifying families and young people who need support at an early stage and ensuring that services that meet their needs are available when and where they need them, in the right place and at the right time. We have stated in previous reports that there would be a network of 'go to places' that build on existing work to deliver support where it is needed. The next phase to develop the model further would be to work closely with parents, carers, children, young people, partners and Councillors in each 'Family Hub' area to understand what is needed, look at governance arrangements, what is already available, identifying the gaps and looking at how we can deliver services to meet local need. It will be important to co-produce the branding for the offer by working with families and young people so that it is meaningful for all and will help to reduce the stigma that people may feel is attached to seeking support.

- **Working with Partners**

The 'Family Hub' model and the success of achieving improved longer-term outcomes for Children, Young People and their families, is reliant on a strong partnership approach with Kirklees internal and external partners including communities.

Through the engagement activity, a number of partner organisations have expressed their interest and willingness to be part of the integrated Early Support offer within 'Family Hub' areas, these include the police, Thriving Kirklees, job centre, customer services, domestic abuse teams, midwifery teams, benefits advice, voluntary and community providers, early year's providers, GP's, Local Authority democracy service, and community plus.

It is proposed that a 'Partnership Board' will be formed in each of the four 'Family Hub' areas to focus on needs and improving outcomes at a local level. The Partnership Board will be made up of key people, including young people, who live, work with or have a key interest in the 'Family Hub' area for example, health, social care, voluntary sector, education, local Councillors, police, housing, faith organisations and others.

- **Place Based Working**

We are excited about the positive feedback we have received for staff being able to work in local areas so they are located within the areas they will be serving. Moving staff closer to area-based working provides an opportunity to work with communities to gain greater insight into the issues that need to be addressed to help children, young people, and their families to thrive.

- **Climate Change and Air Quality**

A key element of the model is ensuring that Early Support services are available locally and that they are accessible to those who need them. Doing this would reduce the need for families and young people to travel by car or public transport which would therefore contribute to the climate change and air quality agenda. By having place-based staff teams and aligning the 'hubs' to partner organisations this should also reduce the level of both council and partner staff travel.

All services would be encouraged to give consideration to reducing any impact on the environment when delivering activity and to share this message with families they are working with.

Reducing any negative impact on the environment and air quality would also be a requirement when commissioning services in the future.

- **Improving outcomes for children**

We will measure outcomes using a set of agreed key indicators taking into account professional insights from front-line workers as well as the background statistical data and intelligence to ensure that we are driven by the priorities of the community. It is proposed an 'Outcomes Framework' based on a broad core offer with asset mapping and planning in communities and will bring together key partners in each of the four 'Family Hub' areas forming area 'Partnership Boards' as mentioned earlier in this report.

In addition to Kirklees ambitions, the 'Family Hub' model will contribute to improved Troubled Families, wider Public Health outcomes and support outcomes around 'The Best Start in Life'. The

model will contribute to improving outcomes around child poverty, youth outcomes and LGBT and inclusion as set out in the CYPP 3 priorities by promoting preventative strategies and approaches that reduce escalation of problems.

- **Quality Assurance**

In line with the draft 'Children's Services Quality Assurance Framework 2020- 2022' Early Support practice, policy and procedures will be monitored and evaluated with quality assurance becoming an integral part of everyday practice to support the drive to improve outcomes for children, young people, their families and communities.

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

6.1. Legal

Legal advice has been sought relating to our statutory duties around Children Centres. An integral part of implementation plan will be ensuring that we are statutorily compliant with all legislation and government guidance.

6.2. Finance

The current Early Support service budget that was approved by Full Council on 10th February 2021 is £7,771,856 including the Troubled Families grant, this reflects the £230K investment as part of the latest budget and an increase to the Troubled Families grant of approximately £20K.

On the basis of there being 110,300 Children and Young People in Kirklees, the Early Support spend per child is £70.46. This represents an increase of £2.24 per child on 19/20 budget

The previous cabinet paper in December 20 highlighted a shortfall of £230,241, this has been addressed in the latest budget round through investment in the service.

6.3. HR implications

It is proposed that the Early Support service begin the HR procedures to implement the changes as outlined in the Dec 20 cabinet paper to realign current structures from eleven family support teams to four 'Family Hub' placed based area teams to include Early Years, Mental Health in Families, Family Group Conferences, Youth, and Parenting.

Each 'Family Hub' area will have an area placed based team who will work with families, communities and organisations to bring about change to improve outcomes.

6.4. Integrated Impact Assessment (appendix one)

An integrated equality impact assessment has been completed and can be viewed in appendix one. This has shown that the impact of the proposals if implemented would be positive or neutral. It will be important to work with stakeholders closely moving forward to implementation to ensure that consideration is given should any potential negative impacts on those within protected characteristic groups be identified and that steps are taken to minimise or remove them. The integrated impact assessment will be reviewed again as we begin implementation.

6.5. Corporate Landlord & Capital

We are reviewing our children's centre offer in line with these proposals and will continue to work with the corporate landlord to consider the most appropriate physical spaces based on delivery needs throughout the implementation phase.

7. Consultees and their opinions

Consultees and their opinions have been captured in the body of this report and have been considered when making future recommendations. We are mindful that this engagement phase is the start of shaping the 'Family Hub' model but is by no means the end product. We want to ensure that 'Family Hubs' are shaped by the people who use them, we are committed to involving children, young people, families, communities and partners in the ongoing developments to ensure there is a continuous dialogue and improvement.

8. Next steps and timelines

Should the recommendations be approved it is the intention to move to the implementation phase. A clear implementation plan with timelines will be developed, with the Children's Ambition Board overseeing the progress and delivery being managed through the Kirklees Safeguarding Children Partnership Early Support sub-group. The key task and finish groups will be set up ensuring that the voice of children, young people, families and partners is integral. We will bring a report giving an update on the progress of the implementation to a future meeting.

9. Officer recommendations and reasons

It is recommended that:

- Cabinet approves the Integrated Early Support Proposals, 'Family Hubs' and agree to progress to the implementation phase of the model.

Should cabinet approve the model:

- Governance to sit with the Kirklees Children's Ambition Board overseeing the progress and delivery being managed through the Kirklees Safeguarding Children Partnership Early Support sub-group
- A clear implementation plan to be developed
- The relevant task and finish and area partnership groups are set up
- That the name is agreed following approval to move to implementation from the following four options which were shortlisted taking into account feedback from stakeholders throughout the engagement:
 - Family Area Partnerships
 - Family Support Network
 - Family Choices
 - Families Together
- In recognition of the response to Covid-19, and acknowledgement of how organisations, communities and families have come together to support each other and their own communities, it is recommended that the proposed model is integral in supporting the recovery process, building on those place partnerships.
- The Early Support service redeploy teams to be place based in 4 'Family Hub' areas, developing the place-based partnerships for each Hub area.
- Consideration to be given to having easily accessible spaces in central locations for 'drop in' and some service delivery (e.g. town centres)

10. Cabinet Portfolio Holder's recommendations

As Cabinet Portfolio Holders we are supportive of the proposals and recommendations detailed in this report for a model of integrated Early Support for families and young people across Kirklees. We see this as an investment in and recognition of the importance of Early Support. This is a fantastic opportunity for us and our partners to work together with all communities to build on and enhance the existing provision and good work that is currently in place, to enable us to provide the right support to those who need it in the right place at the right time.

11. Contact officer

Jackie Beever, Service Manager Early Support – jackie.beever@kirklees.gov.uk
Michelle Wheatcroft, Head of Service Early Support – michelle.wheatcroft@kirklees.gov.uk

12. Background Papers and History of Decisions

September 2016 cabinet paper -
<https://democracy.kirklees.gov.uk/documents/s13942/AA%20UPDATED%20FINAL%20REPORT%20EarlyHelp%20v3.0%20CABINET%2020160920%20FINAL.pdf>

January 2017 cabinet paper -
<http://democracy.kirklees.gov.uk/documents/s16488/e%20FINAL%20-%20Early%20Help.pdf>

December 20 cabinet paper -
[Item 12 201215 Family Hubs cabinet paper final.pdf \(kirklees.gov.uk\)](#)

13. Service Director responsible

Jo-Anne Sanders – Service Director for Learning and Early Support
jo-anne.sanders@kirklees.gov.uk

EIA STAGE 1 – SCREENING ASSESSMENT

PROJECT DETAILS

Name of project or policy:

Proposals for the 0-19 (25 for a young person who has a SEND need) Integrated Early Support offer (Family Hubs)

Directorate:

Children's Services
Learning & Early Support

Senior Officer responsible for policy/service:

Jo-Anne Sanders - Service Director - Learning & Early Support
Michelle Wheatcroft - Head of Early Support

Service:

Early Support Service

Lead Officer responsible for EIA:

Jackie Beever - Early Support Service Manager

Specific Service Area/Policy:

Early Support

Date of EIA (Stage 1):

04/03/2021

Brief outline of proposal and the overall aims/purpose of making this change:

The Integrated Early Support offer (Family Hubs) aim is to develop a new delivery model working towards place-based working, providing a range of integrated services in local areas for families with children aged 0-19yrs and 25yrs if the young person has a special educational need and/or disability.

ASSESSMENT SUMMARY

Theme	Calculated Scores						Stage 2 Assessment Required
	Proposal	Impact	P + I	Mitigation	Evidence	M + E	
Equalities	6	3	9	0	0	0	No
Environment		4.2	4.2	0	2	2	No

NATURE OF CHANGE

WHAT IS YOUR PROPOSAL?	Please select YES or NO
To introduce a service, activity or policy (i.e. start doing something)	YES
To remove a service, activity or policy (i.e. stop doing something)	NO
To reduce a service or activity (i.e. do less of something)	NO
To increase a service or activity (i.e. do more of something)	YES
To change a service, activity or policy (i.e. redesign it)	NO
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	YES

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WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...	Level of Impact Please select from drop down
Kirklees employees within this service/directorate? (overall)	Positive
Kirklees residents living in a specific ward/local area?	Positive
Please tell us which area/ward will be affected:	All
Residents across Kirklees? (i.e. most/all local people)	Positive
Existing service users ?	Positive

Each of the following groups ?		Please select from drop down
<i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both employees and residents - within these protected characteristic groups).</i>		
...age	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...disability	What impact is there on Kirklees employees /internal working practices?	Positive
	What impact is there on Kirklees residents /external service delivery?	Positive
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...marriage/ civil partnership	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...pregnancy & maternity	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...race	What impact is there on Kirklees employees /internal working practices?	Positive
	What impact is there on Kirklees residents /external service delivery?	Positive
...religion & belief	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...sex	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...sexual orientation	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Positive
...those in poverty or low-come	What impact is there on Kirklees employees /internal working practices?	Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...unpaid carers	What impact is there on Kirklees employees /internal working practices?	Positive
	What impact is there on Kirklees residents /external service delivery?	Positive

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WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		Level of Impact	
		Please select from drop down	
Kirklees Council's internal practices ?		Positive	
Lifestyles of those who live and work in Kirklees?		Positive	
Practices of suppliers to Kirklees council?		Positive	
Practices of other partners of Kirklees council?		Positive	
Each of the following environmental themes ? (Please select from the drop down list)			
	People	Partners	Places
...clean air (including Climate Changing Gases)	Positive Score: 1	Positive Score: 1	Positive Score: 1
...Clean and plentiful water	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
... Wildlife and habitats	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
...Resilience to harm from environmental hazards	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
... Sustainability and efficiency of use of resources from nature	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
...Beauty, heritage and engagement with the natural environment	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
... Resilience to the effects of climate change	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
...Production, recycling or disposal of waste	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
... Exposure to chemicals	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2

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HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?

Please select YES or NO

Equality Themes

Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?	Yes
...employees?	Yes
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	Yes
...Kirklees residents?	Yes
...service users?	Yes
...any protected characteristic groups?	Yes

Please list your **equalities** evidence/intelligence here [you can include hyperlinks to files/research/websites]:
 Feedback & findings from stakeholder engagement which also targeted specific groups and communities (to be published following cabinet report)
<https://democracy.kirklees.gov.uk/documents/s13942/AA%20UPDATED%20FINAL%20REPORT%20EarlyHelp%20v3.0%20CABINET%2020160920%20FINAL.pdf> - Includes EIA as an appendix 13 & findings from period of engagement
<http://democracy.kirklees.gov.uk/documents/s16488/e%20FINAL%20-%20Early%20Help.pdf> - Includes EIA and findings from public consultation as appendices

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal outlined on the different groups of people?	FULLY
To what extent do you feel you have considered your Public Sector Equality Duty?	FULLY

Environmental Themes

Have you taken any specialist advice linked to your proposal?	Yes
...Kirklees Council practices?	Yes
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	Yes
...resident and worker lifestyles?	Yes
...Practices of Supplier to Kirklees Council?	No
...Practices of other Kirklees Council partners?	Yes

Please list your environmental evidence/intelligence here [you can include hyperlinks to files/research/websites]:
<http://intranet.kirklees.gov.uk/getattachment/528fb765-4a35-4c60-b0f4-93ee9a20eda2/Kirklees%20Council%20Energy%20Statement.aspx>
<https://democracy.kirklees.gov.uk/documents/s32341/Climate%20Emergency%20report%20for%20Council%20on%2013%20November%202019.pdf>
 By having services more local / accessible to where people live in communities could have impact on their mode of travel , the aim is that we have a network of community based provision which enables people to be able to walk, reducing environmental impact.

	Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the environmental issues identified?	FULLY

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Name of meeting: Cabinet

Date: 13 April 2021

Title of report: Red House Investment Proposal

Purpose of report: To seek approval for investment, reconfiguration, and refurbishment of the former Red House Museum Gomersal, so that the property is suitable for short-term holiday letting, delivering financial viability for the site to remain in public hands, and to sustain community access over a series of managed community open days and weekends.

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 – capital expenditure required is above £250k
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?	Key Decision – Yes Private Appendix – Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	Rachel Spencer-Henshall - 25.03.2021 Eamonn Croston - 29.03.2021 Julie Muscroft - 30.03.2021
Cabinet member portfolio	Cllr Graham Turner

Electoral wards affected: Liversedge & Gomersal

Ward councillors consulted: Cllrs Hall, Grainger-Mead and Holmes

Public or private: Public with private appendix

Has GDPR been considered? Yes

1. Summary

Formerly operated as a museum until its closure in 2016, the Red House site comprises a large Grade 2* listed manor house with cart shed and barn. The property is considered to be an important heritage asset because of previous owners' links with prominent historical events and individuals, most notably, its association with Charlotte Bronte - who not only stayed here often, but featured the house in her novel Shirley. With falling visitor numbers, the site was financially unsustainable as a community museum and closed in 2016.

While the building has been of interest to Community Asset Transfer groups, previous bids have failed, and the Council subsequently approved the property for disposal in April 2017. Following the presentation of a petition from Red House Heritage Group to the Council's Cabinet at their meeting in September 2019, the Cabinet Member agreed to allow RHHG to submit an Expression of Interest, while at the same time undertaking to explore the council's own financially viable uses for the site.

The Council's Commercial Services team visited the property in November 2019 to explore a proposal which could deliver a financially sustainable model for the site, generating sufficient revenue to cover all operating costs, thereby retaining the asset in public hands and ensuring managed ongoing community access.

This report seeks Cabinet Members' endorsement:

- of the scheme proposal and associated business plan;
- to authorise officers to prepare and submit a suitable planning application;
- to approve the allocation of capital funds to the delivery of this scheme.

2. Information required to take a decision

2.1 Project Proposal

Capitalising on its unique position as a heritage building with exceptional Bronte associations, with the potential to benefit from both domestic and international tourists visiting nearby Haworth and other key Bronte sites, and having regard for the very successful model of financial sustainability for redeveloping and holiday letting heritage buildings established by the Landmark Trust, the following proposal is well-placed to achieve financial sustainability:

- comprehensive refurbishment and some sympathetic remodelling of the main house to become a 5* high-end luxury holiday home for commercial holiday letting, accommodating 10 people within 5 bedrooms – to be let as a single holiday cottage unit (and not individual bedrooms)

- remodelling and refitting of the cart shed to provide 4 individual self-contained holiday apartments, each accommodating 2 people, available to book either individually or in addition to the main house
- the barn is not included in the commercial proposal and remains a community asset
- revenue generated from holiday stays is sufficient to cover the costs of operating the site and to enable a series of planned open days/weekends ensuring community access to the site for planned and curated activities and events.

2.2 The Commercial Proposal

Generally, the house and apartments will be available year-round for short-term holiday stays, marketed and available to book through leading holiday cottage agencies and specialist experience operators, linked to its Bronte appeal.

Red House has broad market appeal. Firstly, it offers Bronte fans a unique and immersive experience beyond any other Bronte activities, in that visitors can actually stay in the house where Charlotte herself stayed, and which she famously wrote about as 'Briarmains' in her novel Shirley. We anticipate this will be a strong market segment for us, which will only build once Covid restrictions are relaxed and international travellers can resume holidays in the UK. Bronte experiences are particularly popular with American, Chinese and Japanese markets, and there is the potential to work closely with the Bronte Parsonage Museum, Welcome to Yorkshire, and specialist overseas tour operators to maximise occupancy.

Secondly, the standard of the proposed refurbishment, its ability to cater for increasingly popular mixed age family groups of up to 10 guests holidaying together, either for leisure or to celebrate special occasions, gives the property general market appeal beyond the specialist Bronte-motivated market.

Thirdly, families hosting weddings at nearby Oakwell Hall often ask about the availability of luxury self-catering options close to Oakwell to accommodate the wedding party and guests. Red House and its cartshed apartments are well-placed to satisfy this demand for something different to a traditional hotel stay. We anticipate bookings from Oakwell Hall wedding guests will boost occupancy in the first year of operation.

Finally, we propose to licence a room within Red House for weddings, so that guests staying in the house are able to have a small and intimate ceremony in the house, as part of their stay.

2.3 Community Access

The commercial operation will be suspended on a number of days and weekends throughout the year, to give managed community access to the house and grounds, over a series of planned events and activities, curated by

Museums and Galleries colleagues working with local interest groups. These could include, for example, pop-up museums in the house, themed activities linked to key Bronte or heritage anniversaries, as well as community-focussed outdoor theatre and music within the grounds, which have been popular and well-attended in the past.

No activities linked to this commercial proposal are planned for the barn, which will be retained as a community asset within the wider site. The Council remains committed to working with local elected members and groups to explore appropriate community uses for the barn which complement (rather than compromise or detract from) the use of Red House or the Cart Shed for short-term holiday stays. Officers will also consider the opportunity to address the lack of water and drainage services affecting the provision of toilet and kitchen facilities in the barn, at the same time as redevelopment works are undertaken at the adjacent Cart Shed, so that this work can be costed and planned appropriately.

2.4 Key Objectives

By delivering this project, we aim to:

- generate sufficient commercial income to cover all overheads, and potentially generate an operating surplus, which sustains the building in public hands, and ensures ongoing managed community access
- refurbish a much-loved heritage asset and its grounds to high quality standards
- continue offering community access to the house and gardens over a series of managed and curated events and open days
- firmly establish Red House and Gomersal on the domestic and international Bronte tourist map, creating a valuable tourism asset for the district
- focus local pride in an asset which we have been able to retain in public hands by finding an innovative solution to its use, and which also mitigates anti-social behaviour issues for local residents
- build project integrity with our heritage funding partners, giving greater sway to developing creative solutions for other heritage assets across the district

2.5 Project Costs

The Council has commissioned consultant surveyors Faithful & Gould to undertake a comprehensive condition survey of Red House and the Cart Shed, and to prepare designs and layouts which will inform an outline budget envelope for the scheme.

An annual allocation of £200K p/a is allocated to the One Venue Development capital baseline to fund the development of innovative commercial projects brought forward by council services.

Cabinet Members are asked to endorse the allocation of £600K to fund the project and to approve reprofiling these resources into 2021/22.

A full business plan setting out comprehensive income projections, market comparisons, operating costs, pricing strategies and capital investment is contained in a private appendix to this report.

Implications for the Council

3.1 Working with People

The future of the Red House site has been a contentious issue since its closure in 2016. This proposal offers a solution which not only delivers the financial sustainability required for it to be retained in public ownership, but also on the priorities of local people, being that the house and grounds are protected, invested in and upgraded, and that managed community access is maintained.

We are committed to involving local groups in a programme of managed community access to the site across a series of planned activities and events throughout the year, with the benefit that groups have access to a superbly refurbished site, and bear none of the risks or liabilities associated with being an owner, had they pursued a Community Asset Transfer.

This proposal mirrors the established approach taken by The Landmark Trust to restore and preserve heritage buildings, allowing income generated from overnight stays and associated functions to be recycled back into upkeep and maintenance, ensuring public ownership is viable, and in turn that managed access is still available to the community.

3.2 Working with Partners

The project presents an exciting and novel opportunity for us to work with heritage and tourism partners on what will be a unique proposition – to actually stay in a property which Charlotte Bronte stayed in herself and wrote about.

At the same time, the project is an opportunity for the council to demonstrate its willingness to take an innovative commercial approach to securing the future viability of its heritage assets – an approach which is gathering momentum in the sector and attracting keen interest from statutory heritage partners and funders, and has the potential to build their confidence in investing in future heritage projects in Kirklees.

3.3 Place Based Working

This proposal delivers a landmark innovative commercial strategy for a site which is not only locally significant, but has national and international appeal, due to its links with the Bronte family. We anticipate that bringing the site back into sympathetic and sensitive use may well have a positive impact on the neighbouring Gomersal Public Hall, and stimulate private interest in the commercial attractiveness of redeveloping Gomersal First School opposite.

The project also creates a valuable tourism asset for the Spen Valley, generating visitors, visitor spend for local businesses, and further enhancing the tourism appeal of other assets in the local area, for example Oakwell Hall.

3.4 Climate Change and Air Quality

Design factors which mitigate carbon emissions will be included in the design as appropriate, including electric vehicle charging points.

3.5 Improving outcomes for children

No implications to consider.

3.6 Other (eg Legal/Financial or Human Resources)

Financial Implications

A full business case sets out the financial implications of this project in the private appendix to this report.

Legal Implications

Faithful & Gould have been appointed as consultant surveyors to the project following a procurement-compliant process, under which they will develop a suitable design to the council's specification, and subsequently the associated tender documentation.

F&G will work with the council to administer the tender process, under which, the construction project will be offered for open competition, in line with the council's Contract Procedure Rules.

A planning application will be submitted to the Local Planning Authority for change of use from Community Museum (D1) to short-term furnished holiday let (sui generis).

4 Consultees and their opinions

The draft proposal has been presented in confidence to key internal and external partners and stakeholders, to gather thoughts and opinions, on a variety of matters, including technical feasibility, likely demand, opportunities for partnership working in the tourism sector, balancing community and commercial interests, and commercial viability.

We have sought views from Welcome to Yorkshire and the Bronte Parsonage Museum on likely market demand for this product, current tourism market trends, and opportunities to link with other key Bronte attractions. Both were supportive of the proposal and commented on the unique product we can develop at this site.

We have had discussions with a leading holiday cottage agency operator regarding potential rental yield and occupancy projections, which are reflected in the business plan forecasts in the private appendix.

There have been extensive discussions with local ward members, who have given valuable insight into the development of the proposal, and who are supportive of a financially sustainable solution for securing this site in public hands, while at the same time continuing to offer managed community access. Local members strongly support the retention of the barn as a community asset and are keen to see this improved as the viability of the commercial project becomes established.

Discussions have also been had with Red House Heritage Group, which formed to petition the council to retain the site or otherwise to allow their group to submit an Expression of Interest in a Community Asset Transfer of the site. Discussions have been productive and useful, in shaping a model which meets the need for financial sustainability, but also reassures local people that managed community access can not only be maintained but also complement the commercial operation.

We have sought the views of funding partners such as Heritage Lottery who are watching with keen interest to see how the project can be delivered, as an innovative solution to securing the financial viability of a heritage asset within the public sector. While the redevelopment of heritage buildings for tourism stays is nothing new to the private sector, and has been operated as a successful business model by the Landmark Trust for some years, we are not aware of any other local authority having taken the same approach to date, with one of their heritage assets.

Finally there have been extensive discussions with other partner council services to ensure that the proposal for the site is appropriate, deliverable and affordable within regulatory constraints.

5 Next steps and timelines

DATE	ACTIVITY
April 2021	Cabinet approval of proposal
June 2021	Planning application submitted
October 2021	Work begins on site
March 2022	Handover and business mobilisation
April 2022	House & Cart Shed open for holiday stays

6 Officer recommendations and reasons

Cabinet Members are asked to:

- 6.1 Endorse the business plan attached in the private appendix, on the understanding that the commercial proposition is designed to cover its operating costs in order to facilitate managed community access, rather than for pure profit.

- 6.2 Approve the allocation of £600K from the One Venue Development capital baseline to fund the project, and reprofile this expenditure into 2021/22 financial year.
- 6.3 Make the frontline building recharge budget, currently funding Red House whilst it is held in the Land Bank, available to the proposed project rather than the project needing to fund these costs through additional rental income.

7 Cabinet Portfolio Holder's recommendations

Cllr Graham Turner is supportive of the proposal and comments as follows: -

I fully support this exciting initiative. This is a ground-breaking idea, and much credit must go to officers who have worked incredibly hard since the original concept to get us to a stage where that can now become a reality.

This project will not only help stimulate the local economy but will ensure that this historic building is retained as a publicly owned building.

We have never tried this type of project before, but I have every confidence that this will be a great success and could lead the way to other exciting commercial ventures that can protect some of our historic assets.

As ever Kirklees is at the forefront of being innovative and being prepared to do something different.

I would like to thank the ward members, and the friends of Red House, who we have worked with, all through this process for their help and support in getting to this point, for sharing our vision of the potential for Red House and its future.

I am sure other Authorities will be keeping a close eye on the progress.

8 Contact Officer

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9 Background Papers and History of Decisions

4 April 2017 - Cabinet Decision to delegate authority to officers to list the property for disposal

14 September 2019 - presentation of petition at Cabinet resulting in Portfolio Holder's undertaking to re-open Expressions of Interest and to also explore the council's own alternative uses for the site.

10 Service Director responsible

Rachel Spencer-Henshall, Director of Corporate Strategy, Commissioning & Public Health

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