

# Public Document Pack



**Service Director – Legal, Governance and  
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Wednesday 12 August 2020

## Notice of Meeting

Dear Member

### Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Virtual Meeting - online** at **2.00 pm** on **Thursday 20 August 2020**.

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".

**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

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### Pages

**1: Membership of Committee**

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

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**2: Minutes of Previous Meeting**

1 - 8

To approve the minutes of the meeting of the Committee held on 9 June 2020

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**3: Interests**

9 - 10

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.

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**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.

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**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.

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## **6: Public Question Time**

Due to current covid-19 restrictions, members of the public may submit written questions to the Committee.

Questions should be emailed to [executive.governance@kirklees.gov.uk](mailto:executive.governance@kirklees.gov.uk) no later than 1000 am on 19 August June 2020.

In accordance with Council Procedure Rule 51(10) each person may submit a maximum of 4 written questions.

In accordance with Council Procedure Rule 11(5), the period allowed for the asking and answering of public questions will not exceed 15 minutes.

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## **7: Our Council Plan**

11 - 32

The Committee will consider a report which provides information on the development of Our Council Plan, and how it builds on previous approaches. The final Plan will be considered for sign off by Council in October 2020. The report also provides an update on the Council's approach to communication in the context of the coronavirus pandemic.

Contact:

- Rachel Spencer Henshall – Strategic Director, Corporate Strategy Commissioning and Public Health
  - Kate McNicholas, Head of Policy, Partnerships and Corporate Planning
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## **8: Work Programme**

33 - 54

To consider items for inclusion in the Scrutiny Work Programme

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## **9: Any Other Business**

## **10: Date of Next Meeting**

29 October 2020 at 1400

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Contact Officer: Carol Tague

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Tuesday 9th June 2020**

Present: Councillor Elizabeth Smaje (Chair)  
Councillor Andrew Cooper  
Councillor Harpreet Uppal  
Councillor Andrew Marchington  
Councillor Habiban Zaman

Observers: Councillor Eric Firth  
Councillor Charles Greaves  
Councillor Bernard McGuin

**68 Membership of Committee**

All members of the Committee were present.

**69 Minutes of Previous Meeting**

The minutes of the Committee meeting held on 9 March 2020 were agreed as a correct record.

The following matters arising were reported.

- Leader of the Council - Update on Priorities 2019/20 (Page 4) – it was clarified that planning was an administrative decision making process not a quasi-judicial process.
- Update on the Climate Emergency Working Party (Page 7, Rec 2) – the review referred to was an information collection exercise by the Society of Municipal Treasurers in February, so was a snapshot of the situation at the time and limited to those LAs who responded.

All other recommendations had been noted and would be considered as the programme is developed.

- Annual Review of Flood Risk Management Action Plan (Page 11) - Covid-19 restrictions had hindered engagement activities to develop new initiatives like the Flood Warden and Sandbag initiative. If restrictions continued then the Service would look to explore community engagement using online tools such as Skype. However, the risk of digital exclusion would need to be considered.

**70 Interests**

Cllr Andrew Marchington declared an interest in relation to Item 9, in that he was a member of the KNH Board but had a dispensation to engage in matters of Council business.

**71 Admission of the Public**

All items were considered in public session.

**72 Deputations/Petitions**

No deputations or petitions were received.

**73 Public Question Time**

There were no public questions received.

**74 Request to Re-establish an Ad-Hoc Scrutiny Panel**

The Committee considered a request to re-establish the Ad Hoc Scrutiny Panel - Future arrangements for the Council's Residential Housing Stock

**RESOLVED:**

1. That the Ad Hoc Scrutiny Panel - Future arrangements for the Council's Residential Housing Stock be re-established and the Chair of the Economy and Neighbourhoods Scrutiny Panel be invited to attend any future meetings of the Ad Hoc Panel; and
2. The terms of reference outlined be agreed.

**75 Allocation of Scrutiny Co-optees for the 2020/21 municipal year**

The Committee received a report which sought approval for the proposed allocation of Scrutiny Co-optees for the 2020/21 municipal year.

**RESOLVED:**

That the allocation of co-optees, as set out in Section 2 of the report, be approved.

**76 Devolution**

The Committee received an update from Julie Muscroft, Service Director – Legal, Governance and Commissioning on the Devolution consultation process. Councillor Shabir Pandor, Leader of the Council and Jacqui Gedman, Chief Executive were also in attendance for this item.

The following key points were noted:-

- The consultation was being run by the West Yorkshire Combined Authority (WYCA). WYCA had produced the supporting plan, materials and activity log of when specific actions would take place.
- Kirklees Council had a devolution link on the website to the WYCA site with access to the survey.
- The survey started on 26 May 2020 and after 1 week, 43% of the overall target of a 1,000 responses had been received, with circa 600 responses to date. The response rate from Wakefield had been especially strong and Kirklees had asked WYCA to work with the communication teams in each of the districts to look at what had worked particularly well, to ensure that this could be replicated

## Overview and Scrutiny Management Committee - 9 June 2020

across all authorities. Circa 9% of responses received in the first week were from Kirklees.

- IPSOS Mori were due to carry out a mid-point review and once completed there would be an opportunity to start in depth discussions on specific themes and issues.
- The consultation would finish on 19 July 2020 and the subsequent analysis would be concluded on 23 August 2020. A first report and analysis would be published circa 24 August 2020, with consideration of the final draft report by partner councils in early September. This would then go to Executive and Council meetings with the subsequent submission of the report and the outcomes from it, sent to the Secretary of State. It was expected that the draft order and final consent would be received by the end of October / beginning of November, with a view to that going back to Cabinet and Council for a final decision.
- WYCA had held a scrutiny session on 22 May 2020 and a further session was scheduled for 10 July 2020.
- There were separate pieces of work ongoing which would be reported back in relation to precept powers and funding, alongside other issues such as how concurrent powers would work, the role of the proposed deputy mayor, increased emphasis on tackling the climate emergency and the Police and Crime Panel.

The Committee asked a number of questions and a summary of responses is noted below:-

- Political balance would be derived from how the electorate of West Yorkshire had voted as an entirety. Councillor Pandor outlined that Kirklees would continue to argue for as wide a representation as possible and wished to reassure the Committee that there would be more involvement from councillors across the region, adding that the key rationale was the unlocking of millions of pounds of investment.
- It was noted that the Governance Review indicated that there could be 2 Deputy Mayors, including one for policing and crime and there was no reference to this in the consultation questionnaire. In response, Councillor Pandor advised that the Police and Crime Commissioner currently received payment of in excess of £80,000 and that role would cease. The second Deputy Mayor would be a Council leader so there would be no remuneration for that. The Deputy Mayor salary would be in the region of £40-50k and there would be a further saving when the PCCs office moved into the Combined Authority.

The Chief Executive stated that she would pick up the difference between the governance review and questionnaire as a process issue.

- A concern was raised as to the consultation process and if the feedback received would have any influence on decision making. It was noted that the feedback would be considered as part of the report to Cabinet and Council and if there was a substantial groundswell which suggested a change was required, this would need to be picked up as part of that report and fed back into conversations with the Secretary of State.

The Service Director stated that she would seek clarification as to whether the mid-point review would be made publicly available. A concern was raised that publication part way through could have the potential to skew results.

The Chief Executive added that this was not an open consultation, as in seeking views. The Leaders had indicated through the negotiations at a national level that they were minded to accept the deal which would lead to an elected mayor and the consultation was on the governance arrangements around that. If the feedback indicated that there was an overwhelming view to the contrary, then those views would be shared with national government.

- With regards to feedback, it was acknowledged that it was important to have as wide a representation as possible. If the mid-point analysis indicated gaps in response, efforts would be put in to ensure a representative sample. The communication teams across West Yorkshire were working in collaboration to ensure the most meaningful consultation possible.
- A member of the Committee expressed further concerns as to the lack of public consultation, adding that communication and engagement had been lacking at all stages of the deal making process and asked how the Council was going to engage given the short timescales.

In response, the Chief Executive advised that work was moving at pace and she was confident that mechanisms were in place to address areas of low response.

- In response to concerns raised as to accessibility, the Committee were advised that a 2 pronged approach was being taken with WYCA leading at a regional level and local authorities reaching out a local level.

The Chair highlighted that unlike the other councils involved, the Kirklees Council website did not have an area on the home page regarding devolution. The Chief Executive responded that this would be addressed as a matter of urgency.

**RESOLVED:** That the Committee:

1. Noted the information presented;
2. Requested an update on response rates at the mid-point review stage;
3. Recommended that accessibility, including website access, be reviewed; and
4. Asked that consideration be given as to how best to involve community networks in the consultation.

**77**

### **Council Priorities and the Covid-19 Response**

The Committee received a verbal update from Councillor Shabir Pandor, Leader of the Council in relation to the Council's priorities and the Covid-19 response. Jacqui Gedman, Chief Executive was also in attendance for this item.

Key points of note included:-



## Overview and Scrutiny Management Committee - 9 June 2020

- The scale of the challenges faced were acknowledged and the work of staff, local councillors, partnerships and the voluntary community sector in responding to the national crisis at a local level was highlighted.
- It was anticipated that the recession would be the hardest in living memory and it was critical for partnership working to continue.
- In terms of financial resources, the LGA were developing a business case to ensure that local government could continue to move forward. Ambitions in relation to mental health, domestic violence, children's services, adults social care and economic recovery would need government commitment and resources.
- The easing of lockdown and the dangers of complacency and a second spike were highlighted.
- Government had recognised that local government was at the vanguard of change and a Local Outbreak Control Board was being developed. However, the right data and clarification of powers was required, as were the resources to drive that agenda forward.
- Cabinet portfolios has been revised to oversee the immediate Covid-19 response and recovery strategy and an overview of this work was given.
- The Chief Executive added that this was a time were the Council had pushed boundaries beyond what was thought possible and it was important to build on the positive work as part of the recovery.

The Committee asked a number of questions and a summary of responses is noted below:-

- With regards to primary schools, it was noted that it was important to work with schools, parents and pupils, to provide reassurance and to listen to professional and government advice and focus was on what was best for the child.
- In terms of economic recovery, work was ongoing at a West Yorkshire level and strands included businesses and how to support them; employment and skills; environment and how to capture the environmental benefits that arisen during the Covid crisis and continue with the carbon challenge; local area investment; and infrastructure, including re-evaluation through learning.

It was also noted that work was taking place at local level to review town masterplanning to ensure that the plans remained the best way forward.

- Inequality was a key priority and it was important to review the impact of the Covid-19 experience. Analysis of the recently published Public Health study was being undertaken. Whilst there had previously been a strong focus on inclusivity and diversity, the Council was keen be bold and brave in this area and look at the impact of people's real lived experiences.
- With regards to vulnerable children and safeguarding, a member of the Committee advised that they had attended the Children's Improvement Board and was impressed by the work that had taken place to ensure that the most vulnerable children were kept protected. The Kirklees' Children's Safeguarding Board had met throughout lockdown and anecdotal feedback reflected that

## Overview and Scrutiny Management Committee - 9 June 2020

school staff had been out in the communities to check that those children potentially at risk, were well and looked after. The Leader welcomed this feedback and added that it was always important to receive robust feedback and challenge.

- In terms of the longer term impact on educational outcomes, it was noted that the Children's Scrutiny Panel were keen to be look at the potential impact of missed school days and which communities might be most affected. It was requested that Cabinet Members include Scrutiny Lead Members on areas of work, so that Panels could determine how best to scrutinise the effectiveness of this work moving forward. The Leader acknowledged that it was important for Cabinet to link in with scrutiny and agreed that Cabinet Members should ensure that scrutiny lead members were briefed.

The Chief Executive advised that robust measures had been put in place to ensure that as many children as possible were in view and paid tribute to the children's social workers and the Kirklees' school system who had worked collaboratively with the Council and gone above and beyond to support vulnerable children.

- With regards to the need for resilience, councillor engagement was taking place to ensure that issues at a local level were being captured. It was noted that a number of local firms had responded to the PPE challenge and had reconfigured their business around that. Local supply chains were being developed and the Kirklees' pound considered wherever possible.
- It was noted that a number of business had not been able to access government grants due to the stringent criteria stipulated. Analysis was being carried out to identify such businesses in order to see if a more flexible approach could be developed at a local level.
- The Council had worked closely with taxi drivers throughout the pandemic to ensure that they were abreast of and complying with guidelines. A number of drivers were involved in the home to school transport response and some had supported the voluntary capacity, which was welcomed. A piece of work was ongoing to look at whether there was more that could be done, particularly given the fact that taxis would play an important part in the public transport system moving forward. Consideration was also being given as to how best to share Public Health messages arising from the recent study with the community.
- The Committee were advised that the Leader had been in touch with local BAME community networks throughout the crisis. It was noted that a letter was being sent out to all faith organisations and community leaders across Kirklees regarding a forthcoming webinar event, which would be attended by both the Leader, and Cabinet Member for Learning, Aspiration and Communities. It was agreed that details would be shared with all councillors via the weekly councillor communications bulletin.
- Concerns had been received from teachers with a BAME background. It was noted that union advice had been that if an employee did not go into work then

## Overview and Scrutiny Management Committee - 9 June 2020

they may be in breach of their contract. However, if an employee went into work and identified areas of concern, then they were reasonably in a position to say that they would not go into work as they felt their health was being comprised and report this to their union.

- Whilst there had not been a massive crisis in care homes locally, there was not enough testing across the sector and PPE had been an issue throughout. The Leader added that it was important that the adult social care sector was treated on a par with the NHS.
- It was noted that when other buildings were opened, people would have concerns similar to those raised by schools and it was questioned as to how the Council could support those facilities to ensure that people are safe and feel safe.

The Committee were advised that the government had issued guidance to enable local authorities to develop Local Outbreak Control Boards, but it was awaiting funding and clarification as to how current powers could be used.

- In concluding the discussion, the Chair reported that it had been agreed for the following items to be exempt from call-in due to their urgency:
  - Devolution Deal for West Yorkshire - Review, Scheme and Consultation (21 May 2020)
  - Support to Adult Care Providers (26 May 2020)
  - COVID-19 Local Authority Discretionary Grants Fund (26 May 2020)

**RESOLVED:** That the Committee:

1. Wished to place on record their thanks to staff for their hard work throughout the pandemic;
2. Noted the information presented and thanked the Leader and Chief Executive for their contribution to the meeting;
3. Agreed that items in relation to (i) climate change; (ii) inequality; and (iii) resilience for business would be considered by the relevant scrutiny panels;
4. That discussion would take place as to scrutiny of the Recovery strategy and the different strands therein;
5. Requested that Cabinet Members ensure that Scrutiny Lead Members received briefings on relevant areas of work.

### 78 Work Programme

The Committee considered its forward agenda plan and future meeting arrangements.

**RESOLVED:** That

1. The schedule of virtual meeting dates outlined be agreed; and
2. Items in relation to (i) Cohesion; (ii) Climate Change; (iii) Domestic Violence Strategy Update; and (iv) Place Partnerships working and the response to Covid-19, be added to the relevant Scrutiny Panel work programmes.

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

Signed: ..... Dated: .....

## NOTES

### Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or  
if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



**Name of meeting: Overview and Scrutiny Management Committee**

**Date: 20 August 2020**

**Title of report: Our Council Plan**

**Purpose of report:** Our Council Plan will provide a one-year extension to the existing 2018 – 2020 Corporate Plan, setting out our ongoing commitment to our shared outcomes, and providing an update in the context of the coronavirus pandemic and our recovery framework.

This report provides information on the development of Our Council Plan, and how it builds on previous approaches. The final Plan will be considered for sign off by Council in October 2020. The report also provides an update on the Council's approach to communication in the context of the coronavirus pandemic.

<b>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?</b>	<b>Yes/ no or Not Applicable</b>  Not applicable
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?</b>	<b>Key Decision</b> – Yes – Council decision October 2020  <b>Private Report/Private Appendix</b> – No
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>Yes/No or Not Applicable</b>  Not applicable
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	Rachel Spencer-Henshall 10 August 2020
<b>Cabinet member <a href="#">portfolio</a></b>	Leader of the Council

**Electoral wards affected:** all

**Ward councillors consulted:** None explicitly on this report. The update to the 2018 – 2020 Corporate Plan was agreed by Councillors in 2019. As a precursor to Ward based conversations the Leader and Chief Executive are currently hosting a series of webinars with councillors using the four hub community response footprint. This will be followed by Ward based conversations with Councillors which follows up on the decision at Council on 7 July. That work will feed into both our recovery planning and the final version of Our Council Plan.

Communication with councillors around our response to the coronavirus has remained a priority, with twice weekly updates supporting more detailed communication on specific issues.

**Public or private:** public

**Has GDPR been considered?** Yes. This report does not include any personal data that identifies a living individual.



## **1. Summary**

Our Council Plan will provide a one-year extension to the existing 2018 – 2020 Corporate Plan, setting out our ongoing commitment to our shared outcomes, and providing an update in the context of the coronavirus pandemic and our recovery framework.

This report provides information on the development of Our Council Plan, and how it builds on previous approaches. The final Plan will be considered for sign off by Council in October 2020. The report also provides an update on the Council's approach to communication in the context of the coronavirus pandemic.

## **2. Information required to take a decision**

### **Our Council Plan**

Our commitment to our shared outcomes, place-based working and behaviours continues whatever the crisis, and in fact the impact of the coronavirus pandemic has been to heighten their importance. The response to the coronavirus has also cast a strong light on the values we have as an organisation, and our incredible staff teams. Staff have shifted roles, dealt with business continuity pressures, community uncertainty, family and financial worries, and a lot of hard work and long hours.

As part of ongoing communication to staff, and to bring together our long term focus and recovery framework, a one year extension to the existing Corporate Plan (2018 – 2020) is proposed, that serves as a reminder of our purpose, and acts as an opportunity to make any necessary adjustments to our longer term course of travel, given the rapidly changing environment in which we are operating.

The Plan will play back the values that we have seen at work during the response to the pandemic. These values are:

- Inclusive – making sure everyone of all ages and backgrounds feels able to contribute
- Kindness - developing trust and human connection, putting empathy at the heart of the way in which we build relationships
- Pride – being bold, working with pride and celebrating who we are and what we do

These values will be considered and developed further for the Council Plan. This will then act as the basis for further engagement work to build a clear set of values that we can embed within the organisation.

This revised Plan will put tackling inequalities front and centre and be supported by a more detailed action plan that focuses on tackling inequalities. The Tackling Inequalities Action Plan will come to Corporate Scrutiny on the

10 September, at the same time as the Council Plan. They will both then go to Council for final sign off in October.

Although the focus will rightly be on recalibration to reflect our work in these most unprecedented of times, the Plan will also incorporate the actions we agreed following our corporate peer challenge last year.

The Plan will consist of a short document, supported by various materials, including case studies that show the work that we have done, the impact it has made and the values we have displayed. Alongside staff and councillor facing products, we will also consider how we share the content in our communication with the public.

### **Recovery Framework**

Our recovery framework is provided at **Appendix 1 (visual) & Appendix 2**, and has been designed to outline how Kirklees Council will approach our ongoing response and recovery to Covid-19, at both an organisational / employer level and also in terms of our service delivery, working closely with citizens and partners within a more complex system.

It offers a response to the national approach to recovery and takes account of the national stages as set out by government. But it is fundamentally a local response which is focused on our enduring priorities and guided by our commitment to working in ways that reflect the strengths of our diverse communities and build a more inclusive economy and society.

The framework shapes our planning work throughout four phases, which will be fluid in a rapidly moving environment, and occur at times concurrently:

- Response
- Adaptation
- Living with Covid-19
- Forever Kirklees

### **Coronavirus communication**

Our communications during recovery has three overarching objectives:

1. Fulfil the council's public health role to provide accurate, timely and reassuring guidance to residents and businesses.
2. Protect and enhance the reputation of the council in safeguarding the quality of life and civil society in Kirklees.
3. To help the council develop its existing strengths become the council it wants to be.

It is shaped into four discrete workstreams, each with its own communications plan. The purpose of this approach is to provide a framework for proactive communications. It means that the council can tell its own story. It divides resources and responsibilities across priority themes and guides the communications team through the creation of content, audience segmentation and insight/evaluation.

The four streams guiding its proactive communications are:

1. The Guiding Council
2. The Enabling Council
3. The Delivering Council
4. The Employer

### 3. Implications for the Council

#### 3.1 Working with People

Our focus on working with people and partners, and place-based working will remain central to the **Council Plan**, as it is within the previous 2018 – 2020 Plan. Through a focus on values (and restorative practice) we will continue to ensure we put the ways in which we work with people (internally and externally) and the relationships we build at the heart of what we do.

One of the key principles in the **recovery framework** is working collaboratively with people and partners – building relationships and communicating effectively.

Individuals and communities in every part of Kirklees have stepped up to support each other in the initial response to the crisis. It has highlighted the wealth of community spirit and social capital in Kirklees and shows we must continue to strengthen our place-based approach, to work with people and communities and understand how services can be shaped by the people who use them. Members' community leadership role has never been more important in delivering this strengthened relationship between the council and the people it serves. Equally, we must learn from the cooperation that has taken place across sectors over recent weeks to share practices, ideas and resources and build new relationships within Kirklees, regionally and nationally.

#### 3.2 Working with Partners

Partners coming together to tackle the impacts of the coronavirus in Kirklees (via Partnership Gold and Partnership Executive) have agreed that tackling inequalities should be their ongoing unifying mission. Health and Wellbeing Board are supportive of this approach. Alongside the tackling inequalities action plan that will accompany the Council Plan we will work with partners to develop a Partnership Plan that focuses on the things that will make most difference if we do them together.

In terms of communication, a partnership-based comms bronze group has been established, reporting to partnership gold. Bringing together communication leads from partner organisations is permitting the development of clear and consistent messaging and the sharing of resources.

### 3.3 Place Based Working

Place based working is integral to our approach, as captured in the Council Plan. We have also adopted a place-based approach to **recovery** and **communication**, ensuring the place-based approach is considered as services and functions make their plans for short, and longer-term recovery. Plans to have Ward based conversations on recovery are being developed, and these conversations will feed into both our recovery planning, and the final version of Our Council Plan.

### 3.4 Climate Change and Air Quality

The **recovery framework** confirms tackling the climate emergency as a critical challenge we must remain focused on. As part of this priority, the Council is making use of additional Government funding to improve conditions for cyclists and pedestrians in Dewsbury and Huddersfield Town Centres – as part of wider plans to encourage more active forms of travel.

The **Council Plan** will continue to emphasise the importance of taking action to address the climate emergency – building on the Council resolutions and the action plan that was agreed by Council on the 13 November 2019.

### 3.5 Improving outcomes for children

While there is a specific outcome dedicated to outcomes for children (Best Start), within the **Council Plan**, the other seven outcomes all impact on children and young people – good jobs and progression for parents, lifelong learning, a cleaner and safer environment, and a Council that works efficiently will all improve the lives of children in Kirklees.

**Communications** around public health messaging and reaching out to young people has remained important during our response to the crisis. Communications continue to be tailored to specific cohorts of people as needs and messages will inherently be different depending on the groups in question. Examples include the ‘on our doorstep’ campaign happening over the summer holiday period, and a campaign providing support and assurances to parents in the lead up to schools starting in September.

### 3.6 Other (eg Legal/Financial or Human Resources) Consultees and their opinions

The Council Plan will be aligned to the Budget Strategy Update Report for annual financial cycle planning purposes. The Council Plan will help set the strategic context for the Budget Strategy, so it will therefore go to

Cabinet before the Council Plan to help inform this. The Budget Strategy is going to Cabinet on the 20 October (after the Council Plan on the 22 September) and then alongside the Council Plan at Council on the 21 October.

The Council Plan will be aligned to the upcoming refresh of the People Strategy. Both documents will reflect the values that we have seen at work during the response to the pandemic. These values will act as the basis for further engagement work to build a clear, more formal set of values that we can embed within the organisation. An update on the refresh of the People Strategy is going to the Corporate Scrutiny Panel (at the same time as the Council Plan) on the 10 September.

## **5. Next steps and timelines**

10 September: Corporate Scrutiny

22 September: Cabinet

21 October: Council

## **5. Officer recommendations and reasons**

To note progress on the basis that it consolidates a previously agreed direction of travel.

To provide any direction on approach or content, to assist in development and finalisation of the plan in advance of approval at Council.

## **6. Contact officer**

Kate McNicholas, Head of Policy, Partnerships and Corporate Planning

## **7. Background Papers and History of Decisions**

The previous 2018/2020 Council Corporate Plan was approved by Council on the 17 July 2019.

<https://democracy.kirklees.gov.uk/ieDecisionDetails.aspx?ID=7854>

## **8. Service Director responsible**

Andy Simcox, Service Director Strategy and Innovation

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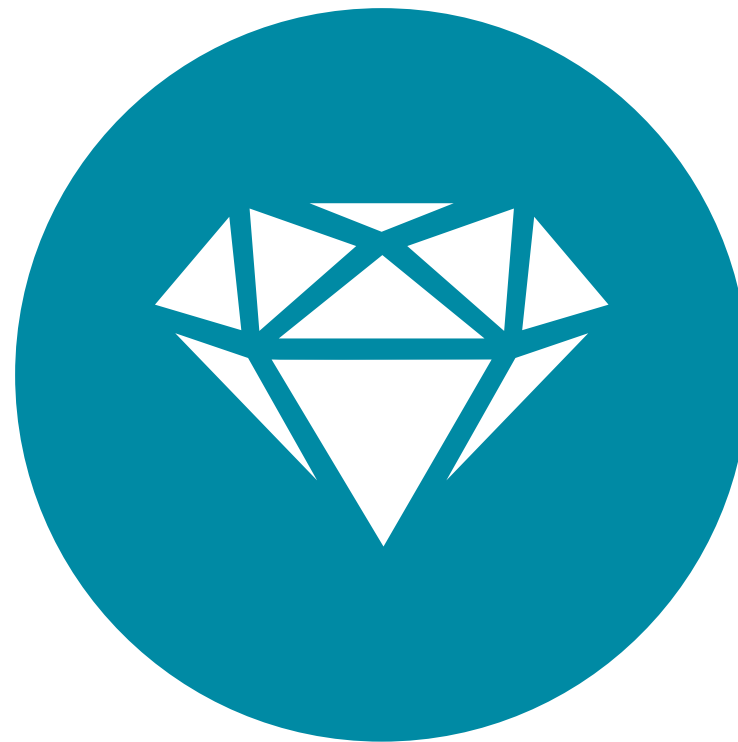


## Our mission

In our response phase we have had a clear shared mission with citizens and partners which has been focused on preventing the loss of life.

That focus will continue but as we enter adaptation and further phases we will also work together to foster inclusion and diversity and focus on:

- **Growing an inclusive economy**
- **Protecting the most vulnerable**
- **Improving the health and wellbeing of citizens**



## Principles

Our recovery is based on values, not templates. Much of what's important now was important to us before the pandemic – in fact the impact of the pandemic has cast a light on how much these things matter.

- **Safety comes first**
- **Focusing on what really matters**
- **Tackling inequalities head on - COVID-19 was never a leveller**
- **Working collaboratively with people and partners**
- **Learning the lessons**
- **Flexibility in a changing world**



## Systems & services

Drawing on the principles, learning from other countries and thinking about the critical issues we want to address, we will mobilise action and plan for Kirklees' recovery through the following themes:

- **Health and wellbeing;** including health protection and improvement, infection prevention and control and mental health
- **Education;** schools, colleges and university (plus childcare settings)
- **Business and economy**
- **Communities;** capacity and cohesion
- **Vulnerable children and adults**
- **Environment;** including transport and connectivity, public spaces and climate change.



## Responsibilities

All four phases will address our focus in terms of the council as an employer, thinking about our staff and our commitments to them.

Our responsibilities include:

- **Wellness of workforce,** including supporting vulnerable staff
- **Accommodation / buildings**
- **Working time / patterns**
- **Transport to, from and during work**
- **Workforce of the future** including future skills needs

#	Kirklees phase	Focus	System and service delivery	Responsibilities as employer	UK Government phases / steps	COVID Alert Level
1	<b>Response</b>	<b>Responding to immediate need</b> State of mind: <i>Reassurance</i>			<b>Phase 1:</b> <b>March to May</b>	2-5
2	<b>Adaptation</b>	<b>Managing changes to lockdown regimes</b> State of mind: <i>Acceptance</i>			<b>Phase 2:</b> Smarter controls (Steps 1-3) <b>May to July</b>	3-4
3	<b>Living with COVID-19</b>	<b>Stabilising our activity</b> State of mind: <i>Acceptance / growth</i>			<b>Phase 2:</b> Smarter controls (Steps 3 and beyond)	2
Page 20	<b>Forever Kirklees</b>	<b>Achieving the sort of places our citizens want</b> State of mind: <i>growth</i>			<b>Phase 3:</b> Reliable treatment	1



## **Kirklees Recovery Framework**

**5 June 2020**

### **Introduction**

This framework (and the supporting visual) are designed to outline how Kirklees Council will approach our ongoing response and recovery to Covid 19, at both an organisational / employer level and also in terms of our service delivery, working closely with citizens and partners within a more complex system.

It offers a response to the national approach to recovery, and takes account of the national stages as set out by government. But it is fundamentally a local response which is focused on our enduring priorities, and guided by our commitment to working in ways that reflect the strengths of our diverse communities, and build a more inclusive economy and society.

The framework will shape our planning work throughout four phases:

- Response
- Adaptation
- Living with Covid 19
- Forever Kirklees

The framework will act as a guide in creating a living and changing recovery plan, adapting to a rapidly moving environment.

Our recovery plan for Kirklees, based on this framework, will be built and delivered by officers, members, citizens and partners – working together and always putting safety first and foremost. Our approach will be based around enabling change – building on the best of the positive action we have seen in the most difficult days of our response to date, and recognising that a strong future will rely on how we continue to work together.

And we are clear that the plan based on this framework offered here will be forward looking, and positive in its approach, while recognising the scale of the challenges people, the organisation and indeed the world faces.

## National Context

Government set out a recovery strategy "[our plan to rebuild](#)" on 12 May. It identified three phases, and three initial steps to take as we move from Phase 1 to Phase 2.

### Three phases

Phase 1: Contain, delay, research and mitigate

Phase 2: Smarter controls

Phase 3: reliable treatment

### Three steps:

Step 1: 13 May

Step 2: no earlier than 1 June

Step 3: no earlier than 4 July

The Government initially specified 5 conditions that need to be met in order to adjust lockdown restrictions:

### Five tests for adjusting the lockdown

- 1 ➤ The NHS has sufficient capacity to provide critical care and specialist treatment right across the UK
- 2 ➤ A sustained and consistent fall in daily deaths from Coronavirus
- 3 ➤ Reliable data to show that the rate of infection is decreasing to manageable levels across the board
- 4 ➤ Operational challenges including testing and PPE are in hand with supply able to meet future demand
- 5 ➤ Confident that any adjustments to the current measures will not risk a second peak of infections that overwhelms the NHS

The 5 step Covid Alert System will inform future decisions around adjustments to lockdown. It is based on analysis of the coronavirus transmission rate (or 'R' value), set alongside numbers of confirmed cases.

### Coronavirus alert levels

UK at level 4

Stage of outbreak		Measures in place
Risk of healthcare services being overwhelmed	5	Lockdown begins
Transmission is high or rising exponentially	4	Social distancing continues
Virus is in general circulation	3	Gradual relaxation of restrictions
Number of cases and transmission is low	2	Minimal social distancing, enhanced tracing
Covid-19 no longer present in UK	1	Routine international monitoring

## **Our mission**

In our response phase we have had a clear shared mission with citizens and partners which has been focused on preventing the loss of life.

That focus will continue but as we enter adaptation and further phases we will also work together to foster inclusion and diversity and focus on:

- Growing an inclusive economy
- Protecting the most vulnerable
- Improving the health and wellbeing of citizens

## **4 phases**

4 distinct phases to recovery:

- Response (immediate and ongoing: responding to immediate needs)
- Adaptation (May onwards: adapting to a changing environment – particularly in terms of changes to lockdown)
- Living with Covid 19 (current assumption is Sept onwards: stabilising our activities)
- Forever Kirklees (current assumption is March 21 onwards: transforming our approaches in a post Covid world)

The emphasis and organisational capacity devoted to these four phases will vary over time, and there are clear interdependencies and overlap across all four. There is also a clear potential that Covid 19 will remain within the population for the foreseeable future.

All four phases will address our focus in terms of the Council as an employer, thinking about our staff and our commitments to them. All four phases will also consider our roles in terms of service delivery, within a complex system in which we work in partnership with other key organisations and citizens.

The phases will be marked by a changing focus for the Council and its partners, and an accompanying changing state of mind for those that work here. Further work will be done to help understand changing attitudes and priorities within communities, in order to best meet local priorities and communicate effectively.

The dates given are clearly indicative, as changes to national regimes or local circumstances may cause them to vary. The dates given indicate implementation – planning across all four phases has already commenced and will be further supported by this framework and additional resources.

## Principles

Our recovery is based on values, not templates. Much of what's important now was important to us before the pandemic – in fact the impact of the pandemic has cast a light on how much these things matter.

- Safety comes first – there is nothing more important. The health of residents and our staff is central to everything we do. We care about the impact decisions will have on different communities and take account of real time impact, risk and containment methodologies; especially if and when they are changing. Our work will also take into account the long term impact of the pandemic on the physical and mental wellbeing of everyone.
- Focusing on what really matters. We will not lose sight of the issues that really make a difference to the long term quality of life for people, businesses and organisations across Kirklees. Our commitment to building an inclusive economy and investing in our infrastructure is more urgent than it was before the pandemic. Improvements to the wellbeing and life chances of young people must continue. The climate emergency remains a challenge. Cabinet will ensure our recovery is based on the long term outcomes we all want to see in Kirklees, and we will check to see that our pre covid shared outcomes capture our the shared goals we will work towards in the future.
- Tackling inequalities head on - COVID-19 was never a leveller - but recovery could be. We know that the impact of the pandemic will affect different residents more profoundly. Recovery will tackle inequality and empathise with people who have been affected by both the pandemic and longer term factors.
- Working collaboratively with people and partners – building relationships and communicating effectively. Individuals and communities in every part of Kirklees have stepped up to support each other in the initial response to the crisis. It has highlighted the wealth of community spirit and social capital in Kirklees and shows we must continue to strengthen our place-based approach, to work with people and communities and understand how services can be shaped by the people who use them. Members' community leadership role has never been more important in delivering this strengthened relationship between the council and the people it serves. Equally, we must learn from the cooperation that has taken place across sectors over recent weeks to share practices, ideas and resources and build new relationships within Kirklees, regionally and nationally.
- Learning the lessons – being creative and listening closely. The pandemic has challenged the council in unprecedented ways. Changes to services have been radical and we have had to think in new ways about the council's role both strategically and operationally. We will retain that bold and innovative thinking in planning services for the future. We will use data and intelligence as a guide and harness the flexibility, ideas and creativity that has marked our initial response to the crisis. Staff at all levels of the organisation will be bold in rethinking and talking about the way we deliver services and build relationships.
- Flexibility in a changing world - The road to recovery will twist and wind. There is unlikely to be a linear timeline to national, regional or local recovery. Setting arbitrary deadlines or expecting a uniform reintroduction of freedoms, services and economic activity will not provide a reliable roadmap to recovery. Our decisions and services will reflect Kirklees' unique circumstances and the changing nature of the threat. Our planning is done in the context of a complex web of factors based on need, safety and long term objectives. Where we can make gains swiftly that ensure effectiveness, we will, but there will be no knee jerk responses to government

announcements or media speculation. And our flexibility will also encompass the recognition and celebration of our places' diversity, and our understanding that one size does not always fit all.

## **Themes**

Drawing on the principles above, learning from other countries and thinking about the critical issues we want to address, we will mobilise action and plan for Kirklees' recovery through the following themes:

### **As a system**

- Health and wellbeing, including health protection and improvement, infection prevention and control and mental health
- Education: schools, colleges and university (plus childcare settings)
- Business and economy
- Communities: capacity and cohesion
- Vulnerable children and adults
- Environment: including transport and connectivity, public spaces and climate change

### **And for Kirklees Council as an organisation**

- Wellness of workforce, including supporting vulnerable staff
- Accommodation/buildings
- Working time/patterns
- Transport to, from and during work
- Workforce of the future (including future skills needs)

These themes have informed revisions to the Covid 19 work programme to ensure alignment of efforts and resources.

## Using this framework

This framework is intended as a guide – setting out an approach, and calling for bold and creative action to develop plans, and deliver change.

As such the focus is on enabling thinking and planning. We want to encourage discussion, decisions and actions across Kirklees. We want to build a sense of mutual trust into our ongoing work, reflecting the appreciation of its role in the response phase. We know that restorative approaches will be helpful, building on the work done across the organisation to develop our high support / high challenge capacity.

Within the Council we will mobilise action around the Covid 19 workstreams and within services. And we will ensure there are routes, including via employee networks, for any member of staff to share learning or put forward ideas for the future.

Our workstreams and services do not and must not operate as silos – as important are the connections across them. And as a Council we do not work alone – as important are our connections to people and partners.

So we will use this framework to guide our work with partners, working through our established partnership settings and newly created groupings. And we will draw on the framework to support engagement with citizens to inform our shared learning and planning, taking the best of our previous place based approaches to citizen engagement and building from there.

At times this might well feel messy. But we work within a complex system, and it is by enabling and mobilising action rather than seeking to control each element of response that we can achieve the most together.

### Council protocols:

The Council has established procedures, protocols and mandates that help us work within a complex environment. There is a role for our Corporate Management Group (CMG) to identify the issues that need sharing across the organisation because they have a wide impact. To spot the synergies and dependencies that will strengthen our collective responses. And to identify the decisions that need escalation to Executive Team and Cabinet.

As we work creatively together, we will develop appropriate resources at appropriate phases. In the first instance we have focused on our business continuity response, asking people to provide sitreps and consider their short to medium term plans, alongside a focus on [staff wellbeing support resources](#), and guidance for opening services.

As services consider reinstating delivery and planning future provision, we will continue to share resources, including toolkit material that offers prompts and guides to consider learning, our changed environment and longer term goals. These resources will be shared and kept live on the intranet in order to ensure they reflect the most up to date intelligence and policy guidance.

Much of this planning for adaptation, living with Covid and the longer term will take place within the themes identified above, for which there are support arrangements in place to help with connections across services.

Heads of service will also be encouraged to share their thinking at an early stage with enabler functions to support and challenge their approaches, and help flag connections and further support opportunities

both within the organisation and outside it. These enabler functions will come together as a 'Recovery Support and Challenge Group' to provide this role at pace.

Business continuity will continue to play a role in considering the implications from this work, the interdependencies and the impact, and will act as a route to flag issues for discussion at Service Director circles, and for decision at ET and Cabinet.

### **Indicators**

We will ensure that the plans we make using this framework as a guide are specific and measurable, and build in appropriate indicators. Our work on the broader indicators that measure progress against our shared outcomes will continue to be critical to informing our understanding of the context in which we work, and help us understand the long term impacts of both the pandemic and our response to it.

### Our current arrangements:

Our current capacity has been mobilised around our business continuity protocols and reflecting the different nature of this emergency, a work programme of ongoing activity.

**Kirklees Covid 19 programme themes:** as updated 19 May 2020 - this moves the programme response into the adaptation phase.

As a system:

Recovery Framework theme	COVID-19 Response phase	COVID-19 Adaptation phase	Wider System links - Examples	Assurance mechanisms
Health protection –Inc face mask usage.	Business Continuity (daily SitReps, multiple weekly meetings – internal & partnership)	Business Continuity (as before with addition of Business Continuity - Recovery partnership meeting)	Public Health Service Local Resilience Forum	Representation of Policy, Public Health & Transformation in theme meetings Direct reports to Gold
Mental Health	Mental Health	Mental Health	Staff Wellness Bereavement Services Third sector providers Thematic partnership meetings e.g. Suicide Prevention Partnership	Continue management within COVID programme – fortnightly reporting by exception & recommend reinstatement of thematic partnership mtgs
Ongoing support for vulnerable people – incl. homeless, domestic abuse	Vulnerable Children & Adults theme (incl. Temporary Accommodation project)	Vulnerable Children & Adults theme	Health Wellbeing Partnership Safeguarding Boards Thematic partnership meetings e.g. Domestic Abuse Strategic Partnership	Fortnightly reporting by exception & recommend reinstatement of thematic partnership mtgs Embedding new ways of working in BAU
Schools (plus colleges and Uni)	Schools theme	Education provision theme (expanding Schools theme to include	Education and Learning Partnership	Fortnightly reporting by exception



		Colleges & University – either holistically or through aligned workstreams)	Children’s Improvement Board Learning & Education SLT	Engaging wider representation in Schools theme activity to expand to holistic ‘Education Provision’ theme
Businesses (including childcare, retail, leisure etc)	Business & Economy theme (incl. Events)	Business & Economy theme (incl. Events)	Anchor Organisations Partnership ? Chambers of Commerce Huddersfield BID partnership	Fortnightly reporting by exception Engaging with Business sector to develop revised vision of Kirklees economy Production of Economic Recovery Plan
Transport – incl. digital infrastructure?	Not directly covered (except occasionally through Business Continuity)	Option - Establish new programme theme or embed as cross-cutting consideration across all themes?	Access to Services Strategy West Yorkshire Passenger Transport Authority	Explore rationale for inclusion of digital infrastructure / is this about Access to Services? Identify key staff / partners
Leisure / recreation	Not directly covered (except some links to Business & Economy & Health Improvement themes)	Option - Establish new programme theme or embed as cross-cutting consideration across all themes?	Economy & Infrastructure Directorate Public Health KAL KNH	Explore the purpose of this theme and relationship to existing Services and planned activity Direct reports to Exec Team Business Meeting
Public spaces – incl. markets, streets, parks	Not directly covered (except some links to Business & Economy & Health Improvement themes)	Option - Establish new programme theme or embed as cross-cutting consideration across all themes?	Economy & Infrastructure Directorate Public Health KAL KNH	Explore the purpose of this theme and relationship to existing Services and activity Direct reports to Exec Team Business Meeting
Food supplies	Harnessing Community Capacity	Transition from COVID-19 programme theme to BAU for Communities & Customers Directorate	Poverty Partnership VCS Partnership Place Based working board Public Health	Embedding new ways of working in BAU

Community action / mutual support	Harnessing Community Capacity	Transition from COVID-19 programme theme to BAU for Communities & Customers Directorate	VCS Partnership Place Based working board	Embedding new ways of working in BAU Direct reports to Exec Team Business Meeting
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As an organisation

Recovery Framework theme	COVID-19 Response phase	COVID-19 Adaptation phase	Assurance mechanisms
Accommodation/Buildings	Business Continuity theme	Business Continuity theme	Direct reports to Gold / Exec Team Business Meetings
Transport to, from and during work	Business Continuity theme	Business Continuity theme	Direct reports to Gold / Exec Team Business Meetings
Working time/patterns	Staff Wellness & Capacity theme	People Strategy Programme	Re-establish Programme Board and enable reporting by exception to Exec Team
Wellness of workforce			
Supporting Vulnerable staff			
Future skills needs	Staff Wellness & Capacity theme Guardian of the Future theme	Peoples Strategy Programme Guardian of the Future theme	Re-establish Programme Board and enable reporting by exception to Exec Team

**Service delivery, including the  
workforce of the future.**

**Establish links between Programme & GOF  
Theme Steering Group  
Establish governance arrangements for  
relevant activity through Modern  
Organisation Board**

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## OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – AGENDA PLAN 2020/2021

Date of Meeting	Item / Lead Officer	Comments
<b>9 June 2020</b> 1600	<ul style="list-style-type: none"> <li>• Council Priorities and the Covid-19 Response – Cllr Pandor / Jacqui Gedman</li> <li>• Devolution – Jacqui Gedman / Julie Muscroft</li> <li>• Appointment / Allocation of Co-optees 2020/21</li> <li>• Re-establishment of Ad Hoc Scrutiny Panel</li> </ul>	
<b>Informal Meeting</b> <b>10 July 2020</b> 1000	<ul style="list-style-type: none"> <li>• Devolution mid-point consultation update – Julie Muscroft / Nick Howe</li> <li>• Work Programme</li> </ul>	
<b>20 August 2020</b> 1400	<ul style="list-style-type: none"> <li>• Our Council Plan – Rachel Spencer-Henshall / Kate McNicholas</li> </ul>	
<b>Informal Meeting</b> <b>29 September 2020</b> 1000	<ul style="list-style-type: none"> <li>• Scrutiny Ad Hoc Panel reports <ul style="list-style-type: none"> <li>– EHE</li> <li>– Future Arrangements for the Council's Residential Housing Stock</li> </ul> </li> </ul>	
<b>29 October 2020</b> 1400	<b>Crime and Disorder</b> <ul style="list-style-type: none"> <li>• Domestic Abuse <ul style="list-style-type: none"> <li>– Update on the main strategy</li> <li>– Responses to Covid-19</li> <li>– Forward plan (including comms)</li> <li>– Place based working (projects and initiatives that might be progressing by</li> </ul> </li> </ul>	

Date of Meeting	Item / Lead Officer	Comments
	<ul style="list-style-type: none"> <li>then) <ul style="list-style-type: none"> <li>– Areas of risk that might require additional support</li> </ul> </li> <li>• Tackling crime and disorder in relation to substance misuse</li> </ul>	
<b>3 December 2020</b>  1400	<ul style="list-style-type: none"> <li>•</li> </ul>	
<b>11 February 2021</b>  1400	<ul style="list-style-type: none"> <li>• Cohesion Strategy Update (Jill Greenfield)</li> </ul>	
<b>18 March 2020</b>  1400	<ul style="list-style-type: none"> <li>•</li> </ul>	

## CORPORATE SCRUTINY PANEL – WORK PROGRAMME 2020/21

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

**SUPPORT:** Jenny Bryce-Chan, Principal Governance & Democratic Engagement Officer

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
Financial Monitoring	<p><b>July</b> End of year summary</p> <p><b>September</b> Further review of MTFP – headline assumptions / financial resilience / budget risk</p> <p><b>November</b> Financial Management Update - current monitoring/ budget update</p> <p><b>February</b> Provisional financial settlement / Autumn Budget/Story so far</p> <p><b>March</b> Financial Management Update + end of year summary /start of next year monitoring plan; include link to corporate plans and service plans &amp; budgets</p> <ul style="list-style-type: none"> <li>• Delivery plans and tracking of progress associated with savings programmes.</li> <li>• Public realm funding review, to include how the process operated, the results achieved, and the potential for future budget provision.</li> <li>• Future report if the Service Director, Finance considers that there is anything to be learned from the rationale and practices of those authorities identified in CIPFA's Resilience Index as having the highest or lowest levels of reserves.</li> </ul>	<p>Previous references:</p> <ul style="list-style-type: none"> <li>• 20 September 2019</li> <li>• 15 November 2019</li> <li>• 28 February 2020</li> <li>• 6 August 2020</li> </ul> <p><b>Note:</b> To be updated in light of Covid-19 crisis and to include future Council financial strategy</p>

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<b>Council's Risk Register</b>	Regular reports to provide scrutiny of items on the Register  <b>Note:-</b> to include additional and new risks as a result of the Corvid 19 pandemic	Risk Register is updated on a quarterly basis
<b>Capital Plan</b>	Governance, re-profiling and capacity to deliver ambitions.	
<b>Corporate Plan</b>	Corporate Plan refresh Embed and implementation  <b>Note:-</b> to consider a reassessment of corporate objectives and the Corporate Plan in light of Covid-19	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;
<b>Corporate Performance</b>	Review of performance in relation to the 'work smart and deliver efficiently and effectively' outcome.  Items of interest identified: <ul style="list-style-type: none"> <li>• Future ambition in respect of sickness absence and benchmarking with other WY local authorities</li> <li>• Inclusion of good news stories in performance reports.</li> <li>• Explanation of the transformation work that has had an impact in reducing agency spend.</li> <li>• Improvements in local wealth creation, the Council's future ambition and benchmarking with other West Yorkshire Local Authorities.</li> <li>• Exploration of whether mental health is effectively represented in the performance data and whether it is having an impact in terms of staff absence.</li> <li>• Whether consultation and engagement with local businesses on performance data is possible and whether this could then influence the Council's strategies and priorities.</li> <li>• The volunteering offer, including details of the prospectus and volunteering opportunities and how this could be further promoted by the Council.</li> <li>• Panel consultation on the early development and testing of dashboards for self-service access to data.</li> </ul>	Previous reference: 18 October 2019



FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<b>Libraries Review (to include Access to Services)</b>	<ul style="list-style-type: none"> <li>Update on progress.</li> <li>Briefing in relation to work with the University of Huddersfield on the development of an archiving plan.</li> </ul> <p><b>Note:-</b> to include strategy moving forward in light of Covid-19</p>	
<b>Procurement</b>	<p>Procurement Strategy/Plan including:</p> <ul style="list-style-type: none"> <li>Understanding of the changes made to procurement and monitoring of the impacts of savings as a result.</li> </ul>	
<b>Approach to Commercialisation</b>	<p>To help to shape the Council's approach to commercialisation.</p> <p>Further report in early 2020/21; to include consideration of how the Council might implement a more systematic approach to bringing forward potential opportunities.</p>	<p>Previous references:</p> <ul style="list-style-type: none"> <li>12 July 2019 (Informal)</li> <li>21 November 2019 (LGA Session)</li> <li>10 January 2020</li> </ul>
<b>People Strategy</b>	<p>Refresh of the People Strategy</p> <ul style="list-style-type: none"> <li>Panel to regularly receive a copy of the organisation's performance dashboard;</li> <li>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 particular pressure within the organisation; and a breakdown of the sickness figures into long term and short term absence.</li> <li>Report in Autumn 2020 on the refreshed People Strategy. To include the recommendations forthcoming from the current study of the reasons for people leaving the authority.</li> </ul> <p>(See recommendations put forward by Panel for refresh – in notes.)</p>	<p>Previous reference:</p> <p>28 February 2020 10 September 2020</p> <ul style="list-style-type: none"> <li>consideration be given to using 'real-life' stories to illustrate data.</li> <li>the strategy make reference to those staff who are also carers and the support available to them.</li> <li>the induction process for the most senior employees, should include introductory engagement with the political groups.</li> <li>the volunteering opportunity for staff and the employee benefit platform should continue to be well promoted.</li> </ul>
<b>Technology Strategy 2020-25</b>	<i>Review implementation once adopted?</i>	Informal session – 12 <sup>th</sup> March 2020

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<b>Leaving the EU preparations</b>	<p>To maintain an overview of the work of the Council to plan for the potential implications of leaving the EU</p> <p>To include:</p> <ul style="list-style-type: none"> <li>financial risks as part of treasury management preparation; details of critical processes within the Council that are currently dependent on partners in the EU.</li> <li>update on the analysis of the Kirklees level export destinations with the current position on free trade agreements;</li> <li>an assessment of local business confidence;</li> <li>evaluation of the implications for social care;</li> <li>update on the wider economic and social impacts of transition including those issues that extend beyond the Council's remit.</li> </ul>	<p>Previous references:</p> <ul style="list-style-type: none"> <li>12 July 2019</li> <li>20 September 2019</li> <li>10 January 2020</li> <li>28 February 2020</li> <li>10 September 2020</li> </ul>
<b>Organisational Communications Strategy</b>	<p>Overview of development of strategy/ examine the principles of managing internal/external communications</p> <p>Including:</p> <ul style="list-style-type: none"> <li>How the Council presents itself</li> <li>Role of Elected Members</li> <li>Peer Review recommendations??</li> </ul>	<p>LM Briefing 31/1/20 6 August 2020</p>
<b>Cabinet Member – Priorities</b> Councillor Graham Turner	<p>Next update to 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.</p>	<p>Previous reference: 12 July 2019 6 August 2020</p>
<b>Inclusion and Diversity</b>	<p><i>Review of annual report?</i></p> <ul style="list-style-type: none"> <li><i>Feedback on Panel recommendation that consideration be given to the integration of the workforce profile data with the work being done in</i></li> </ul>	<p>Previous reference: 10 January 2020 10 September 2020</p>

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
	<i>terms of wellbeing, to assist in identifying any potential gaps in support for any particular group?</i>	
LEAD MEMBER BRIEFING/MONITORING		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<b>Asset Transfers/Asset Divestment</b>	To scrutinise the revised Asset Transfer Strategy/Policy	LM Briefing - 10/12/19
<b>Mandatory Photographic ID at Elections</b>	Contingency plans for Kirklees residents	LM Briefing to be arranged once more detail on the proposals is available (Queens Speech October 2019)

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## HEALTH AND ADULT SOCIAL CARE SCRUTINY PANEL

### POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2020/21

ISSUE	APPROACH AND AREAS OF FOCUS	OFFICER/PARTNER COMMENTS
FULL PANEL DISCUSSION ISSUES – CARRIED FORWARD FROM 2019/20		
<b>1. Financial position of the Kirklees Health and Adult Social Care Economy.</b>	Maintain a focus on the finances of the health and social care system in Kirklees to include: <ul style="list-style-type: none"> <li>• Reviewing any emerging transformation programmes and assessing their contribution to increasing efficiencies and impact on services.</li> <li>• Considering the various Cost Improvement Schemes (CIPs) and their impact on the delivery and commissioning of services.</li> </ul>	<b>Healthwatch Kirklees</b> <ul style="list-style-type: none"> <li>• Healthwatch Kirklees has a seat on the new Kirklees Integrated Health and Care Leadership Board. We would like to see joint decision making between providers and commissioners and new ways of working towards an integrated health and social care system.</li> <li>• How has Covid-19 impacted the financial position and transformation of our local health and care system?</li> <li>• How can we re-build from Covid-19 in a different way?</li> </ul>
<b>2. Community Care Services.</b>	To assess the progress and effectiveness of Community Care Services (CCS) in Kirklees to include: <ul style="list-style-type: none"> <li>• Reviewing progress of the Primary Care Networks (PCNs) to include the impact in providing greater accessibility and flexibility for patients accessing primary medical services.</li> <li>• Looking at the work being done by the networks to assess their local population through a targeted and personalised approach to provide support to people where it is most needed.</li> <li>• Assessing the relationship between the key providers of CCS to include PCNs; Locala; Community Plus; and the Kirklees Wellness Service.</li> <li>• Assessing how well the integration agenda is being implemented</li> </ul>	<b>Clinical Commissioning Groups (CCGs)</b> We note that if the panel's focus on PCNs is on access to general practice, this has changed significantly as a result of the COVID-19 pandemic we would suggest that it would be helpful to set the discussion in that context. <b>Healthwatch Kirklees</b> <ul style="list-style-type: none"> <li>• Healthwatch Kirklees has had limited contact with PCNs up to this point.</li> <li>• We would like PCNs to offer assurance about how they are engaging their</li> </ul>

	<p>through CCCS in Kirklees.</p> <ul style="list-style-type: none"> <li>Assessing the impact of CCS in Kirklees in reducing avoidable A&amp;E attendances; hospital admissions; delayed discharges; and reducing avoidable outpatient visits.</li> </ul>	<p>patients in the development of their work programmes and plans.</p> <ul style="list-style-type: none"> <li>Impact of Covid-19 upon PCNs</li> </ul>
<b>3. Kirklees Integrated Wellness Service</b>	To continue monitoring the development of the service and receive a 12-month update on progress of the service following the last discussions with scrutiny in November 2019.	
<b>4. Quality of Care in Kirklees</b>	Receive an annual presentation from CQC on the State of Care across Kirklees with a focus on Adult Social Care.	<p><b>CCGs</b></p> <p>Previous meetings have worked well when commissioners have been present. Depending on what areas the panel would be focusing on it is suggested that it would be helpful to include input from all relevant commissioners.</p> <p><b>Healthwatch Kirklees</b></p> <ul style="list-style-type: none"> <li>Healthwatch Kirklees regularly feedback to the CQC regarding patient experience.</li> <li>Impact of Covid-19 on quality of care in Kirklees</li> </ul>
<b>5. Suicide Prevention</b>	<p>Receive an update on progress of the work being done on suicide prevention since the panel meeting in January 2020 to include:</p> <ul style="list-style-type: none"> <li>The impact that the pathfinder support workers have had in their work in providing advice, training, and support for men vulnerable to self-harm and suicide.</li> <li>The impact that the preventative and educational work on mental health that is taking place in schools is having in helping to reduce self-harm and suicide.</li> </ul>	<p><b>Healthwatch Kirklees</b></p> <ul style="list-style-type: none"> <li>Healthwatch Kirklees has planned (alongside the local suicide prevention workstream) to engage with people who have previously tried to take their own life or self-harm. Our work is currently on hold due to the Covid-19 outbreak. Our aim is to gain insight into what it really feels like to be in this position and what help people in this situation</li> </ul>

		<p>need. We need a better understanding of what people need to be safe, rather than making assumptions about what we think they need. Additionally, we want to understand what brought people to such a point and, just as importantly, what helped them at their time of crisis.</p> <ul style="list-style-type: none"> <li>• Covid-19 and the subsequent fallout economically and emotionally is likely to have an impact on the incidence of suicide. We are involved in the Suicide Prevention Action Group, and we are keen to ensure that this group has a focus on this.</li> </ul> <p><b>South West Yorkshire Partnership NHS Foundation Trust (SWYPFT)</b> We welcome the continued focus on suicide prevention and would be pleased to support Public Health in this review.</p>
<b>6. Kirklees Safeguarding Adults Board (KSAB) 2019/20 Annual Report</b>	To receive and consider the KSAB Annual Report.	<p><b>Healthwatch Kirklees</b></p> <ul style="list-style-type: none"> <li>• Healthwatch Kirklees are a partner on the Safeguarding Adults Board. I would ask scrutiny to consider whether the report gives them an understanding of whether people in Kirklees are safer as a result of their work.</li> <li>• Impact of Covid-19 on safeguarding adults and children during periods of lockdown</li> </ul>
<b>7. South West Yorkshire Hospitals NHS Trust</b>	To receive an update on the closure of the AEC unit at DDH and to look	

<b>(MYHT) Ambulatory Emergency Care (AEC) Services and Services provided at Dewsbury and District Hospital (DDH)</b>	<p>at the wider range of services provided at DDH to include:</p> <ul style="list-style-type: none"> <li>• A visit to DDH to see the provision of services that complement AEC services to include Frailty, hot clinics and partnership working with adult social care.</li> <li>• An overview of the range of services currently being provided at DDH to include a visit to key services selected by the Panel.</li> </ul>	
<b>8. Transforming Outpatient Care at Calderdale and Huddersfield NHS Foundation Trust (CHFT) and Mid Yorkshire Hospitals NHS Trust (MYHT)</b>	<ul style="list-style-type: none"> <li>• Continue to monitor the programme of change at CHFT to include assessing the impact of the changes.</li> <li>• Reviewing the work being done by MYHT on its Outpatient Care to include a visit to its outpatients' areas.</li> </ul>	<p><b>Healthwatch Kirklees</b></p> <p>We continue to monitor public feedback about the transformation</p>
<b>9. Yorkshire Ambulance Service (YAS) Response Times</b>	<p>To receive an update on performance and demand across all areas of Kirklees to include:</p> <ul style="list-style-type: none"> <li>• A focus on response times for categories 1 and 2.</li> <li>• Looking at the variances of performance across Kirklees.</li> </ul>	
<b>10. Kirklees Immunisation Programme</b>	<p>To consider the performance of the Immunisation programmes in Kirklees to include:</p> <ul style="list-style-type: none"> <li>• Details of the local arrangements, structures, and responsibilities for immunisation.</li> <li>• Looking at Kirklees performance compared to national standards.</li> <li>• Details of policies that are in place to ensure that those residents that are 'at-risk' and eligible for vaccination are being targeted to include the approach to engagement with the more deprived communities in Kirklees.</li> <li>• An overview of key challenges and/or risks to the delivery of an effective immunisation programme.</li> </ul>	<p><b>Healthwatch Kirklees</b></p> <p>We are interested in how the risks of Covid-19 may influence the immunisation program, particularly if there is a second spike in winter months.</p>
<b>11. Update on Winter Planning</b>	Update on winter preparations from the Kirklees Health and Adult	<b>Healthwatch Kirklees</b>



	Social Care sector to include: <ul style="list-style-type: none"> <li>Receiving details of the lessons learned from the winter period 2019/20 to include feedback and experiences of service users</li> </ul>		We are interested in how the risks of Covid-19 may influence winter pressures locally particularly if there is a second spike in winter months.
PROPOSED NEW ISSUE	Put Forward by	FOCUS	OFFICER/PARTNER COMMENTS
1. Development of a local Community Care Package (pilot)	Health and Adult Social Care Scrutiny Panel	Reviewing the outcomes of a local authority pilot initiative to develop a community care package led by Cllr Murgatroyd.	<b>Adult Social Care</b> <ul style="list-style-type: none"> <li>We would suggest that this issue is broadened to cover “new models of delivering support in the community” as there are a number of new developments including but not limited to the Care Co-operative.</li> <li>We would also suggest that the focus includes reviewing the work on new models of care in people’s own home e.g. Colne Valley Care Co-operative, micro enterprises, PAs.</li> </ul>
2. Mental Health Services Workshop	Health and Adult Social Care Scrutiny Panel	To arrange a mental health services workshop with South West Yorkshire Partnership NHS Foundation Trust (SWYPFT) to look in more detail at the various support services and redesign of services. Format and structure of workshop to be developed by the panel in conjunction with the Trust.	<b>CCGs</b> <p>We would suggest that consideration is given to broadening the workshop beyond just those services delivered by SWYPFT for example to include the breadth of provision across our mental health alliance.</p> <p>In addition, the panel may wish to consider updates on the work being undertaken by the West Yorkshire and Harrogate Integrated Care System (ICS) workstream on Mental Health and Learning Disabilities.</p>

			<b>SWYPFT</b> We remain keen to develop a workshop with scrutiny and would suggest that if this is scheduled for the later part of 2020/21 we could include details of our early response to service provision as a result of the pandemic.
3. COVID-19	Health and Adult Social Care Scrutiny Panel	To consider the impact of COVID-19 on the local Health and Adult Social Care Economy to include: <ul style="list-style-type: none"> <li>• Looking at the key challenges; pressures; and measures taken to mitigate them.</li> <li>• Assessing the impact on the workforce.</li> <li>• Understanding the budget implications of dealing with the crisis and the longer-term financial impact.</li> <li>• Assessing the work that was undertaken to safeguarding vulnerable adults.</li> <li>• Lessons learned.</li> </ul>	<b>Locala</b> We would be happy to provide a presentation of our reset and recovery plan. <b>Healthwatch Kirklees</b> <ul style="list-style-type: none"> <li>• Healthwatch Kirklees are currently engaging with the public and with staff around their experiences of health and care throughout the Covid-19 outbreak. Our engagement will come to an end 28th August 2020. All key findings will be provided to scrutiny approx. October 2020.</li> <li>• We are also interested in the experiences of people with family members who have passed away during the outbreak which are not Covid-19 related.</li> </ul> <b>SWYPFT</b> We would be happy to contribute to this item.
4. Effectiveness of smoking cessation arrangements in Kirklees.	Mid Yorkshire Hospitals NHS Trust	To review the effectiveness of smoking cessation arrangements in Kirklees.  Areas of focus to be confirmed.	



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## **ECONOMY AND NEIGHBOURHOODS SCRUTINY PANEL**

**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:** Leigh Webb, Principal Governance & Democratic Engagement Officer

### **POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2020/21**

POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2020/21		
ISSUE	APPROACH AND AREAS OF FOCUS	OFFICER/PARTNER COMMENTS
FULL PANEL DISCUSSION ISSUES – CARRIED FORWARD FROM 2019/20		
1. Inward Investment Strategy	<ul style="list-style-type: none"><li>• Inward Investment Strategy</li><li>• which businesses/sectors should be targeted and what do they need to be sustainable and grow.</li><li>• alternative sources of finance for environmental issues/ alternative energy use.</li></ul>	Originally scheduled for April 2020 (cancelled due to Covid 19)
2. Tackling Poverty	<ul style="list-style-type: none"><li>• What organisations can do to design services which integrate and consider the impact of poverty in how people access, use and experience services;</li><li>• How poverty can be considered as part of decision-making processes across the authority;</li><li>• Inclusive Economy work – e.g. good work, local spend and social value;</li><li>• How can employers work together to optimise the opportunities for investment in good quality pre-Apprenticeships and Apprenticeships programmes? How can we transfer good practice in health and social care to other sectors of the local economy?</li><li>• What Council can do to support their own staff who may be living in poverty e.g. poverty proofing in a work-based setting.</li></ul>	Originally scheduled for April 2020 (cancelled due to Covid 19)

<b>3. Active Travel</b>	To continue to monitor current and planned infrastructure.	Originally considered at joint meeting on 28 Feb 2020 - Panel resolved to keep the issue on the work programme and arrange a half day workshop to allow for more in depth consideration. Cycling and Walking visit (29 March cancelled due to Covid 19) To be re-arranged when possible
<b>4. Digital Strategy</b>	<ul style="list-style-type: none"> <li>• Progress with physical infrastructure but also in respect of the wider promotion of the advantages of the Kirklees district.</li> <li>• The work being undertaken relating to the development of appropriate skills (links in with Skills Strategy)</li> <li>• The work being done to ensure that residents within more rural areas are supported to be able to access a digital network that is fit for purpose and future proofed.</li> </ul>	Originally considered March 2020. Panel resolved to receive update on digital agenda after 12 months.
<b>5. Air Quality</b>	<p>Following introduction of 5 year Action Plan, to monitor and consider the following:</p> <ul style="list-style-type: none"> <li>• Which measures have proven effective and which provide good value for money.</li> <li>• Addressing the issue of vehicles with idling engines particularly outside schools.</li> <li>• How the planning system can be used/will address issues in relation to infrastructure to encourage sustainable transport/active travel.</li> <li>• Improving infrastructure to encourage travel by public transport/cycling and walking.</li> <li>• Encouraging/ facilitating better options for travel to school to reduce use of private cars.</li> </ul>	The Panel considered the Air Quality Action Plan in Oct 19 as part of its development. A number of areas to monitor were identified following implementation of the Action Plan.

<b>6. Planning Related Matters</b>	Hot Food Takeaway  CIL + Viability Guidance	Deferred from Jan 2020  Considered Jan 2020 – further examination prior to adoption by Council
<b>7. Towns and Communities in Kirklees</b>	<ul style="list-style-type: none"> <li>Assess the objectives/delivery of plans to include the aspirations/vision for the towns, public realm and infrastructure.</li> <li>Consideration of the wider context of other town centres/ villages across Kirklees to include looking at the key challenges and opportunities that could influence this agenda.</li> </ul>	<p>July 2019 Report on the Huddersfield Blueprint – with a focus on engagement and consultation.</p> <p>Future updates/reports requested as plans develop</p>
<b>PROPOSED NEW ISSUE</b>	<b>FOCUS</b>	<b>OFFICER/PARTNER COMMENTS</b>
<b>1. COVID-19</b>	<p>To consider the impact of COVID-19 on areas falling within the remit of the Economy and Neighbourhoods Panel. Potential areas for consideration:</p> <ul style="list-style-type: none"> <li><b>Waste Collection/Recycling/Fly Tipping</b></li> <li><b>Economic Impact</b> including: <ul style="list-style-type: none"> <li>Business Grants (processing and take up)</li> <li>Measures to support the local economy and aid economic recovery</li> <li>Understanding the budget implications of dealing with the crisis and the longer-term financial impact.</li> <li>Impact on poverty and tackling inequalities</li> </ul> </li> <li><b>Community Response</b> (including capacity of voluntary organisations within the community and the strengthening )</li> </ul> <p><b>Housing Rents</b> (Impact on tenants following recent increase in council housing rents ; help provided to tenants who may require financial support)</p>	

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## **CHILDREN’S SCRUTINY PANEL – WORK PROGRAMME 2020/21**

**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

<b>FULL PANEL DISCUSSION</b>		
<b>ISSUE</b>	<b>APPROACH/AREAS OF FOCUS</b>	<b>OUTCOMES</b>
<b>1. Review of the Improvement Journey</b>	The Panel will continue to review the Improvement Journey of Children’s Services.	(Lead Officer: Elaine McShane)
<b>2. Educational Outcomes</b>	<p>The Panel will consider the impact of children being out of school during the current pandemic and the measures in place to mitigate the impact, recognising the different experiences in respect of home schooling and digital inclusion/engagement.</p> <p>The Panel agreed to link in and scrutinise the work being undertaken by the Learning Partnership on this issue.</p> <p>The Lead Member agreed to keep a watching brief with regard to what the educational impact had been for the children who had transferred from Almondbury Community School to alternate schools and to ensure that the children were getting the right amount of results and opportunities.</p>	<p>(Lead Officer: Jo Sanders)</p> <p>(Lead Officer: Martin Wilby)</p>
<b>3. Number of children in care</b>	A standing item for each meeting containing details of how many children are in care, and particularly how many are placed out of area. *	(Lead Officer: Julie Bragg)
<b>4. Youth Services and Initiatives</b>	The Panel agreed to look at the Youth Practice Model, providing input into the development of the model with a view to scrutinising the effectiveness of the model following its introduction (based on data/evidence).	(Lead Officer: Elaine McShane)
<b>5. Partnership Arrangements</b>	The Panel will continue to scrutinise partnerships and boards during the 2020/21 municipal year, for example, Corporate Parenting Board and Health and Wellbeing Board and the Panel	(Lead Officers: Elaine McShane/Jo Sanders/Tom Brailsford)

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	OUTCOMES
	will look at how data was collected and used to improve outcomes. *	
<b>6. Special Educational Needs and High Needs</b>	6 monthly reports to be considered by the Panel and visits to be arranged to some of the SEN Teams to corroborate the information in the presentations provided to Panel Meetings. Arrangements to be made for virtual visits, where appropriate, during the current pandemic.	(Lead Officer: Ronnie Hartley/Jo-Anne Sanders)
<b>7. Performance Information (Children's Services)</b>	The Panel will continue to monitor the performance of the Learning Early Support Service and Child Protection & Family Support in the Informal meetings. *	(Lead Officer: Steve Comb/Julie Bragg – reports produced by Sue Grigg and Andrew Wainwright from Performance Team)
<p style="text-align: center;"><b>Lead Member Briefings</b></p> <p>(Bi-monthly LM Briefings to be arranged with Cabinet Members for Learning and Children's; and Mel Meggs/Elaine McShane and Jo-Anne Sanders during 20/21) – Actions from these meetings will be included within the Panel's Work Programme where appropriate</p>		
<b>Exploitation Strategy</b>	The Lead Member agreed to keep a watching brief to monitor the impact on children and young people in the borough.	(Lead Officer: Elaine McShane)

\*It is suggested that arrangements be made for representatives from the Panel to attend relevant meetings of Partnership bodies to ensure relevant scrutiny of performance data and information is being effectively scrutinised "upstream". This will not prevent onward referral the Panel where appropriate but will act as a means of avoiding un-necessary duplication.