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

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Friday 28 December 2018

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Council Chamber - Town Hall, Huddersfield** at **10.00 am** on **Monday 7 January 2019**.

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

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

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.

The Overview and Scrutiny Management Committee members are:-

Member

Councillor Julie Stewart-Turner

(Chair)

Councillor Gulfam Asif

Councillor Cahal Burke

Councillor Elizabeth Smaje

Councillor Rob Walker

Agenda

Reports or Explanatory Notes Attached

	Pages
1: Minutes of Previous Meeting	1 - 8
<p>To approve the Minutes of the meeting of the Committee held on 5 November 2018.</p> <p>Contact: Penny Bunker – Governance and Democratic Engagement Manager</p> <hr/>	
2: Interests	9 - 10
<p>The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.</p> <hr/>	
3: Admission of the Public	
<p>Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.</p> <hr/>	
4: Kirklees Communities Partnership Plan 2018 - 2021	11 - 26
<p>The Committee will consider an update on the progress made in delivering the priorities set out in the Kirklees Communities Partnership Plan 2018 – 2021.</p> <p>Contact: Carol Gilchrist – Head of Communities Chris Walsh – Performance Lead - Communities</p> <hr/>	

5: Update on CCTV Operation in Kirklees 27 - 34

To consider a report on CCTV operation in Kirklees.

Contact: Will Acornley – Head of Operational Services

6: Scrutiny of Corporate Performance Reporting 35 - 60

Using the quarter 2 report, the Scrutiny Committee will consider the new format for performance information and agree the future approach to scrutinising performance information

Contact: Rachel Spencer-Henshall - Strategic Director
Mike Henry - Head of Intelligence and Performance

7: Scrutiny Lead member Reports 61 - 72

To consider Lead Member reports on recent scrutiny panel work.

Contact: Penny Bunker - Governance and Democratic Engagement Manager

8: Forward Agenda Plan / Date of next meeting Committee meeting dates 2018/19 73 - 76

To note the forward agenda plan for the Scrutiny Committee.

The remaining meetings of the Committee for the current municipal year will be held on 4 March and 15 April 2019.

Contact: Penny Bunker, Governance & Democratic Engagement Manager. Tel: 01484 221000.

9: Urgent Item

The Committee will consider a late request for Kirklees to agree representation for the Regional Joint Health Scrutiny Committee Working Group.

Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 5th November 2018

Present: Councillor Julie Stewart-Turner (Chair)
Councillor Gulfam Asif
Councillor Cahal Burke
Councillor Elizabeth Smaje
Councillor Rob Walker

Co-optees

In attendance: David Bundy - Corporate Policy Officer
Kate McNicholas - Head of Strategy and Service Policy Manager
Saf Bhuta - Head of Safeguarding and Policy
Mike Henry - Head of Intelligence and Performance
Wendy Blakeley - Head of Public Protection
Russell Williams – Group Leader Licensing and Public Protection
Samantha Lawton - Operations Manager

1 Minutes of Previous Meeting

The minutes of the meeting held on 1 October were considered.

RESOLVED -

The minutes of the meeting held on 1 October 2018 were agreed as a correct record.

2 Interests

No interests were declared.

3 Admission of the Public

It was agreed that all items be considered in public session.

4 Inclusion and Diversity Update

Following an earlier discussion on the issue, the committee received an update report on the progress of inclusion and diversity work presented by David Bundy, Corporate Policy Officer. The report set out the progress in year one of the Councils Inclusion and Diversity Strategy and action plan 2017- 21 and outlined the priorities and activities for the 2018/19 municipal year.

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The appended Annual Report highlighted the progress over the last 12 months and identified areas for improvement either as part of the year two action plan or to be picked as complementary programmes of work. The year two plan had been developed in an outcome based, intelligent-led manner. Priority areas identified included high impact work with vulnerable communities, high profile partnership activities such as the diversity awards event. Other priority areas included;

- An increase in the number of supported internships for students with a learning disability
- Specific focus on jobs at grade 13 or above where the workforce profile data indicated a efficiency in representation of BME, disability and younger people.
- Introduction of a comprehensive diversity training programme for employees and Councillors with a particular focus on managing unconscious bias.
- Expansion of the Council's commissioned migration welcome mentor programme.

In considering the report the committee welcomed the proposed supported internships for people with learning disabilities and asked whether institutions other than those identified in the report, including schools, would be able to be involved at an early stage. Mr Bundy indicated that there was an initial programme and depending on the outcome, opportunities would be rolled out to other institutions in a staged approach. Councillor Walker indicated that it was important to build a longer term relationship with young people that should be developed over a period of time. In querying the sustainability of the proposals, Mr Bundy confirmed that the proposals would form part of budget discussions.

The committee continued to discuss the training for employees and whether each manager should be taking responsibility. Mr Bundy agreed that in previous years benchmarks had not been set and there was a lack of priority around expectations. A manager tool kit is being developed as part of an initial programme to help establish the baseline and set out future expectations. Cllr Asif suggested that as part of further updates the committee should maintain an overview of the progress in developing training and toolkit support.

The committee noted that the Council had become a full member of Inclusive Employers which was the UK's first membership organisation for employers looking to build inclusive workplaces and practices. The committee was keen to understand if there was benchmarking information available from the Inclusive Employers organisation that would help the Council to effectively measure its progress. Mr Bundy indicated that officers would be meeting the regional representative of the Inclusive Employers organisation to explore the benefits and external support that would be available to support the Council. The Council would be working with the organisation to achieve the new Inclusive Standard. The committee was supportive of the Council working towards the achievement of these standards.

The committee welcomed the level of detail provided within the report and asked how the reporting of hate crime incidents was being monitored. Mr Bundy explained that since the issue of enhanced guidance only 3 incidents have been reported.

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More information was now available on the internet to help support people who wanted to report such crime.

In considering the diversity and equality information by population, the committee noted the limited number of religious groups referenced and suggested that it was worth considering more of the larger religious groups for future reporting.

The committee continued to discuss how the Council was working with partners such as Kirklees Neighbourhood Housing and Kirklees Active Leisure to ensure a joint approach. Mr Bundy indicated that there was broader work to consider partnership approaches. The year two action plan included working with the voluntary sector to look at how volunteering might become more inclusive. The Diversity Awards Conference would be partnership based and the Council was looking to work with the Police and the University in building a partnership approach.

The committee welcomed the positive contributions made by some of the employee networks in particular the Young Employee Network and the Black and Minority Ethnic Network. The committee supported the input of additional resources to enhance the contribution of the remaining networks to bring them up to a comparable level.

RESOLVED -

- (1) That David Bundy be thanked for attending the meeting and providing an update on the progress of inclusion and diversity work, including the proposed year 2 action plan.
- (2) That the committee welcomed the work to strengthen the Employee Networks and the positive contribution of some networks. The Committee recommended the targeting of resources to strengthen other employee networks to bring them a comparable level.

5 Domestic Abuse Strategy

The Management Committee considered a further report on the proposals for the development of a revised Kirklees Domestic Abuse Strategy (KDAS). Saf Bhuta, Head of Service for Safeguarding and Quality attending the meeting to discuss the proposed approach with the committee.

The committee noted that the current Domestic Abuse Strategy was being reviewed by the Domestic Abuse Strategic Partnership, using the principles of outcome based accountability to support a refreshed strategy from 2018/19 onward. It was noted that the new strategy would run for a period of 3 years in order to give a proportionate amount of time to implement improvements and to consider future commissioning arrangements.

It was proposed that the current vision remained relevant and would be taken forward as follows;

“In Kirklees, no one has to live in fear of domestic abuse and victims and their families are able to access high quality and timely support delivered by well-trained

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supportive staff and volunteers. Where there are early indicators of abuse, early intervention and targeted services will aim to reduce the impact on individuals and families.”

It was intended that the visions would be underpinned by 3 main strategic outcomes;

- Victims are safer
- Children are safer
- Perpetrators are supported to address their behaviour

Each strategic outcome would have an agreed set of measures which would be supported by service specific performance measures.

A supporting action plan would be owned by the Domestic Abuse Strategic Partnership and would focus on the following 5 priorities;

- Partnership working
- Preventing violence and abuse
- Provision of services
- Victim/ survivor support
- Pursuing perpetrators to reduce offending

The report continued to explain the use of data and intelligence as part of delivering a new strategy and also further detail of the consultation with partners on strategy content. It was noted that the final draft of the strategy would be shared with the Domestic Abuse Strategic Partnership in December 2018 with a view to final sign off from the Communities Board by the end of March 2019.

The committee noted that a version of the action plan had been circulated prior to the meeting. The committee discussed the need to ensure an external focus to the strategy and agreed to receive an update on the contingency arrangements for short term funding which was due to come to an end.

The committee was concerned about the limited awareness of contact points for support and as part of the focus of early intervention and prevention work it was important that the Council’s website information was up to date, easily accessible and easy to navigate.

Councillor Walker welcomed the work that had been carried out with schools and the strengthening of links with head teachers to support children who had witnessed or been a victim of domestic abuse at the earliest opportunity. It was also suggested that a guide for Councillors would be helpful to improve awareness and understanding.

Councillor Stewart-Turner reported that she was meeting with the Police and Crime Panel shortly and would be following up on the previous concerns raised regarding work with perpetrators.

RESOLVED -

- (1) The committee thanked Saf Bhuta for attending the meeting and providing the opportunity for the committee to inform the refresh of the Domestic Abuse Strategy.
- (2) That given the need for domestic abuse victims to be able to quickly identify where to go for support, the committee recommended that the information on domestic abuse on the Council's website should be updated and enhanced.

6 Introduction to the revised approach to Corporate Performance Management

The Management Committee considered a report providing an overview of the council's revised corporate performance management framework. The committee noted that the new framework was being implemented throughout 2018/19 and aimed to improve on the existing performance arrangements by;

- Introducing an outcome focus approach to performance;
- Producing a greater emphasis on understanding impact
- Taking an analytical approach to performance
- Measuring what counts rather than what we have always measured.

The committee noted that a review of the council's corporate performance arrangements had taken place earlier in 2018 and found that the existing performance arrangements were driven by the content of service plans and were action and indicator orientated. The arrangements led to a silo approach and less comprehensive understanding about system issues and interdependencies. They focused largely on process, activity and outputs rather than on quality and outcomes. The new framework aimed to provide members with a quarterly overview with impact; improvement and risk against each of the 7 Kirklees outcomes which was set out in the new corporate plans.

Each outcome was intended to be more forward looking rather than retrospective. It would use both hard and soft intelligence to look across all 7 outcomes. There would be a strategic outcome lead for each of the 7 areas. They would be supported by an intelligence and performance lead who would carry out strategic analysis and work to improve the relevance and representativeness of corporate performance content.

It was intended that consideration be given to the story behind the outcome and direct the reader only to the elements of performance that are currently critical. The target based approach will be replaced by a new framework with a set of analytical tests. The intelligence and performance leads would apply the tests in an unbiased, impartial way to provide assurance to the organisation.

In considering the report the management committee welcomed the move away from the previous indicator driven recording and asked how internal officers would be able to provide unbiased challenge. Mike Henry, Head of Intelligence and Performance advised that the staff were no longer based within separate services and instead formed part of a corporate hub that was not linked to the service provision. They would be able to challenge narrative based on evidence and fact. It

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was agreed that further consideration needed to be given to the role of Scrutiny and how Councillors could be supported to carry out some of the challenge.

Members of the committee explained previous difficulties and being able to access timely information to inform Scrutiny work. Mr Henry advised that the intelligence and performance team could provide additional support in identifying information relevant to scrutiny work.

RESOLVED -

(1) That the revised approach to performance management be welcomed.

(2) The committee recognised the need to ensure a consistent approach and supported the rollout of the revised system to all areas of the council.

(3) That prior to consideration of Quarter 2 performance information at the committee meeting in January 2019, all Panel Lead Members be briefed on performance in their portfolio area.

7 Consultation on Kirklees Hackney Carriage and Private Hire Licensing Policy

The Management Committee considered a report on proposed revisions to the Kirklees Hackney Carriage and Private Hire Policy. It was noted that the policies had been developed in partnership with West Yorkshire Combined Authority and had been approved for consultation. The council had developed an overarching policy encompassing all different aspects of taxi and private hire licensing to reflect good practice. The policy includes a conviction policy and driver training policy.

Wendy Blakeley, Head of Public Protection, explained to the committee that the policy draws together all aspects of taxi and private hire licensing setting out the required standards, expectations, conditions, processes and relevant policies. The purpose and vision of the changes was to ensure a raising of standards and skill amongst taxi drivers in order to protect the public and ensure people across West Yorkshire are transported safely and protected from harm. In addition the vision was that people in Kirklees experienced a high quality, clean, sustainable and green environment as well as an improved customer experience. It was noted that this would enhance the workforce and ensure that as a licensing authority the council is taking its responsibilities against child sexual exploitation and safeguarding extremely seriously and putting appropriate measures in place.

The main changes within the policy related to the convictions policy, driver training and change revised testing standards for hackney carriages and private hire vehicles. In respect of the draft conviction policy, it had been developed by considering the existing policies in place across West Yorkshire and York and the Institute of Licensing Guidance. The policy gives details of the types of issues including criminal and driving convictions that form part of the fit and proper test to help councils assess the potential risk to the public.

Included within the policy was a table indicating the length of time that would normally be required to have elapsed between a conviction and an individual being granted a licence. The report continued to set out the driver training policy and the

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policy regarding emissions which had been influenced by the councils adoption of the West Yorkshire Low Emissions Strategy 2016-2021.

In considering the proposed revisions to the policy and wider support to license holders it was suggested that the information online needed to be updated to ensure consistent messaging. Councillor Asif asked about how the council was helping taxi drivers to protect themselves and whether the issue of CCTV in cabs had been progressed. Wendy Blakeley confirmed that as part of the training for drivers aspects of personal safety would be included. West Yorkshire was looking to bring together information regarding vehicle specifications including the use of CCTV by the end of the financial year, however they did not wish to hold up the policy work whilst progressing the other areas. Samantha Lawton, Operations Manager explained the legal challenges regarding who had responsibility for data that was captured by CCTV. The issue was being considered across the different authorities to develop a strategic approach rather than something ad-hoc.

There followed a discussion on the approach to driver training and proposals to review current practice. It was noted that whilst there would be a core content, each local authority may amend aspects of the training. Training would include language and skills training to ESOL 3 level. It was confirmed that the content of the test would be changed regularly to ensure that answers could not be pre-prepared.

The management committee sought assurance that the safeguarding board would have an input into the consultation process. Russell Williams, Group Leader, confirmed that the safeguarding boards would be consulted and that training would be developed to include child sexual exploitation issues, including how to report suspicions.

Whilst welcoming the proposals to encourage the use of low emission vehicles Councillor Stewart-Turner raised concerns about the age of the vehicles being used as taxis. Russell Williams explained the age limit policy and how this would be embedded as part of vehicle specification work.

The committee confirmed that the intention was for consultation to continue until December/January for a period of 8 weeks. The results would then be presented to the Licensing and Safety Committee in February 2019.

RESOLVED -

- (1) The committee thanked officers for attending to highlight the proposed changes to the Licensing Policy.
- (2) That the committee supports the proposed amendments to the licensing policy and asks that Committee members be notified of the date when the policy will be presented to Licensing Committee.

8 Forward Agenda Plan / Date of next meeting

The Management Committee noted that the next meeting of the committee would be held on Monday 7 January 2019 starting at 9.30 a.m. This would be followed at 1pm by the new year meeting with voluntary co-optees. Issues to be discussed at the

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meeting in January included the Transformation Programme and a further discussion on crime and disorder issues.

RESOLVED -

- (1) The Committee noted that the next meeting would be held on Monday 7 January 2019 starting at 9.30 a.m.
- (2) The Committee members noted that the co-optees new year event will start at 1.00 p.m. following the OSMC meeting on 7 January 2019.

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Overview & Scrutiny Management Committee			
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: Overview and Scrutiny Management Committee
Date: 7 January 2019
Title of report: Update of Partnership Plan (2018 – 21) Priorities

Purpose of report

This report provides the Committee with an overview of the new Communities Partnership Plan for Kirklees. This plan sets out the key priorities to make Kirklees safer and more cohesive.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	Yes If no give the reason why not
Date signed off by Strategic Director & name Is it also signed off by the Service Director for Finance IT and Transactional Services? Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Give name and date for Cabinet reports Give name and date for Cabinet reports Give name and date for Cabinet reports
Cabinet member portfolio	Give name of Portfolio Holder Cllr Naheed Mather

Electoral wards affected: All

Ward councillors consulted: N/A

Public or private: Public

Have you considered GDPR? Yes – N/A

Check [\(Link to Report Template Guidance – please read before writing your report\)](#)

1. Summary

The purpose of this report is to provide the Scrutiny Panel with an update on the new Kirklees Communities Partnership Plan which covers the period 2018 – 21.

2. Information required to take a decision

The Partnership Plan (attached in the appendix to this report) is produced on a 3 yearly basis to co-ordinate partnership working to make Kirklees communities safer and more cohesive.

The new Partnership Plan (2018 – 21) is informed by intelligence contained in the Strategic Intelligence Assessment (previously presented to panel) and contains the following 4 outcome themes;

- Reducing crime
- Tackling Anti-Social Behaviour
- Protecting People from Serious Harm
- Improving Place

The Partnership Plan provides an overview of the key issues to be addressed in each of these areas, what will be delivered and how effectiveness will be measured.

The Partnership Plan also reaffirms the Safer Kirklees approach (with its focus on Prevention and early resolution of issues) and outlines the new governance arrangements in place as a result of the development of the Communities board.

3. Implications for the Council

3.1 Working with People

It is essential that the priorities within the Partnership Plan reflect and resonate with those of local people. The Partnership Plan was developed and jointly launched in partnership with the 3rd Sector Leaders Group in recognition of the critical role that communities play in

To coincide with the launch of the Partnership Plan, the scope of the Community Safety Partnership was broadened to encompass engagement, cohesion and integration work co-ordinated through a Communities Board with two strategic aims (1) People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm and (2) People in Kirklees experience a high quality, clean, sustainable and green environment.

3.2 Working with Partners

The 1998 Crime and Disorder Act and other subsequent legislation places a statutory duty on community safety partners such as the Local Authority, Police, Fire & Rescue Services, Housing, Health and Offender Management Services) to develop and deliver a strategic plan which tackles shared issues affecting quality of life for residents.

It is essential that there is excellent collaboration between the Communities Partnership and the Safeguarding Boards for Adults and Children to deliver co-ordinated interventions to protect people from serious harm.

At a wider level, it is critical that there effective relationships and strategic alignment with the priorities in the Police and Crime Plan produced by the Office for the Police and Crime Commissioner for West Yorkshire.

3.3 Place Based Working

In addition to the partnership work for each of the 4 themes in the partnership plan, it is vital that there is effective work in place with partners, stakeholders (in particular elected members) and communities to tackle issues specific to the uniqueness of neighbourhoods in Kirklees.

3.4 Improving outcomes for children

The Partnership Plan works on the principle that the best way to tackle community safety issues is to address them at the earliest opportunity – ideally by preventing them in the first place. The Partnership Plan recognises that children and young people are often at risk of experiencing community safety issues - therefore it is critical that risks are reduced and protective (including family / community assets) factors increased to deliver better and more sustained outcomes.

3.5 Other (eg Legal/Financial or Human Resources)

Not Applicable

4. Consultees and their opinions

The Partnership Plan has been developed and approved by the Kirklees Communities Partnership Board.

5. Next steps and timelines

Consideration given to any feedback given by the Panel in relation to the Communities Partnership Plan and the way it is being delivered. The panel to be kept up to date of developments as part of on-going briefings and be given the opportunity to have closer focus on any of the themes or associated work streams in the plan.

6. Officer recommendations and reasons

The Panel provides feedback and constructive challenge to the Communities Partnership regarding the Partnership Plan and discusses continued working relationship between the Communities Partnership, Police and Crime Panel and the Overview & Scrutiny Committee.

The Panel commits to receiving future updates on the delivery of the Partnership Plan.

7. Cabinet portfolio holder's recommendations

Not Applicable

8. Contact officer

Carol Gilchrist, Head of Communities

9. Background Papers and History of Decisions

Kirklees Communities Partnership Plan 2018 – 21 (attached for information).

10. Service Director responsible

Rachel Spencer-Henshall, Strategic Director – Corporate Strategy and Public Health

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Kirklees Communities Partnership Plan

2018 – 21



Working together for a
Safer Kirklees



About the Partnership Plan

The 1998 Crime and Disorder Act and other subsequent legislation places a statutory duty on Community Safety Partnerships to develop a strategic plan which addresses multi-agency issues affecting quality of life for residents.

The Partnership Plan outlines these key strategic priorities for the next 3 years which will be reviewed on an annual basis to ensure they remain fit for purpose. For each of the strategic priorities, an annual action plan details multi-agency interventions along with more specific performance measures for each area. Delivery of these will be scrutinised and supported through the governance arrangements outlined at the end of this document.

The priorities within this plan are informed by an in-depth analysis of data from a range of community safety agencies which are contained in the Partnership Strategic Intelligence Assessment for Kirklees. The key findings of this assessment are set out in the next section.

Partnership Strategic Intelligence Assessment

The Partnership Strategic Intelligence Assessment (PSIA) pulls together a wide range of data sources relating to crime, anti-social behaviour, environmental issues and substance misuse alongside perceptions information concerning public confidence and reassurance. The PSIA considers the changing socio-economic and demographic profile of Kirklees to contextualise some of the community safety hotspots in the district.

Contextual Information

Kirklees has 4 distinct areas (Batley & Spen, Dewsbury & Mirfield, Huddersfield and Rural/semi-rural), each of these areas has pockets of deprivation which often correspond to the multi-agency hot spots of community safety issues. Kirklees' population is changing both in the long term and transient groups such as the student population and migrant / asylum seekers, all of which can be associated with community safety issues.

Crime

In the past three years, overall recorded crime has increased by 70%. Although the vast majority of this increase is associated with recording changes which has affected the recording of crime for all Police areas (the level in Kirklees is below the average of other similar areas), it is estimated that there has been an actual increase in risk of around 5%. A more reliable indicator of crime shifts is the Crime Survey for England and Wales which suggested, based on people's experience of crime, that it is either stable or in many cases reducing in real terms.

For the purpose of the Partnership Plan, overall crime is divided into Property crime (eg Burglary and Vehicle crime) and Personal Crime (eg violence and robbery).

Residential burglary has increased by 41% over the past 3 years (although this is in part due to changes to the recording of these offences which now include burglary of sheds and garages). Vehicle Crime (mainly theft from as opposed to theft motor vehicles) is 27% higher than the historic lows three years ago, although figures have stabilised. Changes in technology continue to influence the nature of vehicle crime including using keys (including cloning) to steal cars and targeting high end navigation consoles, although the main volume is associated with items being left on display

The latest re-offending data shows the re-offending rate for Kirklees is the lowest in West Yorkshire although there remain significant risks in particular with young men leaving juvenile custody and people serving sentences of less than 12 months.

Anti-Social Behaviour (ASB)

The definition of ASB relates to behaviour which causes “harassment, alarm or distress” to individuals and communities and is grouped into 3 main types; personal, nuisance and environmental. Due to the nature of ASB, the PSIA draws on data from Police, Council, Kirklees Neighbourhood Housing and West Yorkshire Fire and Rescue Service to build up a picture.

There are continued location specific hot-spots such as bus stations and hospitals (for nuisance behaviour) and repeat locations for fly-tipping, neighbour disputes involving noise and underlying issues including mental health and alcohol. There is some evidence of an increase in youth related ASB including use of Off Road Motorcycles. The PSIA also highlight a number of seasonal issues including an increase in grassland fires over the summer and spikes in ASB around bonfire night / Halloween.

Confidence and Satisfaction

The regular survey undertaken by the Police Crime Commissioner into local perceptions was relaunched in June 2017. The key headlines from this survey are that 80% of Kirklees respondents reported they feel safe in their local area and 77% say they are satisfied with the area.

The Kirklees CLiK survey provides a more detailed breakdown of these figures and highlight higher levels of satisfaction / perceptions of safety in South Kirklees (in particular in the Rural area). When asked about the work of Community Safety Partnerships, respondents were most positive about the work relating to supporting

victims and protecting witnesses but less satisfied with keeping the area clean and preventing crime / ASB – highlighting a clear opportunity for enhance communications about partnership activities.

Protecting People from Serious Harm

This area of the PSIA cover a wide range of areas from road / fire safety through to safeguarding issues including violent extremism, human trafficking and Child Sexual Exploitation.

The trends relating to the number of road casualties to improve although “driver error” remains one of the primary factors.

The threats relating to violent extremism have changed over the past 3 years and a number of attacks within the United Kingdom continue to cause concern and possible tensions, particular where this is inflated through social media.

The monitoring of community tensions highlights recurrent themes around far right groups using social media and flash mobs to focus on local issues, although the impact of global politics does feature in local tensions monitoring.

There have been increases in reported levels of a range of issues including domestic abuse and human trafficking although this might be attributed to more confidence of people to report and also front line workers able to more effectively spot the signs of issues at an early stage.

Overview of Strategic Themes

The analysis of multi-agency data through the PSIA informs the strategic outcome themes which will provide the focus and direction for the Partnership Plan. The next section provides an overview of each of these themes.

Preventing and Reducing Crime

What’s the issue?

Recorded crime has increased substantially over the past 3 years. Although the vast majority of this is associated with changes in the way crimes are recorded, there is some evidence of actual increases, some of which are associated with high impact crime. The makeup of recorded crime has changed – violent crime is now the highest volume offence.

Crime, whether directly experienced or reporting of, has a negative impact on individuals and communities – it can effect mental health, whether people go out in their local area.

What will be delivered?

Work on crime focuses on two main dimensions – personal crime (eg violence and robbery) and property offences (eg burglary and vehicle offences). In common with other areas in the Partnership Plan, work focuses on prevention and reducing opportunities for crime by focusing on the people (offender and victim) and places where crimes are concentrated. Some of the key elements of this approach include;

- Strong focus on crime prevention through tactics including increase awareness, target hardening and secured by design approaches.
- Increased deterrent presence in emerging hot spots through deployment of partnership staff and community resources including neighbourhood watch.
- Offender focus through the delivery of the reducing reoffending strategy, the integrated offender management model and addressing risk factors including drugs and alcohol.
- Strong emphasis on victim focused working to repair harm.

Outcome Measures

Property Crime

- Reduction in residential burglary and vehicle crime (in comparison to similar areas in IQUANTA family).
- Improved perceptions concerning fear of crime

Personal Crime

- Reduction in violent offences (in comparison to similar areas in IQUANTA family).

Tackling Anti-Social Behaviour

What's the Issue?

For the purpose of the Partnership Plan, anti-social behaviour (ASB) is behaviour which causes “harassment, alarm or distress” to individuals and communities. ASB can be broken into personal (eg neighbour noise, threats and intimidation), nuisance (eg rowdy behaviour and speeding vehicles) and environmental (eg graffiti, litter and fly-tipping). ASB can be directed at individual, the wider community and tends to be concentrated in particular locations (increasingly including the internet). Where ASB is not addressed, it tends to have a serious negative impact on wellbeing in communities and can often escalate in severity.

What will we do?

Through the delivery of the Kirklees ASB Strategy, there will be a focus on preventing and reducing ASB through;

- Education interventions to develop responsible citizenship throughout people's lives
- Community Engagement to ensure ASB is not tolerated and is tackled through active citizenship
- Training and development for front line officers and community contacts to ensure they deal with ASB at the earliest possible opportunity
- Effective use of tools and powers and area based problem solving approaches to address persistent ASB
- Effective links to more specialist services to deal with underlying issues such as mental health and substance misuse
- Where necessary, efficient and effective prosecution to ensure people are held to account for their actions and to provide a message that such behaviours will not be tolerated

Outcome Measures (to be developed)

Increased perceptions of levels and response to ASB (% of people who say ASB has got worse in past 12 months).

Protecting people from serious harm

What's the issue?

This theme covers a wide range of areas which all require strong relationships between community safety / safeguarding partners and communities to identify and address serious harm at the earliest opportunity, ideally by preventing it in the first place. Serious harm covers a wide range of areas such as;

- Child Sexual Exploitation
- Domestic Abuse
- Female Genital Mutilation
- Forced Marriage
- Hate crime
- Human Trafficking
- Preventing Violent Extremism and Community Tensions

Work under this area requires excellent co-ordination at both a strategic and operational level to protect victims and disrupt and target perpetrators as rigorously as possible.

What are we going to do?

- Focus on prevention through a combination of education / awareness of risk and communicating a clear message about partnership work with communities.
- Working with communities to improve victim confidence to report issues and improve general awareness of the signs of possible harm.
- Comprehensive and co-ordinated training for front line workers to have the awareness of what to report and the confidence and drive to take responsibility for reporting issues.
- Effective operational links between partners to ensure there is effective case management in place both to ensure offenders are held to account for their actions and victims are appropriately safeguarded.
- Strategic links in place between Community Safety Partners and the Safeguarding Boards for adults and children to ensure joined up approach is in place.

Outcome Measures

To be determined through theme groups

Improving Place theme

What's the issue?

One of the most important factors associated with how safe and satisfied people are is their relationship with their local area including housing, the physical appearance of neighbourhoods and how connected people are in their local community.

In terms of the physical appearance, often seemingly lower level issues can indicate the general decline of a neighbourhood, and typically, there is an escalation into more serious issues. Therefore, if issues such as graffiti, fly-tipping and litter do not get addressed, not only will it make an area look uncared for, it can also serve as a signal that residents don't care and acts as a barrier for any participation in neighbourhood involvement.

A more cohesive Kirklees is one where there is a common vision and a sense of belonging for all communities, the diversity of people's different backgrounds and circumstances is appreciated and positively valued, those from different backgrounds (including those who have migrated to Kirklees from overseas) have similar life opportunities and strong and positive relationships are being developed between people from different backgrounds and circumstances in the workplace, in schools and within neighbourhoods.

What are we going to do?

Tackling these issues neighbourhood issues requires partners and communities working in an integrated way to address some of the neighbourhood concerns.

Community Safety partners have committed to realigning services to 4 districts (Batley & Spen, Dewsbury & Mirfield, Huddersfield and Rural) with a commitment to work collaboratively to achieve outcomes rather than been constrained by traditional agency boundaries. Partners have been developing a more integrated and co-ordinated approach to tackle neighbourhood issues which improves reporting channels, provides more co-ordinated deployment of partnership resources and significantly improves communication of outcomes back to customers. As well as been a more efficient approach to dealing with issues, the more co-ordinated problem orientated approaches creates longer term solutions to issues as opposed to short term fixes.

Feeling safe is consistently identified as the most important priority for residents to enhance their quality of life. If we are to develop interventions that are sustainable and take account of what works locally, it is vital that local people are at the heart of this through building Community Capacity. The approach to cohesion in Kirklees has 4 key themes of (1) breaking barriers at a young age so that there is (2) a greater sense of commonality / shared belonging so (3) people are less likely to feel perceptions of unfairness and consequently (4) tensions between communities are managed / reduced.

Some of the main areas of work in this theme to be delivered are;

- Work collectively to secure good quality **Housing and Neighbourhoods**
- Coordinate activity to maintain and improve high standards in **Street Scene** provision (clean & green)
- Strategic lead on partnership activity in relation to **Community Safety, Community Cohesion and counter extremism**
- Lead on collaborative work **on migration, asylum dispersal and refugee resettlement in Kirklees**
- Contribute to improvements in **air quality** standards across the district

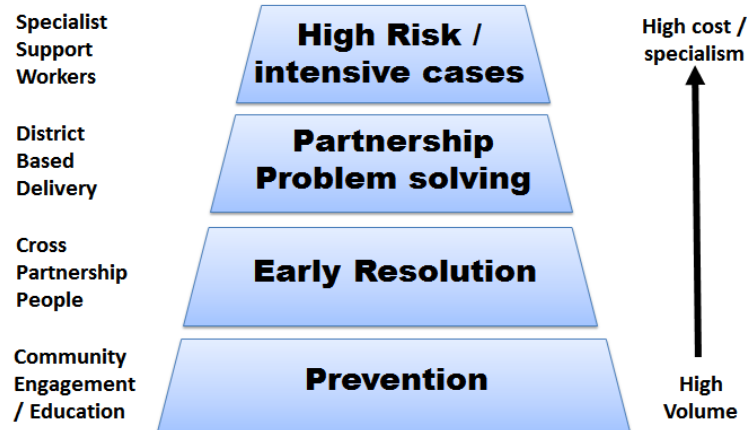
Outcome Measures

- People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm
 - Kirklees respondents who say they felt safe
 - Kirklees respondents who said they felt people get on well together
- People in Kirklees experience a high quality, clean, sustainable and green environment.
 - Kirklees respondents who said they were satisfied with their local area
 - Kirklees respondents who said they felt their area is “better now”

Action / Delivery Models

The Kirklees approach to creating safer communities is based on the principle that the best way to tackle community safety issues and reduce the fear of crime is to prevent issues happening in the first place and where they do occur address them at the earliest opportunity before they become more difficult to tackle and harmful to individuals and communities.

The following section outlines each of these levels underpinning all of the action plans which deliver the Partnership Plan.



Prevention

Prevention can be focused on individuals and communities and involves changing behaviours both through education and engagement.

Education – General and targeted educational input particularly with children and young people to develop the concept of responsible citizenship throughout people’s lives by promoting behaviour change.

Community Engagement – This involves engaging communities in tackling community safety issues by moving them from apathetic or intimidated through to active and involved citizenship.

General Communications – It is critical to ensure the members of the public and partners are kept regularly informed of the work that is being undertaken by the Safer Kirklees Partnership. This will be undertaken through a wide variety of channels including traditional media, publicity materials, social media and perhaps most importantly, key messages delivered through word of mouth.

Early Resolution

This tier of the Community Safety approach involves partnership officers, local communities and other stakeholders taking ownership for reporting and tackling crime and ASB where it occurs.

Addressing these low level signal crimes is vital to improving perceptions in local areas as they are often associated with fear of crime. It is critical that there is a broad understanding of techniques such as restorative justice and neighbourhood resolution to tackle issues as soon as possible.

Partnership Problem Solving

Where community safety issues are more entrenched either on an individual or geographic level, it is important an intelligence led partnership problem solving approach is used to identify the most appropriate solution including using ASB tools and powers.

High risk / Intensive Cases

This involves dealing with a smaller volume of more costly cases which have not been addressed at an earlier stage. These cases will be harder to resolve and are likely to be more complex in terms of underlying issues (such as mental health and drugs / alcohol) or require individuals to be held to account for their actions through enforcement and prosecution.

Quite often these issues require longer term approaches to address them – they often relate to a small number of recurrent families and areas which don't seem to “move on”.

Applying the Community Safety Model

For each of the 4 tiers, partners and other stakeholders will use multi-agency intelligence to develop interventions which target one or more element of the traditional Problem Analysis Triangle of Victim, Offender and Location (including virtual locations via the internet) to tackle a community safety problems.

In applying this approach, interventions will consider risk and protective factors which make individuals and locations at heightened risk of community safety problems and need managing.

Consequently there is a strong focus on promoting behaviour change through the delivery of the Kirklees reducing re-offending Strategy by addressing a range of risk factors including drugs and alcohol.

In order to deliver safer communities in a sustainable and effective way, it is critical that partners are working in a more integrated way, solving shared problems rather than operating in silos. More important still to sustainable solutions is our relationship with communities as it is critical that local people are at the core of creating safer communities.

Governance and Delivery arrangements

It is vital that all partners and local people are fully engaged and actively involved in delivering this plan if we are to achieve our aim of developing Kirklees as a better place to live, work, visit and study.

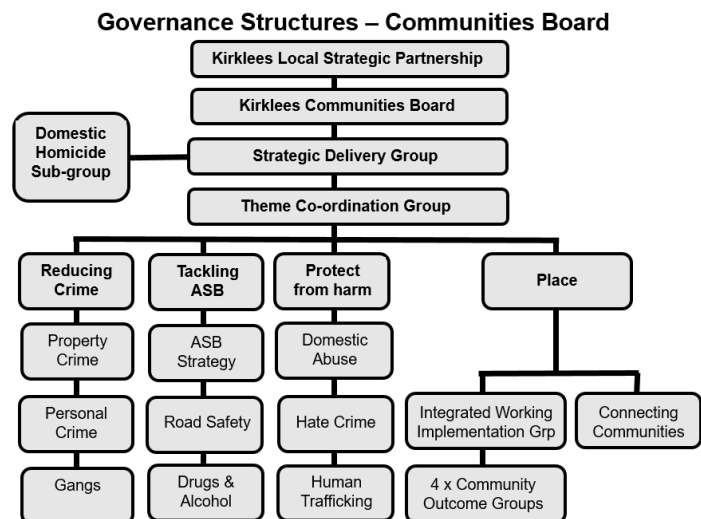
The recently formed Communities Partnership Board fulfils the statutory duty of the Community Safety Partnership for Kirklees but also has responsibility for cohesion, integration and live in high quality, clean, sustainable and green environment.

The board oversees the implementation of Partnership plan and works with other strategic boards to address shared strategic issues through the Local Strategic Partnership for Kirklees.

The Strategic Delivery Group sits under the Executive and provides appropriate challenge and support for the delivery of each of the action plans including diverting resources to thematic areas in the Partnership Plan.

In addition to these channels, there is also a mechanism whereby the Council Overview and Scrutiny Committee considers the implementation of the Community Safety plan.

On a wider level, it is critical to ensure there are close links with the Office for the Police Crime Commissioner for West Yorkshire both to ensure there is strategic alignment between priorities and also to share best practice at a local and West Yorkshire level.



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Overview and Scrutiny Management Committee

7th Jan 2019

Update on the approach to CCTV in Kirklees

The Overview and Scrutiny Committee previously received a presentation setting out the approach taken to shape the economic resilience proposals and the emerging ideas. At that time the committee welcomed the clarity around the different focusses of the Economic Resilience work.

This paper is intended as an update on the Councils CCTV and Out of Hours operations element of that Economic Resilience theme.

Approval was given, at Cabinet, in April 2017, to a proposal to develop a 24Hr Service provision for the Council, which would see the CCTV provision and out of hour's operations across the Council, centralised. (Report attached – Appendix 1)

Running alongside this work stream was the Councils commitment to create a Resilient 24hr centre at Civic Centre III and it was proposed that the new service would move from Flint St, into the resilient hub at Civic III, once complete.

Phase 1 merge was completed in November 2017, with the Councils CCTV service, and Kirklees Direct Out of Hours team merging to create a new "24 hr Service" team. They are now a multi skilled, flexible team which, by utilising our current assets, integrating IT, and telephony resources, has ensured service delivery and both OOH hours and CCTV services have been maintained.

£200,000 of the budget required for the 24Hr Service is currently funded from Economic Resilience programme. It has been agreed that this budget is to be maintained until such times as additional funding streams can be secured, which is anticipated to be Summer 2019.

Next Steps:

The Management Committee is asked to consider the information set out in the report and determine any further scrutiny of this area.

Contacts:

Will Acornley – Head of Operational Services

Liz Twitchett – Operational Manager

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Name of meeting: Cabinet
Date: 4 April 2017

Title of report: Council's 24 hour Services

Purpose of report: To seek approval to develop a 24 hour Service that merges current services and makes better use of our assets, resources and is in line with the Council's abilities to work in new ways.

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
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Yes Published 6 February 2017
The Decision - Is it eligible for "call in" by Scrutiny?	Yes
Date signed off by Director & name Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance? Is it also signed off by the Assistant Director - Legal Governance and Monitoring?	Joanne Bartholomew - Assistant Director - Place - 24.03.2017 Debbie Hogg - 13.03.2017 Julie Muscroft - 24.03.2017
Cabinet member portfolio	Cllr Musarrat Khan - Highways and Neighbourhoods Cllr Graham Turner - Asset Strategy, Resources and Creative Kirklees (Arts) Cllr Naheed Mather - Housing and Enforcement Management Cllr Masood Ahmed - Community Cohesion and Schools

Electoral wards affected: All
Ward councillors consulted: All

Public or private: Public

1. Summary

This report sets out proposals for developing a 24 hrs Service provision for the Council, where all out of hours operations are centralised. The first phase of this is proposed to be the merging of CCTV and Kirklees Direct - Out of Hours Service, to cover both operations.

The report will cover the approach and resources needed to achieve the outcomes required.

Cabinet are asked to endorse proposals, its methodology and approve the £200k of Economic Resilience add back.

2. Information required to take a decision

2.1 The background

In July 2014, the Council approved a coordinated approach to health and wellbeing and economic development in Kirklees in order to ensure that “Kirklees is a District combining great quality of life and a strong and sustainable economy - leading to thriving communities, growing businesses, high prosperity and low inequality and where people enjoy better health throughout their lives”.

In response, the economic resilience approach and work programme was therefore established to identify in more detail, how to take forward this vision and ambition in a context of making best use of assets and reducing resources. The aim was to:

- Redefine the roles the Council, communities, business and other key stakeholders will play.
- Align strategic priorities locally and regionally to maximise inward investment.
- Help to create the conditions where business and wealth grow naturally and are retained in the district.
- Enable greater individual, community and business resilience.

CCTV was included in the Economic Resilience theme as it contributes to how safe our towns and neighbourhoods feel and to the confidence people have in living, working and investing in the district.

2.2 The current position

The Council has a number of functions that operate outside of normal office hours, providing emergency cover and telephone assistance for a variety of Services, including Kirklees Neighbourhood Housing (KNH), Children’s, Adults and Environmental Services.

Each service has different arrangements to cover these provisions and it is intended to bring them all together under one umbrella.

The approach will be phased, with the first phase bringing together CCTV and Kirklees Direct Out of Hours (KDOOH) Service. The focus of this report is phase one.

CCTV operates 24 hrs a day monitoring and recording public open space and an Out of Hours contact centre for Highways. CCTV currently has a net operational delivery cost of £253k per annum. (£443k gross)

KDOOH operational hours overlap Kirklees Direct hours of operation to provide continuity of communication with members of the public, and takes calls and web chat requests for KNH Emergency repairs, Environmental Service and Noise Nuisance calls. KDOOH has an operational delivery cost of £250k.

2.3 What would be new and different?

Bringing together the Council's out of hours services makes better use of assets, resources, and is in line with the Council's ambition to work in new ways while also contributing to creating the conditions in the district where businesses thrive and support resilience in communities.

The proposed merger of CCTV and Kirklees Direct Out of Hours Service will create a multi skilled, flexible team which, by utilising our current assets, integrating IT, and telephony resources, will ensure service delivery, and maintain both OOH hours and CCTV services.

It will help deliver community safety outcomes such as crime reduction and fear of crime, and ensure an emergency Out of Hours provision to support our tenants, residents, and local businesses.

Staff training will be key to ensure a successful transition, and there is an identified training schedule which will ensure all staff are fully able to deal with calls at the appropriate level, and within the legal guidelines required for Safeguarding, data protection and Public Open Spaces surveillance.

This Phase 1 merge will be creating an initial saving of £53k per annum. These savings will be based on an overall reduction in staffing levels, but these will be realised by removing vacancies and temporary staff. It is not anticipated that there will be any additional CCTV coverage or usage considered at this stage.

It is expected that Phase 2 will bring in Children and Adults Services, realising savings and, in addition, will identify potential revenue savings within the Council's current commitments for security and alarms. It will also consider the potential for a Service that includes KNH CCTV to realise further savings across the Council and a key Partner.

Once successfully completed, the new service will offer an opportunity to then explore expanding our current CCTV provision to support Early Intervention and Prevention, and Economic Resilience, and to consider further expansion into the external market. This will require careful consideration so as not to adversely affect the local economy and local businesses, but could see CCTV provision for key local partners, schools, colleges and Universities.

Ensuring our legal duties with regards to Safeguarding and data protection, particularly as Phase 2 commences, are fundamental to the approach being proposed. We will work closely both internally and with our Partner organisations to ensure we protect our most vulnerable adults and children and safeguard their interests at all times.

2.4 The financial position

The report taken to Cabinet on 3rd October 2016 detailed the Council's approach to the delivery of Economic Resilience in Kirklees. The table below was presented in the Cabinet report to highlight the available resources, proposals for economic resilience "add back" and the broad budget envelope against each theme.

	MTFP Budget 2014/15 £000's	Remaining MTFP Budget by 2018/19 £000's	ER Theme Funding Added Back £000's	Total £000's	Workstream Total £000's
BUSINESS					
Hub, investment in priority sectors Inc. creative economy etc.	330 456	0 124	758 0	758 124	882
PEOPLE					
Education/skills/employment/careers Talent Hub, employment pathways etc. Match for ESF Employment Initiatives 'Better Off' project	2,499 273 0 1,622	1,771 0 0 724 + 589	0 900 406 0	1,771 900 406 1,313	4,390
PLACE					
Design/delivery of major projects Master planning & use of assets	1,252	0	760	760	760
QUALITY OF LIFE					
Community safety & rapid response CCTV Safer journeys to school PCSO's	1,685 253 340 629	540 0 0 0	559 200 240 0	1,099 200 240 0	1,539
<u>Cultural & Leisure Offer</u>					
Cultural offer Museum & gallery offer Lawrence Batley Theatre	372 1,030 268	0 569 201	290 0 0	290 569 201	1,060
Grant to KAL Sport & physical activity	2,450 547	1,341 256	0 0	1,341 256	1,597
VCS	392	0	234	234	234
TOTAL	14,398	6,115	4,347	10,462	10,462

Note: The above table quotes net budget figures but if the gross budget is quoted i.e. reflecting income and other contributions, then in total the CCTV budget increases to £390k

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

CCTV is able to mobilise quickly to reports of missing vulnerable adults and children and assist the Police in locating them early and before they come to harm. It is in constant contact with WYP via the Police airwaves and responds quickly and effectively to identifying hot spots and potential for illegal behaviours/activities, which can then be defused by early Police intervention. The CCTV van can be deployed to events and hot spots outside of the scope of the fixed CCTV cameras, to achieve the same results.

3.2 Economic Resilience (ER)

Monitoring of CCTV images and working in partnership with West Yorkshire Police across our Town Centres has led to, in 2016, 800 arrests for a variety of offences. This level of activity helps CCTV build confidence and satisfaction in the district, reducing crime, tackling anti-social behaviour and protecting people from serious harm.

It also plays an important role in creating the conditions where people and businesses can thrive and grow. It underpins Kirklees having high quality places where people feel safe, want to live and work and have the right infrastructure to build confidence and investment in the district.

4. Consultees and their opinions

4.1 Councillor engagement

During 2014 and 2015 all Councillors were invited to a series of awareness raising and broader discussion sessions held about the approach being taken to develop 'New Council' and specifically the themes of Economic Resilience and Early Intervention and Prevention.

4.2 Budget consultation 2015-2018 - Public Consultation

During the above consultation, people were asked their views on the future plans of the Council including Economic Resilience, of which Integrated Community Safety forms a part.

4.3 Scrutiny Committee

The Overview and Scrutiny Committee meeting on 7 March 2016 received a presentation setting out the approach taken to shape the economic resilience proposals and the emerging ideas. The committee welcomed the clarity around the different focusses of the Economic Resilience work. No specific points about Integrated Community Safety were noted.

4.4 Political groups

All Political Groups, received a presentation providing information on the proposals for 24 hour Services. This took place in January and February 2017. Members welcomed the opportunities for further saving and investment in the future.

All Groups stressed the importance of both the level of training to be given to the staff who will be undertaking the duties in the merged team, and the standard of CCTV equipment.

The role CCTV plays in community safety and crime prevention was highlighted as of ongoing importance.

The proposals for a staged approach to income generation, and the role of partnership working in this, were noted.

4.5 Staff engagement

During the past two years the staff who are affected by these proposed changes have been engaged in the process through their individual teams and opportunities to attend wider Economic Resilience workshops.

5. Next steps

Phase 1 - Officers to commence review, formal staff consultation and implementation process which will take approximately five months in total.

To run concurrently, Officers will continue discussions with those services who are to be involved in Phase 2 to gain an understanding of current systems, processes, and volumetric, and will work closely with them to develop this next phase.

Officers will provide regular updates to Portfolio holders, Strategic and Service Directors. It is anticipated that Scrutiny will be invited to be involved in consultation of Phase 2 proposals.

6 Officer recommendations and reasons

That Cabinet approve the proposals to develop and implement a 24 hrs Service provision for the Council, where all out of hours operations are centralised, as set out in this report and note that Phase 1 will be implemented in the 17/18 financial year.

Cabinet are also asked to approve the £200k of Economic Resilience add back annually, for each year or part year, until Phase 2 of this review has been completed, which is anticipated to be summer 2018. In the event that Phase 2 is delayed beyond 2018/19 Financial year this will be reviewed.

7. Cabinet portfolio holder recommendation

The Portfolio Holders support the Officer's recommendations.

8. Contact officers

Dave Thompson - Head of Customer Services
(01484) 221000
dave.thompson@kirklees.gov.uk

Liz Twitchett - Operational Manager, Highways
(01484) 221000
liz.twitchett@kirklees.gov.uk

9. Background Papers and History of Decisions

Cabinet Report 3rd October 2016 - The Council's approach to the delivery of Economic Resilience in Kirklees can be found [here](#)

10. Assistant Director responsible

Kim Brear - Assistant Director - Place
(01484) 221000
kim.brear@kirklees.gov.uk

Name of meeting: Overview & Scrutiny Management Committee

Date: 7th January 2019

Title of report: Quarter (2) Corporate Performance Report

Purpose of report

This report is to provide Members with an overview of the Council's corporate performance at the end of Quarter (2) 2018/19.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by Strategic Director & name	Rachel Spencer-Henshall, Strategic Director – Corporate Strategy and Public Health
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Eamonn Croston
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Julie Muscroft
Cabinet member portfolio	Cllr Shabir Pandor, Leader of the Council

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Not applicable

(Have you considered GDPR?)

This report contains only aggregated and/or anonymised data and therefore contains no personal data that identifies a living individual, no sensitive personal data such as health, religion, sexuality and ethnicity and no information about members of staff, users of services, details of Kirklees' citizens.

1. Summary

Corporate performance for 18/19 aims to provide Executive Team, Cabinet and Overview & Scrutiny Management Committee with a quarterly high level overview of impact, improvement and risk against key activity for each of the seven Kirklees Outcomes, within the context of what is set out in the newly formatted Corporate Plan. There are several key aspects to this revised approach. This approach is in development. The major part of this development process will take place in the second half of 2018/19, as we transition from the previous performance content sourced under the previous corporate reporting regime and into a new one for 2019/20. For Quarter (2) and onwards, we have assigned an intelligence and performance lead for each of the Outcomes to drive the development of focused and meaningful corporate performance content.

2. **Information required to take a decision**
Overview and Scrutiny Management Committee are asked to consider this report in the light of their specific needs for corporate performance oversight. This report is configured in reference to the seven Kirklees Outcomes, different from the portfolio arrangements for Overview and Scrutiny and the thoughts of its Members on what they might want would be welcomed in planning improvements into 2019/20.

3. **Implications for the Council**
The attached reports show progress in relation to the seven shared outcomes as expressed in the Corporate Plan for 2018/19. In that the Quarter (2) Corporate Performance Report provides a high level overview of performance across all council activity, it sets out activity and impact in all five of the following sub-headings
 - 3.1 **Working with People**
 - 3.2 **Working with Partners**
 - 3.3 **Place Based Working**
 - 3.4 **Improving outcomes for children**
 - 3.5 **Other (eg Legal/Financial or Human Resources)**

4. **Consultees and their opinions**
The attached reports show progress in relation to the Seven Kirklees Outcomes and the Council's aspirations for each, as expressed in the Corporate Plan for 2018/19.

5. **Next steps and timelines**
The reports may be considered by Overview and Scrutiny Management Committee

6. **Officer recommendations and reasons**
It is recommended that the report is noted.

7. **Cabinet portfolio holder's recommendations**
Not applicable

8. **Contact officer**
Mike Henry, Head of Intelligence and Performance

9. **Background Papers and History of Decisions**
Not applicable

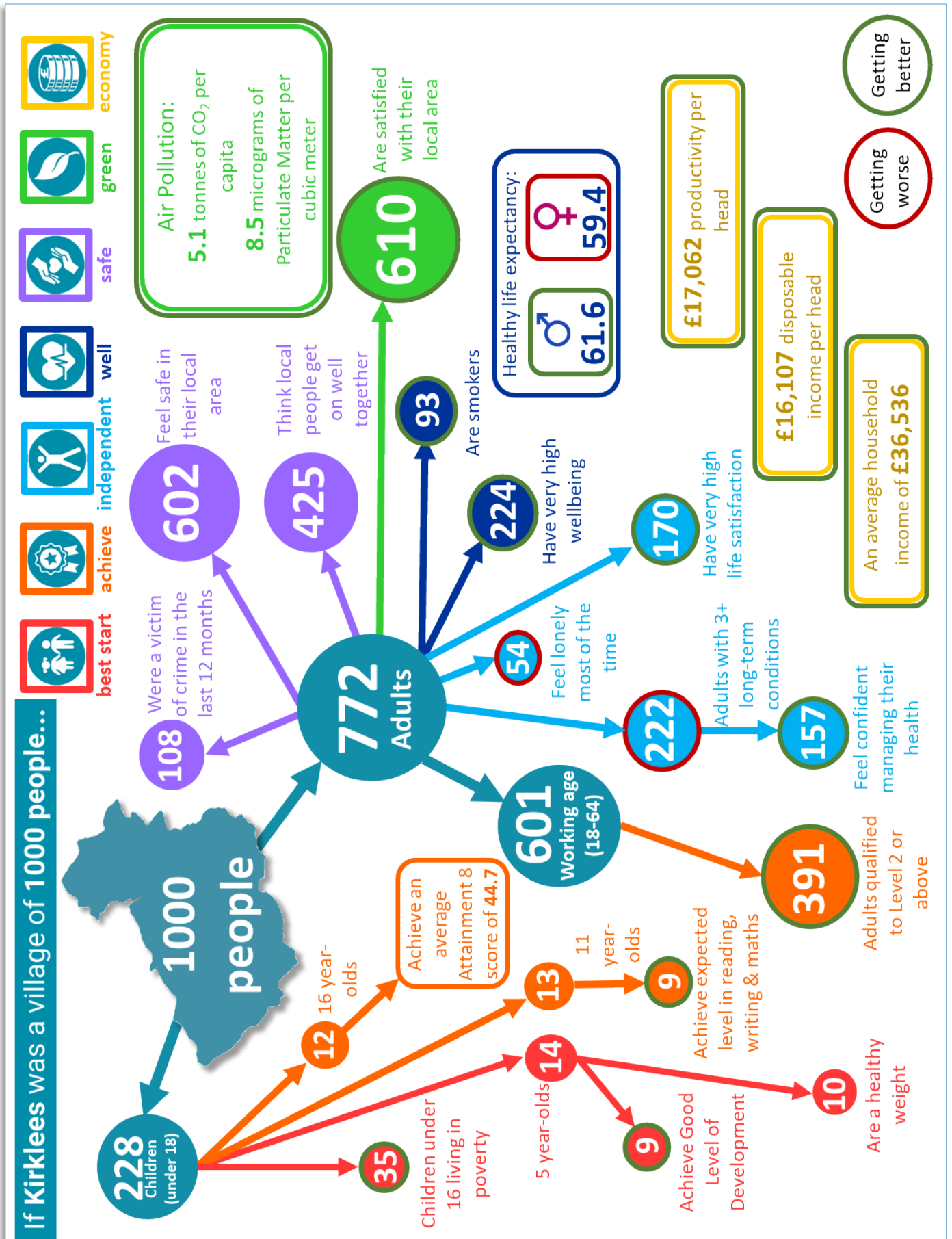
10. **Service Director responsible**
Rachel Spencer-Henshall, Strategic Director for Corporate Services

Corporate Intelligence & Performance Analysis

Quarter (2)
July to September 2018



Picture of Kirklees - Overview



Executive Summary

Corporate performance for 18/19 aims to provide Executive Team and Cabinet with a quarterly overview of impact, improvement and risk against each of the seven Kirklees Outcomes, within the context of what is set out in the newly formatted Corporate Plan. There are several key aspects to this revised approach.

This approach is in development. The major part of this development process will take place in the first half of 2018/19, to be finessed during the second half of the year. For Quarter (2) and onwards, we have assigned an intelligence and performance lead for each of the Outcomes to drive the development of focused and meaningful corporate performance content.

In overview:

There is a substantial amount of evidence of support and collaboration with the public, private and voluntary sectors – from business planning workshops with early education providers to extensive support for adult social care providers. Community Plus (helping and supporting people and families who might be struggling to lead a better life by connecting them with local resources, groups and individuals) now supports over 140 groups and the Place standard has been piloted in Golcar, a citizen engagement approach to enable communities to better inform and influence the future of their community. Working in partnership with Victim Support, Safer Kirklees has launched two new victim’s hubs in North Kirklees (Dewsbury and Batley). And the ‘Big Build’ conference brought together 150 industry professionals, developers and investors to explore their potential participation in the District’s ambitious plan to support the building of 10,000 new homes in the next 5 years in Kirklees.

Key highlights for the Quarter include the following:

- Opening of the new Brambles Primary Academy, the new Primary school in North Huddersfield, in temporary accommodation with children starting in the first reception class
- Opening of the new Kirklees College Springfield Sixth Form College in Dewsbury
- Kirklees remains above the national average benchmark for take up of pre-school education
- A 5.9% improvement in the proportion of SEN support children achieving at least the expected standard.
- Launch of the Kirklees Communities Partnership Plan, setting out key priorities for the next 3 years
- Voluntary and community groups have been awarded over £65K from the Police and Crime Commissioner to fund local community safety activities, the highest District award in West Yorkshire.
- Over 2,000 people take part in a variety of cohesion and engagement projects
- A Faith & Learning conference for schools involving 350 people
- Of the 7 key outcomes from the 2017-18 Adult Social Care Survey Kirklees saw an improvement in 6 including Quality of life, Control over daily life, Social contact and Finding information and advice.
- Substantial work is taking place between Adult Services, local NHS Trusts and partners to better support the flow of people through hospital and to avoid delayed discharges, in preparation for winter
- Despite the pressures, Kirklees performs favourably in comparison with other Councils on Delayed Transfers of Care. From 152 councils with adult social care responsibilities Kirklees are ranked 71st overall, 89th for NHS Delays and 66th Adult Social Care.
- 91% of adult social care clients believe that the variety of people caring for them work well together and give them the best care and support possible
- Significant improvement in child protection conferences taking place with agreed timescales, now at 89.5% and higher than statistical neighbours
- Decision making on children’s social care referrals within 24 hours has also improved from 53% in April to 98% in September.
- A local Economic Partnership award of £300,000 from the Local Economic Partnership’s Business Rates Pool fund. This will be used to support the ambition for making Kirklees a renowned destination for music.
- SME Growth Managers have supported 96 businesses in the first half of 2018-19 and the corresponding investment into businesses in Kirklees as a result of that support has now reached £4.87m.
- An ‘Innovation of the Year’ award from the National Association of British Markets for the Council’s Markets and Creative Economy team, for the Temporary Contemporary art gallery spaces
- A refresh of the Kirklees Economic Strategy is underway

There are a number of risks highlighted.

- Within the Thriving Kirklees provision, there continues to be a significant demand on capacity due to dealing with safeguarding issues.
- A number of issues arose from a programme of local area health and care system reviews undertaken by the Care Quality Commission,
 - Kirklees is ranked 2nd lowest performer in the region on satisfaction of people in receipt of long term services and ranked 112 out of 152 councils in England.
 - In Kirklees 1.5% of older people receive reablement (services for people with poor physical or mental health to help them accommodate their illness by learning or re-learning the skills necessary for daily living) following hospital discharge, significantly lower than the England average of 2.7%.
 - Kirklees is below the Y&H average on the proportion of people still at home following hospital discharge and a short term service to maximise independence (85%), in the bottom 3 lowest performing councils in the region and ranked 101 nationally (152 councils) – though 3% separates the seven lowest performers.
- In relation to attainment scores for all pupils at Key Stage (4), School based data suggests that the local authority may have lost ground on the national ranking positions when 2018 data is released in December.
- Currently, 79.2% of Kirklees pupils are in schools that are rated Outstanding or Good. The national average is 86%. Several large schools in vulnerable positions are due their first inspection as a new school/academy this year.
- There has been a noticeable and continued increase in violent offences. Much is connected with assaults, malicious communications and “public fear, alarm / distress”. There have also been increases in more serious violence including those associated with weapons (some of which involving gangs) and incidents associated with the night time economy.

There is a corresponding and significant data development agenda across all outcomes. Much of this is the result of changing the emphasis of performance analysis from monitoring what happens to assessing why and, therefore, providing insight.

- A significant gap in data on the degree to which people are better off across all Outcomes
- The need to better reflect particular experiences of the customer journey in a more connected and co-ordinated approach
- Co-ordinated investment in the right technologies to help with both access to a wider set of data and in making the connections between data sets
- Strengthening the ability to report on outcomes data on a more frequent basis and drawing from local intelligence sources.
- A need to understand how each Outcome inter-relates with other Outcomes, how activities in contribution to one Outcome impact – either positively or negatively – on the aspirations of others and where the gaps/overlaps exist between them
- The need to strengthen the connection between performance content, in reflection of Outcome aspirations, and the key Policies and Strategies of the Council – in building a stronger golden thread

A comprehensive data development agenda is being compiled to support the process of continuous improvement in intelligence and performance reporting over next 18 months.



Best start

The Bigger Picture

At the end of Reception (Early Years Foundation Stage) 68.1% of children in Kirklees reached a good level of development, lower than the England average (70.7%). Whilst there is improving performance in this figure, Kirklees is still below England and Yorkshire & Humber (England 70.7%; Yorkshire and the Humber 68.1). However, Kirklees performs higher than statistical neighbours (67.4%). The performance for girls is 75.5% and boys 60.6%.

Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following four areas:

- *Confident children ready to do well at school and in life; Better outcomes for vulnerable children; Child focussed activities which support families; As many children as possible staying with their families*

Key activities in the Quarter

As part of pre-school education

- There has been further development of the assessment of sufficient places based on the actual take-up of 30 hours in the previous three terms. Currently, this indicates a possible pressure in the Lindley ward for the summer term 2019. However, there are indications that new provision may open to meet this need. With limited history to draw upon, there are risks associated with accuracy of forecasting. Forecasts will therefore be reviewed termly as trends build stronger insight.
- The second phase of the business planning workshops for early education and childcare providers from all sectors were delivered in September and take-up was much higher than in the summer term.
- Six 1-1 sessions also took place in October. Feedback from the delegates was excellent. Feedback from the trainer was that some settings are doing all they can. The main reason for them being under pressure is the fall in numbers of children. This is mainly affecting sessional providers that offer less flexibility to parents.

As part of the Thriving Kirklees programme

- A key objective is to develop an integrated approach to the commissioning and provision of services and activity to improve outcomes for children and young people from conception to age 19 (age 25 for children, young people and families with additional needs).
- There continues to be a significant demand on capacity due to dealing with safeguarding.
- Positive feedback has been received relating to how the Local Public Health Intelligence Leads (PHILs) are working with the Community Hubs. The PHILs are being supported by Public Health and Public Health Intelligence to identify, collate, analyse and understand relevant indicators for each hub, to inform local plans to improve outcomes.
- The National Childhood Measurement Programme (NCMP) is being provided to standard.
- Existing vision screening provision is being reviewed.
- A breastfeeding Peer Support Programme will be developed and implemented in the New Year.

Impact

As part of pre-school education

- There are no updates in Quarter (2) for take-up as this is only available at the end of each school term.

- Kirklees remains above the national average up-take benchmark - measured in the spring term. Take-up by eligible children in Kirklees was 74% compared with a national average of 72%.

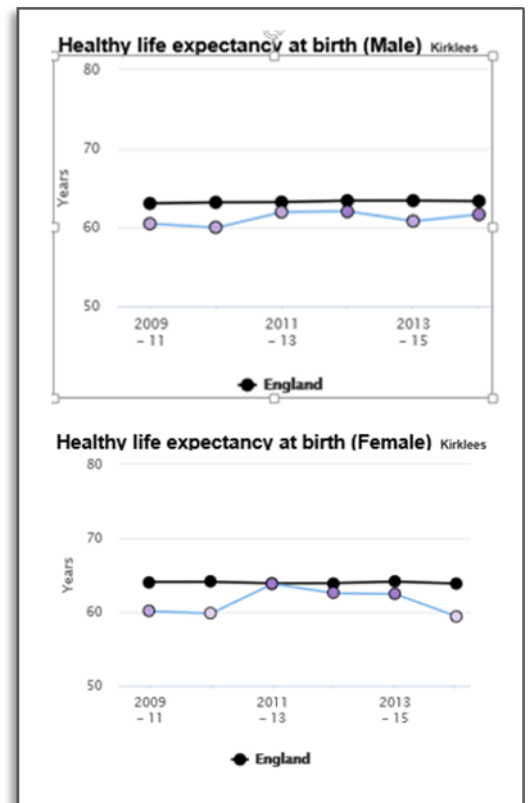
As part of the Thriving Kirklees programme

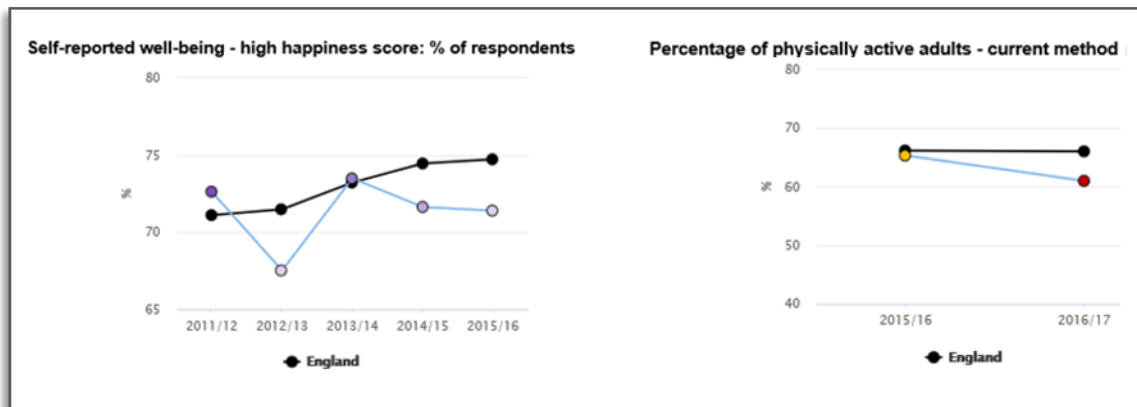
- 1,150 young people are on the waiting list at various stages in Quarter (2).
- Thriving Kirklees is currently achieving the 28 day target for assessment for all Looked After Children cases.
- Performance indicators that are currently below target include the percentage of people receiving specialist support treated within 6 weeks and the average waiting time for specialist support. The Thriving Kirklees consortium continue to focus on reducing waiting times. An independent review of all CAMHS waiting times and current provision has been commissioned. The final report, including recommendation is due in January.
- One of the contributing factors to high waiting times is the open access referral system which allows children and young people, parents and carers to self-refer. Many positive outcomes have been captured in case studies provided on a quarterly basis.
- Preparation for Parenthood (PfP) is demonstrating positive outcomes for parents. The Council is scoping out delivery options to increase the reach of the PfP, which is currently not able to meet demand in North Kirklees. A multi-agency Nurturing Parents group has begun to identify gaps and opportunities. Work continues to develop the single point of contact and ensure Home Start and the Yorkshire Children Centre can receive electronic referrals.



The Bigger Picture

- Healthy life expectancy (HLE) is the number of years a baby born today is likely to live in 'good' health. There is a clear social gradient for HLE. Locally HLE is highest in Kirkburton ward (males 68.6 years and females 69.1 years) and lowest in Dewsbury West ward (males 55.0 years and females 56.3 years). This is a gap of 13.6 years for males and 12.8 years for females.
- Female HLE in Kirklees has started to decrease (2nd trend line) and is now significantly lower than regional and national averages.
- The demographic and ethnicity profile of Kirklees is changing. The largest predicted increases are in the youngest and oldest age groups so there will be a squeeze on the working age population. HLE below the national retirement age is thus a key concern. Changes in the ethnic profile of Kirklees have important implications for tailored and targeted approaches to improving outcomes overseen by the Health and Wellbeing Board.
- Inequalities in healthy life expectancy are underpinned by inequalities in physical and mental health and health behaviours.
- Self-reported emotional wellbeing appears to be decreasing in Kirklees (trend line 3, below) and is lower than nationally or regionally. The proportion of physically active adults is also decreasing (trend line 4, below), and is significantly lower than England and one of the lowest in the Yorkshire & Humber region.





Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following three areas:

- *More people active in their communities and engaged in local democracy; Access to opportunities to improve their health and wellbeing; A joined up health and care system in Kirklees; Support, help and advice for people in the communities where they live; Protection of the public's health through education, support and interventions*

Key activities in the Quarter

Taking a holistic approach to the outcome, there are four principle programmes that aim to make significant contributions to the health and wellbeing of Kirklees residents. These are Communities Plus, the Kirklees Wellness Service, Physical Activity programmes and the wider Integrated Commissioning programme. (A fifth programme - *Thriving Kirklees* – is reported as part of the previous Best Start Outcome.)

Community Plus Programme

This targets both adults at risk of social isolation and/or developing health and social care needs, together with the local groups and networks that support them

Key Activities in the quarter

Introductions have increased but there have been lower rates in Rural and Dewsbury & Mirfield localities. The service is recording positive outcomes for people following introductions (impact measures to be provided from next quarter). Drop-in and community outreach support has been provided via library services. Positive outcomes have also been reported by volunteers. However, introductions from the adult social care front door have been lower than expected. Intensive work has been involved in the 'Fit and Fed' project (for families experiencing holiday hunger). Over 3,000 meals and snacks have been provided and 665 young people participated. Gaps in youth service provision have been identified and local community provision has been enabled and added value.

Impact

- 461 group introductions (89 new),
- 146 total groups supported (49 new),
- 354 total individual introductions (234 new)
- 959 brief conversations recorded across Kirklees.
- Half of all individual introductions were in Huddersfield. 15% of group introductions and 12% of individual introductions were in Dewsbury

The Kirklees Wellness Service

Targeting adults needing support to improve their health behaviours and wellbeing

Key Activities in the quarter

A Design & Mobilisation Group has been established with a project plan being progressed. Design of an operating model is ongoing. In August, a design and transformation partner - 'Big Life' - was commissioned to work alongside the Council and partners to provide additional capacity, capability and leadership in the development of the Wellness Model. This will facilitate the production of an operating model based on the service specification. Staff

engagement sessions have been delivered to support change management and job specifications. Roles are currently being designed. Stakeholder engagement is also ongoing.

Physical Activity Programmes

Focusing on people with a variety of long term conditions and/or immediate health issues where physical activity could help in management and/or recovery

Key Activities in the quarter

The Steps for Life (SfL) programme has been reviewed with new and better ways of working adopted, including support for carers. Also, the Everybody Active Partnership hosted a Workplace "Fit to work" conference, with over 65 delegates attending from a range of local employers. Feedback has been extremely positive. In addition, there is ongoing work in support of the Built Sport & Leisure Facilities Strategic Framework; the Playing Pitch Strategy refresh; planning issues impacting on playing fields; the Council and Kirklees Active Leisure relationship; the Everybody Active Board; and the Rugby League World Cup 2021 bid.

Impact

- Practice Active Leisure Scheme (PALS): Quarter (2) targets were achieved. 632 people booked first appointments. 29 specialist classes are provided weekly across Kirklees, with 5,529 attendances recorded. 82% of clients completing PALS were more active; 71% reported improved physical health and 62% improved self-esteem. On PALS completion, 64% of clients fully and 32% partially achieved their long-term goal. PALS is supported by 65 active Physical Activity Motivators, providing 2,340 volunteer hours in Quarter (2) and positive outcomes reported.
- Active for Life: 201 people attended 1:1s and group sessions. 74% felt that activity was a worthwhile /meaningful use of time. 70% of participants considered that increasing their activity levels had led to improvements in emotional wellbeing.

Integrated Health & Social Care

Focussed on health and social care commissioners/providers across Kirklees

Key Activities in the quarter

The Integrated Commissioning Board has been established and is meeting monthly. The Integrated Commissioning Strategy has been signed off by the Board and was endorsed by the Health and Wellbeing Board in September. A detailed delivery plan has also been developed. The Integrated Provider Board is meeting monthly. A detailed implementation plan is being developed. The Board has agreed that the main focus will be on developing Primary Care Networks, implementing the new Intermediate Care and Reablement Model and Kirklees wide community based services. These will be supported by actions across the following enabling workstreams: workforce, digital, estates, community infrastructure, physical infrastructure, organisational development.



The Bigger Picture

9% of adults need help or support to continue to live at home, as reported in the 2016 Current Living in Kirklees survey. This proportion is highest among those not in work because they are sick or disabled, those aged 75+, social tenants, people with an annual household income below £10,000 and those of a mixed ethnic background. Half of these are dependent on others for daily activities such as bathing/toilet, dressing and/or eating. In the previous survey, undertaken in 2012, 11% of adults reported the need for help or support to continue to live at home.

Where the Council makes a contribution

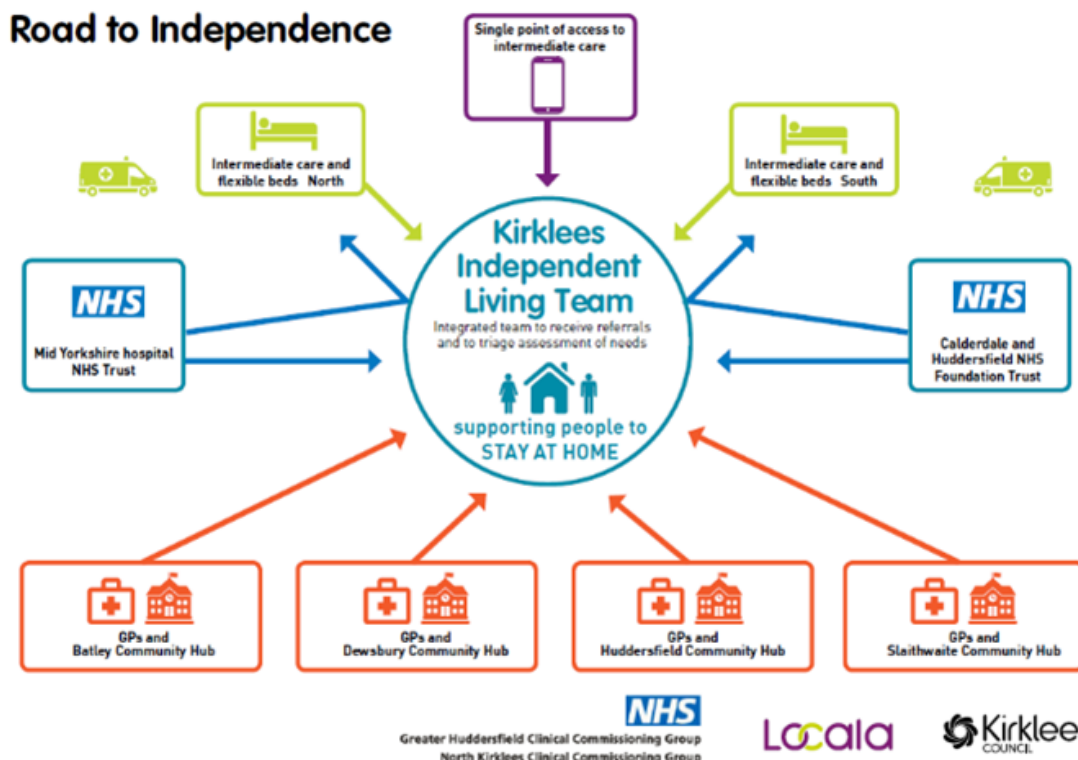
The Council is aiming to achieve progress and impact in the following four areas:

- *Joined up and personalised adult social care support which enables independence; A broad range of high quality options for care and support, provided with dignity and respect; Supporting people to successfully manage the changes in their lives; Providing for suitable and affordable homes in attractive places within a supportive community*

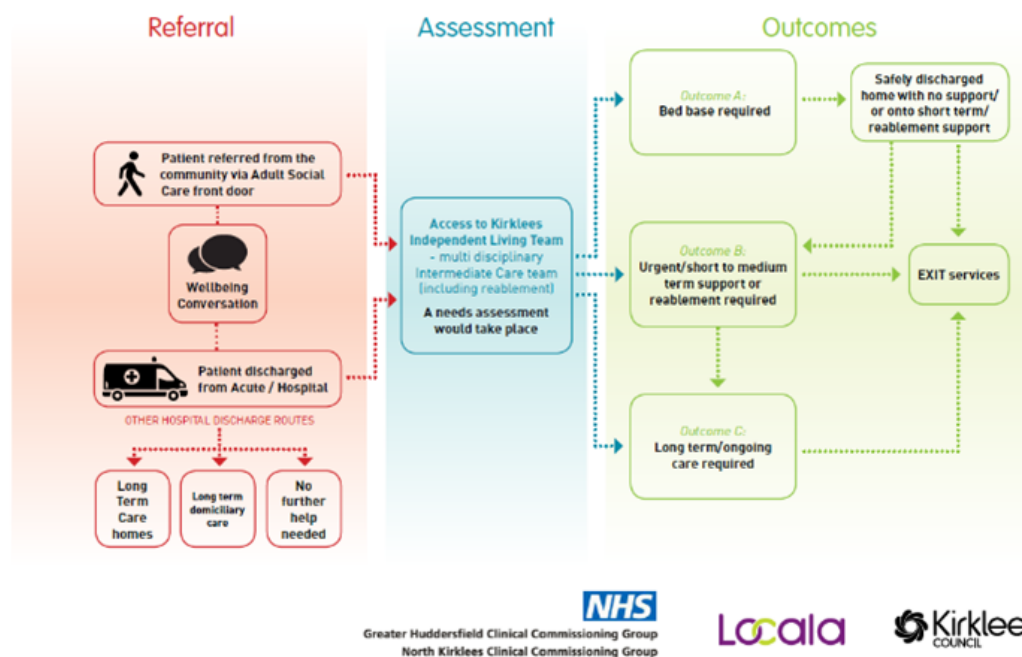
Key activities in the Quarter

Adult social care and support

- Adult Social Care is taking a more collaborative approach with care providers so it can deliver more flexible, people centred care and support, and make it easier for people to transfer from one form of care to another.
- A central aim is to streamline a citizen's health and care journey and enable the system to operate more effectively and efficiently.
- Adult Services continue to work with partners to ensure a safe and effective flow of people through care settings, ensuring this reduces readmissions/avoidable admissions and a system which remains sustainable.
- Following a programme of local area health and care system reviews, the Care Quality Commission have recently published a series of profiles to give a picture of the health and social care system in each local authority area. These bring together data to give an indication of how different services work together and show how well the health and care system performs against a set of cross-sector indicators covering service provision, quality, staffing and user experience of social care and activity through acute hospitals. These profiles focus on the care pathway for people aged 65 or over living in these areas. Key highlights are presented below.
- A Joint Intermediate Care Project between the Council, Locala and the Clinical Commissioning Groups (CCGs) is underway and progressing well. A number of workshops have been held where the overarching vision and future offer has been developed. A proposed customer pathway has been developed and some initial testing has commenced around an enhanced offer to support people out of hospital quicker once medically fit. A wider set of supporting metrics has been proposed in collaboration between the Council, Locala and the CCG to baseline performance activity and outcomes.



Customer Journey through 'Intermediate Care Services' with 'Kirklees Independent Living Team'



Meeting the housing needs of people in the most vulnerable groups

- As reported in Quarter (1) the Council has successfully implemented all requirements of the Homelessness Reduction Act. All people who are either homeless or threatened with homelessness are provided with a Personal Housing Plan and supported to secure a suitable and affordable home.
- Further work is taking place to embed the restorative practice approach with referral mechanisms now in place to receive referrals from the prescribed organisations covered by the Act. A programme of working with partners to help them understand what threatened with homelessness looks like is underway, to ensure early intervention and prevention work is embedded. A commissioning brief is also being progressed for single homeless with low support needs to access private rented sector housing.

Impact

Experience and outcomes of people between health and social care settings

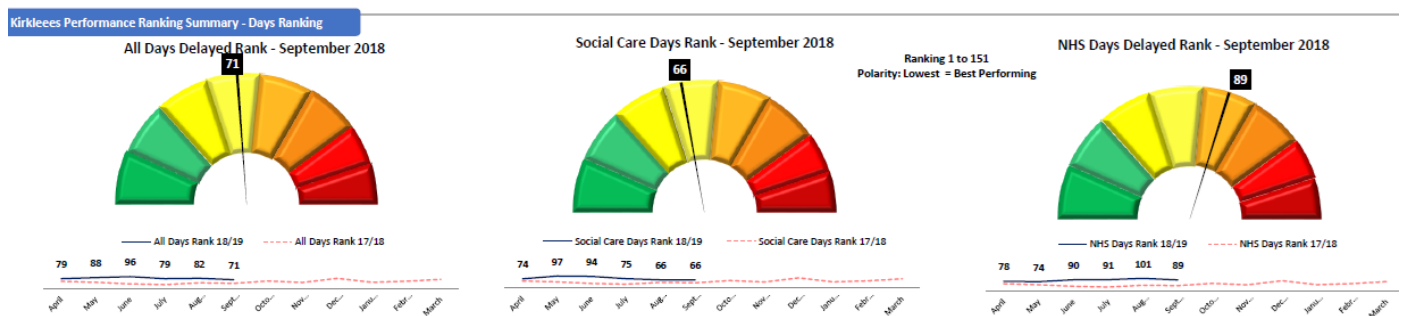
- Of the 7 key outcomes from the 2017-18 Adult Social Care Survey Kirklees saw an improvement in 6 including Quality of life, Control over daily life, Social contact and Finding information and advice. More detailed analysis, insight and learning activity from the survey will be included in the Qtr3 report following NHS Digital's publication of the outcomes on the 23rd October.
- The only key outcome we haven't improved on is satisfaction with care and support. Only 60.5% of people in receipt of longer term services are extremely or very satisfied with their care and support, down from 61.9% in 2016-17. Kirklees is ranked 2nd lowest performer in the region on this outcome but with only 3.4% points separating the 6 poorest performers. We are ranked 112 out of 152 councils in England, the average being 65%. Satisfaction with services is directly linked to a positive experience of care and support and analysis of surveys suggests that reported satisfaction with services is a good predictor of the overall experience of services.
- One of the additional questions we asked in this year's Adult Social Care Survey was if those receiving longer term social care services felt different people treating and caring for them worked well together to give them the best possible care and support. 91% felt that all, or most of them, work well together. We will

Council name	National rank
Calderdale	13
East Riding of Yorkshire	17
Wakefield	26
North Lincolnshire	30
North Yorkshire	39
Kingston upon Hull, City of	45
Barnsley	53
Rotherham	55
Bradford	64
York	91
Leeds	96
Doncaster	99
Sheffield	107
Kirklees	112
North East Lincolnshire	121

continue to include this question in future qualitative research to help evidence progress with regards to partnership working in health and social care settings.

Hospital discharge into adult social care and support

- Latest published data shows that in Kirklees 1.5% of older people receive reablement following hospital discharge, significantly lower than the England average of 2.7%.
- Kirklees' performance for Delayed Transfers of Care has shown a decline during 2018/19 with September year to date performance on *All delayed days* per 100k population currently at 9.4 (up from 7.6 at the same point during 2017/18). The majority of delays to residents of Kirklees are attributable to the NHS, accounting for 6.2 bed days, and Adult Social Care responsible for 2.2 (up from 1.6 during 2017/18). DToC is an area in which, despite the pressures, Kirklees performs favourably in comparison with other Councils. For Sept 2018, the England figures are 11 (NHS 6.8 and Adult Social Care 3.3), and Regional Humber figures are 10.8 (NHS 6.6 and Adult Social Care 2.6). From 152 councils with adult social care responsibilities Kirklees are ranked 71st overall, 89th for NHS Delays and 66th Adult Social Care. Substantial work is taking place between Adult Services, local NHS Trusts and partners to better support the flow of people through hospital and to avoid delayed discharges. In preparation for winter, work has also commenced on the development of *Choice & Recovery* beds where the aim is for us to support people on the long term care pathway whilst finding their home of choice.



Maximising independence through timely access to short term reablement and rehabilitation services

- Latest published data shows that in Kirklees 80.7% of people aged 65+ are still at home following hospital discharge and a short term service to maximise independence, slightly below the 80.8% in 2016-17. Kirklees is below the Yorkshire & Humber average on this measure, which is 85%, and although in the bottom 3 lowest performing councils in the region there are less than 3% points separating the 7 lowest performers. We are ranked 101 nationally (out of 152 councils).
- In terms of the effectiveness of short term social care support to maximise independence, of all new requests for support from people aged 18+ which resulted in our service, 71.2% received no (or reduced) ongoing services, 2% less than the 73.2% in 2016-17. Again, Kirklees is below the Yorkshire & Humber average on this measure, which is 72.9%.
- In Quarter (2) there were 660 referrals to Kirklees Short Term and Urgent Support Team, with roughly a 50/50 split of people presenting via hospital or the community. Of these approximately 430 people received reablement with around 69% receiving no ongoing support or a lower level.
- A new care pathway flow diagram showing people receiving short term services to maximise independence and the sequel to care pathway events has recently been developed to help provide insight

Homelessness

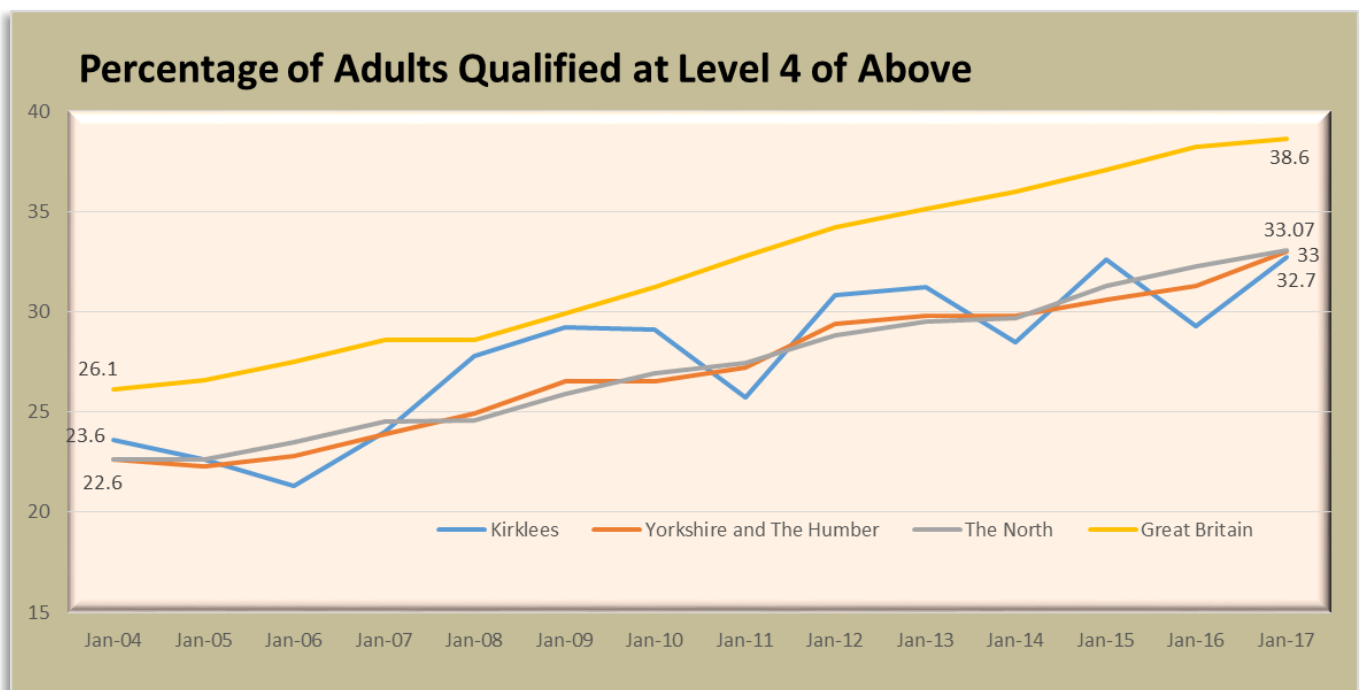
- Six months into implementing the Homelessness Reduction Act, the changes to the way in which councils counts homelessness is having an impact on the number of households the Council is accepting for a full housing duty. Early indications suggest efficiencies in preventing or relieving homelessness with 28 Homeless Acceptances in Quarter (2) compared to 26 in Quarter (1). At the half way point in the previous year, under significantly different rules, there were 284 homelessness acceptances.
- The number of cases where homelessness has been prevented has also increased with 278 year to date. This has been expected. Some households that approached in Quarter (1) have had their homelessness prevented this quarter. With National figures not due to be published until later in the year these are not yet being recognised as official statistics due to them not yet being robust enough, following their introduction in April 18. It therefore it is difficult to benchmark if this is good performance, although partnership working with fellow West Yorkshire Local Authorities suggests that it is.



Aspire and achieve

The Bigger Picture

There is a widening gap in comparing the results for Kirklees with those of Great Britain in relation to Adults qualified to Level 4 or above. Between 2004 and 2017 the gap has more than doubled – from 2.5% to 5.9%. Currently (2017 data) the proportion of the adult population qualified at Level 4 or above is 38.56% for Great Britain compared with 32.7% in Kirklees. The trend lines between Kirklees and Yorkshire & Humber are broadly similar over the same period, though a little more erratic in Kirklees – one year a little above and the next a little below. (See diagram overleaf)



Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following four areas:

- *Access to the highest quality inclusive learning and education provision; Learning provision responds to the needs of people; Children making good educational progress and achieving the best outcome; A highly skilled population able to secure good jobs*

Key activities in the Quarter

Sufficiency of school places

- Brambles Primary Academy, the new Primary school in North Huddersfield, has opened in temporary accommodation with children starting in the first reception class in September. Work is also well underway on the preparation of the annual school place planning document. It provides a 2018 evidence base on which to inform future decisions.

Special Educational Needs

- The High Needs Review (HNR) now has Transformation support. Funding models have been developed and will be shared at the next HNR workshop in October ahead of being finalised for wider discussion/agreement early next year. Specialist services have developed data collection and analysis in order to better predict future demand. The Special Education Needs and Disability Act review has been completed although some new staff have yet to start.
- Graduated approach documents are ready to be reviewed and recirculated with schools. Key Stage (2) data for 2018 shows improvements made in reading, writing and maths for children with an Education, Health & Care Plan. But Kirklees remains significantly below the national average. In terms of Special Educational Needs Support, improvements have been made in reading and writing, but not in maths and still significantly below the national average.

School Improvement

- The Director for Children's Services and Strategic Director for Learning & Early Support have completed an external review of School Improvement, engaging a range of internal and external stakeholders. Outcomes and recommendations from the review will shape and inform service planning, to enable priorities to be determined to improve outcomes for those pupils with High Needs.

Post 16 years employment and skills

- The Council is working with Job Centre Plus to develop a project to support the hardest to reach out-of-work residents, aligned to the Flexible Support Fund Grant. A decision is expected soon. Consultation continues with a wide range of stakeholders regarding the establishment of an Employment and Skills Plan.

Impact

Provision of high quality education

- Provisional data (yet to be validated) suggests that the percentage of children attaining at least expected levels in reading, writing and maths have climbed the national rank by several places. Validated data to be presented in December may yet see Kirklees move from the bottom band to the lower-middle quartile.
- Currently, 79.2% of Kirklees pupils are in schools that are rated Outstanding or Good. The national average is 86%. Several large schools in vulnerable positions are due their first inspection as a new school/academy this year. Whilst improvements have been seen, they are not yet rated Good. Other recently Ofsted inspected schools are not due to be re-inspected until next academic year so these are unlikely to move up in the next 18 months.
- In relation to attainment scores for all pupils at Key Stage (4), School based data suggests that the local authority may have lost ground on the national ranking positions when 2018 data is released in December.
- For information, there have been 7 permanent exclusions from schools in the first 5 weeks of the new academic year, in line with the rolling monthly average.
- There are 760 children missing in education (children of compulsory school age who are not on a school roll, nor being educated otherwise and who have been out of any educational provision for a substantial period of time). There is always an increase in referrals for children missing in education in September and this is in line with Local Authority neighbours.

Special Educational Needs (SEN)

- Un-validated data suggest that Kirklees has seen a 5.9% improvement in the proportion of SEN support children achieving at least the expected standard at Key Stage (2) in reading, writing and maths combined. Regional and national data has not yet been released. 17.1% would see the Council moving into Band C and equalling Yorkshire & Humber average based on 2017 quartile rankings.

Not in Employment, Education or Training (NEET) Y12/13

- Although NEET is low at 2.0% there is still a lot of work to complete to confirm new destinations at the start of the new academic year. As a result corresponding 'not knowns' group is still quite high at 14.4%. As reported previously, the data will be more accurate in October/November once 'not known' destination are confirmed. The 2.0% NEET figure for Quarter (2) compares well with 2.3% at the same period in 17/18.

Council Employability Schemes

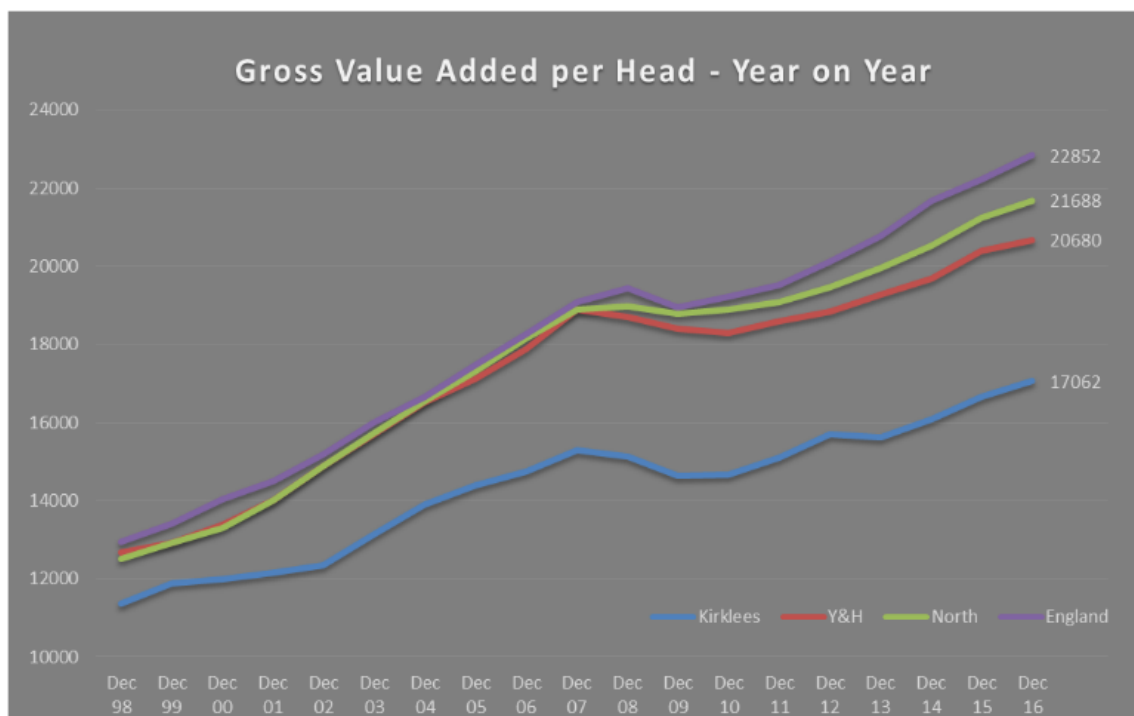
- Cumulatively, 872 people have been supported by council run employability schemes during the first half of this year. Of these, 87 have moved into paid work. This represents a success rate of just 10%, which is in line with the average success rate achieved in previous years.



The Bigger Picture

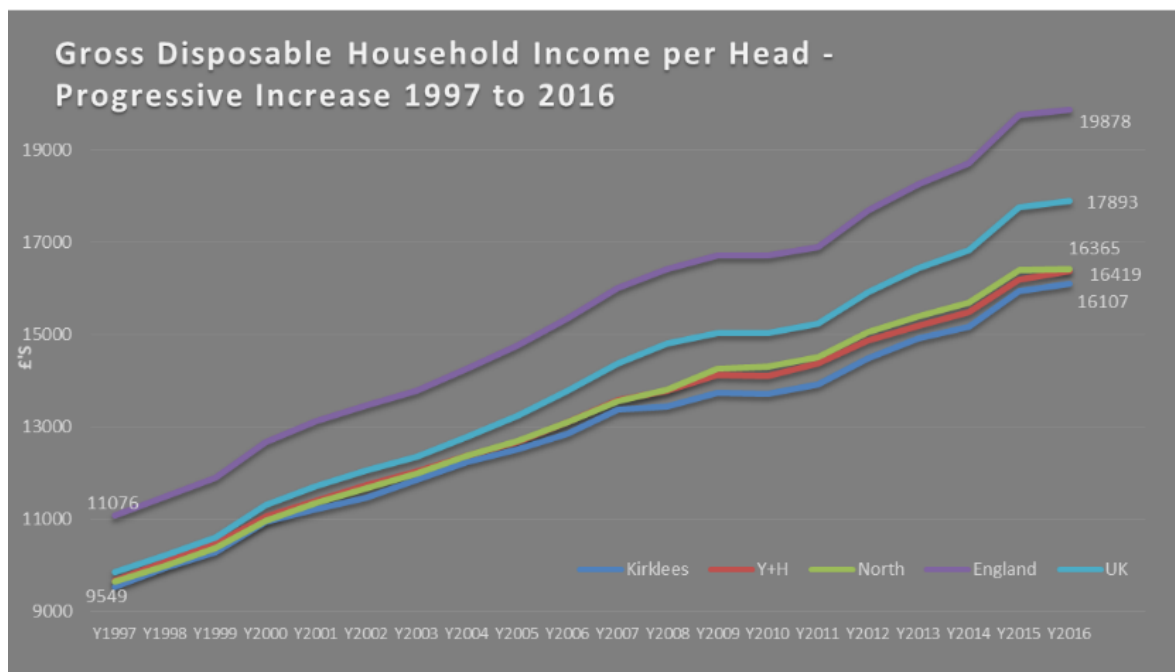
Gross Value Added per head of population

The gap between Kirklees and both Yorkshire & Humber and England has widened year on year for the last 18 years. The gap has doubled in comparison with the England average. In 1998 the gap between Kirklees and England was £1,585 per head (a 12.24% gap). In 2016 the gap between Kirklees and England was £5,790 per head, (a 25.34% gap). Taking accumulated growth from a 1998 baseline, again, the gap has widened year on year compared with England as a whole. Between 1998 and 2016, Kirklees GVA per head grew by 69.85% whereas the GVA per head for England grew by 98.11%.



Gross Disposable Household Income (GDHI) per head of population

Similarly, there has been a widening gap year on year for the last 20 years when comparing Kirklees with both Yorkshire & Humber and England. In 1997 the gap between Kirklees and England was £1,398 per head (a 12.62% gap). In 2016 the gap between Kirklees and England was £3,771 per head (an 18.97% gap). Taking accumulated growth from a 1997 baseline, again, the gap has widened year on year compared with England as a whole. Between 1998 and 2016 Kirklees GDHI per head grew by 68.68% whereas GDHI per head for England grew by 79.46% (see graph overleaf).



Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following three areas:

- *More and better quality jobs; Create an environment for regeneration and inward investment; People experiencing vibrant town centres and an appealing cultural offer*

Key activities in the Quarter

More and better jobs

- There are a number of funding bids being developed to expand the Council's support offer to businesses in Kirklees. Through the Local Economic Partnership (LEP), the Council has submitted a regional European Structural Investment Fund bid to match fund the SME Growth Manager role and create a dedicated resilience post to help businesses with relocation which, if successful, will commence spring 2019. The Council is also looking to secure funds from the LEP Business Rates Pool to support 90 creative and digital start-up businesses through the universities Magnificent 7 Programme. European Union bids are also in development for Adventure2 (high growth young and start-up businesses) and for Digital Enterprise2 (supporting transformational digital projects).
- The second Business Hub Live event has taken place, in partnership with the University of Huddersfield, Kirklees College and the Chamber of Commerce.
- The pilot to create a single business property record cannot commence until recruitment of additional staff within IT has taken place. This project aims to establish a single matched source from what is currently a mismatch between various data sources - a clear and definitive record of business properties.

Regeneration and inward investment

- A refresh of the Kirklees Economic Strategy (KES) is underway. The context has changed radically since the KES was developed. At that point, the economy was coming out of recession, youth unemployment was high, a different Government was in power, there was no national Industrial Strategy, a different Leeds City Region economic strategy was in place and Brexit was not yet a word in the English language. In Kirklees, the Council's leadership has changed, a fresh corporate and partnership framework is in place and there is a new sense of ambition and vision. A new economic strategy should take account of these changes.
- Consultants have been engaged in undertaking scoping activity to create a sustainable economic partnership
- A pitch book, video and BIG Build brochure has been produced for MIPIM UK, the UK property trade show. This forms the basis of property investment plan.
- The principles of creating an integrated business support offer with strategic partners is in place and regeneration of a jointly owned Business Growth plan is on track. Mechanisms for maximising good growth

through planning are in place and work is being planned with procurement to strengthen our approach in the next quarter.

Vibrant town centres and culture

- The Huddersfield Town Centre Master Plan has been commissioned, with a preferred bidder selected in July. The Master Plan is scheduled for completion for Cabinet approval in December 2018, with delivery of the Plan to begin subsequently. Linked to this, a Heritage Lottery Fund bid has been submitted as part of the AECOM project.
- Cabinet has approved a loan to SKA, subject to due diligence, to develop 103 New Street in Huddersfield for student housing. This property has been empty for a significant amount of time and is in a prominent position on the ring road. Finance and legal work are now ongoing.
- Landlord works to Pioneer House in Dewsbury remain on track for completion by the end of January 2019.

Impact

More and better jobs

- SME Growth Managers have supported 96 businesses in the first half of 2018-19. At the beginning of the year, it was anticipated that just 90 businesses would be supported for the whole year. However, additional resources have meant a significantly greater number have been reached.
- The corresponding investment into businesses in Kirklees as a result of that support has now reached £4.87m
- And the number of new jobs created as part of this inward investment from the LEP is 120.

Regeneration and inward investment

- The Big Build Conference, hosted by the Council, brought together 150 industry professionals, developers and investors to explore their potential participation in the District's ambitious plan to support the building of 10,000 new homes in the next 5 years in Kirklees. This includes 1,000 homes on council-owned land.
- In association, the Council also launched its Housing Strategy 2018-23 at the Big Build Conference.

Vibrant town centres and culture

- The new Kirklees College Springfield Sixth Form Centre has now opened in Dewsbury. Also, building works have begun on the Dewsbury railway station gateway project.
- The Council has been awarded almost £300,000 from the LEP's Business Rates Pool fund. This will be used to support the ambition for making Kirklees a renowned destination for music, a place where everyone can hear world-class music through Kirklees festivals and programming.
- The Council's markets and creative economy teams have scooped the award for 'Innovation of the Year' at this year's annual National Association of British Market Authorities (NABMA) conference. Traders at Queensgate Market have been working in partnership with the Council and the School of Art, Design and Architecture at the University of Huddersfield in a new initiative in Huddersfield's indoor market called Temporary Contemporary. The project converts vacant stalls into contemporary art gallery spaces. This working partnership and new approach to arts and visual culture programming is what has won recognition from NABMA.
- As a result of the quality of our World War 1 programmes, our Cultural Engagement Officer has been selected by Imperial War Museum network to represent Kirklees at the prestigious national commemoration of Armistice at Westminster Abbey in November.
- There has also been a strong growth rate in the number of Creative Kirklees Profiles, a 4% increase, quarter on quarter. There are now 503 creative artists, creative organisations and places registered on the Creative Kirklees Directory.
- Oakwell Hall was recognised for its excellence in landscape design and presentation with a Yorkshire in Bloom Gold award.



Safe and cohesive

The Bigger Picture

53% of adults in Kirklees say people from different backgrounds get on well together, as reported in the Current Living in Kirklees survey, 2016. 88% of adults reported that they felt very safe or fairly safe in their local area. Comparable results can be found in the 'Your Place, Your Say' which ran in 2011. A significantly lower number of people in 2011 believed that people from different background get on well together, just 43.4% agreeing. And there were fewer people reporting that they felt safe, though by a smaller margin – at 86%.

Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following three areas:

- *More people active in their communities and engaged in local democracy; A thriving voluntary and community sector; High quality, joined up and accessible services which safeguard children and adults from harm*

Key activities in the Quarter

Crime, Anti-Social Behaviour and Perceptions

- The Kirklees Communities Partnership Plan was launched in Quarter (2). It sets out the key priorities for the next 3 years as: reducing crime, tackling anti-social behaviour, protecting people from serious harm and improving place
- Multi-agency theme groups are in place for each to develop partnership implementation plans.
- Working in partnership with Victim Support, Safer Kirklees has launched two new victim's hubs – one in Dewsbury and one in Batley - for people affected by crime or anti-social behaviour. Although they have been in operation for less than three months, attendance at these hubs is already the highest per week in comparison to similar hubs across West Yorkshire.

Extremism and radicalisation

- Two Channel Panels were held in the quarter to look at four new cases. A Channel panel training plan has been developed to ensure that panel members continue to develop their knowledge and skills to support the Channel function - areas covered include ideologies, the far right, threat and risk online and support available. Channel provides support to those who may be vulnerable to being drawn into terrorism, through early intervention and diverting people away from the risk they may face.

Cohesion and faith based work

- The Quarter saw a variety of cohesion and engagement activities which saw over 2,000 individuals taking part in a variety of projects/events including Batley Pride, More in Common and Meet your Neighbours events. A specific example of activity was the Srebrenica Memorial Day which saw members of the Bosnian community and local residents/community group attend a commemoration ceremony in Batley.
- Work with young people included developing a Faith & Learning conference for schools, engagement with over 350 people around faith related areas and supporting institutes to improve practices around safeguarding and health and safety.

A stronger Third Sector

- Third Sector Leaders produced a draft State of the Sector report 2018 which will provide intelligence where best to target resources and develop the Sector. Workshops have been delivered to enable the sector to implement Outcomes Based Accountability to reframe work around impact, outcomes and business planning.

Democracy and inclusion

- Quarter (2) saw piloting of the Place Standard in Golcar ward as a citizen engagement approach to enable communities to better inform and influence the future of their community and the decisions affecting it. Elected Members are now working with partners to agree priorities for action relating to the physical environment (the buildings, streets, public spaces and natural spaces that make up a place) and also the social environment (the relationships, social contact and support networks that make up a community).
- The Refugee and Asylum delivery plan is in place for 2018/19. Kirklees Citizens Advice and the Law Centre have been commissioned to develop and maintain web resource of services and support available to asylum seekers.
- The Resettlement plan for 2018/19 in place and transfer numbers agreed. The existing plan has been revised to take account of commissioning of intensive progression support towards employment of adults.

Impact

Crime, Anti-Social Behaviour and Perceptions

- Although Quarter (2) saw a reduction in residential burglaries and vehicle offences, there was a noticeable and continued increase in violent offences. Much of this is connected with assaults (including those without injury), malicious communications and “public fear, alarm/distress”. However, there have also been increases in more serious violence including those associated with weapons (some of which involving gangs) and incidents associated with the night time economy - this has received local media coverage and concerns have been raised by residents in relation to this.
- In relation to more general perceptions, when asked how safe they felt in their neighbourhood, 79% of respondents in the Police Crime Commissioner quarterly survey said that they felt safe. Figures for Quarter (2) showed a slight improvement from Quarter (1) and match the overall figure for West Yorkshire. 71% of respondents said they were satisfied with their area. This has declined from 75% over the past year. Some of the issues associated with this are speeding traffic and perceived drug dealing, which is particularly associated with poor satisfaction scores.
- Quarter (2) also saw voluntary and community groups awarded over £65K from the Police Crime Commissioner to fund local community safety activities. This is the highest District award in West Yorkshire and is the result of concerted efforts to work collaboratively and support the sector in developing high quality bids.

Children’s safeguarding

- The number of looked after children has reduced over the course of the financial year – from 675 in April to 644 in September. The same is also true for children with a child protection plan – from 325 in April to 261 in September. However, the number of children in need is increasing – from 2,205 in April to 2,381 in September.
- The average caseload for social workers and personal advisors has reduced since the beginning of the financial year – from 18.4 cases in April to 16.4 cases in September.
- Currently, 89.5% of Initial Child Protection Conferences took place within 15 days of a Section 47 enquiry - Quarter (2) saw a significant increase in this measure and now performance in Kirklees is better than Statistical Neighbours.
- 24 hour decision making on social care referrals has also seen a significant improvement through the year, from 53.8% of referrals in April to 98% in September.

Deprivation of Liberties (DOLS)

- At the end of Q2 Kirklees had received 1,208 DOLS requests. The average number of requests in Yorkshire & Humberside at Q1 was 407 request with Kirklees 4th highest in terms of volumes. Due to recent staffing implications in the operational team, there are a range of potential risks in meeting DOLS timescales which have been flagged up to senior management as early warnings. These risks continue to be managed proportionately.

A stronger Third Sector

- The quarter saw a “meet the funder” half day conference which brought together 70 individuals to gain and understanding of a variety of funding streams and be better equipped to put together high quality bids to increase income for the sector.

- Work on grants schemes has resulted in 10 inclusive grants awarded in the Quarter benefitting over 200 young people
- The Short Breaks Activity Programme commenced with funding for six service level agreements and Community Plus Grants saw development of the Good-gym launched in the Quarter.

Controlling Migration programme

- 35 volunteers started on the Mentor programme in the quarter
- However, a significant risk to its success is the lack of co-operation and referrals from G4S which has been raised as a priority for the strategic asylum dispersal board. Asylum seekers who are placed in a G4S house (which tends to be of poor quality) receive very little support from Group after they have been placed. Consequently, the Council has set up a mentoring/befriending scheme in order to fill this gap. However, Group 4 are refusing to make referrals to this scheme, citing GDPR, and consequently the valuable provision is not being accessed.
- Initial planning and a joint working session took place and quarterly #kirkleeswelcomes meetings are set up.



The Bigger Picture

As part of the Current Living in Kirklees survey in 2016, residents were asked about their satisfaction with local place. Compared to a similar Councils that undertook resident's survey in 2016, satisfaction with the local area in Kirklees is significantly higher (79% vs. 72%). Furthermore, the proportion of those who report they are 'very satisfied' with the local area is also significantly higher in Kirklees (35% vs. 24% in comparator Council). Interestingly, there is a link between satisfaction with local area and the Index of Multiple Deprivation, with each successive quintile reporting higher levels of satisfaction. Results were slightly lower in 2011, under the 'Your Place, Your Say' survey of residents, with a reported figure of 76%.

Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following three areas:

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

Key activities in the Quarter

Digital Connectivity

- The Council is working with City Fibre to finalise the two data centre sites for their fibre build and discussions are ongoing with legal and estates to progress. City Fibre are set to commence build in November with aspirations to reach 65,000 homes and businesses over the course of the next two years. A bid for the Superfast Contract 3 has been submitted and a response from the Department of Environment, Food & Rural Affairs and the Department of Communities & Local Government is awaited.
- Superfast Contract 2 is struggling to meet outputs and Openreach are currently preparing a mitigation plan to get them back on track.

Waste Management

- Negotiations with SUEZ, our waste contractor, have been stalled at their best offer, whilst the Council has sought legal advice, which has now been given. There is limited ability to extend the contract, up to 5 years, and then a requirement to re-procure.

Air Quality

- A West Yorkshire-wide procurement process has been successful in appointing a company to install electric charging points for hybrid and electric vehicles. Discussions are underway to finalise locations in Kirklees before instalments are to take place.
- Staff are currently being recruited to undertake planned air quality improvement works.

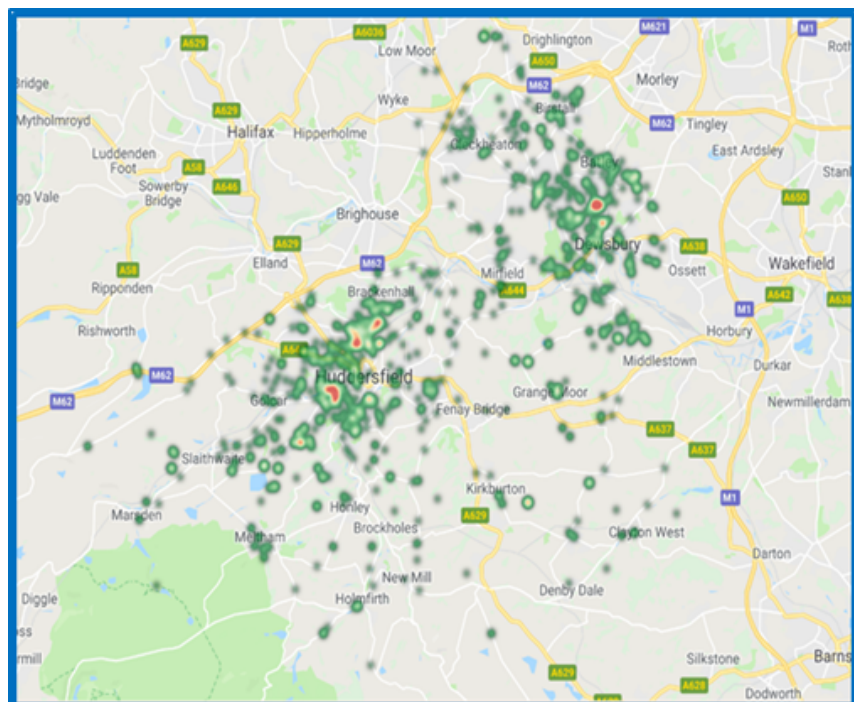
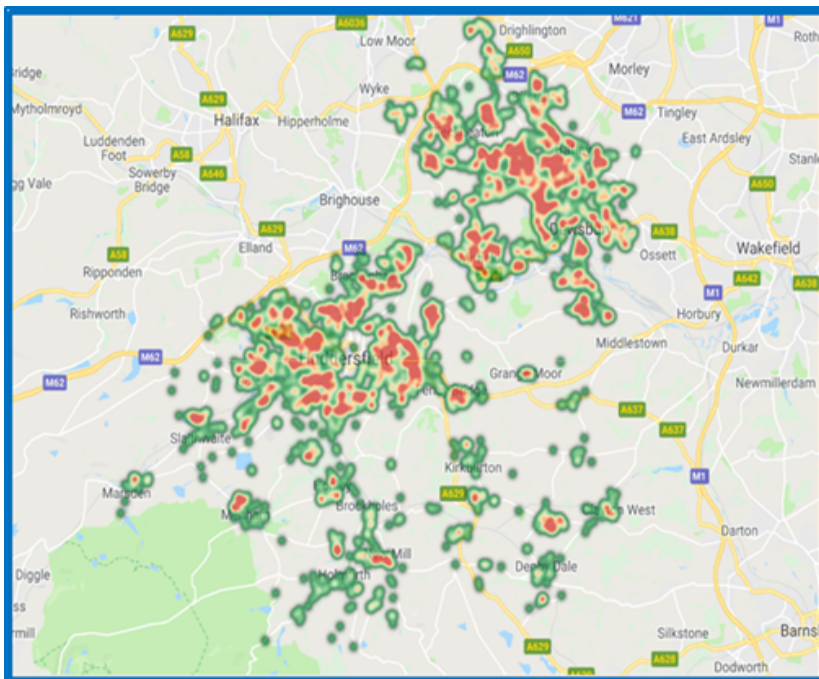
Spatial Planning – Local Plan

- With Local Plan Examination in Public (EiP) hearings having been completed, the Council is continuing with proposed modifications to the Plan. The Local Plan Inspector’s Report is due by December and adoption of the Local Plan continues to be on track for early 2019.

Impact

Waste Management

During the last month, 98.9% of all bins have been collected and emptied, therefore the missing bin rate is 1.1%. Given that there are 45,000 bins collected each day, this equates to just under 500 bins missed. The adjacent map shows where the highest densities of missed bins have occurred. Looking back over the last year the span of performance has been between 97.52% at its lowest (in February, with winter weather disruption) 99.7% at its highest.



There have been 1,200 incidents of fly tipping reported to the Council over the last three months, with just over 100 investigations launched as a result. The adjacent map shows the highest densities in relation to where fly tipping is taking place. To date, there have been no prosecutions. Incident reporting is significantly higher than for the same period last year. However, this reflects the drive for continuous improvement in the reporting process. This year will form a benchmark for future years. Fly tipping is highest in Greenhead, Dewsbury West, Batley East and Crosland Moor/Netherton Wards.

Calls to Kirklees Direct

- In relation to Environment and Greenspace, there have been 7,800 calls made during the last month. The four most popular issues were the waste management strike (11.6%), waste and recycling centre permits (20.6%), bulky items collection (8.5%) and missed grey bins (10.2%).
- By far the largest volume of calls is under the 'Steetscene Other' category (33.7%). This indicates a need to revise categories to provide greater insight.
- In relation to Highways Operations, there were 4,300 calls made over the last three months. The greatest call volumes have been in the areas of roadworks and pavements (21%), trees and vegetation (10%) and street lighting (7%).
- Similarly to Environment and Greenspace, the largest volume of call is under the category of 'Highways Other'. This, again, highlights the need for a review of categories for greater insight.

Highways Operations

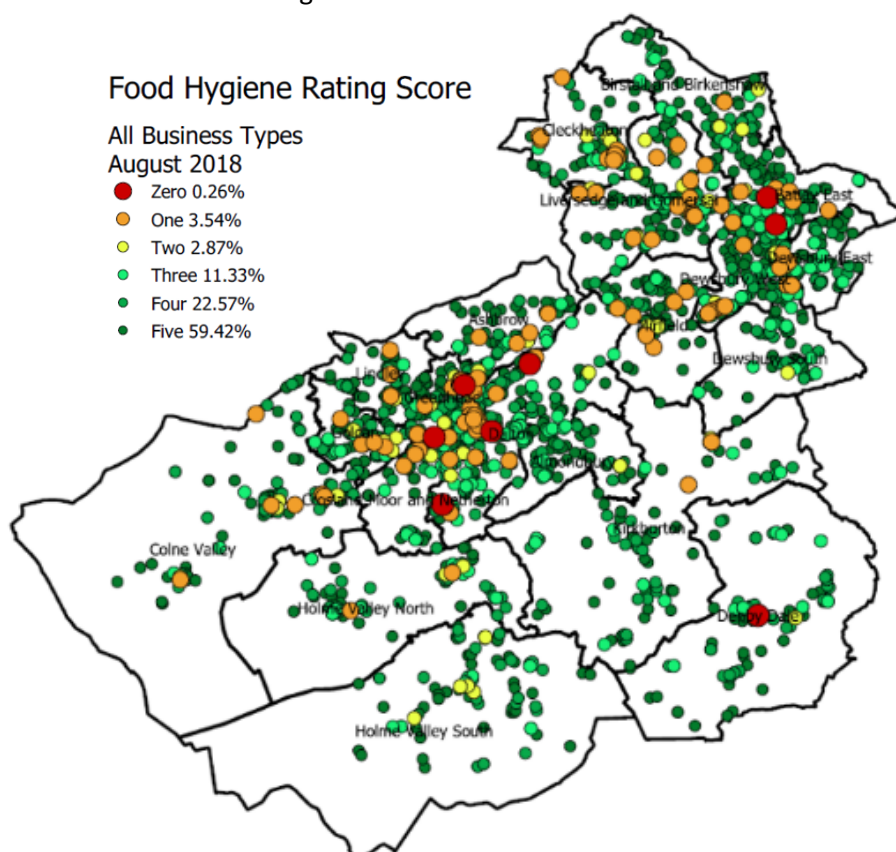
- During the last month 100% of category (1) potholes have been repaired on time and 92% of category (2) potholes.
- 94% of street lighting faults reported have been repaired within agreed timescales.
- 97.3% of signalised installations faults reported have been repaired within agreed timescales.

Public Protection and Enforcement

- There have been 10,400 penalty charge notices issued in the three month period for illegally parked vehicles. Of these, 70% have been paid. 10% have been subject to challenge and 9% were cancelled as a result of a successful challenge. This leaves 30% of fines outstanding.

- Currently, 60.6% of food hygiene inspections have rated premises as 'very good'. 22% have been rated as 'good' and 11.3% as 'generally satisfactory. This leaves 6% requiring improvement and 0.3% requiring urgent improvement. The areas with results of concern concentrate on the population centres of Huddersfield, Dewsbury and Denby Dale. The general spread of results is presented in the adjacent map.

- There were 2,000 pollution and noise control complaints made to the Council in the previous three months. By far the largest volume came in the category of noise (64%). Planning & Development and Air Pollution were the next most numerous at 11.3% and 7.9% respectively. Half of all complaints were resolved within 30 days and 86% were resolved within a 90 day period. 14% took longer than 90 days to resolve. Formal action was taken in 40 cases and informal action taken in another 40 cases. Over half were addressed through advice provided. No action was taken in 115 of the complaints that came in (12.7%).





Where the Council makes a contribution

The Council is aiming to achieve progress and impact in the following five areas:

- Skilled, motivated and healthy staff; Strong political leadership and an intelligence led Council; robust systems, processes and governance; collaborative, partnership working across public, private and voluntary sectors; transforming our organisation so that it is fit for purpose now and in the future

Key activities in the Quarter

The People Strategy

Work continues on the three key strands of the People Strategy with an update presented at Corporate Scrutiny Panel in October. A specific focus of the update was on Talent Development. The Development theme focuses specifically on cultural transformation, developing our workforce, leadership and management and performance. An update on the apprenticeship work stream was also provided. Key activities include the following.

- a new workshop on promoting emotional intelligence,
- relaunch of Inclusion and Diversity Hub,
- design and introduction of a performance framework using the outcomes based accountability framework

The apprenticeship levy has funded a number of new starters to the council, along with a cohort of existing employees that are being developed in a "grown our own" programme.

Inclusion and Diversity

The annual report and second year action plan is now scheduled to be discussed at the various governance forums during October and November with final sign off at Full Council in December. Part of the action plan and accompanying report will outline the particular areas which will be given an additional focus in the next twelve months, such as a partnership based Diversity Awards event in 2019. During the week beginning 24th September the council took part in National Inclusion Week, organised nationally by the Inclusive Employers organisation. Each day during that week the Chief Executive and Directors took it in turns to set out daily challenges to the organisation via short videos, around the theme of "Everyday Inclusion", on the Intranet. A workshop on Inclusion and Diversity took place as well as a very successful drop-in session for employees - involving stalls and presentations by employee networks, services on areas such as mental health support and wellbeing, community cohesion, visual impairment services, learning and development.

Impact

Sickness Absence

- Sickness absence across the Council has reduced in comparison to Q1, from 12.2 days lost per FTE to 12.1.
- The top 5 jobs with the most sickness absence were Support Workers (414.71 FTE days), Refuse Collectors (199.24 FTE days), Cleaners (193.77 FTE days), Social Workers/ Senior Practitioners (172.22 FTE days), and Catering Assistant (167.51 FTE days). These number of days equated to 27% of the overall absence for September 2018.

Employee Resourcing

- The Council has 5,248 FTE's, with a headcount of 6,867 employees. And the percentage turnover is current 10.6% (on a rolling 12 months basis). Turnover has reduced slightly over the Quarter.

- Agency spend currently stands at £660k, and increase on the previous quarter which was £535,996. Agency spend has seen a spike in September, specifically within Adults & Health.
- The top 3 reasons for agency appointments are vacancy pending recruitment (31), annual leave cover (29) and one off event/project (17).

Financial inflow/outflow

- Both the collection of Council Tax and Business Rates are on track to deliver against targets with 51.81% and 55.59% collected respectively at the half way point in the year.
- The percentage of invoices paid seamlessly over the course of the year has increased significantly – from 23% at the beginning of the year to 42% at the end of September.
- And the percentage of payments made to critical suppliers within 10 working days is running healthily at 94%, an increase from 81% at the beginning of the financial year.

There is work to be done to identify and establish a wider set of data to evidence impact against efficiency and effectiveness of the Council and which connect with greater strength to the Council's financial management and risk management monitoring and reporting regimes. Mapping work on available data sets has begun. Development and improvements will be undertaken quarter by quarter, into the new financial year.

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Scrutiny Lead Member Report

Lead Member: Cllr Cahal Burke

Panel: Children's Scrutiny Panel

Period of Update: 3rd September 2018 to 7th December 2018

Panel Highlights

The Children's Scrutiny Panel met on 10th September. The main highlights from the meeting were:-

- **Strategy for Partnership working - Early Help**
- **Multi Systemic Therapy**
- **Family Mental Health Service**
- **Family Conferencing**
- **CSE / Safeguarding Update**

Outcomes:

Strategy for Partnership working – Early Help

- The Panel received a report on the new approach to Early Help. They heard evidence from a school about how well this approach had worked. However, the Panel would like further information about the level of involvement of schools and requested that a report be brought to Panel on the development of schools as community hubs.
- The Panel would like to monitor the progress across all areas and asked that a report on the success of the early support strategy, to include details of the partnership working arrangements, be brought to the Panel early 2019.

CSE / Safeguarding

- The Panel sought to understand the 10 identifiable risks common to children who go missing or become involved in CSE and these were circulated to the Panel following the meeting. They also requested information as to what work was being done to invite accommodation providers and takeaways to training be provided to the Panel. It was agreed that this information would be brought to another meeting of the Panel.
- The Panel also asked for a further report be brought outlining the multi-agency approach and that the report include details of progress made with all partners.

The Panel also met on 9th November. The main highlights from the meeting were:-

- **KSCB Annual Report**
- **Review of All Age Disability**

Outcomes:

KSCB Annual Report

- The Panel requested further information about the partnership working, as they didn't feel that this was fully reflected in the report. It was noted however, that the partnership working was contained within 2 appendices to

the annual report, which would be sent to all Panel members once they had been approved by the Board.

- The Chair of the KSCB suggested that she return to the Panel meeting on 1 April 2019 to outline reflections on the lessons learned around Child Sexual Exploitation and to provide assurances that the current practice and strategy is fit for purpose.

Review of All Age Disability

- The Panel heard that Children's Disability Service had been reviewed so as to re-align back under the oversight of Elaine McShane, Service Director, Children & Families. The Panel agreed to continue to monitor the Children's Disability Service, to ensure positive outcomes for children and their families.

Monitoring Work

- The Elective Home Education (EHE) ad-hoc panel is ongoing. Meetings have taken place with parents and carers to gather their experiences of home educating in Kirklees. Evidence will also be gathered from a prominent EHE blogger, Leeds City Council, Calderdale Council and EHE parents and carers in those authorities.
- Ofsted visited Kirklees on 4th & 5th December for a full inspection. The results of the inspection will be considered at the meeting on 14th January 2019.
- The Panel continued with gathering evidence from parents of children with Special Education Needs and Disabilities. An Ofsted visit is anticipated and officers would like to provide evidence that they have actively engaged with, and included the experiences of parents in Kirklees in the services development planning. Meetings have taken place between parents and carers and members of the Panel. The outcome of these meetings will be a report to the SENDACT team and will be made available to OSMC at a future meeting.
- Panel have continue to monitor the improvement journey and considered a refreshed 10 point Improvement Plan. The Panel recognised the work done by all staff within children's services and they were encouraged to see the progress that had been made. However, the Panel will continue to monitor progress.

Looking Ahead

- Cllr Donna Bellamy will continue to attend the meetings of the Improvement Board.
- The new Children & Young People's Plan has been delayed and will be considered in 2019.

Panel meeting 14th January 2019

- Statistical information / table relating to children in care (standing item)
- Ofsted Letter to DCS
- CAMHS Transformation Plan and Autism waiting list update
- Schools as Community Hubs (to include pressures on schools)
- Virtual School

An additional meeting will be held in January or February to consider

- Statistical information / table relating to children in care (standing item)
- EHE Update
- Update on training for accommodation providers and takeaways on CSE
- General CSE Update

Key challenges:

- The inspection of Ofsted for the Special Educational Needs and Disability will challenge the service, but the scrutiny panel will continue to work alongside the service to assist where possible.
- The Panel would like to be assured that schools are receiving good support for the additional challenges they face as part of the community hubs and early help strategies.
- The Panel would like to be assured that lessons have been learned from past cases of CSE, and be confident that the current strategy will prevent children from being vulnerable to harm and abuse.

General comments

The Panel looks forward to working alongside the new Director of Children's Services Mel Meggs.

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Scrutiny Lead Member Report

Lead Member: Cllr Liz Smaje Panel: Health and Adult Social Care Scrutiny Panel

Period of Update : From 22 August 2018 – December 2018

Panel Highlights

(Include examples of pre decision work, scrutiny getting out and about, etc.)

Lead member briefings with:

- Deputy Chief Executive South West Yorkshire Partnership NHS Foundation Trust.
- Chief Officer Greater Huddersfield CCG and North Kirklees CCG.
- Strategic Director for Adults and Health
- Cabinet Member for Health and Social Care
- Chief Executive Healthwatch Kirklees
- Chief Executive Mid Yorkshire Hospitals NHS Trust

Panel Meetings and follow-up:

- Panel meeting 11 September 2018. Items discussed included: Transforming Outpatient Care; Update on the Kirklees Integrated Wellness Model; and Diabetes in Kirklees.
- Panel Workshop 17 September 2018. An informal workshop with Adult Social Care to discuss the work being done on developing an Adult Care Offer and to provide the Panel with an opportunity to have input into core elements of the offer that included: the Resource Allocation System; the Support Planning Tool; and the Direct Payments Policy.
- Panel meeting 9 October 2018. Items discussed included: Planning for winter across Health and Social Care in Kirklees; and the Ambulatory Emergency Care Unit at Dewsbury district hospital.
- Panel Meeting 6 November 2018. Items discussed included: An update on mental health services across Kirklees; Suicide Prevention; and the Kirklees Safeguarding Adults Board 2017/18 Annual Report.
- Panel meeting 4 December 2018. Items discussed included: Integration of Health and Adult Social Care; and Mental Health Rehabilitation and Recovery Services Transformation Project.
- Panel informal meeting 4 December 2019. An informal session with CCGs and Kirklees Integrated Community Equipment Service to discuss the new contract specification for Wheelchair Services.

Outcomes:

(Summarise the value scrutiny has added by looking at the issue(s) and any recommendations)

The Panel provided constructive feedback on the work being done by Public Health in developing an integrated wellness model and managing and preventing diabetes. It included a number of recommendations that focused on sharing best practice across all providers of diabetes healthcare and seeking assurance that the wellness

model focused on both physical and mental health.

A number of actions were agreed at the workshop session with adult social care that were designed to ensure that the adult care offer was accessible and equitable to all communities across Kirklees that included: a recommendation to produce a simple to follow diagram/flow chart that helps individuals to navigate the various options and pathways available; and a suggestion that the service investigates the feasibility of using a similar facility to the “My Kirklees Account” to develop a patient portal/adult social care portal.

The Panel has focused its attention on encouraging greater co-operation and collaboration between health and adult social care. The discussions on winter pressures resulted in a number of recommendations to support this aim that included a request that work takes place to improve communication and understanding between NHS and Adult Social Care on the pressures and capacity facing each organisation.

Monitoring Work

(If monitoring previous recommendations please identify what difference Scrutiny has made)

None this period

Looking Ahead

(What are the next issues the Panel plans to look at?)

The meeting scheduled for 15 January 2019 will focus on an issue that was put forward by a member of public requesting a review of the provision of support in Kirklees for children with Foetal Alcohol Syndrome. The scope of the review has been widened to include looking at the support provided by CAMHS and the special educational needs and disabilities (SEND) service. The lead investigator of a UK wide study that aims to determine the incidence of FAS in the UK and Ireland will also be attending.

At the meeting in February the Panel are expecting to receive: details of the proposed Future Service Model for Mental Health Rehabilitation and Recovery Services; and the outcomes of a joint CCG and Mid Yorkshire Hospitals Trust impact assessment on the closure of Ambulatory Emergency Care Unit at Dewsbury district hospital.

General Comments

Although the work of the Panel continues to be challenging most of the key issues that were identified at the start of the year have been covered. The Panel has also managed find the capacity to deal with new issues that have emerged such as the closure of the Ambulatory Emergency Care Unit at Dewsbury district hospital.

Our new co-optee Lynne Keady joined the Panel in September and is proving to be a valuable member of the team. Panel attendance has been generally good and everyone continues to work well together.

Scrutiny Lead Member Report

Lead Member: Cllr Gulfam Asif Panel: Corporate Scrutiny Panel

Period of Update : From September to December 2018

Panel Highlights

31/8/2018 meeting

The Panel received an update on the progress being made in relation to the procurement strand of the Council's Transformation Programme. It was noted that there had been 3 core phases to work, namely data visibility, identification of opportunities to made rapid savings and work on the operating model.

The broader aims of the project were to challenge and redefine how goods and services were procured, to ensure that all third party spend was necessary, to support local economic growth through local spend and to stimulate local social value and contribute to good growth. A savings target of £6.5m across 6 categories had been identified and good progress had been achieved. Savings were mostly attributed to positive results in the Temporary Staff category.

24/9/2018 informal meeting – Libraries Review

The Panel were advised of the proposed principles and framework that had been agreed by Cabinet on 21 August 2018:-

- Libraries must be situated in the right building in the right place, to meet community needs and maximise the impact on early intervention and prevention;
- Libraries should be situated where possible on one floor to ensure an efficient and cost effective delivery model;
- A local plan should be developed for each area to reflect the differing needs of each community;
- Staff should be equipped and supported to deliver on the future library strategy and job profiles should reflect the future roles needed to deliver the new service; and
- The services and activities provided must meet the Council's outcomes

11/10/2018 meeting

The Scrutiny Panel received an overview on the three key strategic themes sat behind the Council's People Strategy; Attraction, Development and Wellbeing, and were advised that eight work streams sat behind the themes in order to deliver the overall strategy. They were also told that the key activity taking place within the development work stream was in relation to - Developing Emotional Intelligence, Establishing the Council as a Coaching Organisation, Inclusion and Diversity, Learning Offer and Apprenticeships.

29/11/2018 meeting

The panel received an update on the progress made in relation to the Democracy Commission. Included in the update was a request for the Panel to explore ways in which further contributions could be made to the next phases of the work.

The report set out a high level summary of the work commissioned since the initial meeting of the working party in March, which included updates on the following areas:

- The Changing Councillor Role and How it is supported;
- Developing a Citizen Engagement Framework and Place Based Working;
- Improving Electoral Registration
- Putting Councillors at the Heart of the Organisation
- Networked Councillors – Digital Skills, Confidence and Content for Civic Good
- Regional Devolution – Supporting our Councillors and Citizens
- Opening up our Meetings
- Recommendations for External Organisations

The Panel committed to undertake "a day in the life of an officer" and feedback their experience to the Democracy Commission Working Party.

Lead Member Briefings

1/10/18 – Joint briefing on Social Value:

- Parts of the district were within the top 10 most deprived areas in the country and there were 4 main themes to the amended approach:-
1. Spend of anchor institutions in getting wider social and local economic value from employment and commissioning;
 2. Employment opportunities and conditions;
 3. Land property and investment are for the benefit of the local economy; and
 4. Developing democratic and local control within the economy with a diverse chain of suppliers.

The work in Kirklees had focused on procurement and spend within the Council.

13/12/18 – Work Programme review and catch up with Rachel Spencer-Henshall

Recommendations Issued

In relation to Finance:

- That the Corporate Scrutiny Panel liaise with the Corporate Governance & Audit Committee regarding an update on the developments to the Corporate Risk Register, especially in relation to potential impacts of Brexit;
- That the Corporate Scrutiny Panel highlighted the requirement to consider the grants to Parish Councils as part of the budget considerations;
- That the Corporate Scrutiny Panel advised that the forecast process be reviewed in an attempt to set budgets accordingly and avoid high level overspends in areas where need has already become apparent.
- That the Panel recommend the difference between the aspirational figures for housing growth within the Corporate Plan and those set out in the base line budget assumptions for council tax revenue be clearly explained in narrative within the relevant documents;
- That the Panel recommend the narrative relating to the review of the Waste Strategy within the Corporate Risk Register be amended to clearly outline the potential risks to the organisation;
- That the Panel expressed their support for necessary amendments to Financial Procedure Rules to be made, to avoid unnecessary delays to the Town Centre Regeneration Project.

In relation to the People Strategy:

- That the Panel recommend that councillors be involved in the monthly recognition scheme for employees and are able to put forward nominations, given that they at the receiving end of customer service from employees of the council;
- That the Panel recommend that schemes relating to the development of the high street be developed in readiness for the distribution of the pot of money being made available by Government for “changes to local high streets”.
- That the Panel recommend a schedule be created to outline a set of standards to be adopted by the council in relation to appropriate principles for responsiveness to councillors;
- That Members of the Corporate Scrutiny Panel endeavour to undertake “a day in the life of an officer” and feedback their experiences to the Democracy Commission Working Party.

Looking ahead

The Panel will be receiving a training session from the LGA on Commercialisation in the New Year and will open this up to all Members, should they be interested.

General comments

Our Cabinet Member has attended every meeting of the Panel and has contributed to the Panel discussions and been receptive to the Panel’s comments and suggestions.

Panel Member attendance is generally good and participation within the meetings is helpful.

KIRKLEES COUNCIL

Scrutiny Lead Member Report

Lead Member: Cllr Rob Walker

Panel: Economy and Neighbourhoods Scrutiny Panel

Period of Update: September 2018 – December 2018

Panel Highlights

Lead member briefings with:

- Strategic Director Economy and Infrastructure
- Strategy and Policy Service Manager / Theme Lead Place and Inward Investment regarding the refresh of the Kirklees Economic Strategy
- Strategic Partnership Lead – Business and Skills, regarding the Skills Strategy
- Cabinet Member for Environment and Greenspace Operational Manager regarding Greenspace
- Corporate Policy Officer and Corporate Scrutiny Panel Chair regarding Social Value and Inclusive Growth
- Cabinet Member for Economy, Head of Development Management, Head of Culture and Vibrancy regarding Towns and Communities
- Business Group Leader regarding Digital Strategy
- Cabinet Member for Environment, Head of Operational Services and Commercial and Technical Development Manager regarding Waste Management
- Operations Manager (Quality Homes) regarding rough sleeping.

Two members of the Panel joined the Council's working group undertaking a review of the Open Age Policy and Local Letting Framework and met with Housing officers on 1 October 2018.

Panel Meetings and follow-up:

- 5 September 2018 – Kirklees Economic Strategy
- 10 October 2018 - Social Value, Local Wealth Building, Links to Inclusive Growth (in line with the refresh of the Kirklees Economic Strategy) and Skills Strategy
- 31 October 2018 – an additional meeting was arranged to consider the Government's Green Paper - A New Deal for Social Housing Consultation and the Hackitt Review
- 7 November 2018 – The Future of Town Centres in Kirklees
- 12 December 2018 – Draft Greenspace Strategy and an update on Rough Sleeping and the Council's Severe Weather Emergency Protocol.

Outcomes:

In considering the Future of Town Centres in Kirklees, the Panel highlighted the importance of strategic aims and measurable objectives and recommended that the desired outcomes in relation to town centres and how these related to the overall economic strategy for the district, be made clear within the refreshed Kirklees Economic Strategy.

The Panel also requested that a working group be established to examine:-

- a. partnership working in developing the town centre offer;
- b. work with the Town Centre Partnership in relation to the Huddersfield Business Improvement District (BID); and
- c. work on Dewsbury Town Centre development.

As part of this work, a visit to Barnsley Market, which recently re-opened after extensive refurbishment has been arranged, alongside a visit to Dewsbury Market in January 2019.

Monitoring Work

None this period

Looking Ahead

At the meeting scheduled for 17 January 2019, the Panel will:-

- return to the refresh of the Kirklees Economic Strategy and inclusive growth and social value to consider progress made.
- receive the Homelessness & Rough Sleeping Strategy Consultation - the consultation is a statutory process and the Strategy is scheduled for Cabinet in February and Council in March
- receive an initial presentation to understand the current position of waste minimisation in Kirklees which would help to provide a benchmark/starting point for the Panel.

It is planned that the waste management theme will continue at the meeting of the Panel in February 2019, with a more detailed look at the waste and recycling elements of this agenda and consideration of what is being done to change the behaviour of the local population to avoiding and reducing waste. The Panel will also consider the Digital Strategy as it is an important component of the overall economic strategy.

General Comments

The Panel has focused on a number of interlinked strategies, including the refresh of the Kirklees Economic Strategy and the work being undertaken on social value, local wealth building and inclusive growth, the Kirklees Employment and Skills Plan and an overview of the challenges facing the district's town centres and the programmes in place to address those challenges.

A full and challenging work programme has been agreed that covers some very important aspects of policy formulation and operations across the spectrum of the Panel's remit.

Kirklees Council

Scrutiny Lead Member Report

Lead Member: Cllr Julie Stewart-Turner

Panel: OSMC

Period of Update : From 3 September 18 to 18th December 2018

Panel Highlights

(Include examples of pre decision work, scrutiny getting out and about, etc)

It's been a quieter quarter for me, relating to Overview & Scrutiny.

I attended a meeting of the Police and Crime Panel on 9th November. I raised the issue of domestic abuse with them, and the need for more investment in preventative services. The feedback was good on the day, but I've heard nothing since. We are seeking copies of their forward plans to enable us to contribute constructively into the work of the Police and Crime Panel.

Outcomes:

(Summarise the value scrutiny has added by looking at the issue(s) and any recommendations)

We've had two bulletins go out to Councillors and Officers to help keep people informed of the work we are doing, so these seem to be back on track.

I had an urgent meeting to agree an urgent decision to be taken regarding Pioneer House, which was really just a technical issue.

Monitoring Work

(If monitoring previous recommendations please identify what difference Scrutiny has made)

I've only had one briefing with the Chief Executive and Leader, due to diary pressures. I've had adhoc meetings with Rachel Spencer-Henshall, Julie Muscroft, a couple of Scrutiny Members and Officers just to check different items are on track.

I've only managed to sit in on a couple of a couple of scrutiny panels to observe, and I'm pleased with the way the panels are developing.

I took part in a meeting of the JHSC.

Looking Ahead

(What are the next issues the Panel plans to look at?)

We have our annual gathering with our Co-optees on 7th January, and it would be nice to see Lead Members there to interact with them. The recruitment process for our new pool of co-optees is underway.

General comments

It will be sad to lose two of our long standing Scrutiny Support Officers, and wish

them well in their new jobs. I'm grateful to the Officers covering panels in the short term till our new Officers are in place.

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – AGENDA PLAN – 2018/19

Date of Meeting	Item / Lead Officer	Comments
15 June 2018	Way of working 2018/19 - Penny Bunker Appointment / Allocation of Co-optees – Penny Bunker Re-establishment of Ad Hoc Scrutiny Panel - Penny Bunker Draft Scrutiny Work Programme – Penny Bunker Scrutiny Communications - Penny Bunker	
16 July 2018 11.00 Informal meeting Meeting Room 4	Overview of Transformation Programme (David Hamilton) 10 .00 Scrutiny Panel Work programmes (Panel Lead Members) Informal: Action Log Scrutiny communication Inclusion and Diversity - Year 2 David Bundy	
3 September 2018 <u>9.30 start</u> <u>Council Chamber</u>	Informal meeting: Play Strategy – An update on progress (Rob Dalby) 9.30 a.m. Pre Scrutiny workshop - Cohesion and Integration Strategy 10.00 – 11.00 Action Log Scrutiny Comms / Plans for Council Public meeting: 11.00 a.m. Crime and Disorder – Domestic Abuse – to consider the issue of domestic abuse in Kirklees and the partnership approach to tackling the issue. Panel Lead Member Reports Appointment of interim Co-optee Approval of Economy and Neighbourhoods Work programme	
1 October 2018	10.45 – Leader of the Council Priorities	Cllr Pandor

<p>10.00 a.m.</p> <p>Council Chamber</p>	<p>Ad Hoc Panel progress report</p> <p>Appointment of Interim Co-optee – Economy and Neighbourhoods Panel</p> <p>Informal:</p> <p>11.15 Draft 5 year Flood Risk Management Plan - Including Update on community and member engagement Action Log Scrutiny Comms</p>	<p>Yolande Myers / Cllr Burke</p> <p>Carol Tague</p> <p>Tom Ghee (Cllr McBride)</p>
<p>5 November 2018</p> <p><u>9.30 START</u></p> <p>Council Chamber</p>	<p>9.30 Inclusion and Diversity Update</p> <p>10.00 a.m. Refresh of Domestic Abuse Strategy (Pre- Scrutiny)</p> <p>10.45 a.m. Introduction to new approach to Corporate Performance</p> <p>11.30 a.m. Consultation on Kirklees Hackney Carriage and Private Hire Licensing Policy</p> <p>12.00 Informal: Action Log Scrutiny Comms</p>	<p>David Bundy / Naz Parkar</p> <p>Saf Bhuta / Alexia Gray</p> <p>Mike Henry / Rachel Spencer Henshall</p> <p>Russell Williams / Samantha Lawton</p>
<p>7 January 2018</p> <p>10.00 – 12.30</p>	<p>10.00 Crime and Disorder (meeting 2) - Annual Crime and Disorder Partnership Plan</p> <p>10.30 - Update on CCTV operation in Kirklees</p> <p>11.10 Q2 Corporate Performance – to determine scrutiny approach moving forward</p>	<p>Carol Gilchrist</p> <p>Will Acornley Mike Henry / Rachel Spencer Henshall</p>

	<p>11.45 Lead Member Reports</p> <p>Informal: Action Log Scrutiny Communications (Council January)</p>	
<p>4 March 2019</p> <p><u>9.30 START</u></p>	<p>9.30 Leader of Council – Update on Priorities 2018/19</p> <p>10.00 Regional Update</p> <p>11.00 Transformation Programme Update</p> <p>Informal: 11.45 Draft Cohesion Strategy (Pre-Scrutiny) Action Log Scrutiny Communications</p>	<p>Cllr Shabir Pandor</p> <p>Kate McNicholas / Nick Howe Cllr Light and Cllr Pandor</p> <p>Rachel Spencer Henshall</p> <p>Carol Gilchrist / Ali Amla</p>
<p>15 April 2019</p> <p>10.00</p>	<p>10.00 Flood Risk Management Update (TBC)</p> <p>Lead Member Reports (incl end of year highlights)</p> <p>Informal: Annual Report / Communications (@ 11.00) KAL Commission (pre scrutiny)</p>	<p>Tom Ghee</p> <p>Adele Poppleton</p>

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