

**CABINET, 14<sup>th</sup> January 2019**

**PRESENT:** Councillor T Swift (Leader, in the Chair)  
Councillors B Collins, Metcalfe, Press, Scullion, Shoukat and Sutherland.

**88 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor MK Swift.

*(The meeting closed at 19.30 hours).*

**89 ADMISSION OF THE PUBLIC**

**RESOLVED** that under Section 100A(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the stated paragraphs of Part 1 of Schedule 12A of the Act, namely:-

Development of a New District Centre, Mixenden - Paragraph 3 - Financial or Business Affairs.

**90 MINUTES OF THE MEETING OF CABINET HELD ON 3<sup>RD</sup> DECEMBER 2018**

**RESOLVED** that the Minutes of the meeting of Cabinet held on 3<sup>rd</sup> December 2018 be noted as a correct record and signed by the Chair.

**91 QUESTION TIME**

The Leader, Councillor T Swift, invited members of the public and Councillors to ask questions of the Leader and of the other Cabinet Members. An oral response would, if possible, be provided at the meeting, but if this was not possible a written response would be provided to the questioner within 7 working days. The full details of questions asked and answers provided would also be published on the Council's website.

(a) A question was asked by Mr Ramsden

The Leader, Councillor T Swift responded and advised that a written response would be provided to the question.

**92 CALCULATION OF COUNCIL TAX BASE 2019/20**

Councillor Scullion, Cabinet Member for Resources, Performance and Business Change presented a written report of the Head of Finance seeking consideration and approval to the calculation of the Council's Tax Base for the year 2019/20. In order to determine the amount of Council Tax to levy for the 2019/20 financial year, it was necessary for the Council to calculate its Tax Base (number of Band D equivalent properties in its area), so that when the Council's Budget was fixed at the end of Budget Council, the amount to levy on each property band in each area was readily known. The calculation of the Council Tax Base was expressed as a product of a £1 Council Tax on a Band D property.

Members were also asked to decide whether the Council should increase the Council Tax premium levied on empty homes from 50% to 100% from 2019/20 onwards. Since 2014/15 the Council had levied a 50% Council Tax premium on homes that had been empty for two years or more. In addition, in the same year, a temporary 30 day exemption from Council Tax for all property owners when

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properties became empty was also introduced. Royal assent for the revision of empty home premium levels was given on the 1<sup>st</sup> November 2018. From 2019/20 onwards the percentage premium that the Council could charge on empty properties was therefore being increased to 100%.

The report provided background information with regard to the position and the calculation of the Council Tax Base for 2019/20.

**RESOLVED** that:

- (a) an increase in the empty homes premium to 100% from 2019/20 onwards be approved;
- (b) the calculation of the Council Tax Base and grants to Parish Councils (as identified in the report) for the year 2019/20 be approved; and
- (c) in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992 as amended, the amount calculated by Calderdale MBC as its Council Tax Base for the year 2019/20 be:

That part of Calderdale for which there is no Parish Council	48,112.92
Blackshaw Parish Council	378.02
Erringden Parish Council	64.51
Hebden Royd Town Council	3,230.30
Heptonstall Parish Council	540.63
Ripponden Parish Council	2,901.54
Stainland and District Town Council	1,477.47
Todmorden Town Council	4,727.04
Wadsworth Parish Council	561.47
The whole of Calderdale	61,993.90

**93 NORTH AND WEST YORKSHIRE BUSINESS RATE RETENTION PILOT IN 2019/20**

Councillor Scullion, Cabinet Member for Resources, Performance and Business Change presented a written report of the Head of Finance seeking consideration of the Council's inclusion in the 75% business rate retention pilot in 2019/20 for North and West Yorkshire. The Government released its business rate retention pilot

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prospectus on 24<sup>th</sup> July 2018 requiring new submissions for 75% business rate retention pilots in 2019/20. The Government's intention was to explore options for how increased business rate retention would work in particular for different types of authority. A joint submission from North and West Yorkshire was made on 25<sup>th</sup> September 2018. Government approval to the application from North and West Yorkshire was announced as part of the Provisional Local Government Finance Settlement on 13<sup>th</sup> December 2018. The existing business rates pool for the Leeds City Region was revoked as part of the announcement from the end of the current financial year.

Under the current business rates system for local authorities not in an existing business rate retention pilot, business rates were shared approximately 50:50 between local and central Government and local authorities resources were equalised through a system of top-ups (where a local authority was deemed to need more than the grant and business rate system would otherwise provide them) and tariffs. Tariff authorities (Leeds, York and Harrogate for the Leeds City Region business rate pool) were responsible for paying a share of their growth in business rates to Government in the form of a levy. Groups of authorities may join together to form business rate pools which allowed them to gain financial advantage by enabling levy payments to be retained within the pool rather than Central Government. Calderdale Council was a top up authority within the Leeds City Region business rate pool.

The report outlined the detailed background information, options considered, financial, legal, environmental, health and economic implications.

**RESOLVED** that the Council's inclusion in the 75% Business Rate Retention pilot in 2019/20 for North and West Yorkshire be approved.

**94 NATIONAL NON-DOMESTIC RATES RETURN (NNDR1 FORM) 2019/20**

Councillor Scullion, Cabinet Member for Resources, Performance and Business Change presented a written report of the Head of Finance seeking approval of the Council's National Non-Domestic Rates Return (NNDR1 Form) for 2019/20. The report provided background information to the annual National Non-Domestic Rates Return which was an estimate of what the Council would collect in business rates in the next financial year. In a similar manner to the Council Tax Base process, this set the Business Rates Base and therefore business rates income for 2019/20, with any variations between the estimate and actual being dealt with through the surplus/deficit on the collection fund in the following year. Council Officers previously returned an NNDR1 form each year to Government, but now, following the localisation of business rates, it required formal Council approval before submission. Council on 28<sup>th</sup> November 2012 had delegated authority to Cabinet to approve the return. Details of the NNDR1 return were presented at the meeting for Members' consideration. The form had to be approved and returned to Government by 31<sup>st</sup> January 2019.

**RESOLVED** that:

(a) the 2019/20 National Non-Domestic Rates Return (NNDR1) be approved; and

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(b) the Head of Finance be given delegated authority to make amendments to the Council's 2019/20 NNDR1 Form should this become necessary and submit this to Government prior to the deadline.

**95 CAPITAL AND INVESTMENT STRATEGY**

Councillor Scullion, Cabinet Member for Resources, Performance and Business Change presented a written report of the Head of Finance seeking approval to a Capital and Investment Strategy (including the Treasury Management Strategy), the Treasury Management Policy, the Council's Minimum Revenue Provision (MRP) Policy and the Prudential Indicators for 2019/20, 2020/21 and 2021/22. It was required by Part 1 of the Local Government Act 2003, related statutory guidance, Prudential Code for Capital Finance in Local Authorities and CIPFA Code of Practice for Treasury Management in the public sector that the Council approve a number of policies and strategies in advance for the next financial year. The authority was also required under the Local Authorities (Capital Finance and Accounting) (England) (Amendment) regulations 2008 to prepare an annual statement of their policy on making MRP for submission to Full Council. Appended to the report was the:

- Capital Strategy (Appendix 1);
- Investment Strategy (Appendix 2);
- Treasury Management Policy (Appendix 3);
- Council's Minimum Revenue Provision Policy (Appendix 4);
- Prudential Indicators (Appendix 5).

The Council had previously been required to set both a Treasury Management Policy and Minimum Revenue Provision (MRP) Policy along with a suite of prudential indicators prior to the start of the new financial year. Following recent updates of both the Prudential Code for Capital Finance in Local Authorities and the CIPFA Code of Practice for Treasury Management in the Public Sector, Councils now needed to produce both a capital strategy and investment strategy reflecting the requirements of these documents as well as the related Statutory Guidance on Local Government Investments. There was no prescribed way in which the disclosures needed to be made in order to satisfy the various publications but it was felt that reporting them all together would aid understanding of how they complemented each other as a whole.

The report outlined the detailed background information, options considered, financial, legal, environmental, health and economic implications.

**\*RESOLVED that it be recommended to Council that:**

**(a) the proposed Capital Strategy, Investment Strategy, Treasury Management Policy, Council's Minimum Revenue Provision Policy and Prudential Indicators outlined in the appendices of the Head of Finance's written report be approved; and**

**(b) an Operational Boundary for external debt of £173m, £179m and £172m and an Authorised Limit for external debt of £181m, £187m and £180m for the financial years 2019/20, 2020/21 and 2021/22 respectively be approved.**

**CABINET, 14<sup>th</sup> January 2019****96 GENERAL FUND REVENUE BUDGET FORECAST 2019/20 TO 2021/22**

Councillor Scullion, Cabinet Member for Resources, Performance and Business Change presented a written report of the Head of Finance providing, as part of the budget process, a statement updating the Standstill Revenue Budget for 2019/20, as provisionally agreed at Budget Council in 2018 and an estimate for 2020/21 and 2021/22 in line with the principles stated in the Medium Term Financial Strategy (MTFS) agreed by the Council on 19<sup>th</sup> September 2018 and updated for recent Government announcements. The report also provided background information to the Cabinet's draft budget proposals, addressed issues which impacted on final Council Tax decisions for 2019/20 and service and budget planning decisions for 2020/21 and 2021/22.

The report set out the Standstill Revenue Budget position for the next three years and incorporated the impact of the Provisional Local Government Finance Settlement and the additional funding for adults and childrens social care, but still showed a revised position of budget deficits of £0.9m, £6.7m and £7.6m in 2019/20, 2020/21 and 2021/22 respectively. It provided the basis from which Members consider recommended amendments before determining the final 2019/20 budget and provisional 2020/21 and 2021/22 budgets on 25<sup>th</sup> February 2019. The detail behind this budget assessment was set down in the table attached to the report at Appendix 1, further explanation of some of the changes was attached to the report at Appendix 2 and major assumptions contained within the budget position were attached to the report at Appendix 3.

**RESOLVED** that:

(a) the Revenue Budget Forecast be agreed as part of the budget process; and

(b) the underlying level of unallocated balances be maintained above £5m over the period of the Medium Term Financial Strategy consistent with External Audit recommendations.

**97 GENERAL FUND REVENUE BUDGET 2019/20 TO 2021/22 – PROPOSALS FOR CONSULTATION**

The Leader, Councillor T Swift, presented the draft Cabinet budget proposals for the 2019/20 to 2021/22 General Fund Revenue Budget. The Leader advised that the budget proposals had been brought forward in response to the continuing reduction in Whitehall funding for Councils like Calderdale and in the context of the recent deeply inadequate and disappointing local government funding settlement which failed to address the escalating issues around social care for both children and adults and created huge uncertainty about the financial future of local authority services beyond 2019/20.

The priorities for the coming year had been to protect and invest in the Council's agreed and established priorities, whilst:

- setting a robust budget for 2019/20 and giving outline savings options subject to separate consultation later this year to make the Council's finances sustainable beyond 2020;

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- protecting vulnerable people by reducing budget pressures in Children's Services and Adult, Health and Social Care;
- maximising the resources available to the Council by taking advantage of the limited flexibility provided by the 3% Council Tax Referendum Limit.

**RESOLVED** that:

(a) the draft General Fund Revenue Budget proposals now circulated be released for consultation; and

(b) the responses to the consultation be submitted to Cabinet at a meeting to be held on Monday, 11<sup>th</sup> February 2019, to enable Cabinet to make recommendations to Budget Council on 25<sup>th</sup> February 2019.

**98 REVENUE MONITORING 2018/19 OVERALL POSITION**

Councillor Scullion, Cabinet Member for Resources, Performance and Business Change presented a written report of the Head of Finance advising of the third overall revenue monitoring position for 2018/19, the forecast service and centrally controlled variances of the various Directorates and the estimate of the impact on Council balances. The latest monitoring information forecast a potential service controlled overspend of £2.8m. Additional central funding and savings of £0.8m meant that the Council's overall position was better than previously reported. Directorates were reporting the following position on their service controlled budgets:

- Adult Services and Wellbeing – £985k overspend, following transfer of the All Age Disability service from Children and Young People's Services;
- Chief Executive's Office – £326k overspend after the use of £88k from reserves and management action;
- Children and Young People's Services – £1,284k overspend following the use of £1,147k from reserves;
- Public Services - £168k overspend after the use of £600k from reserves;
- Regeneration and Strategy – balanced budget following the use of £530k from reserves and management action; and
- A forecast centrally controlled underspend of £155k and additional funding of £637k.

All Directorates were experiencing budget pressures. Even after the use of Directorate reserves, only one Directorate was forecasting that it would be able to contain those pressures within its existing budget. Management action had helped to reduce the forecast overspend in Public Services but overall, the Council's Directorate service position remained as reported in the second monitor, but with a reduced reliance upon reserves to achieve this and additional funding from the Provisional Local Government Finance Settlement. It was part of the recommended funding strategy that the centrally controlled underspend of £155k and additional one

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off funding of £637k be used to offset the potential service controlled overspends. Net overspends in the current year would then need to be contained within the approved £2m set aside for this purpose, or they would impact on balances.

The Council's financial position was not untypical when viewed in the wider context of continued public sector austerity. Continued rising service demand and costs were bringing into question the financial resilience and sustainability of local authorities and over 80% of local authorities were currently projecting overspends. It was therefore imperative that Directors continued to implement the actions necessary to generate the savings required to deliver balanced budgets without the further use of reserves so that these could be retained to protect the Council against the future risk of budget and demand pressures.

The report outlined the Executive Summary of the Monitor, the detailed background information, options considered, financial, legal, environmental, health and economic implications.

**RESOLVED** that:

- (a) the funding strategy outlined in paragraph 7.2 of the Head of Finance's written report be noted;
- (b) the action being taken within Directorates be noted;
- (c) the potential impact on available balances for the current and following two years be noted; and
- (d) the Strategy and Performance Scrutiny Board be requested to consider what additional information they might require to allow them to scrutinise any areas in more detail.

**99 CAPITAL PROGRAMME MONITORING 2018/19 TO 2021/22**

Councillor Scullion, Cabinet Member for Resources, Performance and Business Change presented a written report of the Head of Finance advising of the third and final formal monitoring review of the capital programme this year. The report informed of the overall shape of the Capital Programme, the progress being made and the funding flexibility available to manage schemes within the programme, or likely to be available over the forecasted period to promote new schemes. The report also focused on the cost and associated funding of schemes and delivery dates and provided an update on the more significant schemes within the programme. Members were asked to give consideration to the forecasted position on the Capital Programme and the likely availability of future capital funding resources.

The total cost of schemes currently in the Capital Programme was £200.5m and the associated funding was £198.2m giving a deficit of £2.3m as detailed in Appendix 2 of the report. It was to be noted that 72% of this expenditure was funded through external grant funding. This money would be lost to the local economy if these schemes were not part of the Capital Programme. Future anticipated capital resources were £4.5m which once the deficit had been covered would make available £2.2m. As previously detailed, any balance created from assumed capital

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receipts would be used partly to offset associated prudential borrowing costs on the Town Centre Office Strategy. Similarly the financial model for the Asset Review Programme assumed that the capital receipts achieved from any disposals under these reviews, would be used to fund the investment required i.e. the receipts would not be available to fund additions to the Council's general Capital Programme.

Individual scheme costs and forecast completion dates were given within Appendix 1 of the report and details of new schemes that had now been approved into the Capital Programme and individual updates on some of the major schemes where no specific issues had been identified were provided within Appendix 3. The report outlined the detailed background information, options considered, financial, legal, environmental, health and economic implications.

**\*RESOLVED that it be recommended to Council that:**

**(a) a fully funded Special Provision Fund Capital Scheme be incorporated into the Capital Programme utilising £616k of grant funding and the Director, Children and Young People's Services be given delegated authority to deliver a programme of works that best delivered the aims of this grant funding; and**

(b) any relevant updates on specific schemes to be provided to the relevant Scrutiny Boards for consideration.

## **100 CALDERDALE TREE AND WOODLAND STRATEGY**

Councillor Press, Cabinet Member for Communities and Neighbourhood Services presented a written report of the Director, Public Services which requested approval of a new Tree and Woodland Strategy and associated Action Plan which described how trees and woodland in the Borough would be managed for the benefit of residents, businesses and visitors and which would also give a framework within which bids for external funding could be made.

The Council's current Tree Policy dated from 2009 and needed to be reviewed in line with new guidance from the Government, Forestry Commission and Natural England in order to provide a strategic framework for the management of trees and woodlands, including planning, enforcement, trees on private land and management of Council owned tree stock. It would also provide direction and guidance for those managing trees and woodlands not owned by the authority, as well as ensuring compliance with the UK Biodiversity Duty. An Executive summary of the Tree and Woodland Strategy was outlined in Appendix 1 and the detailed action plan was outlined in Appendix 2. A copy of the full Strategy was available on the Council's website together with a copy of the detailed Tree Inspection Strategy. The decision making process regarding removal of trees on the highway or in residential areas, including consultation and replacement options, was outlined in Appendix 3.

Councillor Scullion outlined the work of the Environment Agency in Mytholmroyd where they were offering to plant two trees for every one felled and highlighted that this should be encouraged with other agencies working in the Borough.

Councillor Foster commented that she was pleased with the clear desire for increasing street trees and asked what powers there was to force work to be halted



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when someone was cutting down trees. She outlined recent issues where woodland and trees in a cemetery were being cut down and highlighted that any request by the Forestry Commission should be circulated to Councillors and asked for assurance that this would be included in the Action Plan. Councillor Press responded and gave assurances that this would be included and asked for the issues raised to be emailed and a written response would be provided.

Councillor Sutherland referred to fallen trees by the Forestry Commission and advised that the Council's Strategy was beginning to deal with issues better and there was a closer working relationship with the Forestry Commission. He advised that Department of Environment, Food and Rural Affairs (DEFRA) were running a consultation until February and encouraged Members to respond to the consultation.

Councillor Baker referred to biomass fuel from our forests and raised concerns about a company involved in the survey that also dealt with biomass fuel. Councillor Press responded and agreed to take these points on board and look to incorporate something into the Action Plan.

Councillor Leigh referred to the need for strict enforcement where trees were taken down illegally. He highlighted that it should be the last resort to cut down a tree, that there should be a process of consultation before any trees were felled and asked if this could be included within the Action Plan. He also noted that trees were a tremendous asset and needed to be preserved. Councillor T Swift responded and advised that the points regarding enforcement could be reflected in the Enforcement report to be considered at the next meeting of Cabinet. The points have been taken and a flow chart for the proposed process could be prepared.

Councillor Lynn paid tribute to the staff who had worked on the Tree Strategy and highlighted the need to replant trees targeting areas with the most benefit. There should be key supporting action to try to lobby for the planting of more street trees. Councillor T Swift responded and advised that he had taken on board all the points raised.

Mr Ramsden highlighted that the strategy should reinforce and protect trees in areas for development and this needed to be incorporated into the Action Plan. Councillor Sutherland responded and referred to the Local Planning Policies which related to community, action and education and highlighted that information gathering needed to be done with regards to private and smaller woodlands.

**RESOLVED** that:

(a) the adoption of the Calderdale Tree and Woodland Strategy 2019-2029 and its associated Action Plan be approved; and

(b) the Action Plan be amended to include delegations to the relevant Officers and portfolio holders.

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Councillor Sutherland, Cabinet Member for Planning, Housing and Environment presented a written report of the Director, Regeneration and Strategy which sought approval of the arrangements for the governance of the Local Plan following its submission to the Planning Inspectorate. The report also provided contextual information about the Local Plan process going forward. During the course of the Local Plan examination it was very likely that the Planning Inspector would ask the Council to express opinions on matters of policy, the response to which could influence his or her conclusions on the soundness of the Plan. These matters could be sensitive or have wider implications and would require a quick response. Cabinet therefore needed to reach a decision on the governance arrangements that should be put in place to manage these issues efficiently and transparently.

The process that the Local Plan was expected to follow between now and adoption was illustrated by the diagram in Appendix 1 of the report. It was likely that the inspector would write to the Council in advance of any hearing sessions seeking our observations and/or response to key issues which he or she had identified. This was particularly likely to happen if the inspector had initial queries about the duty to cooperate or fundamental strategic issues, such as the amount of housing or employment land that had been identified. It was conceivable that such contact might occur during the spring of 2019.

The process outlined at paragraph 4.8 of the report was the preferred approach to governance of the Local Plan during the examination. It was considered that this approach would help to ensure that the Local Plan progressed towards adoption efficiently and without undue delay.

Councillor Sutherland announced that the Local Plan had been submitted to Government last week and outlined the next steps.

**RESOLVED** that:

- (a) Officers be thanked for completing the Local Plan and submitting it to Government on time;
- (b) the option detailed in paragraph 4.8 of the Director, Regeneration and Strategy's written report be approved; and
- (c) the following process when formulating responses to the Planning Inspector be adopted:
  - i. if issue was site or area specific the relevant Ward Councillors be asked for comments within 7 days;
  - ii. the Leaders of opposition groups be asked for comments within 7 days (concurrent with (i) above); and
  - iii. the Leader, Deputy Leader and Cabinet Member with responsibility for Planning, Housing and Environment consider a written report and recommendation from the Corporate Lead for Planning and take a decision which would then be made public.

**CABINET, 14<sup>th</sup> January 2019****102 CALDERDALE EMPLOYMENT HUB**

Councillor B Collins, Deputy Leader and Cabinet Member for Regeneration and Economic Development presented a written report of the Director, Regeneration and Strategy which provided an update on the Council's bid to become a delivery partner for the Calderdale Employment Hub and to seek approval to accept European funding and also West Yorkshire Combined Authority (WYCA) funding to create the Calderdale Employment Hub. Approval was required to proceed with the contract negotiation and also to sign the final contract as it was outside Officers' delegation. The Calderdale Employment Hub would be a key contributor towards the delivery of enterprise and talented young people for the Vision 2024 objectives. Fostering better relationships with local businesses would help promote the inclusive economy strategy and more inclusive recruitment practices.

The Business and Skills Service had relied on external funding for it to deliver support to local employers and people who had issues around recruitment and finding work. Efficiencies had been made as the Service had been through a restructure to offer wider connectivity and better partnership working. Working alongside Leeds Beckett University would enable the new Employment Hub Team to be developed with joint work from both organisations sharing experiences, knowledge and innovation and sharing the risk on the delivery of outcomes. The Hub would engage with 618 people helping 266 obtain employment or access further training with 98 sustained into work within a 6 month period.

**RESOLVED** that:

- (a) the Employment Hub Team be thanked for their achievements and for keeping the employment support going with so little funding;
- (b) the proposal that the Council become a delivery partner for the Calderdale Employment Hub with the West Yorkshire Combined Authority as the Accountable Body be approved;
- (c) the Director, Regeneration and Strategy, in consultation with the Head of Legal and Democratic Services be given delegated authority to negotiate, finalise and sign all appropriate legal documentation to secure the funds; and
- (d) the overall contract value of £799,388 would be funded in part by a contribution of £399,694 from the European Social Fund, with the balance of £399,694 funded by contributions of £167,251, £157,443 and £75,000 from the West Yorkshire Combined Authority, Calderdale Council and Leeds Beckett University respectively be noted.

**103 DEVELOPMENT OF A NEW DISTRICT CENTRE, MIXENDEN**

- (E)** Councillor Sutherland, Cabinet Member for Planning, Housing and Environment presented a written report of the Director, Regeneration and Strategy which sought approval of the proposals for a New District Centre in Mixenden. The Centre was an important part of delivery on the Council's priorities to reduce inequalities, by improving health outcomes and routes to learning and employment, whilst ensuring integrated and sustainable development was at the heart of local communities. The

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report provided a progress update and revised investment recommendation with respect to delivering a new District Centre for Mixenden.

A decision was needed now as the previous approvals specifically referred to match capital funding through NHS England's Estates and Technology Transformation Fund (ETTF), which could no longer be progressed. However, an alternative funding mechanism via a rent stream agreed by the Clinical Commissioning Group was now available. Scheme costs had remained constant and the report detailed the revised funding mechanisms and sought approval to proceed.

**\*RESOLVED that** it be recommended to the Council that:

(a) Officers be thanked for their sheer hard work and perseverance on this scheme;

(b) the construction of a new District Centre at Mixenden be supported;

**(c) It be recommended to Council that the sum of £2.747 million be included in the capital programme to be financed by prudential borrowing up to a maximum of £1.534m serviced through rental income, in addition to existing Performance Reward Grant and pooled capital resources allocations as detailed within the Director, Regeneration and Strategy's written report; and**

**(d) subject to the signing of an Agreement to Lease with Caritas, the Director, Regeneration and Strategy and the Head of Legal and Democratic Services be given delegated authority to enter into appropriate contracts to deliver the development.**