

Public Document Pack



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

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Friday 12 July 2019

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Meeting Room 1 - Town Hall, Huddersfield** at **2.00 pm** on **Monday 22 July 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 Elizabeth Smaje (Chair)

Councillor Andrew Cooper

Councillor Harpreet Uppal

Councillor Andrew Marchington

Councillor Habiban Zaman

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Committee

To receive apologies for absence of Members who are unable to attend the meeting.

2: Minutes of Previous Meeting

1 - 6

To approve the Minutes of the meeting of the Committee held on 17 June 2019.

Contact: Penny Bunker – Governance and Democratic Engagement Manager

3: Interests

7 - 8

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputations/Petitions

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

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

6: Public Question Time

The meeting will hear any questions from the general public.

7: Effective Regional Working in Kirklees

9 - 18

To consider an overview of regional working for new members of the Scrutiny Management Committee and information on key work areas for the coming year.

Contact: Angela Blake - Service Director, Economy and Skills
Nick Howe –Corporate Policy Officer

8: Domestic Abuse Strategy 2019-21

19 - 50

Following scrutiny of domestic abuse issues in 2018/19, the Committee will receive an update on progress of the revised Domestic Abuse Strategy.

Contact: Saf Bhuta – Head of Safeguarding and Quality
Alexia Gray – Service Manager - Domestic Abuse and Safeguarding Partnerships

9: Kirklees Climate Emergency Declaration - Update on the Work of the Council Working Party

51 - 54

Following the establishment of the working party earlier in the year, the Committee will receive an overview of the work to date from the Chair of the Working Party.

Contact: Cllr Richard Murgatroyd
John Atkinson - Economic Resilience Project Officer

10: The Scrutiny Work Programme 2019/20

55 - 78

Following discussions at Scrutiny Panel meetings, the Management Committee is asked to approve the proposed work programmes for the 4 Scrutiny Panels. There will be additional verbal updates at the meeting.

Contact: Penny Bunker - Governance and Democratic Engagement Manager

11: Scrutiny Communications

To consider Scrutiny communications, including the update to Council in September.

Contact: Penny Bunker - Governance and Democratic Engagement Manager

12: Scrutiny Committee Work Programme 2019/20

79 - 82

To consider the Committee work programme.

Contact: Penny Bunker - Governance and Democratic Engagement Manager

13: Date of Next Meeting

To note that the next meeting of the Committee will be held on Monday 9 September 2019 at Huddersfield Town Hall.

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Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 17th June 2019

Present: Councillor Elizabeth Smaje (Chair)
Councillor Harpreet Uppal

Observers: Councillor Andrew Marchington

Apologies: Councillor Habiban Zaman
Councillor Andrew Cooper

3 Membership of Committee

Apologies for absence were received from Cllrs Cooper and Zaman.

4 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 15 April 2019 were approved as a correct record.

5 Interests

No interests were declared.

6 Admission of the Public

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

7 Allocation of Scrutiny Co-optees 2019/20

This Committee received a report which sought approval for the proposed allocation of Scrutiny Co-optees for the 2019/20 municipal year.

RESOLVED -

- (1) The allocation of co-optees, as set out in section 2.1 of the report, be approved; and
- (2) That Fatima Shah-Khan, Kimberley Stock, Mark Mercer and Sharron Taylor be thanked for their commitment and contribution to the work of Scrutiny.

8 Re establishment of Ad Hoc Scrutiny Panel

The Committee received a report which sought agreement for the re-establishment of the Ad Hoc Scrutiny Panel into Elective Home Education.

It was noted that there was a small amount of outstanding evidence gathering work to be completed before the Panel could finalise its findings and it was requested that this work be completed within the next four months.

RESOLVED -

- (1) That the Elective Home Education Ad Hoc Scrutiny Panel be reappointed to complete its work in the 2019/20 municipal year;

Overview and Scrutiny Management Committee - 17 June 2019

- (2) The work of the Ad Hoc Scrutiny Panel be finalised by October 2019; and
- (3) That the previous membership continues, where possible, with the addition of the new Lead Member for the Children's Scrutiny Panel.

9 The Scrutiny Work Programme 2019/20

The Scrutiny Management Committee considered an initial draft of the Scrutiny Work Programme for the 2019/20 municipal year. It was noted that following discussions at the Committee, Lead Members would take the potential list of items into panels for further consideration.

The Committee received performance information for Quarter 3 and 4 and the Forward Plan of Key Decisions to inform discussion and Jacqui Gedman, Chief Executive and Rachel Spencer-Henshall, Strategic Director Corporate Strategy, Commissioning were in attendance to assist the Committee in their deliberations and respond to questions in relation to the aforementioned documentation.

The key areas of the Panel's discussion and responses to questions are summarised below:-

It was requested that further information be included as to the reporting of potential risk to outcomes, as well as deadlines and milestones.

It was intended that the performance framework would support scrutiny in providing diverse area headlines in order to identify specific areas of interest. It was agreed that moving forward, performance reports would be circulated to Lead Members as soon as they were available.

In response to comments from the Committee as to the lack of future key decisions included within the Forward Plan, it was noted that a new Cabinet was in place and priorities were being revisited and the Forward Plan would be populated accordingly. It was agreed that this information would be circulated to Lead Members on completion.

Following a bid as part of a national initiative, Kirklees had become a National Trailblazer site for Mental Health Support teams in schools. To ensure success, it was important to take a holistic view and incorporate work into the whole healthy child programme, improving access to CAMHS and also working with school professionals to recognise emotional health and wellbeing. Impact would be monitored against the national criteria and locally through the Thriving Kirklees contract with Locala.

With regards to training professionals in schools, it was important to make every pupil contact count, with staff trained to recognise symptoms and know where to seek support.

£180k had been secured from the Home Office to further develop prevention and early intervention work to reduce gang related violence in Kirklees. The Safeguarding Boards and Communities Board were looking at how best to ensure maximum benefit for delivering the Gang Strategy and it was intended to build on the success of the recent Youth Summit and maximise partnership work

Overview and Scrutiny Management Committee - 17 June 2019

to tackle gang violence. Place based working and the utilisation of the knowledge of local politicians and people was also intrinsic to this.

The Masterplan for Huddersfield and Dewsbury was a Council priority and stakeholder engagement was important to shape this. Whilst investment was in place, part of the challenge was in relation to how people felt about the town centre, with ongoing dialogue as to why people didn't feel safe.

With regards to educational attainment, it was noted that a new Director for Children's Services was in post and achieving the best possible outcomes for children was a key focus.

Intelligence was currently being gathered to determine whether modern day slavery was a significant issue for the authority. If it was shown that this was the case, then activity would be diverted accordingly.

With regards to Kirklees Direct response times, it was acknowledged that capacity had previously been budget driven rather than demand led. A watching brief was in place and resources would be allocated if required. It was suggested that this may be an issue that the Corporate Scrutiny Panel would wish to consider as part of their work programme.

The significant work being undertaken to improve health and wellbeing in the workplace was outlined and it was anticipated that levels of absence would continue to fall as a result of this.

The Chief Executive highlighted three key areas for scrutiny consideration, namely (i) the Waste Strategy; (ii) placements; and (iii) high needs. Opportunities for cross panel scrutiny were highlighted and it was agreed to take these issues forward to the Panels for consideration.

The Management Committee considered the draft programmes set out by the individual Scrutiny Panels and Lead Members commented on the potential issues.

It was noted that the Waste Strategy would be a key area for consideration for the Economy and Neighbourhoods Scrutiny Panel. The Chair requested that the work programme item be re-titled from Waste Minimisation to Waste Strategy, so that it was clear as to the nature of the work. Councillor Uppal also reported that she had met with the Strategic Director, Economy and Infrastructure, and intended to meet with the Service Director for Housing to consider potential items in relation to homelessness and the governance of KNH.

The value of pre-decision scrutiny was emphasised and it was suggested that Youth Services and building on the work of the recent Youth Summit would be a valuable area for consideration.

The following was agreed in relation to the Overview and Scrutiny Management Committee's work programme:-

Scrutiny of Crime and Disorder – to include an update as to Modern Day Slavery;

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Regional Working Update – the Committee to be provided with information as to the West Yorkshire Combined Authority and LEP to ensure a full understanding of the implications of regional working;

Details as to major consultations being undertaken by the Council, to be brought to the Committee; and

The Leader of the Council to be invited to a future meeting to outline priorities for the year ahead.

RESOLVED -

- (1) The Overview and Scrutiny Management Committee work programme to be updated as discussed;
- (2) Quarterly performance reports and supporting documentation to be circulated to Lead Members as soon as available;
- (3) The updated Forward Plan of Key Decisions to be circulated to Lead Members;
- (4) The draft work programme be noted and forwarded for consideration as part of scrutiny panel work programme discussions; and
- (5) That following Panel consideration the proposed work programmes be submitted to OSMC for approval.

10 **Draft Corporate Plan 2019/20**

The Scrutiny Management Committee considered the draft of the proposed Kirklees Corporate Plan for 2019/20 which was due to be considered by Cabinet on 18 June 2019 and Council on 17 July 2019.

Jacqui Gedman, Chief Executive and Rachel Spencer-Henshall, Strategic Director Corporate Strategy, Commissioning were in attendance for this item.

During discussion, the following points were noted:-

Inclusive growth was a priority and the West Yorkshire Combined Authority Inclusive Growth Panel was chaired by the Council Leader during 2018/19.

A mapping exercise had been completed to cross check continuity across the previous Plan and the refreshed version. This comprehensive document would be available to Members at Council in July.

CSE was encompassed within safeguarding responsibilities and focused on exploitation more broadly and improving outcomes for children.

It was intended that more specific measures of success would be outlined in the next iteration of the Plan.

Further to a question from a member of the Committee, it was agreed that the wording on page 18 regarding the delivery of a recycling education programme and the checking bins across Kirklees would be reviewed. Members were

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informed that an education programme had been undertaken and a bin would only be removed after previous communications had failed.

It was noted that the aforementioned supporting document would give more of a flavour as to the valuable role played by libraries in the community, in addition to statistical information as to the number of books borrowed etc.

It was requested that reference to the contribution that carers made to Services be acknowledged within the Plan. Officers agreed to take away for consideration.

RESOLVED - The Committee requested that:-

- a. The wording at Page 18, Point 1 (Clean and Green) be clarified;
- b. The wider contribution of libraries to the community to be referenced within the Plan and/or supporting documentation; and
- c. The contribution made by carers to be acknowledged within the Plan.

11 **Scrutiny Communications**

The Management Committee considered the approach to communication of scrutiny activity in 2019/20.

It was agreed that press releases would go through the Scrutiny Chair and that a Scrutiny Bulletin would be issued at 3 points during the municipal year.

With regards to discussion at Council, it was noted that the next opportunity would be September 2019.

RESOLVED -

- (1) That the update on proposals for Scrutiny communications be noted;
- (2) The Chair of Scrutiny and Lead Members to provide a Scrutiny update at the September meeting of Council.

12 **Schedule of Meetings for the 2019/20 municipal year**

RESOLVED - That meetings of the Overview and Scrutiny Management Committee be held on the following dates:

22 July 2019
9 September 2019
4 November 2019
13 January 2020
9 March 2020
6 April 2020 (TBC)

The meeting start time of 10.00am to be confirmed as soon as possible.

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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 & Scrutiny Management Committee

Date: 22nd July 2019

Title of report: Effective Regional Working in Kirklees

Purpose of report

Kirklees Council has always been a strong advocate and willing participant in regional working. This report provides some general information on regional working for new members of the Scrutiny Management Committee as well as setting out key work areas for the coming year.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	N/A
The Decision - Is it eligible for call in by Scrutiny?	N/A
Date signed off by Strategic Director & name	Karl Battersby 10 th July 2019
Is it also signed off by the Service Director (Finance)?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning?	N/A
Cabinet member portfolio	Cllr Pandor

Electoral wards affected: All

Ward councillors consulted: N/A

Public or private: Public

(Have you considered GDPR?)

GDPR has been considered but the report and processes involved in regional working do not contain any personal data.

1. SUMMARY

1.1 Kirklees Council has always been a strong advocate of regional working and we have a long track record of collaborating with others on key strategic issues. Since the arrangements at the regional level have become more formal, officers have brought an annual report to Scrutiny Management Committee updating members on progress with effective regional working. The report has traditionally focussed on emphasising the continuing need for regional working, identifying the benefits and successes of the previous year and setting out future implications for the Council.

- 1.2 At this year's session in March members argued that as regional working has increased importance and significance this last few years, it makes sense to update Scrutiny more regularly. An update each quarter was agreed.
- 1.3 As this is the first update of the year and we have some new members on the Committee, the report provides some background to regional working including why it is important and how we've benefited from collaboration this last few years. It also explores our relationship with WYCA and sets out the outcomes and outputs for the next 12 months.
- 1.4 Members of the Committee are also asked to discuss and suggest themes or topics they would like to discuss at future meetings.

2. BACKGROUND INFORMATION

- 2.1 The Leeds City Region (LCR) Partnership was first formed in a declaration made by 11 council leaders at a City Region summit in 2004 and has been at the forefront of cross-boundary working for over a decade.
- 2.2 The West Yorkshire Combined Authority (WYCA) was founded on 1st April 2014 by the five West Yorkshire constituent District Councils; Bradford, Calderdale, Leeds, Wakefield and Kirklees. WYCA was established to take on board devolved Government funding and powers related to the 2012 Leeds City Region City Deal and 2014 Local Growth Deal. Both of these included new funding and decision-making powers to promote economic growth in the Leeds City Region, of which Kirklees is a key constituent member.
- 2.3 Local Enterprise Partnerships (LEPs) are private sector-led partnerships between businesses and local public sector bodies. They were created in 2011 to drive economic growth in local areas. There are currently 38 LEPs in England, the Leeds City Region Enterprise Partnership being one of those. The LEP is an associate member of WYCA.
- 2.4 The current arrangements are built on a proven track record of informal regional working and a consensus that the potential of the region could only be realised through cross-boundary local authorities working alongside an entrepreneurial private sector.
- 2.5 Appendix 1 shows the WYCA Committee and panel representatives for 2019/20. Appendix 2 captures the governance arrangements.
- 2.6 Kirklees Council has always been a keen supporter of collaborative working and continues to promote a 'can do' approach when working with neighbouring authorities as well as being seen as a reliable and 'critical friend'. More specifically our ambition in terms of housing growth and regeneration is central to the WYCA growth agenda and will continue to gain importance as more opportunities for investment in Kirklees start to emerge.
- 2.7 We also have a good track record in providing leadership and expertise on key projects and sectors such urban traffic management and inclusive growth. We continue to have good representation on the key decision-making boards and aim to ensure all Kirklees attendees are fully briefed, able to contribute and input into discussions.
- 2.8 Although we've discussed some of the points previously, it's worth re-iterating why regional working continues to be important for Kirklees and its communities:

- **Contribute to growth and share in benefits**

The Strategic Economic Plan (SEP) for the LCR states that between 2014 and 2021 £5.2bn additional economic output will be achieved resulting in 62,000 extra jobs.

LCR secured £572.9 million in the initial round of Growth Deal Funding, the largest settlement in the country.

- **Future government funding opportunities** are likely to come through and be administered via the LCR Partnership. We need to be central to this if we are to deliver our spatial priorities.
- **Connectivity is a major issue**, particularly in terms of accessing the numerous employment centres across the district (*Kirklees has the highest net outflow of workers in the LCR i.e. residents traveling into other districts to find work*) and for freight movements for our numerous small and medium sized enterprises (SMEs).
- **Strong collective voice to influence national decision-making**; take devolution for example, we cannot do it by ourselves.
- **Widespread recognition that housing markets, connectivity and local economies** do not reflect administrative boundaries so we have to work accordingly
- **Continued economic resilience** - individual councils working in isolation will not avert the current economic situation. Strong partnership working is essential, coupled with the efficiencies and innovation that working together brings.

2.9 As well as highlighting the importance of regional working, it is also worth touching on examples of where Kirklees and its residents have benefited from collaboration at the regional level.

2.10 In terms of funding and investment, Kirklees have successfully secured upwards of **£140m from the Growth Deal and Transport Fund pots** which will have a significant impact on connectivity, affordable housing and employment opportunities for our communities. Like the other 4 WY authorities in the CA, spend has been slow to begin with; complex transport schemes take time to deliver (feasibility, consultation etc), challenging resource issues (Local Plan priorities, reduced staffing due to austerity etc). However, the majority of early spend on feasibility is now complete and with much better and more robust processes in place in terms of governance and risk mitigation, the future is extremely bright in terms of delivery. Schemes about to commence on site include the **A62 Smart Corridor** (Leeds Road phase 1) 2019/2020 and **A629 Phase 5** (Ainley Top into Huddersfield) 2020/21.

2.11 Other headline projects benefiting Kirklees include the **3 Enterprise Zones** (Lindley West and East plus Moor Park) attracting business and providing employ. **The Superfast Broadband** contract (Kirklees has gained a 42% share from the second contract).

2.12 In terms of Energy Strategy and initiatives, we have had some noticeable success;

- The **Better Homes Yorkshire scheme** is a regional partnership led by WYCA. The scheme helps us to access external funding for schemes to improve the energy efficiency of housing stock in Kirklees. Most recently £500k of WYCA LGF funding helped insulate 291 properties in the Riddings area of Huddersfield.
- **LCR Heat Network Programme** – The Huddersfield Heat Network scheme was a beneficiary of early-stage support and co-ordination via the WYCA/ LCR programme. This has progressed to be a viable project in its own right, and is now a key project in the Kirklees Economic Strategy.
- The forthcoming **LCR Energy Strategy** will focus on five priority action areas to help deliver a zero carbon energy economy in the LCR. For Kirklees, this will help Kirklees in developing our own future targets and prioritising projects that make the biggest difference in reducing our emissions.

2.13 Another key success has been the number of Kirklees businesses accessing the various business grants that are available through the LCR Partnership. Through the continuing support from council officers, Kirklees SME's have drawn down **19% of all grants approved from just a 13% SME base across West Yorkshire**. This is a real success story.

2.14 In terms of future ambition and future delivery, some of the Kirklees schemes are crucial to the ongoing success of the Leeds City Region. For example our **Big Build programme of 10,000 homes by 2023** is central to WYCA achieving its key outcomes and outputs.

3. KEY ISSUES

Kirklees and WYCA; how can we improve our working together?

3.1 Although the collaborative working with partners and relationship with WYCA continues to go from strength to strength, there are some areas where this could be improved. If we are to be successful and take advantage of the opportunities that arise, we need to continue to challenge ourselves and explore where we can do better.

3.2 In practical terms there needs to be much better communication and information sharing with WYCA. Better quality and more timely meeting papers would certainly help. Agenda packs are still not on time (particularly for Leaders) which makes it very difficult to ensure Cllrs are fully briefed and able to contribute. Also, agendas are still far too long to digest and the information not concise enough. Improvements have been made but there is still a way to go especially when detailed or complex projects are involved.

3.3 Are we able to describe our priorities to WYCA well enough so they clearly understand them and are able to see where they support and deliver the region's outcomes? We've recently invited WYCA staff to visit our key regeneration sites to talk through our schemes so they have much better understanding of what we are trying to achieve. Officers are currently working on mapping out our priorities for the next 12 months or so and we shall be sharing these with WYCA to identify opportunities for support and delivery.

3.4 There is also the opportunity for better sharing and use of resources - are we using our staffing resources effectively so as to achieve the best outcomes? Could we do more to share? We do have WYCA officers now based in Kirklees working on specific transport projects but more could be done. The creation of a Relationship Manager or Key Account Manager within WYCA who understands Kirklees, our priorities and is able to sell and promote what we can offer would be a real step forward.

3.5 In general terms, below are a series of 'asks' we would like WYCA to consider;

- Improved governance and decision making; more transparency from certain boards and panel is required as well as consistency in decision making.
- More clarity on who deals with what sector or area of work. Sometimes it's difficult to know who we need to be speaking or who is responsible.
- Improved strategic co-ordination across work areas such as housing & transport and more recently Climate Emergency work. Also recognising the impact of green infrastructure in a more consistent manner.
- Simplified meeting/governance structures particularly on the officer side.
- Align WYCA priorities with national agendas to ensure we take advantages of opportunities that may arise.
- Continue to work with all local authorities towards accessing other funding/investment sources.

Is the Kirklees representation at WYCA appropriate?

3.6 As Appendix 1 and Appendix 2 show, Kirklees is well represented on the WYCA Panels and Committees and we seem to have the right people at the appropriate meeting. More clarity is still needed on the officer side (we are awaiting the new officer structure) but we are in a much better position now to input and influence key decisions.

3.7 The wider councillor involvement and engagement is still an ongoing issue both with WYCA and ourselves. We have certainly improved (regular updates and sharing minutes at Full Council, sessions at LMT, specific topic briefings such as devolution etc) but there is still scope for improvement. We would welcome Scrutiny's input on this.

What are the objectives and outcomes for regional working over the next 12 months?

3.8 Below are a series of bullets which set out the key objectives and outcomes for the coming 12 months with regional working. Some of these are ongoing pieces of work which we continue to try and improve whilst others provide new opportunities and challenges.

3.9 Looking forward, below are the key areas where our efforts need to be directed.

- **Continued progress and delivery of major schemes** funded through the Growth Deal or Transport Fund. Kirklees has a very good story to tell - investment and planning now coming to fruition; we need to use this to drive delivery.
- **Identify what our key priorities** are within regional working and ensure they align with our outcomes set out in the Corporate Plan. This will ensure there is a clear offer to promote to Leeds City Region and better alignment of our strategies to maximise investment opportunities.
- **Deliver our ambitions** including a more pro-active 'selling' ourselves regionally and nationally. Reminder not to lose sight of Kirklees and the value it brings - for Kirklees to promote and re-enforce what we do – what contribution does Kirklees make.
- Ensure we continue to **take advantage of future investment** when it becomes available (the recent success with Transforming Cities Fund is a good example of this)
- **Improved collaboration with neighbours** (build on the success with Calderdale)
- Work with WYCA to increase the focus on town centre regeneration to support our **Town Centre Master Planning**
- **Make the most of cultural, tourism and sporting opportunities** sub-regionally and regionally to support our own ambitions e.g. re-location of Channel 4, Tour de Yorkshire, Rugby League World Cup etc.
- Ensure we are in a position to **take advantage of future rail investment** particularly the TransPennine Route upgrade (*given that the £2.9 Billion is committed to be spent by 2024 the works proposed for Kirklees should be viewed with real positivity and a lynchpin to our regeneration priorities for Huddersfield and the North Kirklees Growth Zone*).
- Continue to support and **influence the 'One Yorkshire' proposals** for devolution and identify the opportunities for Kirklees
- **Improve support for councillors** to understand what's going on with regional working. There is a real opportunity to work with scrutiny on this.

4. INFORMATION REQUIRED TO TAKE A DECISION

No decision is required today.

5. IMPLICATIONS FOR THE COUNCIL

5.1 Working with People

Not applicable

5.2 Working with Partners

A key theme of regional working is collaborating with other partners, regionally and on the national stage. As stated in the report we have a very good track record in this field and continue to explore how we can improve.

5.3 Place Based Working

Place-based working is becoming an increasing challenge and opportunity for WYCA and the 5 member authorities. More work is required in joining this up and learning from what happens in other authorities.

5.4 Improving outcomes for children

Not applicable

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

We will continue to benefit from Growth Deal and Transport Fund monies over the next 2 years as we deliver our major schemes.

6. Consultees and their opinions

Not applicable.

7. Next steps and timelines

7.1 As stated in the summary section, this is the first update of the year and the aim is have a regional update every quarter. The next meeting is scheduled for 9th September and the Chair would like to invite officers of the Combined Authority and the LEP to attend to discuss how those bodies are working in partnership with Kirklees.

7.2 For future meetings, members are asked to suggest other items or work areas within regional working that they'd like to discuss. Suggestions from the meeting in March include air quality, green infrastructure, Enterprise Zones, punching our weight in transport and spatial/physical projects.

8. Officer recommendations and reasons

Member are asked to note to the contents of the report and suggest future topic or work areas they'd like to discuss at future meetings.

9. Cabinet portfolio holder's recommendations

Not applicable.

10. Contact officer

Nick Howe, Policy & Strategy Team

nick.howe@kirklees.gov.uk

11. Background Papers and History of Decisions

O&SMC 4th March 2019 '*An Update on Effective Regional Working*'

'Effective Regional Working - Annual update' presentation by Angela Blake

12. Service Director responsible

Angela Blake, Service Director Economy & Skills

APPENDIX 1: WYCA Committee Appointments and representatives from Kirklees 2019/20

West Yorkshire Combined Authority

Chair: Susan Hinchcliffe Deputy Chair: Tim Swift	Cllr Pandor Cllr McBride is the substitute <i>*Cllr David Hall is the Conservative member appointed to better reflect political balance and Cllr Lawson is the Lib Dem substitute member</i>
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Governance & Audit

Cllr Pandor

Overview & Scrutiny

Cllr Paul Kane (L) Sub: Cllr Manisha Kaushik
 Cllr Fazila Loonat (L) Sub: Cllr James Homewood
 Cllr Richard Smith (C) Sub: Cllr Michael Watson

Transport Committee

Chair: Kim Groves Deputy Chair: Manisha Kaushik	Cllr Bolt Cllr Homewood Cllr Kaushik
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West Yorkshire & York Investment Committee

Chair: Peter Box Dep Chair: Roger Marsh	Cllr McBride
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West Yorkshire Combined Authority - Advisory Panel Appointments 2019/2020

Business, Innovation and Growth

Cllr Pandor Cllr Mather <i>*there are also a number of private reps who have a vote, both Andrew Wright and Will Roebuck have a Kirklees connection</i>	Chief Exec lead: Kersten England (Brd)
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Employment & Skills

Cllr McBride

Chief Exec lead: Merran McRae (Wkd)

Green Economy Panel

Cllr Andrew Cooper

Chief Exec lead: Wallace Sampson
(Harrogate)

Inclusive Growth & Public Policy Panel

Cllr Pandor (Chair)
Cllr Pattison

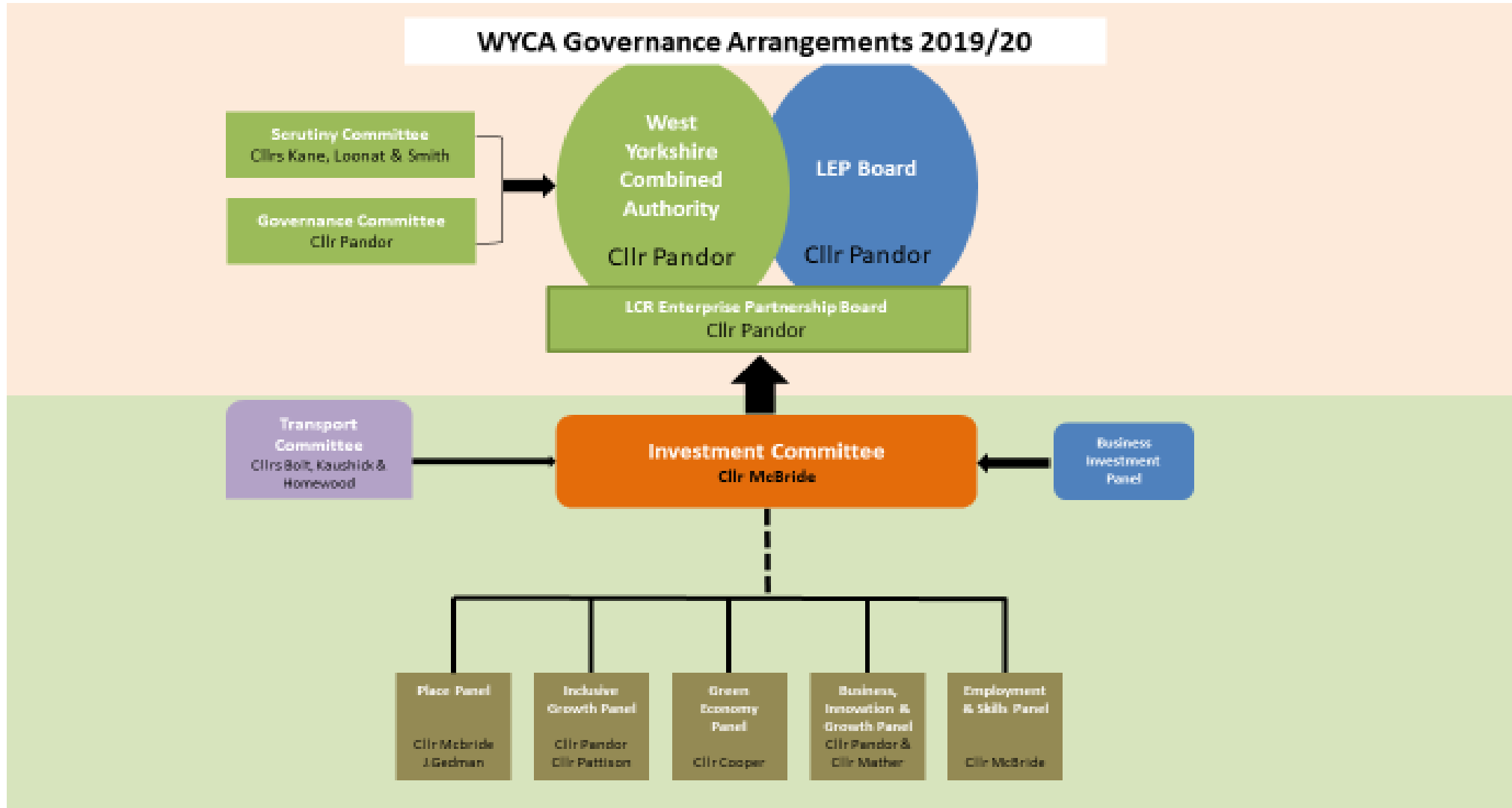
Chief Exec lead: Jacqui Gedman

Place Panel

Cllr McBride

Chief Exec lead: Jacqui Gedman

Appendix 2 – WYCA Governance Arrangements 2019/20



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Name of meeting: Overview and Scrutiny Management Committee
Date: 22nd July 2019
Title of report: Domestic Abuse Strategy 2019-21

Purpose of report

This report is to provide the Overview and Scrutiny Management Committee with a further update on the development of the new Kirklees Domestic Abuse Strategy in order that committee views can inform the final paper to Cabinet

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes – to be presented to Cabinet on 10 th September 2019
The Decision - Is it eligible for call in by Scrutiny?	Report requested by Scrutiny
Date signed off by <u>Strategic Director</u> & 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?	Richard Parry, Strategic Director 11/07/2019 Amanda Evans, Service Director 11/07/2019 N/A N/A
Cabinet member portfolio	Cllr Carole Pattison

Electoral wards affected: All

Ward councillors consulted: N/A

Public or private: Public

1. Summary

Following agenda items presented to the Overview and Scrutiny Management Committee on 3rd September and 5th November 2018 about the issue of domestic abuse in Kirklees and the partnership response to this, it was agreed that a further update would be provided with regards to the development the new strategy. This presentation will inform members of the Overview and Scrutiny Management Committee about the progress and sign off of the Kirklees Domestic Abuse Strategy 2019/21; its associated strategic priorities and key areas of work that are planned for Year 1. Following strategic discussions about additional resources for domestic abuse support, an additional £400,000 budget was allocated.

2. Information required to take a decision

A decision is not required as the Domestic Abuse Strategy is on the Council's Forward Plan and is going to Cabinet on Tuesday 10th September 2019.

3. Background Information

Domestic abuse is a complex social problem that can have major human and financial impacts on children, adults, families and communities. Domestic abuse affects people from all demographics and backgrounds and the damage caused to health and wellbeing can often last throughout the person's life course. In addition to the disruption caused by domestic abuse to individuals and families, there are also significant costs involved in addressing domestic abuse across all agencies so a strong partnership response is required to be able to tackle this.

The strategy has been developed using a model adopted from the SafeLives organisation which creates a new style of approach and shift in emphasis moving towards a 'whole picture response' to domestic abuse that encourages a focus on prevention. This uses the following four key features:

The Whole Person	seeing and responding to the whole person, rather than addressing a series of issues
The Whole Family	looking at victims, survivors, those who harm, individuals connected to the victim/perpetrator including extended family
The Whole Community	all communities of geography, identity and online spaces have responsibility for preventing domestic abuse
The Whole Society	the general public and those who influence them – the media, politicians, employers, key opinion formers and commentators for example – understand their role in protecting the safety and well-being of those at risk

4. Governance

The area of Domestic Abuse is governed by the Kirklees Communities Board and is a priority in the Safer Kirklees Partnership Plan under the strand of 'Protecting People from Harm.' However, it is recognised that domestic abuse is a cross cutting area that links to a number of policy themes and therefore requires the contribution and

oversight of multiple Council and Partnership Boards. As part of the engagement plan, the strategy has been shared more widely so that key stakeholders and groups are cited on strategy development, plans for implementation and the partnership capabilities required to respond to this agenda.

Reducing the prevalence of Domestic Abuse is a key priority for Kirklees and the main group established to lead on implementing the Kirklees Domestic Abuse Strategy and associated action plans is the Domestic Abuse Strategic Partnership (DASP). The DASP is an effective, multi-agency group of senior representatives from all relevant agencies and is committed to addressing the impact of domestic abuse in Kirklees.

5. Current position

5.1 Length of strategy

The Domestic Abuse Strategic Partnership agreed that the new strategy should once again run for a period of three years (2019-21). Not only this does this guarantee continued alignment with HM Government's 'Ending Violence Against Women and Girls Strategy and the OPCC West Yorkshire Domestic and Sexual Violence Strategy, it was also felt that this was a proportionate length of time to be able to drive and implement improvements, as well as allowing sufficient timescales to consider any future commissioning arrangements.

5.2 Vision

The strategic vision for the next three years is:

“For everyone to understand their responsibility and contribute to tackling domestic abuse in Kirklees”

Which links directly to one of the shared outcomes in the Kirklees Corporate Plan which is for:

“people in Kirklees to live in cohesive communities, feel safe and are safe/protected from harm.”

5.3 Strategic Priorities

The vision is underpinned by four strategic priorities which are:

- **Act before someone harms or is harmed**
- **Identify and stop harmful behaviours**
- **Increase safety for those at risk**
- **Supporting people to live the lives they want after harm occurs**

For each priority there will be a robust action plan with an agreed set of measures which will be supported by service specific performance measures. In addition to this, there will be a separate action plan to ensure the partnership capabilities are achieved.

5.4 Data and Intelligence

The new strategy will draw on a wide variety of data sets to demonstrate the current picture of domestic abuse in Kirklees. This will enable specific areas of concern, such as potential under reporting; 'hidden victims'; demographic and geographical trends to be identified. This is critical for the Domestic Abuse Strategic Partnership to enable the work set out in the action plan to be truly intelligence led. One of the challenges already identified through the current strategy is that the high volume of data from such a variety of sources can make meaningful, ongoing analysis difficult so a key element of the new strategy will be to establish a consistent data set to allow better performance monitoring.

6. Timescales

The strategy received formal sign off by the Communities Board on 10th May 2019 so to allow for further engagement and Cabinet discussion, a formal launch is provisionally booked for 30th Sept 2019.

7. Communications

The Domestic Abuse Strategic Partnership have linked in with the Council's Policy Team and the Communications and Marketing Team for additional expertise. A full Communications Plan is drawn up to support the engagement period over the summer which includes:

- Forward plan for attending key groups such as Cabinet and CMG+
- Plans for the formal launch (provisionally booked for 30th September 2019) which will include a press release and the opportunity for a media presence. It is also hoped that we will be able to launch a new Council HR policy at the same time
- Staff engagement sessions and elected member training programme
- Raising awareness of domestic abuse is a key part of preventative work that is planned locally, as well as supporting all other campaigns that may be developed regionally through the Office of the Police & Crime Commissioner.
- There is always a robust communications plan put in place when any domestic homicide reviews have been approved by the Home Office and are due to be published

8. Implications for the Council

Domestic abuse cuts across a number of Boards and therefore tackling the issue effectively, will contribute to all seven of the Council's shared outcomes defined in the Corporate Plan, but in particular:

- Children have the best start in life
- People in Kirklees are as well as possible for as long as possible
- People in Kirklees live independently and have control over their lives and
- People in Kirklees live in cohesive communities, feel safe and are protected from harm

SafeLives outlines a framework to set out the comprehensive and enduring whole picture approach that needs to be in place to tackle domestic abuse in a bid to eradicate it. This model is equally as applicable in a partnership setting and in Kirklees, we believe this is an innovative way to enable all stakeholders and communities to better understand the role we all have in this crucial agenda. Following on from this there are a number of strategic priorities that have been agreed across the partnership which will be supported by a detailed action plan and a set of capabilities that all those within the sector will need to apply. The Domestic Abuse Strategic Partnership is an effective group that will be responsible for driving the

strategy locally, and for monitoring the impact across a number of key agencies (Council, Police, Health and the Voluntary & Community Sector).

It is accepted that the majority of those affected by domestic abuse do not report their experiences to the police and of those incidents reported to the police, only a minority are resolved through the criminal justice system. Whilst some victims will be supported where they meet safeguarding and risk thresholds, not everyone will receive support. Therefore partner agencies have a significant role to play in addressing domestic abuse, whether the violence is reported to the police or not, and in particular to intervene early and prevent further abuse. Partners across Kirklees work dynamically to deal with the changing landscape of domestic abuse but the scale of the issue does present challenges particularly as statutory services have faced unprecedented budget restraints in recent years. It is therefore more vital than ever that new approaches are implemented and that the progress of the Kirklees strategy and subsequent priorities can be measured through a range of partnership intelligence and data.

8.1 Working with People

Kirklees supports SafeLives' 'The Whole Picture - our strategy to end domestic abuse, for good' and in particular, the pro-active approach to widen the response to domestic abuse. This includes challenging the whole of society to deconstruct stereotypes to encourage communities to have a low tolerance and high urgency about identifying abuse. This also extends to looking at geographical communities, online spaces and employers/businesses so that they understand the risks posed by those who abuse and their role in protecting those at risk of harm. SafeLives state that 'domestic abuse is never all of someone's experiences or situation' and with this in mind, the Kirklees Strategy will aim to provide the best provision of services for those who have already experienced abuse and violence at all levels of risk by promoting a 'whole family' approach so that the needs of the individual are not considered and acted on in isolation. Furthermore, the early intervention and prevention focus (ie. acting before someone harms or is harmed) will provide an opportunity to work far more with our communities, elected members, schools, health providers, businesses and voluntary sector services to raise awareness of the issue and increase confidence for people to report and confidence to respond when a disclosure may be made. It is paramount that communities and society are strengthened to support people experiencing domestic abuse to be safe, well and resilient but this will also need a sustainable, strong infrastructure of statutory services and provision to be in place for those most vulnerable and at highest risk.

8.2 Working with Partners

SafeLives outlines a framework to set out the comprehensive and enduring whole picture approach that needs to be in place to tackle domestic abuse in a bid to eradicate it. This model is equally as applicable in a partnership setting and in Kirklees, we believe this is an innovative way to enable all stakeholders and communities to better understand the role we all have in this crucial agenda. Following on from this there are a number of strategic priorities that have been agreed across the partnership which will be supported by a detailed action plan and a set of capabilities that all those within the sector will need to apply. The Domestic Abuse Strategic Partnership is an effective group that will be responsible for driving the strategy locally, and for monitoring the impact across a number of key agencies (Council, Police, Health and the Voluntary & Community Sector).

It is accepted that the majority of those affected by domestic abuse do not report their experiences to the police and of those incidents reported to the police, only a minority are resolved through the criminal justice system. Whilst some victims will be supported where they meet safeguarding and risk thresholds, not everyone will receive support. Therefore partner agencies have a significant role to play in addressing domestic abuse, whether the violence is reported to the police or not, and in particular to intervene early and prevent further abuse. Partners across Kirklees work dynamically to deal with the changing landscape of domestic abuse but the scale of the issue does present challenges particularly as statutory services have faced unprecedented budget restraints in recent years. It is therefore more vital than ever that new approaches are implemented and that the progress of the Kirklees strategy and subsequent priorities can be measured through a range of partnership intelligence and data.

8.3 Place Based Working

Domestic abuse rarely affects just one person and every case will include different family dynamics; types of abuse and levels of risk posed by the perpetrator. In this sense, the SafeLives model seeks to encourage agencies to employ an effective, restorative and empathetic response that is tailored to the needs of the person and/or family's circumstances that helps them become safe in a way that is right for them. Demographic and socio-economic factors within Kirklees are hugely varied so it is hoped that the new approach will support place based working through initiatives that are planned around Community Hubs, Schools as Community Hubs and an elected member engagement/training programme to support them in their roles as community leaders. Early plans are also being considered to enable a pilot roll out of some evidence based projects that seek to work directly within communities and strengthen their knowledge and confidence in how to respond to domestic abuse.

8.1 Early Intervention and Prevention (EIP) – see above

8.2 Economic Resilience (ER) – see above

8.3 Improving Outcomes for Children – see above

8.4 Reducing demand of services – see above

8.5 Other (eg Legal/Financial or Human Resources)

Financial - in January 2019, the Executive Team agreed to support the agenda by committing £400k of additional funding so work is ongoing to review the infrastructure of services and commissioning arrangements (such as the Independent Domestic Violence Advocate contract which is due for re-tender this year). In addition to this, the Domestic Abuse Strategic Partnership will continue to seek funds from partner agencies to enable continuation of joint programmes and any new, evidence based initiatives

HR – as part of the new strategy, it is intended that the Domestic Abuse Strategic Partnership work closely with HR colleagues to create a specific policy for staff who may be experiencing domestic abuse (either as victims or perpetrators). The roll out and implementation of this will be supported by comprehensive training for managers.

9. Consultees and their opinions

Consultee	Date	Opinion
Council's Overview & Scrutiny Management Committee	3 Sept 2018	For info/update
Council's Overview & Scrutiny Management Committee	5 Nov 2018	For info/update
Council's Executive Team	8 Jan 2019	For info/update
Office of the Police & Crime Commissioner	18 Apr 2019	For info/update
Victim/Survivor Forums	1& 2 May 2019	Supported
Adult Social Care Strategic Directors	9 May 2019	Endorsed
Portfolio Holder & Chair of Communities Board	9 May 2019	Endorsed
Vice Chair of Communities Board	9 May 2019	Endorsed
Communities Partnership Board	10 May 2019	Approved
Council's Executive Team	11 June 2019	Endorsed
Joint Health and Wellbeing Board	13 June 2019	Endorsed
Council's Leadership Management Team	1 Jul 2019	Endorsed
Safeguarding Adults Board	11 June 2019	Endorsed

10. Next steps

- For Cabinet to approve the strategy (and the planned launch)
- Review of infrastructure and commissioning arrangements

11. Officer recommendations and reasons

That the Overview and Scrutiny Management Committee:

- Notes and comments on the progress of work undertaken to develop the new Kirklees Domestic Abuse Strategy

12. Cabinet portfolio holder's recommendations

The Cabinet Portfolio Holder recommends that the Overview and Scrutiny Management Committee:

- Notes and comments on the progress of work undertaken to develop the new Kirklees Domestic Abuse Strategy

13. Contact officers

Saf Bhuta, Head of Service for Safeguarding and Quality

Alexia Gray, Service Manager for Domestic Abuse and Safeguarding Partnerships

14. Background Papers and History of Decisions

Please see table that outlines this under item 9 in this paper.

15. Service Director responsible

Amanda Evans – Service Director for Adult Social Care Operations

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Kirklees
Domestic Abuse Strategy
2019-21



The Domestic Abuse Strategic Partnership would like to extend their thanks to SafeLives for their approval for Kirklees to be able to adopt the SafeLives model, and for providing subsequent support during the development of this strategy.

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Foreword from the Cllr Mather

Domestic abuse has a major impact on children, young people, adults and communities in Kirklees and tackling it is an absolute priority for Kirklees Council and its partners. One of our shared outcomes, developed alongside our partners, is, for “people in Kirklees to live in cohesive communities, feel safe and are safe/protected from harm.” Our workforce, our politicians and our partners are absolutely committed to translating this outcome into reality and our determination to tackle domestic abuse is a key feature of how we will achieve this.

This new, refreshed domestic abuse strategy represents a shift in emphasis as we move towards a “whole picture approach,” to tackling this issue. This style of approach is championed by the SafeLives¹ organisation.

This way of working is hallmarked by 4 key features:

- **The Whole Person** – which means seeing and responding to the whole person, rather than addressing a series of issues.
- **The Whole Family** – which means looking at victims, survivors, those who harm, individuals connected to the victim/perpetrator including extended family.
- **The Whole Community** – which means all communities of geography, identity and online spaces have responsibility for preventing domestic abuse.
- **The Whole Society** – which means the general public and those who influence them – the media, politicians, employers, key opinion formers and commentators for example – understand their role in protecting the safety and well-being of those at risk.

The whole picture approach will mean increased awareness raising about domestic abuse in order to give people the courage and knowledge to challenge it wherever they may come across it, as the only way to truly tackle domestic abuse is for the solution to become everyone’s business.

We know that critical to the success of this strategy, is working in partnership. This is why this strategy has been developed by the Domestic Abuse Strategy Partnership, which consists of key partners from the Council, Police, Health Services, Community Rehabilitation Company and voluntary, community, faith and social enterprise sectors. It features heavily the information and intelligence gathered from a number of local data sets to ensure our work is properly targeted and focused. It also links closely to wider Kirklees strategies such as the *Joint Health and Well-being Strategy* and the work of local Safeguarding Children’s arrangements and the Safeguarding Adults Board.

I make no apology for the scale of our ambition demonstrated by this strategy – any domestic abuse is too much – and I am confident that, even within the context of increasing volume and financial pressure, this strategy will serve to make a real and positive difference to the lives of people in Kirklees.

This strategy provides the overview of what we’re doing across the Council to deliver the best for our children in care and care leavers.

The needs of children and young people run through everything we do; the way we work with partners is central to delivering better outcomes. We will continue to have conversations with partners and colleagues across the council on the values and principles that need to underpin our role as corporate parents and further improvement work.



Cllr Mather

Chair of the Kirklees Communities Board

¹ SafeLives are a national charity dedicated to transforming the UK’s response to domestic abuse and ending domestic abuse for good by combining insight from services, survivors and statistics to support people to become safe, well and rebuild their lives.

Definition of 'Domestic Abuse'

Kirklees Council adopts the Home Office definition of domestic abuse:

'any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members, regardless of gender or sexuality.'

Partners in Kirklees have agreed that these areas of abuse will be addressed through this strategy. The abuse can encompass, but is not limited to:

- **psychological and emotional including verbal abuse**
- **physical**
- **sexual²**
- **financial**

This definition also acknowledges the coercive and controlling nature of abusers and reflects the demography of victims (16 - 19 year old girls who are most at risk).

Controlling behaviour is a range of acts which make a person subordinate or dependent, by isolating them from support, exploiting them for personal gain, depriving them of independence, resistance and escape and regulating everyday behaviour.

Coercive behaviour can be acts of assault, threats, humiliation and intimidation, or other abuse used to harm, punish, or frighten the victim. The current definition includes so-called 'honour' based violence, female genital mutilation (FGM) and forced marriage.

2. It should be noted that this strategy encompasses sexual violence & abuse where it occurs in a domestic setting but will not extend to the wider issues around sexual violence (such as 'stranger rape')

In addition to the Home Office definition, Kirklees accepts that domestic violence and abuse can take place in many forms and in a number of different intimate and familial settings which are outlined below:

Situational Couple Violence

Involves a relationship dynamic in which conflict can get out of hand to cause one or both partners lashing out. These acts can occur by men and women at fairly equal rates and are not generally committed in an attempt to control a partner³ However, they can contribute to increases in reporting.

Elder/Carer Abuse

From a definition put forward by Action on Elder Abuse in the UK, the World Health Organization (WHO) defines Elder Abuse as

“a single, or repeated act, or lack of appropriate action, occurring within any relationship where there is an expectation of trust, which causes harm or distress to an older person.”

It includes harms by people the older person knows, or has a relationship with, such as a spouse, partner, or family member; a friend or neighbor; or people that the older person relies on for services. Many forms of elder abuse are recognised as types of domestic abuse since they are committed by family members. Paid caregivers have also been known to prey on their elderly patients.

Teen Violence and Abuse Against Parents

Young people displaying violent and abusive behaviour towards their parents which could include but is not limited to coercive and controlling tactics. This is becoming increasingly recognised as a feature in families with complex needs and can often have a detrimental impact on other siblings within the family as well as the parents.

Peer on peer abuse

Abuse within early relationships between younger people where there may be all the elements of intimate partner violence and abuse but with less understanding about boundaries, what constitutes healthy relationships and even identifying that the relationship is or is becoming abusive.

3. Johnson, M.P. (2008). A Typology of Domestic Violence: Intimate Terrorism, Violent Resistance, and Situational Couple Violence. Boston: Northeastern University Press.

The Scale and Challenge of Domestic Abuse

In January 2019, the Government unveiled their most comprehensive package ever to tackle domestic abuse, aimed at supporting victims and their families and pursuing offenders. This was supported by a Home Office report that revealed the economic and social cost of domestic abuse cost the country £66 billion in 2016 to 2017. According to the research, the vast majority of this cost (£47 billion) was a result of the physical and emotional harm of domestic abuse, however it also includes other factors such as cost to health services (£2.3 billion), police (£1.3 billion) and victim services (£724 million). While the £66 billion estimate of the costs of domestic abuse appear large, they are likely to be an under-estimate. In particular, the Crime Survey for England and Wales data at the heart of the estimate does not enable full consideration of the number of injuries incurred by victims during their abuse, so the physical harms are likely to be under-estimated.

The £66 billion estimate represents the most comprehensive estimate yet of the economic and social costs of domestic abuse. The report reinforces the need to tackle domestic abuse, ideally through preventative efforts that stop the abuse from happening in the first place. It also highlights how domestic abuse impacts on many sectors of society, suggesting that the response should be similarly wide-ranging.

As well as making a set of commitments to tackle domestic abuse, the Government will also be bringing in new legislation and one of these changes will be to introduce the first ever statutory government definition of domestic abuse to specifically include economic abuse and controlling and manipulative non-physical abuse which will enable everyone, including victims themselves, to understand what constitutes abuse and will encourage more victims to come forward. This move illustrates and strengthens the notion that domestic abuse now encompasses much broader types of abuse that can be less easy to identify, and that the relationships of those experiencing domestic abuse extend far more widely than the stereotypical heterosexual relationship. At the time of the Kirklees strategy being signed off, the draft Bill was still at parliamentary scrutiny stage so we will refer to the current definition of domestic abuse but will make changes to the strategy once new legislation is in statute.

In 2016, HM Government published their '*Ending Violence Against Women and Girls Strategy: 2016-2020*'⁴, followed shortly afterwards by the West Yorkshire Office of the Police & Crime Commissioner publishing their '*Domestic and*

Sexual Abuse Strategy'. It should be noted that HM Gov's strategy is particularly focussed on women and, whilst it is widely accepted that domestic abuse is disproportionately gendered, both the West Yorkshire and Kirklees approaches are not limited to this as it was felt that local responses need to be considered across all demographics (many of whom could be considered 'hidden victims') Indeed, it is true to say that victims of domestic abuse are not confined to a particular gender, ethnic group or sexual orientation and abuse affects whole families, including children and the elderly.

It is accepted that the majority of those affected by domestic abuse do not report their experiences to the police and of those incidents reported to the police, only a minority are resolved through the criminal justice system. Whilst some victims will be supported where they meet safeguarding and risk thresholds, not everyone will receive support. Therefore partner agencies have a significant role to play in addressing domestic abuse, whether the violence is reported to the police or not, and in particular to intervene early and prevent further abuse. Partners across Kirklees work dynamically to deal with the changing landscape of domestic abuse but the scale of the issue does present challenges particularly as statutory services have faced unprecedented budget restraints in recent years. It is therefore more vital than ever that new approaches are implemented and that the progress of the Kirklees strategy and subsequent priorities can be measured through a range of partnership intelligence and data.

Domestic abuse rarely affects just one person and every case will include different family dynamics; types of abuse and levels of risk posed by the perpetrator. In this sense, the SafeLives model seeks to encourage agencies to employ an effective, restorative and empathetic response that is tailored to the needs of the person and/or family's circumstances that helps them become safe in a way that is right for them. More and more research is emerging, including from the direct experiences of victims, that places control and coercion at the core of domestic abuse so it is imperative that staff across the partnership are able to recognise this and use their professional judgment appropriately to support people to best effect.

A great deal of progress has been made throughout the journey of the 2015-18 'Taking up the Challenge Towards Freedom' strategy, with a number of initiatives and specialist services available for those experiencing domestic abuse in Kirklees⁵. However, in order to truly tackle the issue, the approach needs to be holistic with more emphasis placed on preventing abuse and harm from happening in the first place. It is well documented that domestic abuse can have a devastating and long lasting impact on children and this can often be in conjunction with other adverse childhood experiences. The Domestic Abuse Strategic Partnership are therefore committed to understanding these and the links to other safeguarding issues. To prevent the incidence of domestic abuse in the future, it is recognized locally that further targeted, preventative work must be undertaken to change the social norms and reduce the number of children and young people being exposed to domestic abuse at home through engagement with schools and further education providers; through community provision, and by using innovative approaches and social media. Preventative work in this area will also address the increase in incidents of intergenerational violence involving adolescents and parents and help children understand the difference between unhealthy and healthy relationships.

Similarly, there is increasing evidence locally and nationally in adult cases of neglect and abuse of the impact of cumulative risk. This is where a combination of mental health, domestic abuse and drugs and alcohol are prevalent in the home and result in negative, long term outcomes for families. There are also emerging concerns across children's and adult services where certain health conditions can contribute to the abusive behavior (ie. Dementia or Autistic Spectrum Disorders). The Health sector specifically can often be the first point of call for many living with domestic abuse (including GPs, A&E, Mental Health Services) so their commitment and engagement with the agenda is crucial.

Domestic abuse is disproportionately gendered but it is imperative to recognise that domestic abuse can affect everyone at some point on their lives but some groups of people can have additional vulnerabilities and/or characteristics that may require a different response. Male victims; those in LGBT+ relationships; those with physical and learning disabilities; older people; those with insecure immigration status and/or of different cultural/ethnic backgrounds should be able to feel equally as supported in accessing services and confident about how to report any concerns.

Evidence shows that those experiencing domestic abuse are more likely to face housing and/or homelessness issues, so the role of Housing Providers is key to ensure that supported housing and adequate refuge accommodation is available and able to respond locally to these needs.

In summary, the challenge of tackling domestic abuse and encouraging a tolerant society cannot rest with any one agency and it is only by adopting a 'whole family' ethos and seeing domestic abuse as part of a bigger picture, affecting multiple families and communities that Kirklees will be able to start changing perceptions and contribute to preventing abuse from happening at the earliest stage.

4. Refreshed in March 2019 with the addition of a position statement relating to male victims

5. Summary at Appendix 1

The 2019-21 Kirklees Vision and Approach

Tackling domestic abuse has been a key priority for Kirklees for many years. We continue to adopt a zero tolerance approach and our ambition is that people treat one another with respect and compassion. The Kirklees vision for the next three years is:

'For everyone to understand their responsibility and contribute to tackling domestic abuse in Kirklees'

Kirklees supports SafeLives' 'The Whole Picture - our strategy to end domestic abuse, for good' and in particular, the pro-active approach to widen the response to domestic abuse. This includes challenging the whole of society to deconstruct stereotypes to encourage communities to have a low tolerance and high urgency about identifying abuse. This also extends to looking at geographical communities, online spaces and employers/businesses so that they understand the risks posed by those who abuse and their role in protecting those at risk of harm.

SafeLives state that 'domestic abuse is never all of someone's experiences or situation' and with this in mind, the Kirklees strategy will aim to provide the best provision of services for those who have already experienced abuse and violence at all levels of risk by promoting a 'whole family' approach so that the needs of the individual are not considered and acted on in isolation.

Furthermore, the early intervention and prevention focus (ie. acting before someone harms or is harmed) will provide an opportunity to work far more with our communities, elected members, schools, health providers, businesses and voluntary sector services to raise awareness of the issue and increase confidence for people to report and confidence to respond when a disclosure may be made.

It is paramount that communities and society are strengthened to support people experiencing domestic abuse to be safe, well and resilient but this will also need a sustainable, strong infrastructure of statutory services and provision to be in place for those most vulnerable and at highest risk.

SafeLives outlines a framework to set out the comprehensive and enduring whole picture approach that needs to be in place to tackle domestic abuse in a bid to eradicate it. This model is equally as applicable in a partnership setting and in Kirklees, we believe this is an innovative way to enable all stakeholders and communities to better understand the role we all have in this crucial agenda. Following on from this there are a number of strategic priorities that have been agreed across the partnership which will be supported by a detailed action plan and a set of capabilities that all those within the sector will need to apply.

A whole picture approach: ending domestic abuse, for good

We believe the following SafeLives framework sets out the comprehensive and enduring whole picture approach that needs to be in place for domestic abuse to be ended for good.



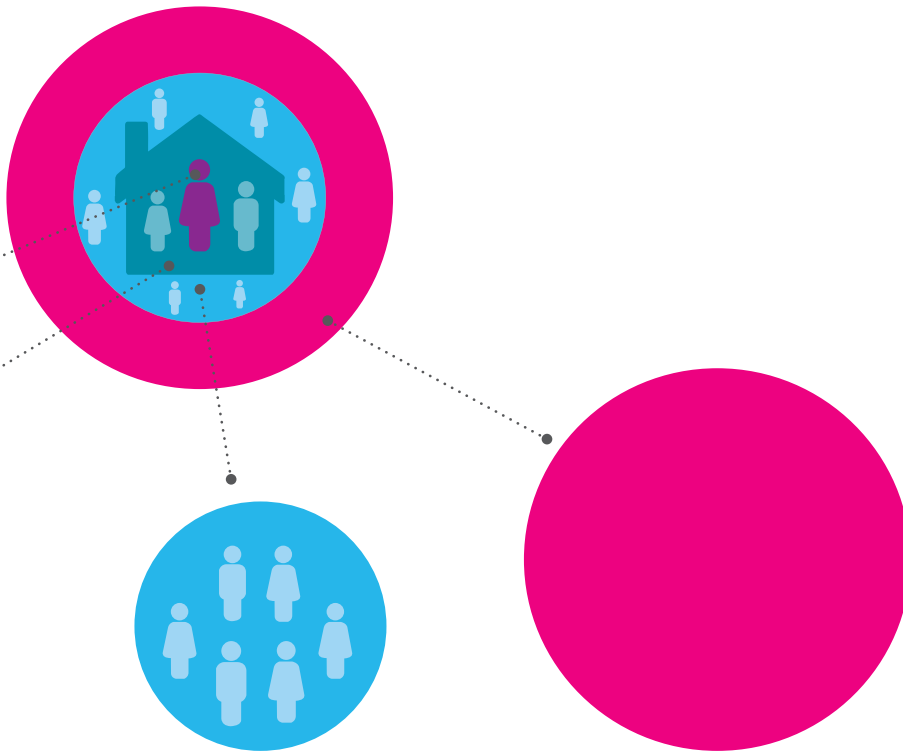
The whole person:
domestic abuse is never all of
someone's experiences or situation.



		Whole Person Seeing and responding to the whole person, not addressing a series of issues	Whole Family Adult victims, survivors, those who harm, individuals connected to the victim/perpetrator including extended family
1	<p>→</p> <p>↑ Act before someone harms or is harmed ↓</p>	People are treated as just that – people, and not issues. The complexity of domestic abuse and links to other adverse experiences are understood. ⁶	Protective factors are put in place for those at risk of abusing or being abused – people and services sufficiently understand domestic abuse and what makes it more or less likely to happen.
2	<p>↑ Identify and stop harmful behaviours ↓</p>	Harmful behaviour is addressed by proactively identifying all motivating factors and consequences, such as other violence, abuse and criminality.	Individuals who abuse any family member are appropriately assessed for the risk they pose to all family members – and themselves.
3	<p>↑ Increase safety for those at risk ↓</p>	The protection offered to people means proactively checking that all risks posed have been addressed, not just the initial presenting issue.	The safety and wellbeing of all non-abusive family members – physical, mental and emotional – is defended from those who pose a risk to them.
4	<p>↑ Support people to live the lives they want after harm occurs ↓</p> <p>←</p>	People are responded to as people, not an issue or series of issues. Both crisis and ongerterm responses to people who have experienced abuse are sensitive to their possible vulnerability to future adverse experiences.	When an immediate experience of abuse is over, all family members' safety and wellbeing – physical, mental and emotional – are (re) built. People are supported to live the lives they want, drawing strength from each other.

6. Such as child abuse, child sexual abuse, child sexual exploitation, sexual violence, trauma, mental ill health, substance use, or economic disadvantage.

7. Individuals might form an identifiable community; we work on the basis that within that community will also be a range of views, backgrounds and experiences.



Whole Community All communities of geography, identity and online spaces	Whole Society The general public and those who influence them: the media, politicians, employers, key opinion formers and commentators
Communities ⁷ of geography, identity and online spaces are equipped to identify and act on early risk factors and warning signs	Gender stereotypes are challenged and deconstructed – particularly those of masculinity – supporting boys and men to break these norms. Societal shifts see a reduction in the motivation and opportunity for different types of power to be abused.
Community members know they are more than passive bystanders – there is low tolerance and high urgency about identifying and holding to account those who abuse.	
Communities of geography, identity, online spaces and employers/businesses understand the risks posed by those who abuse and their role in protecting the safety and wellbeing of those at risk.	
People who speak about their experience of abuse are believed. Communities and society validate their experience and support their process of creating safety, wellbeing and resilience so they can live the lives they want. The voices, strengths and needs of survivors are paramount, and survivors draw further strength from one another.	

Kirklees Strategic Priorities

During 2018 - 2021 we will...

Strategic priority	How we will achieve this
<p>1 Act before someone harms or is harmed</p>	<p>We will ensure that early intervention and prevention is at the heart of everything we do, combined with a commitment to continually raise awareness and encourage communities to be part of the solution.</p>
<p>2 Identify and stop harmful behaviours</p>	<p>We will ensure that the motivating factors behind abusive behaviours are understood and work with those perpetrating harm to address their behaviour and/or ensure that appropriate sanctions are applied.</p>
<p>3 Increase safety for those at risk</p>	<p>We will ensure that victims, children and families receive timely access to high quality services and that support is based on a risk-led but holistic model.</p>
<p>4 Support people to live the lives they want after harm occurs</p>	<p>We will improve and expand the support for everyone impacted by domestic abuse to encourage longer term recovery and resilience.</p>

1 Strategic priority 1

Act before someone harms or is harmed

- Use evidence based, local and national research with a strong emphasis on survivor and 'lived' experiences to inform and implement change.
- Raise awareness of domestic abuse through continued public information campaigns to influence and change attitudes and behaviours, with a focus on any emerging issues where targeted campaigns may be required.
- Focus on working with schools and education to fully understand the offer within schools for both pupils and staff and build on the work of 'schools as Community Hubs'.
- Increase the offer and confidence within communities to respond to domestic abuse that builds community capacity and encourages a thriving, high quality voluntary sector.

2 Strategic priority 2

Identify and stop harmful behaviours

- Ensure that assessments and responses fully address the factors that can contribute to someone causing harm.
- Place an emphasis on cases that may not necessarily require social care or formal safeguarding interventions in a bid to reduce the risk of harm and harm escalating at the earliest opportunity.
- Focus on the connections between other adverse childhood experiences and domestic abuse so that children and families are supported to make the positive changes that they are involved in.
- Support those perpetrating harm to address their behaviour to put the onus of responsibility on them and increase their understanding of the impact of their actions on others. Where this is not evidenced, appropriate sanctions should be applied.

3 Strategic priority 3

Increase safety for those at risk

- Ensure that those experiencing domestic abuse are supported through effective pathways and timely access to services (both statutory and non-statutory) so that the needs of the individuals and families are considered in a holistic way (rather than simply focusing on the initial presenting issue).
- Ensure that where disclosures are made, the partnership can support those going through the criminal justice system to achieve positive outcomes.
- Where gaps in service are identified, the partnership can employ smart commissioning arrangements to ensure that all victims are supported in a way that involves them in the solution.
- Ensure that there is a focus on victims with protected characteristic or other vulnerabilities that may make them 'invisible' and therefore, more susceptible to harm.

4 Strategic priority 4

Supporting people to live the lives they want after harm occurs

- People who are experiencing abuse can retain or access safe and suitable accommodation.
- Build on existing support services for those affected by domestic abuse to aid longer term recovery through traditional methods (such as therapeutic services and counselling) as well as exploring new innovative ways (such as digital and web based opportunities).
- Support those who have experienced domestic abuse to become actively involved in the agenda at a time that is right for them.
- Continue to work across the partnership and communities so that the longer term impact of abuse is understood and strive to provide longer term capacity where there may still be difficulties (such as financial hardship, issues over child contact, insecure immigration status).

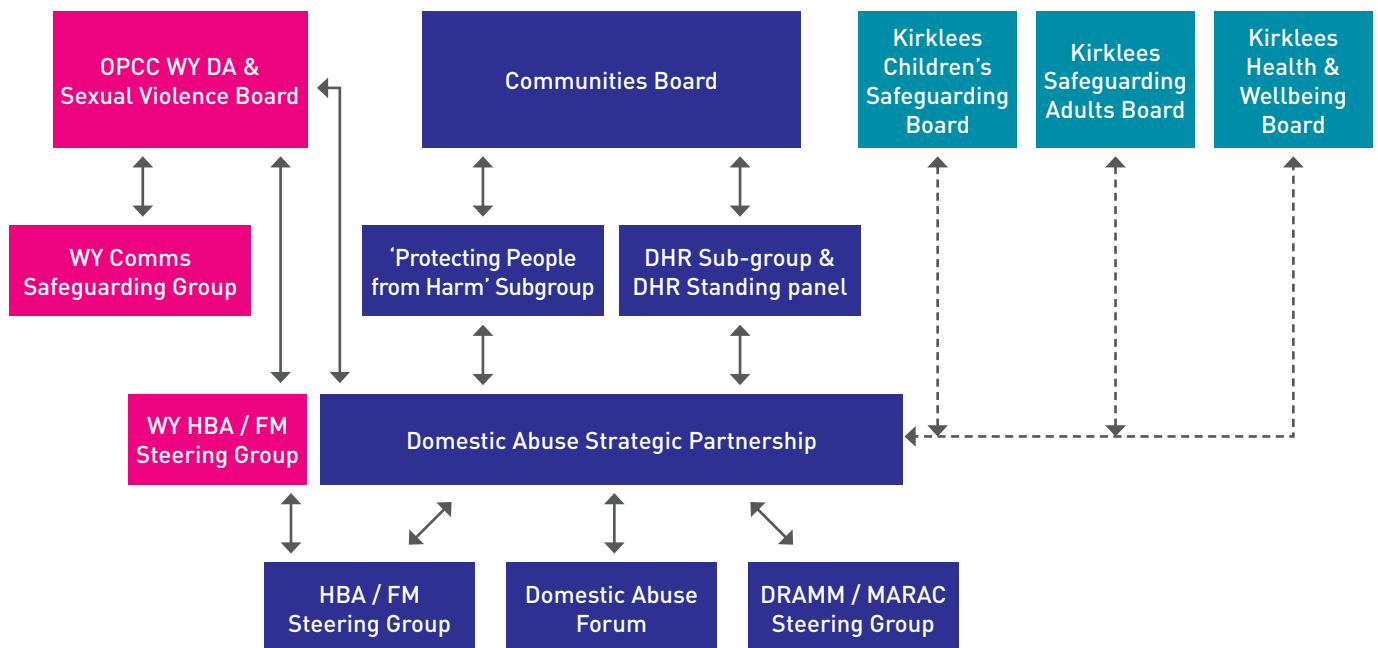
Governance

The area of Domestic Abuse is governed by the Kirklees Communities Board and is a priority in the Safer Kirklees Partnership Plan under the strand of 'Protecting People from Harm.'

Given the cross cutting nature of Domestic Abuse and the impact this has on all communities and groups of people, it is also linked to the key objectives set out in the Safeguarding Adults Board Strategic Plan; the Children's Safeguarding Board's Business Plan as well as complementing wider Kirklees strategic groups such as the Health & Wellbeing Board and other connected agendas (sexual abuse, Child Sexual Exploitation, Prevent, Modern Day Slavery, Female Genital Mutilation and Gangs/Gang Violence).

Reducing the prevalence of Domestic Abuse is a key priority for Kirklees and the main group established to lead on implementing the *Kirklees Domestic Abuse Strategy* and associated action plans is the Domestic Abuse Strategic Partnership (DASP). The DASP is an effective, multi-agency group of senior representatives from all relevant agencies and is committed to addressing the impact of domestic abuse in Kirklees.

There are also a number of operational subgroups that feed into this group, namely the Domestic Abuse Forum; the Daily Risk Assessment Management Meetings (DRAMM) and Multi-Agency Risk Assessment Conferences (MARAC) Steering Group and the Honour Based Abuse and Forced Marriage Steering Group, In addition to this, Domestic Abuse is considered and tackled at a regional level through the Office of the Police and Crime Commissioner's (OPCC) Domestic Abuse and Sexual Violence Board.



KEY:

OPCC - Office of the Police and Crime Commissioner

DHR - Domestic Homicide Review

HBA / FM - Honour Based Abuse / Forced Marriage

WY DA - West Yorkshire Domestic Abuse

DRAMM / MARAC - Daily Risk Assessment Management Meetings / Multi-Agency Risk Assessment Conferences

Partnership capabilities

In order to achieve the vision set out in this strategy, it is critical that the partnership collectively apply the following capabilities:

Leadership and strong partnerships, evidenced by:

- validation at all levels of all organisations;
- engagement and buy in by elected members and strategic leads with an increased offer to help them in their roles as community leaders;
- successful collaborations outside the partnership (ie. with businesses; other authorities and organisations) to create funding opportunities.

Understanding and knowledge, evidenced by

- research, including using the learning from Domestic Homicide Reviews, Safeguarding Adults Reviews and Serious Case Reviews;
- using the voice of the victim and experiences of those who have lived with/witnessed domestic abuse (including children).

Skills, confidence and motivation, evidenced by

- the workforce stability and ability to attract and retain staff from a range of backgrounds and experiences;
- quality of staff and client interventions;
- continual learning to enhance existing skills;
- reflective supervision.

Continual learning, evidenced by

- dynamic and quality assured training delivery which responds continually to new and emerging issues (ie. legislative and/or following local research);
- practitioner events being established quarterly;
- training records and evaluations.

Quality assurance and accountability, evidenced by

- partnership inspections and case file audits;
- good quality Domestic Homicide Reviews, Safeguarding Adults Reviews and Serious Case Reviews;
- critical friend and peer reviews;
- acting and implementing national best practice in a range of settings.

2015-18 Strategy Summary

What we said we'd do and what we did; the journey so far

There has been a great deal of progress made within Kirklees as a result of the 2015-18 strategy which has been driven by the Domestic Abuse Strategic Partnership and made possible by the commitment of all partners to this agenda. Notable achievements made against the 2015-18 strategic priorities are outlined as follows:



Public information campaigns to raise awareness of domestic abuse

- ▶ Developed award winning awareness raising campaigns 'It's Never Ok'. Winner of the CIPR Excellence Award. 2016 campaign reached 426,809 people on Facebook and prompted a 57% increase in calls
- ▶ White Ribbon accreditation received in July 2018. This was celebrated by Kirklees hosting a regional conference in which 97% of attendees felt it was a good event.



People who experience domestic abuse have timely access to justice and a range of appropriate services

- ▶ Established the Daily Risk Assessment Management Meetings and streamlined the Multi-agency Risk Assessment Conferences for early identification of cases and more timely responses. These processes have dealt with 3,076 medium and high risk cases with 3,874 proactive actions being set to manage risk and safety plan
- ▶ Rolled out Operation Encompass so since 2018, 117 primary schools and 23 high schools have received a total of 1016 notifications about children who were involved and/or witnessed domestic abuse within the previous 24 hour/week-end period
- ▶ Stronger Families' revised their programmes to deal with the changing landscape; 413 victims accessed the Freedom Programme (which then became the Liberty Programme) and 6 x 'Step Up' programmes have been delivered for Teen Violence and Abuse Against Parents which has included 42 adults and 40 young people.

Appendix 1



All those whose are likely to work with people affected by current or historic domestic abuse have access to learning and development

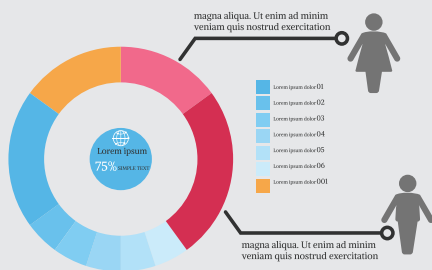
- ▶ Training offer revised year on year to ensure that staff and practitioners are kept abreast of any legislative changes or emerging research
- ▶ Pennine Domestic Violence Group staff had intensive training and organisational support dealing with LGBT+ victims through a specialist worker being co-located in Year 2
- ▶ As part of successful Department of Communities and Local Government bid, specialist practitioners were co-located in refuge over a year to share expertise/training and client support around Mental Health, Drugs and Alcohol and BME related issues
- ▶ Independent Domestic Violence Advocates co-located in Health settings have provided training to approx.708 NHS staff (across A & E, Midwifery and Mental Health)



Smarter integrated commissioning approaches support sustainable and responsive services for those affected by domestic abuse in Kirklees

- ▶ Creative partnership funding arrangements achieved for the contract and roll out of the Independent Domestic Violence Advocates Service. Since 2016, there have been 3545 referrals into the service and of these, 73% of victims leaving the IDVA service reported feeling safer; 83 % felt they would recognise abusive behaviour in the future and 84% felt confident to ask for help in the future if they needed it
- ▶ Joint funding agreed through the Domestic Abuse Strategic Partnership to enable awareness raising campaigns
- ▶ Successful funding bids submitted jointly at a West Yorkshire which has enabled a focus on accommodation based support and working with victims with complex and multiple needs.

Appendix 1



Accurate data and intelligence regarding the prevalence of domestic abuse informs action locally

- ▶ Comparisons routinely made between SafeLives national MARAC data against local data. Significant improvements made with collection and interpretation of DRAMM and MARAC data
- ▶ Strategic Intelligence Assessment is refreshed every year to ensure a local picture of domestic abuse is established
- ▶ Ongoing commitment to national research and best practice to drive improvements (such as Spotlight Report on Older People, Honour Based Abuse and Forced Marriage and regional events to support shared learning emerging from Domestic Homicide Reviews.

Appendix 2

Prevalence

Name of meeting: Overview and Scrutiny Management Committee
Date: 22nd July 2019
Title of report: Kirklees Climate Emergency Declaration – Update on the work of the council working party

Purpose of report:

To update the Overview and Scrutiny Management Committee on progress against delivering the actions required by the Council’s motion declaring a ‘climate emergency’

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	N/A
The Decision - Is it eligible for call in by Scrutiny?	N/A
Date signed off by <u>Strategic Director</u> & name	12 July 2019, Karl Battersby
Is it also signed off by the Service Director for Finance IT and Transactional Services?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	N/A
Cabinet member portfolio	Cllr Naheed Mather

Electoral wards affected: All
Ward councillors consulted: None
Public or private: Public
Has GDPR been considered? Yes

1. Summary

- The Council passed a motion declaring a 'climate emergency' in January 2019 and has undertaken to identify actions to address the challenges posed by the climate emergency and reducing emissions associated with council and district activity.
- A Councillor-led Climate Emergency Working Party (CEWP) has been set up to lead this process.
- This report provides an update on the national and regional context for the climate emergency and the work currently underway by the CEWP in Kirklees.
- The findings of the CEWP will feed-in to a report and action plan to be provided to Full Council later in 2019.

2. Information required to take a decision

2.1. The Council's approach to addressing the climate emergency is evidence-based and aligns with international, national and regional targets and ambitions. The Paris Agreement of 2015 and the International Panel on Climate Change (IPCC) Special Report of 2018 established the principle of addressing emissions in a fair and equitable way and outlined the importance of limiting global temperature increases to 1.5 degrees. This has been recognised by the UK Government, which is in the process of legislating for achieving 'net zero' carbon dioxide emissions by 2050 (i.e. a 100% reduction from 1990 levels) to align with the Paris Agreement.

2.2. Regionally, the Leeds City Region (LCR) Strategic Economic Plan (2016) sets out the ambition to be a "resilient, zero carbon energy economy" and subsequently in the Energy Strategy and Delivery Plan and associated work commissioned from the Tyndall Centre for Climate Change Research has identified 2038 as a 'science-based' target for when the LCR should become a 'net zero' emission city region. Related work by the Tyndall Centre has also identified 2038 as the date by which Kirklees should achieve 'net zero' in order to make a fair and equitable contribution to the above national and international targets and obligations.

2.3. The Council's existing carbon emission reduction targets are as follows:

- Council: To achieve a 40% reduction in carbon emissions by 2020-21, based upon a 2005-06 baseline. Current 2017/18 progress: 32% reduction.
- District-wide: To achieve a 40% reduction in district carbon emissions by 2020-21 based upon a 2005-06 baseline. Progress in 2016: 35% reduction (NB. This is based on Government data and is the most recent figure currently available)

2.4. The Council declared a 'climate emergency' motion in January 2019 (see link at section 9) and established the cross-party Climate Emergency Working Party (CEWP) to identify practical measures to reduce emissions across the district in line with the following terms of reference:

- a) Commission and oversee the Environmental Audit
- b) Consult expert opinion in the field, as appropriate
- c) Identify practical measures to reduce emissions and the Council's carbon footprint
- d) Encourage action in the wider community, businesses and other key organisations e.g. NHS and educational institutions
- e) Report to Full Council within six months with an action plan to address the Emergency and incorporating proposals on the investment implications of the proposed activity

The CEWP has no decision making powers and will make recommendations to Full Council.

2.5. To achieve the environmental audit, the CEWP is undertaking a dynamic audit of council services areas in order to gather evidence from within the council to identify areas where significant carbon savings could be made, including:

- Identifying existing initiatives underway
- Outlining the current policy and statutory framework that applies
- Identifying opportunities available to tackle the climate emergency with current resources
- Identifying future opportunities outside current resourcing constraints that could be pursued in future.

The results of the audit will inform an action plan to be included in the final CEWP report, and which will inform proposed next steps.

2.6. The CEWP work to address the climate emergency is closely aligning with the Council's approach to Air Quality management and falls under the 'Clean & Green' corporate priority.

2.7. The council is developing a district-wide approach to addressing the climate emergency, recognising that this is an issue that requires a borough-wide approach. The CEWP has sought external advice and best practice and recognises that this will likely require the formation of a Kirklees Climate partnership-type body and different methods of achieving this are being considered.

2.8. How the challenges of the climate emergency are communicated is a key challenge and the Council has recognised that it has a role to encourage awareness and action in the wider community and that this will require communications activity. As a first step, the Council will be undertaking an internal communication and engagement exercise to alert and educate staff about the issue of climate change, but also gives colleagues the opportunity to support this work and reflect upon how they can help tackle the emergency and to suggest positive ideas to the CEWP.

2.9. An interim press release is being prepared outlining the 'quick wins' the council is undertaking along with current achievements in reducing carbon emissions across the Council. The Chair of the Councillor Working Party will be able to answer any detailed questions at the committee meetings.

3. Implications for the Council

3.1. Working with People

Climate change is likely to impact upon all Kirklees residents and the importance of public engagement is recognised. The CEWP will be developing an approach to encouraging action in the wider community and this will be reflected in the final report.

3.2. Working with Partners

Constructive relationships with the council's partners are considered key, and as noted at 2.7, the Council is identifying options for developing an external climate emergency partnership body, involving stakeholders from across Kirklees.

3.3. Place Based Working

The impacts of climate change are likely to result in specific challenges for certain areas as well as the over-arching issue. For the purposes of the CEWP, this is being considered at a district-wide level at present.

3.4. Improving outcomes for children

The role of children and young people in driving action on climate change has been well publicised. The CEWP recognises this and a representative from the Kirklees Youth Council

sits on the working party. The Council is also developing a Kirklees Youth Summit with a climate emergency focus.

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

The scale of proposed emissions reductions and climate change adaptation are likely to have significant implications for the council in terms of resourcing implications. The CEWP report and recommendations will include anticipated resourcing implications of this activity, along with the potential for external funding where appropriate.

4. Consultees and their opinions

No opinions have been sought at this stage.

5. Next steps and timelines

To continue to progress the work as outlined above and report back to the Full Council meeting in October 2019 with detailed proposals for addressing the climate emergency.

6. Officer recommendations and reasons

Committee Members are asked to consider the report and note the progress against the motion declaring a climate emergency.

7. Cabinet Portfolio Holder's recommendations

Not applicable.

8. Contact officer

John Atkinson, Economic Resilience Project Officer (Environment)

Email: john.atkinson@kirklees.gov.uk

Tel. 01484 221000

9. Background Papers and History of Decisions

Link to the Council motion declaring a climate emergency:

<https://democracy.kirklees.gov.uk/mgAi.aspx?ID=10123>

10. Service Director responsible

Angela Blake, Service Director for Economy & Skills

CORPORATE SCRUTINY PANEL – DRAFT WORK PROGRAMME 2019/20

MEMBERS: Councillors Andrew Cooper (Lead Member), Mahmood Akhtar, James Homewood, John Lawson, Will Simpson, John Taylor
Co-optees: Nathan Paul, Philip Chaloner

SUPPORT: Sheila Dykes, Principal Governance & Democratic Engagement Officer

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
1. Financial Monitoring (To include training)	<p>Timeline for updates:</p> <p>October Further review of MTFP - headline assumptions / financial resilience / budget risk</p> <p>November Financial Management Update - current monitoring/ budget update</p> <p>January Provisional financial settlement / Autumn Budget/Story so far</p> <p>February Links to service plans and performance</p> <p>March End of year summary /start of next year monitoring plan; include link to corporate plans and service plans & budgets</p>	<p>See separate work programme at Appendix 1</p> <p>Future report to include information in respect of the management of the Capital Plan in terms of re-profiling and the availability of resources and capacity to deliver its ambitions.</p>
2. Corporate Plan	<p>Corporate Plan refresh</p> <p>Embed and implementation</p>	<p>Living in Kirklees survey to be shared with the Panel before its next distribution and Panel to incorporate a discussion on citizen engagement as part of this item;</p>
3. Libraries Review (to include Access to Services)		<ul style="list-style-type: none"> • Update on progress new municipal year, including current decision making process and next steps. • Briefing in relation to work with the University of Huddersfield on the development of an archiving plan.

FULL PANEL DISCUSSION

ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<p>4. Transformation Programme</p>	<p>Work streams to include:</p> <ul style="list-style-type: none"> - Procurement - Commercialisation (pre-scrutiny – what can we learn?) - To understand the changes being made to procurement and monitor the impacts of savings being made. - To understand the council’s approach to commercialisation and identify any learning points to be considered - To contribute to the development of a Commercialisation Strategy <p><i>Training session by LGA on Commercialisation to be arranged early in new municipal year</i></p>	
<p>5. Commercialisation Strategy</p>	<p>To scrutinise the development of a Commercialisation Strategy for the Council</p> <ul style="list-style-type: none"> - Informal introduction – 12.07.19 - Initial proposals for approach to future meeting, to include case studies 	<p><i>Informal discussion with Panel held on 12.07.19</i></p>
<p>6. People Strategy</p>	<p>To understand the delivery against the People Strategy</p> <p>Work streams:</p> <ul style="list-style-type: none"> • Attraction and retention • Development • Health & Wellbeing <p>Development considered 11/10/18 Health & Wellbeing considered 12/4/19</p>	<ul style="list-style-type: none"> • Panel to regularly receive a copy of the organisation’s performance dashboard; • Noted that the work strand of the Kirklees People Strategy focussing on ‘Attraction and Retention’ will include a review of the induction process. • Future reports to include information on the development and progress of the ‘Workplace Wellbeing Champions’ initiative; the development of work to identify and address any areas of

FULL PANEL DISCUSSION

ISSUE	APPROACH/AREAS OF FOCUS	NOTES
	Attraction and Retention to do	particular pressure within the organisation; and a breakdown of the sickness figures into long term and short term absence.
7. IT Strategy Development	Maintain overview of development of the IT Strategy <ul style="list-style-type: none"> • New approach to digital transformation • How residents interact with the Council 	
8. Leaving the EU preparations	To maintain and overview of the work of the Council to plan for potential implications of leaving the EU - Introductory discussion – 12.07.19 - Further discussion October 2019 (tbc)	
9. Land and Property Lettings Policy	To consider the policy and how it applies to community groups and the consistency of approach with other council strategies.	Link to development of Corporate Asset Strategy Accommodation Strategy / utilities Role in partnerships
10. Place Based Working	At the Panel meeting on 12.07.19 it was suggested that the Panel had a role to play in considering the developing workstreams of place based working. Further discussion required at OSMC	OSMC discussion required
10. Organisational Communications Strategy	To examine the principles of managing internal/external communications	
11. Cabinet Member – Priorities Councillor Graham Turner		Portfolio Holder provided brief update on priorities at the meeting on 12.07.19

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
		Panel requested that the next update include some narrative to illustrate whether projects had achieved their aim, such as increased footfall or an increase in creative and digital start-up businesses, whether this was to the extent that had been anticipated and the wider impact of any achievements.
LEAD MEMBER BRIEFING/MONITORING		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
To be determined		

Financial Scrutiny – Work Programme

Appendix 1

Topic	Areas of focus	Actions	Anticipated Outcomes
Financial Planning	<ul style="list-style-type: none"> • MTFP • Annual Council Budget • Reserves Policy 	<ul style="list-style-type: none"> • How is the Corporate Plan informed by financial strategy • Are all of the Council’s strategies in sync? • Consider if the Annual Budget set in accordance with MTFP? • Have targets been met and how are these measured? • Outline of any overspends/underspends and how these have been considered for future budget planning • Outline of any implications arising from service plans • Is the level of reserves in line with the MTFP? 	<ul style="list-style-type: none"> • Is the impact of resource allocation, decisions and spending measured? • Are financial targets appropriate in relation to the MTFP forecast and monitored regularly? • Is Social Value of spending measured, where appropriate? • Are targets being achieved?
Financial Management	<ul style="list-style-type: none"> • Budget Monitoring 	<ul style="list-style-type: none"> • Consider revisions to current budget, including pressures and arising issues and compare to last year’s statements. • Consider Executive’s proposals for next financial year. • Consider provisional settlement and Executive’s response. • Consider final budget proposals. 	<ul style="list-style-type: none"> • Have planned service outputs been achieved? (<i>Link to performance monitoring</i>) • What has been achieved from additional resources? • Have resources been managed effectively throughout the year? • Where does this year’s outturn leave the council finances for next year?
Savings and Efficiency Plans	<ul style="list-style-type: none"> • MTFP • Council Budget 	<ul style="list-style-type: none"> • Are efficiency plans being managed with adequate resources? 	<ul style="list-style-type: none"> • Were objectives outlined and achieved? • What savings were not

Financial Scrutiny – Work Programme

Appendix 1

		<ul style="list-style-type: none"> • What variances have arisen during the year? • Are variations reviewed and linked back to original strategy? • How is the impact on services being monitored? 	<p>achieved and how is the impact of this being managed?</p>
Citizen Participation	<ul style="list-style-type: none"> • Public Participation 	<ul style="list-style-type: none"> • How engaged are the public with the Council's financial processes? • Do items on the forward plan reflect interests and concerns of the public (and service users)? • How is social media used to enable public participation? • How do decision makers take into account the views of the public currently? 	<ul style="list-style-type: none"> • Has there been an increase in participation of the public?

CHILDREN'S SCRUTINY PANEL – WORK PROGRAMME 2019/20

MEMBERS: Cllr Andrew Marchington (Chair), Cllr Paul White, Cllr Amanda Pinnock, Cllr Aafaq Butt, Cllr Richard Smith, Cllr Paul Davies, Linda Summers (Education Co-Optee), Dale O'Neill (Co-Optee), Toni Bromley (Co-Optee)

SUPPORT: Helen Kilroy, Principal Governance & Democratic Engagement Officer

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
1. Special Educational Needs	<p>Monitor the progress of the recommendations from the Panel made to Cabinet following an investigation by the Panel into how SENDACT interacted and worked with parents and carers. The report contained the response of the Cabinet Portfolio Holders to the investigation findings which was approved by Cabinet in March 2019.</p> <p>The Panel agreed to consider progress updates during the 2019/20 municipal year.</p>	<p>That the Panel are confident that:-</p> <ul style="list-style-type: none"> • Children with SEND are receiving the appropriate support. • That SENDACT are fully prepared for the Ofsted Inspection. • That SENDACT is a service that is regarded as 'good', with partners working alongside to ensure there is no delay for children. <p><u>Panel Meeting on 19 July 2019</u> The Panel will receive a report giving progress on the Recommendations within the report.</p>
2. Exploitation Strategy	<p>The Panel considered a joint presentation by West Yorkshire Police and Senior Officers from Kirklees on CSE, Safeguarding and Licensing in March 2019 and agreed to be kept informed and to be able to contribute to the future work on the Exploitation Strategy and consider the findings of the Dr Peel Review in the new 2019/20 municipal year.</p> <p>Future reports should provide an update on sexual harm prevention orders and what has been learned from the historic cases.</p>	<p>That the Panel is assured that lessons had been learned from previous cases of CSE.</p> <p>That the Panel is convinced that the best practices identified following the review by Dr Peel are being implemented in Kirklees, and ensure good outcomes for vulnerable children.</p> <p>That as many takeaways and accommodation providers as possible receive exploitation safeguarding training. That these providers begin to feel more comfortable and better informed as to how and when to report potential safeguarding issues.</p> <p>The Panel will receive an update report on the next steps for the Exploitation Strategy in August/September – date to be confirmed.</p>

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
		The Panel will consider a follow up report on Dr Peel's practice findings – January 2020.
3. Kirklees Safeguarding Children's Board (KSCB)	<p>Review the improvements of the KSCB.</p> <p>The Panel will consider an update report on KSCB at a future meeting of the Panel in the 2019/20 municipal year.</p> <p>Future reports to the Panel should advise how Kirklees will implement the new national strategies on children's safeguarding.</p> <p>The Panel will consider the Kirklees Safeguarding Children's Board Business Plan.</p>	<p>That the Board is considered as 'good' and that the Panel is satisfied that it is effective and accountable.</p> <p>That the Panel is convinced that the best practices identified following the review by Dr Peel are being implemented in Kirklees, and ensure good outcomes for vulnerable children.</p> <p><u>Panel Meeting 23 September 2019</u> The Panel will consider:-</p> <ul style="list-style-type: none"> - a future report outlining how Kirklees will implement the new arrangements for Children's Safeguarding and the Business Plan; and - the Kirklees Safeguarding Children's Board Business Plan
4. Early Support Partnership (Edge of Care)	<p>To maintain an overview of the work done to improve the Edge of Care in Kirklees.</p> <p>In April 2019, the Panel considered an update on the development on the three programmes funded through the Department for Education (DFE) Innovation Funding and agreed to consider an update in the 2019/20 municipal year giving data and statistics on the Early Support Partnership following development of the practices.</p>	<p>The Panel is assured that the Early Support Strategy in Kirklees is clarified and enhanced, and should include consideration of whether good practice from other areas might be effectively adapted for use in Kirklees.</p> <p>That as part of clarifying the Early Support approach, the role of Schools is considered and schools have the opportunity to be part of the approach.</p> <p>The Panel will consider arranging a visit to the Early Support Teams to gain a better understanding of the work that was being undertaken and the impact it was having and that this be considered as part the Panel's work programme for the 2019/20 municipal year.</p> <p>The Panel will consider an update on the Early Support Partnership in October/November to consider data and statistics on the Early Support Partnership following development of the practices – date to be confirmed.</p>
5. Effective Home Education	The next steps from the Ad-Hoc Panel will be to gather further evidence which will be sought from:-	The Panel is assured that that children who are home educated receive the best offer from Kirklees council.

FULL PANEL DISCUSSION

ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
	<ul style="list-style-type: none"> • A leading elective home education expert • Other local authorities in the area, to consider their offer for elective home educators • Parents of those local authorities mentioned above to explore their experiences • Head Teachers forums (primary, secondary and special schools) 	<p>That the Panel is content that any new Elective Home Educating policy is updated and fit for purpose.</p> <p>The EHE Ad-Hoc Panel will commence its work and produce a final report on its findings early in the 2019/20 municipal year.</p>
6. Ofsted Inspection (Children's Services)	<p>The Panel will consider the Ofsted report following the inspection of Children's Services in June 2019.</p>	<p>That the Panel is confident Children's Services is continuing to improve and protect the vulnerable children and young people of Kirklees.</p> <p>The Panel will consider the outcomes from the Ofsted Inspection of Children's Services – date to be confirmed.</p>
7. Learning Outcomes and the Learning Support Strategy	<p>The Panel agreed to consider –</p> <ul style="list-style-type: none"> • the Draft Learning Support Strategy early in the 2019/20 municipal year; • what alternative provisions were available for children with different needs and abilities who are not able to attend mainstream education; • how isolations within secondary schools were being managed and what the planned approach was for the future; • a progress update on the educational challenges ahead, attendance and exclusions – July 2019. 	<p><u>Panel Meeting on 19th July 2019</u></p> <p>The Panel will consider a progress update on the educational challenges ahead, attendance and exclusions.</p>
8. CAMHS Transformation Plan	<p>To maintain an overview of the work of CAMHS in Kirklees, particularly to update on the autism assessment waiting list.</p>	<p>That the Panel is satisfied that CAMHS continue to improve the service offer, and that the waiting lists for autism assessments continue to reduce.</p> <p>The Panel will consider an update report in the 2019/20 municipal year giving a summary of the CAMHS Local Transformation Plan and outlining what is available digitally when making a request for an assessment and an outline of what support and help was available for families whilst awaiting an</p>

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
		<p>assessment – date to be confirmed.</p> <p>The Panel would also like to receive a summarised version of the CAMHS Transformation Plan as soon as it is available.</p>
9. Number of children in care	<p>A standing item for each meeting containing details of how many children are in care, and particularly how many are placed out of area.</p> <p>The Panel agreed to consider a more detailed report on children in care living outside Kirklees with some case studies showing the case history, challenges involved including financial demand on Kirklees and different types of placements. The report should also include the number of children who cannot be placed in Kirklees and the reasons why.</p>	<p>The Panel is satisfied that the Early Help initiatives are having an impact on the number of children in care.</p> <p>That children are placed in foster care as near to home as possible, unless they are placed with family connected persons which may be a further distance.</p> <p>The latest reports showing number of children in care will be considered by the Panel as a standing item.</p> <p><u>Panel Meeting on 19th July 2019</u></p> <p>The Panel will consider a more detailed report on children in care living outside Kirklees with some case studies showing the case history and challenges involve, including financial demand on Kirklees and different types of placements. The report will also include the number of children who cannot be placed in Kirklees and the reasons why.</p>
10. Performance Information (Children's Services)	The Panel will continue to monitor the performance of the Learning Early Support Service and Child Protection & Family Support.	The latest performance reports will be considered informally by the Panel as a standing item.
11. Visit to Copthorne Children's Home	Members of the Panel will visit Copthorne House. The date has yet to be confirmed.	Visit to Copthorne House to be arranged in the 2019/20 municipal year – date to be determined.
12. Visit to Fostering Team	Members of the Panel will visit the Fostering Team and the different elements of the service.	That the Panel Members learn about and understand the different elements of foster caring.

FULL PANEL DISCUSSION

ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
		The Panel agreed to visit the Fostering Team early in the 2019/20 municipal year.
13. Visit to Duty & Advice	The Panel will visit staff at Duty & Advice to seek feedback on service changes and working arrangements	<p>The Panel is assured that staff are well supported to do their job and that retention rates improve to those seen in other 'good' Local Authority areas.</p> <p>The Panel is clear that staff have been trained on the chosen Social Work Model and the newly implemented IT system.</p> <p>Visit to Duty and Advice Team to be arranged in 2019/20 municipal year.</p>

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HEALTH AND ADULT SOCIAL CARE SCRUTINY PANEL - WORK PROGRAMME 2019/20

MEMBERS: Cllr Habiban Zaman (Lead Member), Cllr Nell Griffiths, Cllr Fazila Loonat, Cllr Alison Munro, Cllr Vivien Lees-Hamilton, Cllr Lesley Warner, Peter Bradshaw (Co-optee), David Flint (Co-optee), David Rigby (Co-optee), Lynne Keady (Co-optee)

SUPPORT: Richard Dunne, Principal Governance & Democratic Engagement Officer

FULL PANEL DISCUSSION		
ISSUE	APPROACH AND AREAS OF FOCUS	OUTCOMES
1. Financial position of the Kirklees Health and Adult Social Care Economy.	<p>To maintain a focus on the finances of the health and social care system in Kirklees to include:</p> <ul style="list-style-type: none"> • Reviewing any emerging transformation programmes and assessing their contribution to increasing efficiencies and impact on services. • Considering the various Cost Improvement Schemes (CIPs) and their impact on the delivery and commissioning of services. 	<p><u>Panel meeting 18 June 2019</u></p> <p>The Panel received an update on the financial position of the health and adults social care economy.</p> <p>The Panel agreed to receive financial updates from each organisation later in the year to include an outline of the work that is being carried out to meet the 2019/20 budget plans.</p>
2. Care Closer to Home	<p>To receive and consider:</p> <ul style="list-style-type: none"> • An update that provides details of how the future Locala Care Closer to Home (CC2H) contract will be developed. • A detailed explanation and supporting information that covers an assessment of the CC2H programme including how it is helping to reduce demand on Kirklees hospital's and supporting the reconfiguration of local hospital services. • To assess and review the strategic document that outlines Locala's plans for delivering the remaining two years of the CC2H contract. 	

	The Panel has agreed to include this issue in the July development workshop session to help members to refine and prioritise the key areas of focus for this issue.	
3. Integration of Health and Adult Social Care	<p>Areas of focus to include:</p> <ul style="list-style-type: none"> • Evidence that the integration work being developed includes an emphasis on tackling health inequalities. • Assessing how well the integration agenda is being implemented through the Care Closer to Home Programme. • An update on the Better Care Fund (BCF) following publication of the Green paper on Adult Social Care. • The role of Community Plus and the outcomes it's delivering. • The development of GP Federations and details of their work. <p>The Panel has agreed to include this issue in the July development workshop session to help members to refine and prioritise the key areas of focus for this issue.</p>	
4. Integrated Wellness Model	<p>To continue monitoring the development of the Wellness Model to include:</p> <ul style="list-style-type: none"> • Receiving an update on the Panel's recommendations agreed at the March 2019 meeting. • Looking at the outcomes and lessons learned from the transition period. <p>The Panel has agreed to include this issue in the July development workshop session to help members to refine and prioritise the key areas of focus for this issue.</p>	
5. Quality of Care in Kirklees	Receive an annual presentation from CQC on the State of Care	

	<p>across Kirklees.</p> <p>Key partners from the Kirklees Health and Adult Social Care sector will be invited to attend.</p>	
6. Suicide Prevention	<p>To receive and consider:</p> <ul style="list-style-type: none"> • An update on progress of the work being done on suicide prevention through the Primary Care Networks and the development of the high risk decision support tool for primary care. • An update on work that is being done on mental health services for men in the 45-60 age group. • Progress on the level of support and information being provided to schools for young people who have been identified as self-harming. • The outcomes from the West Yorks ICS funding for providing bereavement /post suicide support. 	
7. Mental Health Rehabilitation and Recovery Services Transformation Project.	<p>Key areas of focus to include :</p> <ul style="list-style-type: none"> • An update on the work that is being done through the regional Integrated Care System (ICS) on a system wide Mental Health and Rehabilitation and Recovery Service and how this will impact on local services. • Details of how key messages from the local engagement process have informed the new proposed model. • The new proposed model and to consider if any elements of the model constitute a significant change to service. 	
8. Kirklees Safeguarding Adults Board (KSAB) 2018/19 Annual Report	To receive and consider the KSAB Annual Report.	

<p>9. Mid Yorkshire Hospitals NHS Trust (MYHT) Ambulatory Emergency Care (AEC) Services</p>	<p>A joint piece of work with Wakefield Adults Services, Public Health and the NHS Overview and Scrutiny Committee that will look at the impact of the closure of the AEC unit at Dewsbury Hospital to include :</p> <ul style="list-style-type: none"> • An assessment of the services provided by the AEC unit at Pinderfields and reviewing: <ul style="list-style-type: none"> ○ The pathways for accessing AEC services at MYHT; ○ Patient numbers/flows; ○ Services and treatments provided by the Pinderfields unit; ○ Capacity of the unit; ○ Analysis of transport arrangements; ○ Staff arrangements including roles and responsibilities; ○ Future plan and timescales for reestablishing an AEC unit on the Dewsbury Site. • Looking at other services that complement AEC services to include Frailty, hot clinics and partnership working with adult social care. 	<p><u>Kirklees and Wakefield Joint AEC Working Group – Visit to Pinderfields Hospital 11 June 2019</u></p> <p>Working Group undertook a comprehensive visit to Pinderfields that included a tour of the AEC and Frailty units and a number of key supporting services.</p> <p>The Working Group have agreed to visit Dewsbury Hospital to see the provision of services offered on the Dewsbury site.</p>
<p>10. Foetal Alcohol Spectrum Disorder (FASD) and Foetal Alcohol Syndrome (FAS).</p>	<p>To monitor progress of the recommendations agreed at the Panel meeting January 2019 with a focus on the work that is being progressed regionally on developing a protocol and diagnostic pathway for children with FASD.</p>	
<p>11. Transforming Outpatient Care at Calderdale and Huddersfield NHS</p>	<p>To continue to monitor the work being developed by CHFT on transforming outpatient care to include:</p> <ul style="list-style-type: none"> • Assessing whether there is sufficient capacity in primary care to 	

<p>Foundation Trust (CHFT)</p>	<p>support the new models of outpatient care.</p> <ul style="list-style-type: none"> • Receiving details of the key outcomes of the new model by service area including: <ul style="list-style-type: none"> ○ Examples of how the model has improved the patients experience and outcomes. ○ Examples of how the Trust has benefited from the transformation programme. • A panel visit to see a demonstration of the technology and meet clinicians from those service areas where the new model has been implemented. 	
<p>12. Yorkshire Ambulance Service (YAS) Response Times</p>	<p>To consider ambulance response times across the district to include:</p> <ul style="list-style-type: none"> • Assessing performance across the district with a focus on response times for categories 1 and 2. • Looking at the variances of performance across Kirklees. • To consider factors that may affect performance including: levels of demand; dependency on other organisations; and how these dependencies are managed. 	
<p>13. Primary Care Networks (PCNs)</p>	<p>Key areas of focus to include:</p> <ul style="list-style-type: none"> • Monitoring progress of the development of the Kirklees networks to include assessing the network’s contribution to the integration of health and adult social care; the integrated wellness model and care closer to home. • Looking at the impact of the networks in providing greater accessibility and flexibility for patients accessing primary medical services. • Assessing the impact of the networks in reducing avoidable A&E attendances; hospital admissions; delayed discharges; and reducing avoidable outpatient visits. • Looking at the work being done by the networks to assess their 	

	<p>local population through a targeted and personalised approach to provide support to people where it is most needed.</p> <p>The Panel has agreed to include this issue in the July development workshop session to help members to refine and prioritise the key areas of focus for this issue.</p>	
14. West Yorkshire and Harrogate Local Maternity Network	<p>To consider the work that is being done to produce robust local maternity plans to provide safer maternity care and improved outcomes across the West Yorkshire and Harrogate footprint to include:</p> <ul style="list-style-type: none"> • How it will be actioned in Kirklees by the two acute trusts. • The impact and implications of the changes to local services. • Looking at the development of the Community Hubs. 	
15. Kirklees Immunisation Programme	<p>To consider the performance of the Immunisation programmes in Kirklees to include an update on the Kirklees integrated sexual health service.</p>	
16. Update on Winter Planning	<p>Update on winter preparations from the Kirklees Health and Adult Social Care sector to include:</p> <ul style="list-style-type: none"> • Lessons learned from winter period 2018/19 • An overview of the preventative work to support elderly and vulnerable residents. 	
17. Locala	<p>A focus on Locala Community Partnerships to include consideration of the work it is doing in delivering Care Closer to Home in Kirklees.</p>	
LEAD MEMBER BRIEFING ISSUES		OFFICER/PARTNER COMMENTS
ISSUE	APPROACH AND AREAS OF FOCUS	

<p>1. Wheelchair Services</p>	<p>Following the commencement of the new contract maintain an overview of the service and quality of provision to include looking at: waiting times; demand; repairs; and social needs of services users. Findings to be reported back in a written report to full panel.</p>	
<p>2. Interim changes to Acute inpatient Elderly Medicine, Cardiology and Respiratory Services provision at CHFT</p>	<p>Arrangements to be made to visit CHFT to see changes that have taken place. Subject to panel agreement Lead Member to monitor impact of changes.</p>	
<p>3. Kirklees Health and Wellbeing Plan to include work emerging from the West Yorkshire and Harrogate Health and Care Partnership (WY&H HCP)</p>	<p>To monitor progress and implementation of the Local and WY&H HCP plans to include assessing any emerging regional proposals and their impact on local services.</p>	
<p align="center">MONITORING ITEMS</p> <p>Routine follow up to previous recommendations to demonstrate Scrutiny outcomes</p>		<p align="center">OFFICER/PARTNER COMMENTS</p>
<p align="center">ISSUE</p>	<p align="center">FOCUS</p>	
<p>1. Review of Mental Health Assessments</p>	<p>Lead member to check progress of the Ad Hoc action plan and report back to the Panel.</p>	

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ECONOMY AND NEIGHBOURHOODS SCRUTINY PANEL – DRAFT WORK PROGRAMME 2019/20 (WORKING DOCUMENT)

MEMBERS: Councillors Harpreet Uppal (Lead Member), Martyn Bolt, Richard Eastwood, Yusra Hussain, Richard Murgatroyd and John Taylor
 Co-optees: Andrew Bird, Chris Friend, Eilidh Ogden

SUPPORT: Sheila Dykes, Principal Governance & Democratic Engagement Officer

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
Economic Strategy	<ul style="list-style-type: none"> • Inward Investment Strategy – which businesses/sectors should be targeted and what do they need to be sustainable and grow. • The Panel may also wish to include a focus on the West Yorkshire Combined Authority Inclusive Growth Strategy as part of this area of work. 	
Skills Strategy	<ul style="list-style-type: none"> • What the Council is doing to develop skills Post 16 to ensure a local workforce that will have the right skills and qualifications to take advantage of planned investment across the district and neighbouring town and cities; including boosting skills to enable access to higher income and better quality jobs; • What are the gaps within the Kirklees district and the wider region? • What actions are being taken to address inequality? • Time series analysis and comparator data with the rest of the Leeds City Region and nationally. • Possible opportunities arising, from housing quality requirements, for development of the green economy in Kirklees by using the existing knowledge of relevant construction skills in the district; which also links into both the Housing Strategy and the Economic Strategy 	Work on the Kirklees Learning and Skills Strategy is progressing.
Towns and Communities in	<ul style="list-style-type: none"> • Consider and assess the plans being developed for town 	

Kirklees	<p>centres.</p> <ul style="list-style-type: none"> • Huddersfield Town Centre Masterplan – to look at the engagement and consultation process particularly in relation to local stakeholders and small businesses. • Assess the objectives of plans to include the aspirations/vision for the towns, public realm and infrastructure. • Consideration of the wider context of other town centres and villages across Kirklees to include looking at the key challenges and opportunities that could influence this agenda. 	
Green Space Strategy	To consider the proposed approach to the draft Greenspace Strategy; focus on engagement and consultation.	
Playable Spaces Strategy	To consider the proposed approach to the draft Playable Spaces Strategy; focus on engagement and consultation.	
Digital Strategy	<p>Update report 12 months after implementation to include:</p> <ul style="list-style-type: none"> • Progress with physical infrastructure but also in respect of the wider promotion of the advantages of the Kirklees district. • The work being undertaken relating to the development of appropriate skills (links in with Skills Strategy) 	
Sustainable Transport	<ul style="list-style-type: none"> • Cycling and Walking Strategic Framework • How bus service provision links in with the Local Plan, the planning system, new development and air quality issues. (links in with air quality). • Effectiveness of public transport provision funded by Section 106 monies (Metrocards). 	
Waste Strategy	New National Resources and Waste Strategy is being developed.	

	<p>Areas could include:</p> <ul style="list-style-type: none"> • Implications for Kirklees waste strategy; Scrutiny to feed into proposals/engagement in relation to changes to collection regime. • Litter and Environmental Crime – approach; to include statistics and analysis/ how ‘hotspots’ are targeted/ trends/how the work of the Street Cleansing Teams is focused. • Considering what work is being done with the local population in respect of avoiding and reducing waste. • Household Waste Recycling Centres; accessibility/permit process/layout/potential barriers to use. 	
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LEAD MEMBER BRIEFING/MONITORING

ISSUE	APPROACH/AREAS OF FOCUS	NOTES
Economic Strategy	Update following implementation (9-12 months). to include: Progress in respect of the priorities and actions set out in the KES; what has been done and economic position statement including outcomes.	Kirklees Economic Strategy 2019-25 (KES). Approved by Council 20 th March 2019.
Air Quality	Update after completion of consultation	Draft Strategy out for consultation
Housing	<ul style="list-style-type: none"> • Kirklees Housing Strategy; progress report 12 months after implementation • Selective Licensing Schemes • Relationship with KNH • Preventing Homelessness and Rough Sleeping Strategy; update post implementation including statistics on housing need/waiting lists/rough sleepers. • Hackitt report; update on the progress of the Working Group established to work through the Hackitt Report’s detailed implications. Other potential areas for future 	

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Housing continued

	<p>consideration included:-</p> <ul style="list-style-type: none"> ○ the success of the Council in involving residents in the management and monitoring of social housing stock; ○ the ability to provide more social housing and manage effectively; ○ an examination of neighbourhood working and how the Council could manage and improve neighbourhoods and work with residents to tackle their concerns. 	
<p>Poverty Strategy</p>	<p>To consider the proposed approach to the Poverty Strategy</p>	

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – DRAFT WORK PROGRAMME 2019/20

MEMBERS: Councillors Liz Smaje (Chair of Scrutiny) Andrew Cooper, Andrew Marchington, Habiban Zaman and Harpreet Uppal .

SUPPORT: Penny Bunker / Carol Tague , Democracy Manager (Governance & Democratic Engagement)

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
1. Scrutiny of Crime and Disorder (Statutory Requirement – at least one meeting per year)	Initial Update on Domestic Abuse work -22.7.19 Further areas of focus to be identified but to include modern day slavery Community Cohesion Strategy - expected in September 2019	
2. Corporate Plan	Corporate Plan refresh (and implementation)	Due to deadlines for the work, the Plan was initially considered by OSMC on 17 June 2019.
3. Flood Risk Management	Formally a statutory requirement for Scrutiny to review the strategy on an annual basis. OSMC will continue an annual review - next review scheduled for March 2020	
4. Regional Working Update	To receive regular updates on work at regional level and the outcomes for the Kirklees district. 22 July 2019 - Initial overview and introduction to regional working September 2019 Inclusive working and attendance by officers of West Yorkshire Combined Authority and Local Enterprise Partnership	Further meeting to be scheduled in 2020

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
5. Leader of the Council portfolio priorities	To consider the priority areas of work for the Leader of the Council's portfolio in 2019/20.	
6. Transformation programme	To receive a progress report on the overall progress of the Transformation Programme, including information on key milestones and timescales where appropriate.	November 2019 (tbc)
7. Inclusion and Diversity	The OSMC to consider a progress report on the Council's Inclusion and Diversity strategy and action plan, including work to develop the Council's Employee Networks.	
8. Place Based Working	To consider initial overview of Place Based Working workstreams including: <ul style="list-style-type: none"> • Locality working • Supporting communities • Ward support • Citizen Engagement • 	November 2019 Note comments on Corporate Scrutiny Panel work programme
9. Overview of work of Council working parties	To receive progress reports in respect of the following Council Working Parties <ul style="list-style-type: none"> • Democracy Commission Working Party • Climate Emergency Working Party 	CEWP – 22 July 2019 .
10. Lead Member Reports	To consider Lead Members panel update reports 3 times a year in September, January and April	
11. Overview of Major Consultations		

Lead Member Briefings		
13. Chief Executive / Leader of the Council	The Chair of Scrutiny will have monthly briefing meetings with the Chief Executive and bi-monthly With the Leader of the Council	
14. Crime and Disorder	The Chair will meet with the Head of Communities to discuss the potential focus for crime and disorder scrutiny during the 2019/20 municipal year	

Monitoring Items		
15. Scrutiny of Performance information	Each Lead member and Chair of Scrutiny will discuss performance information with in their portfolio with the Strategic Director / Portfolio Holder	
16. Forward Plan	To maintain and overview and identify areas for work programmes	

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