

# Public Document Pack



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Monday 13 December 2021

## Notice of Meeting

Dear Member

### Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in a **Virtual Meeting - online** at **2.00 pm** on **Tuesday 21 December 2021**.

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 Andrew Marchington

Councillor Harpreet Uppal

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<sup>th</sup> November 2021.

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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.

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.

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## **6: Public Question Time**

The meeting will hear any questions from the general public in accordance with Council Procedure Rule 11.

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## **7: Kirklees Armed Forces Covenant Progress Report and the Armed Forces Bill 2021/22** 11 - 20

The Committee will receive a report which provides:

- An update on the work of the Kirklees Armed Forces Covenant Board
- An overview of the Armed Forces Bill 2021/22 and the associated preparatory work being undertaken in conjunction with partners.

Contact: Vina Randhawa, Democracy Manager

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## **8: Local Government Association Corporate Peer Challenge - Progress Report** 21 - 34

The Committee will give consideration to a progress report on Council activity relating to the key recommendations outlined in the 2019 Local Government Association (LGA) Corporate Peer Challenge Report.

Contact: Michelle Hope, Programme Manager, Policy, Partnerships and Corporate Planning

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## **9: Work Programme 2021-22** 35 - 42

To give consideration to the Committee's Work Programme for 2021-22.

Date of next meeting: 3<sup>rd</sup> February 2022.

Contact: Sheila Dykes - Principal Governance and Democratic Engagement Officer

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Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Tuesday 9th November 2021**

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

Apologies: Councillor Andrew Cooper

In attendance: Councillor Carole Pattison

**31 Membership of Committee**

Apologies were received from Councillor Cooper.

**32 Minutes of Previous Meeting**

The Minutes of the meeting of the Committee held on 28<sup>th</sup> September 2021 were agreed as a correct record.

The Chair provided updates as follows:

(i) Public Question Time (Minute 28)

The Operational Manager- Air Quality, Energy & Climate Change had provided a written response to the questions, as requested, and this had also been shared with Members of the Committee.

(ii) Climate Emergency and Net Zero Road Map (Minute 29)

The Air Quality Status Report had been written and submitted to DEFRA but had not yet been ratified. Once ratified and feedback provided an update would be provided to Scrutiny and the report would also be published on the Council's website.

(iii) Since the last meeting the Economy and Neighbourhoods Scrutiny Panel had undertaken a call-in, the decision for which had been published on the website. The report had been referred back to the Cabinet and would be considered at the meeting to be held on 16<sup>th</sup> November 2021.

**33 Interests**

During the meeting Councillor Smaje disclosed an interest, in that she was involved with a trust that had an asset transferred building.

**34 Admission of the Public**

All items were considered in public session.

**35 Deputations/Petitions**

No deputations or petitions were received.

**36 Public Question Time**

No questions were received.

**37 Draft Strategic Intelligence Assessment for Kirklees and the Communities Partnership Plan**

Jill Greenfield – Service Director, Customer and Communities presented a report providing:

- (i) An overview of the most up to date draft Partnership Strategic Intelligence Assessment for Kirklees.
- (ii) An overview of the emerging strategic priorities and themes informing the new Communities Partnership Plan.
- (iii) The opportunity to discuss and contribute to the emerging priorities, informing the new Communities Partnership Plan.
- (iv) Updates in respect of repeat victims, the approach to violence and the development of a new Domestic Abuse Strategy.

Councillor Carole Pattison - Cabinet Member and Portfolio Holder for Learning, Aspiration and Communities, Chief Inspector Alan Travis from West Yorkshire Police (WYP), Chani Mortimer – Service Manager, Domestic Abuse and Safeguarding Partnerships and Chris Walsh – Performance Manager, Communities were also in attendance to hear Members’ comments and answer questions.

It was explained that the 2018-2021 Communities Partnership Plan was due to expire, with a new Plan being developed using insight, data and analysis from the most recent Partnership Strategic Intelligence Assessment (PSIA). The full Draft PSIA had been included at Appendix 1 of the report and an overview was given of the shared themes that had been identified.

The proposed strategic objectives for 2022-25 had been developed by the Community Partnership, taking account of the learning from the pandemic and the importance of these relationships in providing a strategic approach to the Plan.

These were:

- Tackling Violence, Abuse and Exploitation,
- Reducing Re-offending, Anti-Social Behaviour and Neighbourhood Crime,
- Building Resilient Communities, and
- Reducing Risk

The objectives were underpinned by the following principles:

- Prevention and Early Intervention
- Partnership Collaboration
- Lived Experience
- Tackling Inequality of Outcome
- Place Based
- Victim Centred

Beneath each objective there were a number of task groups and workstreams. The focus was on building on the partnership collaboration to avoid duplication, ensure



## Overview and Scrutiny Management Committee - 9 November 2021

best use of resources and to establish concrete implementation and action plans, supported by strategies.

Councillor Pattison expressed a hope that the new plan would fully reflect the new reinvigorated partnership working and life as experienced by Kirklees' communities. She was pleased to see the emphasis on the resilience of communities. She said that there was a need to identify the risks that communities faced and to reduce them. It was also necessary to look at repeat criminality and its fundamental causes and to reduce violence and abuse in society. The consideration of these issues in a cross-cutting way was welcomed.

Questions and comments were invited from Committee Members, with the following issues being covered:

- The focus on early intervention and prevention was very important. As a Ward Councillor there were concerns in respect of the response to incidents of serious violence, in terms of communication and being kept informed in the longer term. Currently it was not considered that the early intervention and prevention work was visible and it would be good to see this progress at grass-roots level. It was explained that the new duty in respect of serious violence was considered to provide an opportunity to embed the grass-roots approach. The concerns about communication and need for Ward Councillors to be kept informed would be taken on board and would be considered when the relevant strategy was developed.
- In response to a question, it was clarified that the Public Health approach to serious violence had been in place for some time and work was being undertaken to consider how this could be further embedded and reinvigorated. The new duty would assist in that. Work was ongoing in terms of establishing what was currently in place in Kirklees and how this could be connected, to ensure that the most was being made of the available resources.
- In terms of the figures for repeat incidences of domestic violence and how changes in operational and partnership working were working to reduce these figures. It was explained that the data was complex; research indicated that, in domestic abuse cases, it was highly likely that the first reported incident was not actually the first incidence. In addition, an increase in repeat numbers did not necessarily indicate that the position was getting worse but could reflect increased confidence on the part of victims in reporting. Local police had received recognition in respect of the efficiency of their crime reporting, in that each crime was recorded separately, this could also affect the figures. The local picture reflected a national concern around repeat incidents and it was believed that a strong partnership response was being provided; for example work was being undertaken with the Pennine Abuse Partnership to support victims through the process. This included a new initiative to support victims who may be wavering about continuing with criminal action or to assist them to pursue civil action. The detailed figures in respect of incidents could be provided to the Committee after the meeting.
- A tension monitoring document was received by Ward Councillors on a weekly basis but this did not provide information on how the data was being used and what actions were being taken to address the identified issues; it was suggested that it would be useful to include such information. Alan Travis explained that a weekly partnership meeting was held, chaired by WYP, which involved a wide

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range of partners and a standing item was community tensions. Attendees received a full briefing on each issue and discussed approach and actions. He undertook to take on board the comments made. He stressed that any significant concerns would lead to the setting up of a bespoke partnership meeting to focus on an individual issue and establish an action plan.

- There appeared to be a theme of Councillors not feeling involved and fully informed and it was questioned whether there was any structure in place to allow them to have an input to action plans for their area. It was explained that this issue had been raised with Jo Richmond – Head of Service, Communities and ways of increasing the involvement of Ward Councillors and improving lines of communication were being explored.  
Councillor Pattison pointed out that the Communities Partnership Board had cross-party representation, albeit that this operated at a strategic level. The former Neighbourhood Management Groups had been very helpful in this respect and the Communities Service was considering what processes might be introduced to be able to take advantage of the valuable area-based knowledge of elected members.
- It was noted that Place Priorities from Place Standard work were mentioned in the report but some areas had not yet been through this process. The Neighbourhood Management Groups had allowed tasks and priorities to be set for an area as a whole.
- Quarterly briefings were undertaken with Ward Councillors by the Community Safety Officers and where there was intervention and challenge the service did try to involve elected members and their input was always taken into account where it was possible to do so.
- It was considered that there was a communications gap in terms of serious incidents and that, where they were geographically focused, Ward Councillors should be involved at an early stage. Ward Councillors had a good understanding of their communities and strong on-the-ground knowledge. It was known that other areas did undertake partnership meetings that including elected members and community leaders. Alan Travis said that he would feedback the points made.
- In response to questions, it was explained that the 'IQUANTA family' was a national benchmarking system which placed areas together based on socio-economic factors, to provide a like for like comparison (Leeds and Bradford, although direct neighbours, were significantly larger). It was acknowledged that cross-border issues were a key consideration and it was critical that the Kirklees partnership worked with surrounding areas to address them. The Committee were assured that cross-border working took place, from an investigative perspective. The point in relation to how the partnership plan interlinked and correlated with neighbouring district's plans would be taken on board.
- In respect of the 'Your Views' survey, which was distributed by the West Yorkshire Mayor's office on a regular basis to assist in establishing local priorities; this had previously been undertaken by the Police and Crime Commissioner's (PCC) office. In respect of use of the results for Kirklees, the PCC's office had sent out a quarterly update which gave an indication of the perceptions of the public and provided intelligence for use at a district level. It was understood that this was to be reintroduced. It was suggested that this should be circulated to elected members so that they were aware of any trends.

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- The figures in the report indicated an increase in the number of deaths related to alcohol misuse, and it was questioned how drug and alcohol related issues and the links with mental health were to be addressed across partners. It was explained that a multi-agency strategic partnership was currently being pulled together to focus on this issue and there was a wish to adopt the public health approach. The Partnership was acutely aware of the need for a focus on these issues post-pandemic and the interdependencies with other priorities. The underlying detail in relation to drugs and alcohol mortality could be provided for the Committee.
- The point was made that protest should be differentiated from threat from terrorism and it was agreed that this would be re-worded.
- The numbers related to modern day slavery were very small, and this could result in the figures being skewed. There had been some issues uncovered as a result of visits to businesses associated with Covid, but any spike (such as in December 2019) was almost certainly due to a specific planned targeted operation. Operations were undertaken using a partnership approach alongside statutory partners and charities able to provide support to victims and underpinned by a whole package of support via the national referral mechanism.
- It was suggested that reference to enforcement in respect of fly tipping should be strengthened within the plan.

### **RESOLVED -**

(1) That account be taken of all the points raised by the Committee, in the development of the Communities Partnership Plan 2022-25, including:

- The importance of early intervention and prevention.
- The visibility of partnership working and early intervention and prevention at ward level.
- The need for improvements in the mechanisms to facilitate the involvement of Ward Councillors, to keep them informed and to engage them in respect of setting local priorities.
- Improvement in tension monitoring documents and involvement of and feedback to Ward Councillors in respect of incidents of serious violence.

(2) That results of the 'Your Views' survey be circulated to Elected Members

(3) That the following further detail be provided to Members:

- (i) Domestic abuse figures
- (ii) Underlying detail in respect of mortality related to alcohol and drugs

### **38 Development of Kirklees Voluntary, Community and Social Enterprise (VCSE) Investment Strategy**

Noreen Abbas - Community Investment Manager presented a report which sought the Committee's input in respect of the approach and work undertaken to develop a VCSE Investment Strategy for Kirklees,

Hilary Thompson the Chair of Kirklees Third Sector Leaders, Diane Sims – Engagement and Communications Lead for Democracy, Helen Orlic, the external consultant in respect of the strategy and Vina Randhawa - Active Citizens and Places Manager were also in attendance to answer questions.

## Overview and Scrutiny Management Committee - 9 November 2021

Questions and comments were invited from Committee Members, with the following issues being covered:

- In respect of lesser involvement from certain areas in Kirklees in the development of the strategy, and the potential impact of this on ownership; whilst this point was accepted it was believed that the engagement and events had been open to a wide variety of people and organisations, although perhaps the timing had been an issue. The engagement was still ongoing and it was considered that people would become more involved as interest increased and this would help achieve wider ownership. It had been advertised through a number of channels, including the Third Sector Leaders (TSL), but the difficulties of including smaller organisations were acknowledged in terms of capacity and time to take part. Feedback had been provided to keep them up to date with the emerging themes.
- In relation to information on Council grant funding opportunities, this data was crucial and linked back to how success was measured. The data was currently being collated and the aim was to have all contracts and funding information before Christmas. In terms of the reach to BAME communities; a threefold engagement had been undertaken using TSL's contacts and social media, the Council's Community Directory links and the Third Sector Team's contacts. Contacts made through grant funding would also be used and contact made with local elected members. Work was also being undertaken on a Community Champions project which would achieve a wider reach into BAME communities and would help in informing the development of a network and how better connections could be ensured and support provided.
- It was stressed that there needed to be a better understanding of communities and a focus on building capacity and ensuring sustainability. It was confirmed that this was also the aim of the sector so that groups were not reliant on sources of grant funding.
- There needed to be a strong focus on, understanding if all demographics were covered and expanding reach among all communities across all sectors. Diversity of ownership was very important.
- The TSL Board involved a wide variety of people, including members of different communities and the Board played a role at West Yorkshire level in respect of equality, diversity and inclusion.
- In respect of external funding and achieving improvements to the levels coming into Kirklees, it was considered that knowledge of what was available, across communities at all levels, was critical alongside the capacity; time, resource, and skills, to apply particularly for the larger grants. Increasing the support to assist in writing bids would help; there was no shortage of ideas and the challenge fell in framing these to meet funders' requirements. Eventually it was anticipated that the skills and experience imparted to undertake such tasks would then transfer into the organisation.
- Councillors had been emailed in relation to the current survey but it was accepted that more proactive engagement was needed going forward. This could assist in identifying gaps in knowledge about organisations. Councillors would be briefed in advance of surveys going live and briefings had been offered to groups in respect of the development of the strategy to date.
- It was suggested that ongoing involvement of Ward Councillors to ensure coverage across Kirklees would be helpful.

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- Sustainability was a key consideration and a community building support network could be a source of information but also of peer support; leading to the sector helping itself and bringing in experts or specialists as and when needed to increase knowledge within the group; this would become self-sustaining.

### **RESOLVED -**

That account be taken of the points raised by the Committee in the develop the Kirklees Voluntary, Community and Social Enterprise (VCSE) Investment Strategy including:

- Reach across communities.
- Better understanding of communities and covering all demographics.
- Communication and engagement with Ward Councillors.
- Understanding about funding and how people can find out what available
- Sustainability of the Strategy and actions.

### **39 Work Programme 2021-22**

Consideration was given to the Committee's Work Programme for 2021-22.

It was noted that the next meeting would be held on 21<sup>st</sup> December 2021.

### **40 Any Other Business**

The Chair reported an urgent officer delegated decision in respect of the Household Support Fund; this had been urgent due to the funding being needed for the provision of free school meals vouchers during the half term holiday. It would be reported to Cabinet on 16<sup>th</sup> November 2021.

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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			
<b>Item in which you have an interest</b>	<b>Type of interest (eg a disclosable pecuniary interest or an "Other Interest")</b>	<b>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]</b>	<b>Brief description of your interest</b>

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:** 21 December 2021  
**Title of report:** Kirklees Armed Forces Covenant Progress Report and Armed Forces Bill 2021/22

**Purpose of report:**

- To provide the Committee with a progress update on the work of the Kirklees Armed Forces Covenant Board.
- To provide the Committee with an overview of the Armed Forces Bill 2021/22 and generate discussion on the proposed changes that will impact on the Local Authority.

<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</b> <b>Impact in 2 or more wards</b>
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	<b>Not Yet</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>N/A</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>Rachel Spencer Henshall, Director of Corporate Strategy, Commissioning and Public Health 3 December 2021</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>N/A</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>N/A</b>
<b>Cabinet Member Portfolio</b>	<b>Cllr Naheed Mather</b>

**Electoral wards affected:** All

**Ward councillors consulted:** N/A

**Public or private:** Public.

**Has GDPR been considered?** N/A

## 1. Summary

### The Armed Forces Covenant

The Armed Forces Covenant<sup>1</sup> is a promise from the nation that those who serve or have served in the British Armed Forces, and their families, are treated fairly, and will not be disadvantaged in accessing public services due to their military service.

<sup>1</sup> [An explanation of the Armed Forces Covenant - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

In some cases, special consideration may be appropriate for those who have given the most such as the injured or the bereaved.

Kirklees Council first signed the Armed Forces Covenant (then known as the Community Covenant) in June 2012 alongside other partners including the military, military charities and the NHS.

Kirklees Council re-pledged its support to the Covenant in July 2017 alongside all political groups and other partners including the military, military charities, West Yorkshire Police and Third Sector Leaders.

The Government is concerned that inconsistency in implementation of the Armed Forces Covenant by service providers across the UK is leading to some members of the Armed Forces Community to continue to face disadvantage. The Armed Forces Bill 2021-22 aims to address this by placing the duty of due regard into law.

The legislation will apply to public bodies exercising public functions that are most likely to affect serving and ex-serving personnel in the policy areas of Education, Healthcare and Housing.

It is not proposed that legislation will apply to the private sector. However, where functions have been contracted out to private companies, the public body responsible for managing the contract will be subject to the legislation.

The legislation does not aim to achieve advantageous treatment of the Armed Forces Community but aims to ensure that public sector bodies consider the issues facing the Armed Forces Community in key areas that impact on their day-to-day lives.

### Kirklees Armed Forces Community

The Armed Forces Community is made up of those who are currently Serving or who have previously served in the Naval Services, Army and Royal Air Force. It includes Reservists of all three Armed Forces and the families of those who have Served or are still serving.

The size of the Armed Forces Community across the UK is relatively unknown. However, from information gathered in the previous census<sup>2</sup>, we know that at least:

- 5,013 working age Veterans (16-64 years old) live within the district
- 409 currently serving individuals have a registered address within the district

From the Department of Education<sup>3</sup>, we are also aware that there are at least 151 children living within the Kirklees District with a current or former Serving parent. NOTE – this may not be a completely accurate picture of children as parents may not declare that their partner (or themselves) is a member of the Armed Forces.

## 2. Information required to take a decision

### Kirklees Armed Forces Covenant Board (KAFCB) Progress

The KAFCB was established in 2013 comprising of relevant Council Services and key partners to ensure the objectives within the Covenant were implemented and to oversee the work of the Board.

Kirklees Council currently has the following in place to meet the Covenant objectives and support the Armed Forces Community: -

- An Elected Member Champion and an officer that supports the work of the Covenant board.
- A KAFCB that is chaired by a Kirklees Councillor and is represented by a range of organisations who meet on a quarterly basis to share good practice, network, information share and develop an action plan. The level of involvement in the KAFCB is very good and is currently made up of representatives from the Council, Military, Military Charities, local Third Sector Organisations, locally based Mental Health support services, West Yorkshire Police, Kirklees Citizens Advice and the Department for Works and Pensions
- The KAFCB has an action plan that sets out its priorities, which is currently being refreshed.
- Web pages within the main Council website detailing local and national services that are available to support the Armed Forces Community [Support for serving armed forces personnel, reservists and veterans.](#)
- A Kirklees Armed Forces App has been developed that can be downloaded for use with android or IOS devices. The App does not require any log in, it draws information from the website and its aim is that users can easily and quickly access the most relevant service information depending on their need. Work had taken place to test the App with armed forces officers 'squaddies' and it was due to be launched last summer, however, has been delayed due to the Covid pandemic. This will now progress after the website has been updated.
- A HR policy to support employees who are Reservists, allowing them to take additional time off to complete their annual training camps.
- Guaranteed Interview Scheme for Veterans - in support of the Armed Forces Community Covenant, the council operates a guaranteed interview scheme for armed forces veterans. A guaranteed interview will be offered to individuals who have served in Her Majesty's Armed Forces and meet the essential criteria for the role as outlined in the Job Profile.
- A Life Forces Booklet produced for Kirklees as a resource for community-based support agencies including the voluntary sector, services provided by the NHS, local authorities, GPs and charities who will often work with armed forces veterans. An electronic version of the booklet available on the council Armed Forces web page and includes information on health, housing, education and benefits and gives a snapshot of support available to veterans. Work is needed to update and promote this resource.
- The Council has been awarded the Defence Employer Recognition Scheme Bronze and Silver Awards for demonstrating its support to the armed forces community and aligning their values with the Armed Forces Covenant. The Council is currently working towards the Gold Award.
- As part of the West Yorkshire Armed Forces Covenant project, the KAFCB engages with the West Yorkshire Good Practice Forum which meets bi-monthly and comprises the Member and officer champions for the five West Yorkshire Local Authorities who meet to

keep each other informed about their work, provide support and explore opportunities for joint work (e.g. development of the West Yorkshire Service Pupil Premium Resource Directory mentioned below)

- A [West Yorkshire Service Pupil Premium Resource Directory](#) has been created to support schools develop their understanding of the Armed Forces Covenant, the Armed Forces Community and the Service Pupil Premium. It pulls together information that is already available for schools and parents into one place and is hosted on the Bradford Council website. This is promoted via the Kirklees Heads news bulletin which goes to all head teachers.
- A West Yorkshire Armed Forces Survey has recently been undertaken (October 2021) targeting people who have served or who currently serve in the Armed Forces (including Reservists) and their families to find out about services they access for support. The survey is being carried out as part of the West Yorkshire Armed Forces Covenant project on behalf of all five West Yorkshire local authorities. The survey will help us understand if support needs have changed over the past year, how easy it has been to access information, advice or support when required and instances where individuals have heard of and benefited from the Armed Forces Covenant.

### Armed Forces Bill 2021-22

The Armed Forces Covenant is being further incorporated into law, as part of the Armed Forces Bill 2021-22, to help prevent disadvantage faced by the Armed Forces Community due to the unique nature of service in the Armed Forces.

The Armed Forces Bill 2021-22 is making its way through Parliament at the moment. It is anticipated that the new Covenant legislation will come into force in 2022.

The legislation will introduce a new duty on relevant public bodies, when exercising certain aspects of their public functions, to have 'due regard' to the three principles of the Armed Forces Covenant when formulating policy and taking decisions in specified areas These are:

- a. Recognising the unique obligations of, and sacrifices made by, the Armed Forces.
- b. That it is desirable to remove disadvantages arising for service people from membership, or former membership, of the Armed Forces.
- c. That special provision for Service People may be justified by the effect on such people of membership, or former membership, of the Armed Forces.

Further information on the duty of due regard can be found in **Appendix 1**

While good procedures and initiatives have been put in place by service providers over the last ten years, the Government is concerned that some members of the Armed Forces Community still face disadvantage when accessing public services. This is often caused by a lack of awareness of the Covenant and the unique nature of service in the Armed Forces.

Where instances of disadvantage have occurred, the Government has found this has frequently been due to a lack of understanding of the unique obligations and circumstances of the Armed Forces Community. That is why the aim of this legislation is to build awareness among service providers of the Covenant's principles and the Armed Forces Community.

The new legislation will require public bodies to consciously consider the Armed Forces Community when developing policy, procedures and making decisions in the specified policy areas (education, social housing and healthcare) taking the three principles of due regard into consideration.

The new legislation will apply to relevant public bodies exercising specified public functions in the education, healthcare and housing sectors. The private sector is not in scope.

There is also a need for the Council to consider the areas where key functions in health, education and social housing are commissioned externally. The Council will need to ensure that external providers are aware of the legislation changes and uphold the Council's commitment to the Covenant on their behalf.

The legislation does not mandate the provision of specific services for the Armed Forces Community, nor does it mandate any particular delivery outcomes. It is designed to ensure that the relevant decision-makers consider the issues facing the Armed Forces Community in these key areas that affect their day-to-day lives.

The legislation is deliberately flexible, to ensure local authorities and service providers retain the ability to take decisions on service delivery that are right for their local context and circumstances.

Those public bodies in scope will be supported by statutory guidance published after discussion with Covenant partners across government, devolved administrations, the Armed Forces Community, and the Service charity and welfare sectors. See **Appendix 2** for a full list of the bodies and functions currently in scope. They will also be supported by training tools, advice and wider guidance, ensuring that they have easy access to the information they require.

#### Preparation for the Armed Forces Bill 2021-22

The Council is fully committed to honouring its obligations to those who have served their country. In readiness for the introduction of the new Bill the Council is working with partner organisations to: -

- Review the Council's website content to ensure it is fully up to date and add a new section around Mental Health and Wellbeing Support. It is anticipated this will be complete early in the New Year
- Update the KAFCB action plan to ensure it addresses the duties within the Armed Forces Bill 2021-22 as well as local priorities. It is anticipated that this will be finalised and signed off by the KAFCB early next year.
- Promote to Local Authority staff and Elected Members the Ministry of Defence masterclass on the work of Defence Transition Services (DTS) and the Veterans Welfare Service (VWS) in order to raise awareness of the services available for Service personnel, Service leavers and their families and to develop a stronger relationship with the DTS and VWS.
- Arrange briefings for key services, e.g. housing, education, healthcare, customer services, communities etc on the Armed Forces Covenant to raise awareness
- Identify service specific Armed Forces Champions that can act as a first port of call for enquiries.
- Develop Armed Forces Covenant E-learning training modules for Council staff and partners.
- Secure resources to deliver the Military Human training for members of the KAFCB and key Council staff to better understand Military culture and transition, armed forces composition and highlight good practice and inequality.
- To work with the KAFCB to develop a regular drop-in support service for Service personnel, Service leavers and their families to be able to navigate the support services available
- Identify additional resources to help deliver other action plan priorities agreed by the KAFCB

### 3. Implications for the Council

- **Working with People**

The Kirklees Armed Forces Covenant Board is in the process of developing an action plan that has been co-produced with military personnel, military charities, third sector organisations, council staff and partners. The action plan is informed by partners sharing their knowledge and expertise, intelligence and lived experience to shape actions and solutions together and feedback from the latest West Yorkshire Armed Forces survey.

- **Working with Partners**

The Kirklees Armed Forces Covenant Board (KAFCB) is chaired by a Kirklees Councillor and is represented by a range of organisations who meet on a quarterly basis to share good practice, network, information share and action plan. It is currently made up of representatives from: -

- Kirklees Council - Democracy & Place Based Working, Civic Office, Employee Healthcare, Pupil Admissions, Homes and Neighbourhoods, Kirklees Housing Solutions, Adult Services, Community Plus Team, Public Health, Adults & Health Services
- Military - Regional Employer Engagement Director, MOD Welfare Management, RAF Families Federation
- Military Charities - Royal British Legion, The Rifles Association, Regular Forces Employment Association, RFEA the Forces Employment Charity, Officers Association, Richmond Fellowship
- Local Third Sector Organisations - Royal British Legion (Huddersfield Branch), 3 Yorks Association Huddersfield, CHART Kirklees, The Welcome Centre, Change Grow Live
- Locally based Mental Health support - Salute, counselling and psychotherapy support services
- West Yorkshire Police - Partnerships and Liaison Services
- Kirklees Citizens Advice
- Department for Works and Pensions

In addition, the KAFCB engages with the West Yorkshire Good Practice Forum which comprises the Member and officer champions for the five West Yorkshire Local Authorities.

- **Place Based Working**

Understanding the make-up of the Kirklees Armed Forces Community is a challenge, however, is important to our approach. By working with partners and networks we hope to develop an action plan that reflects the priorities, needs and opportunities for the Armed Forces Community across the district.

- **Climate Change and Air Quality**

No change

- **Improving outcomes for children**

Due to the high mobility associated with the military lifestyle, children of serving members are likely to experience a number of school moves, some of which may occur at short notice and within the school term. The Armed Forces Bill 2021-22 will help raise awareness and understanding within the organisation of the unique obligations and circumstances of the Armed Forces Community.

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

None

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

Not applicable for this report

**4. Consultees and their opinions**

Members of the KAFCB have been consulted in the production of this report.

A briefing has been arranged for Executive Team to consider how the Council will consciously consider the Armed Forces Community when developing policy and making decisions in the specified policy areas (housing, education and healthcare).

**5. Next steps and timelines**

Work will continue to develop the KAFCB action plan and resources sought to support delivery of priorities.

**6. Officer recommendations and reasons**

Members are asked to note the work of the KAFCB to date, to note the proposed changes to the legislation that will impact on the local authority provide feedback and suggestions on any actions local authorities should take in order to become more aware of Armed Forces.

**7. Cabinet Portfolio Holder's recommendations**

The Cabinet Portfolio Holder and the Kirklees Armed Forces Covenant Champion welcome comments and feedback from the Overview and Scrutiny Management Committee.

**8. Contact officer**

Vina Randhawa, Democracy Manager  
Email: [Vina.randhawa@kirklees.gov.uk](mailto:Vina.randhawa@kirklees.gov.uk)  
Tel: 01484 221000

**9. Background Papers and History of Decisions**

**10. Service Director responsible**

Rachel Spencer Henshall, Director of Corporate Strategy, Commissioning and Public Health

## Appendix 1

### Further Information about the proposed legislation changes

The Government is concerned that inconsistency in implementation of the Armed Forces Covenant by service providers across the UK is leading to some members of the Armed Forces Community to continue to face disadvantage. The Armed Forces Bill 2021 aims to address this by placing the duty of due regard into law.

The legislation will apply to public bodies exercising public functions that are most likely to affect serving and ex-serving personnel in the policy areas of:

- Education
- Healthcare
- Housing

Within their December communications to local authorities the Ministry of Defence (MoD) stated the following in regard to the duty of due regard:

*“Though it is not the Government’s place to define exactly how the duty to have ‘due regard’ can be met, it can be helpful for relevant public bodies to consider some questions to help think about what the duty entails:*

- Are the Armed Forces Community affected by my decisions/function/service?
- What are the unique sacrifices and obligations made by the Armed Forces Community?
- How does Service life affect the Armed Forces Community’s access to, and requirements of, my public service/function?
- Is the Armed Forces Community disadvantaged compared to local civilians with regards to the end user experience?
  - *If so, can I mitigate or resolve this disadvantage?*
  - *If so, should I mitigate or resolve this disadvantage (noting competing priorities, the need to balance duties owed to other groups and cost/benefit considerations)?*
  - *Is special provision, whether it is to remove disadvantage or otherwise, justified?”*

It is not proposed that legislation will apply to the private sector. However, where functions have been contracted out to private companies, the public body responsible for managing the contract will be subject to the legislation.

The legislation will be enforced through existing complaints procedures, ombudsmen, or as last resort, judicial review.

The legislation does not aim to achieve advantageous treatment of the Armed Forces Community but aims to ensure that public sector bodies consider the issues facing the Armed Forces Community in key areas that impact on their day-to-day lives.

The MoD propose to produce statutory guidance in relation to each of the three policy strands, and the relevant public bodies will be required to have regard to that guidance when exercising relevant functions. The MoD state that they will consult with stakeholders before finalising and publishing the guidance.

The Government’s aim is that the proposed changes to the current legislation will:



- Increase awareness and understanding of service life and how members of the Armed Forces Community's needs may differ from those of their civilian counterparts, particularly when looking to access public services
- To embed this understanding in public sector decision-making, and the development of policy, commissioning and delivery of public services in relation to the Armed Forces community
- To encourage greater consideration of the specific needs of the Armed Forces Community in terms of service provision, where this is appropriate and possible.

They also see the proposed changes to the legislation as an opportunity to increase awareness of the Covenant, through:

- *“The legislation itself being an opportunity to talk about the Covenant and increase its visibility in general, and improve upon existing online resource*
- *The proposed duty to have ‘due regard’ to the principles of the Covenant will ensure that relevant public bodies will have to ensure staff are brought up to speed on this duty.”*

## Appendix 2

### Indicative list of public bodies and functions in scope (subject to change)

Sector	Bodies in scope	Duties in scope	Functions in scope
Healthcare	<ul style="list-style-type: none"> <li>• Clinical Commissioning Groups,</li> <li>• NHS Commissioning Boards</li> <li>• NHS Foundation Trusts</li> <li>• NHS Trusts</li> <li>• Local Authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of services</li> <li>• Quality of services</li> <li>• Funding</li> <li>• Co-operation between health bodies and professionals</li> <li>• Functions concerning additional needs that healthcare bodies have a role in delivering.</li> </ul>	<ul style="list-style-type: none"> <li>• The National Health Service Act 2006</li> <li>• Any provision of Part 3 of the Children and Families Act 2014 (children and young people in England with SEND), so far as it deals with health care provision. 'Health care provision' is to be interpreted as in Part 3 of the Children and Families Act 2014 (see section 21 of that Act).</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Local Authorities</li> <li>• Governing bodies of maintained schools</li> <li>• Proprietors of Academies</li> <li>• Non-maintained special schools</li> <li>• Governing bodies of further education institutions</li> <li>• Special post-16 institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Admissions</li> <li>• Transport</li> <li>• Attendance</li> <li>• Additional needs support</li> <li>• Educational attainment and curriculum</li> <li>• Student wellbeing</li> <li>• Use of Service Pupil Premium funding (<b>England only</b>)</li> </ul>	<ul style="list-style-type: none"> <li>• The Education Act 1996</li> <li>• Part 3 of the School Standards and Framework Act 1998 (school admissions)</li> <li>• s175 of the Education Act 2002 (duties of local authorities and governing bodies in relation to welfare of children)</li> <li>• Any provision of Part 3 of the Children and Families Act 2014, so far as it deals with special educational provision. 'Special educational provision' is to be interpreted as in Part 3 of the Children and Families Act 2014 (section 21).</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Local Authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Allocations policy for social housing</li> <li>• Homelessness</li> <li>• Disabled facilities grants</li> <li>• Tenancy strategies (<b>England only</b>)</li> </ul>	<ul style="list-style-type: none"> <li>• Part 6 of the Housing Act 1996 (allocation of housing accommodation)</li> <li>• Part 7 of the Housing Act 1996 (homelessness: England)</li> <li>• Part 1 of the Housing Grants, Construction and Regeneration Act 1996 (grants, etc for renewal of private sector housing)</li> <li>• s1 of the Homelessness Act 2002 (duty of local housing authority in England to formulate a homelessness strategy)</li> <li>• s150 of the Localism Act 2011 (tenancy strategies)</li> <li>• reg3 of the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (S.I. 2002/1860) (power of local housing authorities to provide assistance), so far as that regulation deals with the provision of financial assistance for a purpose corresponding to any purpose specified in s23 of the Housing Grants, Construction and Regeneration Act 1996 (disabled facilities grants: purposes).</li> </ul>

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

**Date: 21 December 2021**

**Title of report: LGA Corporate Peer Challenge – Progress Report**

**Purpose of report:**

A progress report on Council activity relating to the key recommendations outlined in the 2019 Local Government Association (LGA) Corporate Peer Challenge report.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ?	Key Decision – No  Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director – Corporate Strategy, Commissioning and Public Health 07.12.21
Is it also signed off by the Service Director for Finance?	07.12.21
Is it also signed off by the Service Director for Legal Governance and Commissioning?	08.12.21
Cabinet member <a href="#">portfolio</a>	Cllr Shabir Pandor (Leader of the Council)

**Electoral wards affected:** All

**Ward councillors consulted:** Elected members were involved in the peer challenge visit in July 2019. Scrutiny members and Group Leaders had input into the draft action plan.

**Public or private:** Public

**Has GDPR been considered?** This report and the action plan contain only aggregated and/or anonymised data and no personal data that identifies a living individual, no sensitive personal data such as health, religion, sexuality and ethnicity and no information about members of staff, users of services, or details of Kirklees citizens.

## 1. Summary

This report provides Overview and Scrutiny Management Committee (OSMC) with information on progress made towards addressing the key recommendations made to the Council through the LGA Corporate Peer Challenge undertaken in 2019. The report also references the changed operating context that the Council now finds itself in since the Peer Challenge originally took place.

OSMC are asked to provide comment on the updates provided within this paper, and to consider, given the significant progress that has been made on many of the recommendations, how the various related programmes of Council activity should be in view of the wider programme of scrutiny work going forward.

## 2. Information required to take a decision

### 2.1. A changed operating context

- 2.1.1. The LGA Corporate Peer Challenge took place from 9 - 12 July 2019. An Action Plan to respond to the report's recommendations was agreed by Council on the 15 January 2020.
- 2.1.2. Whilst the actions within the plan are still generally reflective of the way in which the Council has been responding to the recommendations in the report, Council priorities and the operating context have changed in the two years since the original Peer Challenge took place. The impact of the coronavirus pandemic significantly changed the operating context in which the Council now finds itself. In its response to the challenges the pandemic brought, the Council worked to updated priorities which needed to take precedent over the last 18 months. In addition to this, since the original action plan was agreed, many of the original actions have now been completed, and have changed focus because of the changed operating context. Some of the LGA's recommendations have now also been completely addressed – for example we've seen our two CCG's merge and begin to be superseded by new health and care governance arrangements, and KNH is now formally part of the Council as 'Kirklees Homes and Neighbourhoods'.
- 2.1.3. The Council is currently focused on leading and supporting recovery across services. In October 2021, the Council published its Council Plan (2021-23) with clear priority action areas going forward, along with associated deliverables and milestones. The actions within the Council Plan provide the Council with a clear focus for recovery activity and corporate improvement going forward. Recommendations from the Peer Challenge align to a number of the deliverables associated with the priority action areas.
- 2.1.4. Some of the recommendations within the LGA's report are still useful for informing our ongoing recovery, however, for the reasons outlined above, including acknowledgement of the significant progress that has been made against many of the original actions, this report does not provide an update against the actions within the original action plan. Instead, this report re-visits each of the major recommendations and presents information on our current position, how the context has changed, and what we see as the major next steps in these areas going forward for supporting our recovery and strategic planning. The report also indicates where related programmes of work are also already part of the wider scrutiny work programme.
- 2.1.5. For the reasons outlined in this paper, Officers propose that future reporting against the 2019 LGA Peer Challenge is covered as part of reporting against the 2021/23 Council Plan, with an annual progress report on the LGA Peer Challenge provided to Overview and Scrutiny Management Committee for information purposes. It is also proposed that Scrutiny agrees which work programmes related to the recommendations should be in view of the broader scrutiny programme of work going forward.

## 2.2 Progress against the LGA recommendations

2.2.1 The LGA report provided a series of **key recommendations** to the Council. The following sections provide an update on progress against each of these recommendations since the Peer Challenge took place in 2019.

### 2.2.2 **Recommendation 1 - Craft and tell your story, externally and internally; and put strategic communications at the heart of the organisation.**

The LGA report said that the Council had a very good story to tell but it had not yet been well crafted. The report also said that we needed more corporate capacity to tell the story successfully so that people can align themselves to it. Since the Peer Challenge, the Council has significantly increased its strategic communications capacity, and developed an approach to delivering strategic communications during the pandemic. Internal communications have also been considerably strengthened through the development of the internal managers group, and corporate listening circles focused on our recovery from the pandemic. Going forward, the implementation of a longer-term Communications Strategy, which addresses both internal and external communications, will enable the Council to really craft and embed our story as we move forward with our recovery.

### **Developing a Communications Strategy**

Immediately following publication of the LGA's Peer Challenge report, the strategic communications team was re-structured, aligned to the Council's directorate priorities with additional capacity put in place. Following the appointment of a new Head of Service in 2020, and recognising the further demands for skilled communications input, the team expanded to provide additional management capacity and support. A key action set out in the Plan, was to deliver a Communications Strategy for the organisation. Preliminary work on such an overarching strategy commenced, including an early briefing with the Cabinet Portfolio Holder. However, once the pandemic arrived, we had to refocus activity on a more specific Covid-19 Communications Strategy. Over the last year, we have operated according to a specific Communications Strategy that was focused on the needs relating to the Council's response to the pandemic. This is now building into our approach to recovery and is central to the way in which we are currently focusing both our internal and external communications.

The service is now developing a longer-term Communication Strategy to be published in April 2022. The strategy will have three main elements, each of which will help the Council to deliver on the recommendations of the LGA Peer Review:

- Development plan – how the service can increase its reach and engagement with people and partners across Kirklees. How we can use data and insight more effectively, use a broader range of channels to reach diverse audiences and learn from best practice in our sector and beyond.
- Business Plan – how the service aligns its work with the priorities of the Council. A forward-looking plan that tells the story of the work the Council is doing across the range of services and develops themes that are meaningful to residents.
- Team Plan – how the team works effectively together as a group to make the most of our skills and experience. It will include our professional values and how we support each other to achieve the objectives of the plan.

Elected members will be a key audience for the strategy. We will be surveying councillors to find out how the service can assist them in their duties. We will explore the channels that engage councillors most effectively and how they can develop their own ways of supporting and informing residents about the Council's work.

## **Kirklees Leadership Team and Kirklees Leadership Forum**

In January 2021, the Council re-launched its internal 'Council Manager's Group' – building on the success of virtually held meetings during the early stages of the pandemic in 2020. The 'Kirklees Leadership Team' and 'Kirklees Leadership Forum' meetings have worked to deliver a strategic programme of sessions focused on key Council priorities and has been successful in strengthening internal communications with Council staff and engaging staff to directly shape our approach to recovery over the last 6 months. This approach to building our internal communications has helped to strengthen the way in which we craft and tell our story internally, supporting a more coherent understanding across managers of the story we want to tell. Sessions over the last year have included: Strategic recovery planning and new ways of working post pandemic, the budget, working with the political leadership, working with councillors in a political environment, and achieving inclusion/tackling inequalities.

### **Recovery Listening Circles**

Recovery Listening Circles with over 450 Council staff were held during June and July. The listening circles have been another important tool for engaging staff on our approach to recovery, including shaping our organisational values and embedding new ways of working following the fundamental shift in the way that we worked during the pandemic. The listening circles have helped to confirm a new set of values for the organisation and showed overwhelming support for the implementation of a new 'hybrid' model of working where Council staff will have a greater degree of flexibility in terms of where and when they work. The listening circles have directly informed and shaped programmes of transformation work including our Assets Strategy, our People Strategy and our related recovery activity. Further listening circles are being planned for the Spring of 2022 to continue this successful model of internal engagement, which provides a direct communication channel between staff across the organisation and the senior leadership. High-level points of feedback from the circles held during the summer include:

- Really positive feedback from staff on the fact that these have been held and the visibility of the organisations Leadership.
- Lots of emotional reflections on the past 18 months – people's mental health has really been affected but both in positive and negative ways.
- Teams really want the opportunity to go into work occasionally together (on a regular but not full-time basis) – to support relationship building and to provide emotional support. People are mainly missing other people and relationships particularly within their teams.
- We need to continue the development of wellbeing support to staff – particularly digital wellbeing at home.
- A range of feelings from people – many excited about the future but also plenty of people very anxious.
- Lots of benefits seen in relation to working from home – reduced travel costs, greater work life balance, environmental impact.
- Confusion about the rules and approach to managing hybrid working going forward – there is more work to do to support key messages and communications filtering down to all staff within the organisation.
- People want to know their HR rights under the new model – rights about working from home, payments, home worker rights, contract changes etc...
- Technological support and equipment provision have been brilliant for staff – however improvements have been suggested for a few snagging issues, for example introducing a clearer process for sorting out getting IT equipment home, also some issues relating to postage and storage.
- A lot of roles don't allow that flexibility – comments about what this all means for those on our frontline.

### 2.2.3 **Recommendation 2 - Develop and promote a high profile, permanent listening and dialogue action plan with residents and ensure system-wide coordination of engagement activity to harness the voice of residents.**

The LGA report said that by addressing this recommendation, we will ensure an ongoing dialogue with residents on all matters, particularly those of strategic importance, and that this will support the Council to use data, intelligence and insights to inform future service design and policy development. Since the Peer Challenge took place, and despite the pandemic, work to further develop a standardised listening and dialogue approach to harness the voice of residents has continued. Place Standard engagement has become embedded as our principal tool for engagement, and work to develop a new 'citizens outcome' – 'Shaped by People' has been completed. These initiatives, together with corporate survey information (such as CLiK) are now coming together to create a comprehensive picture of what residents are telling us they need from the Council. A new Data and Insight Strategy is also underway, and going forward, this will significantly help the Council to use our data, intelligence and insights to inform future service design and policy development.

#### **Place Standard Engagement**

The Place Standard continues to be used as our principal tool for citizen engagement. Over the past year much of this engagement has been virtual, however more recently face to face engagement has taken place for example drop ins, pop up stalls and small group discussions. There has been a steady increase in councillors, community groups and services wanting to host local conversations to hear how people feel about their place and some areas have now developed or are developing their local action plans. To date over 8,500 people have taken part in place standard engagement in 22 neighbourhoods and local places, across 16 wards (plus Council tenants from all 23 wards). Engagement has recently been completed to inform the town centre master plans for Batley, Cleckheaton, Heckmondwike and Holmfirth. So far over 1100 citizens have told us how they feel about their town centre now and what their hopes are in the future with feedback being used to inform project ideas and investment of £1.5M for each centre. A dedicated Place Standard Investment Fund has been approved to support neighbourhood priorities chosen by citizens in local places, starting with an initial £500k this financial year.

The Citizen Engagement Reference Group (CERG) also continues to meet on a regular basis to ensure the coordination of engagement and the development of the way in which the Council engages with residents and ensures their voice is heard.

#### **Shaped by People – a new strategic outcome**

As led by the Place Based Programme Board, we have worked with over 100 citizens, local organisations and New Citizenship Project to create a new shared outcome for Kirklees. 'Shaped by People: We make our places what they are' is our new foundational strategic outcome for Kirklees, which we have included in our 2021-2023 Council Plan. Shaped by People is about understanding and measuring whether citizens feel able to shape local places for the better. This outcome has been co-created through a range of workshops and conversations with a diverse group of citizen participants from all wards in Kirklees. It is a vision for enabling active citizenship, written in local people's own words. Our storytelling website [www.OurStoriesOurPlaces.org](http://www.OurStoriesOurPlaces.org) is the home of 'Shaped by People', featuring citizens' stories and updates about this work as it develops, and encouraging participation. We will work with people to measure and track our progress towards this shared goal. We are currently working with local organisations to develop and test our measurement framework. This will include an easy-to-use starter pack of tools and materials for flexible and informal group conversations around particular areas and topics. As part of our measurement framework, we have also included baseline questions about active citizenship in the 2021 CLiK Survey. We are now beginning a wider programme of stakeholder engagement to help everyone understand more about Shaped by People and to encourage everyone to take responsibility for helping to achieve it.

## Corporate data and insight development

The Council is developing a Data and Insight Strategy to help the Council to use our data, intelligence and insights to inform future service design and policy development. Progress with delivering aspects of the strategy is underway including the development of a new Data and Insights Function to support delivery of the Strategy.

The 'Current Living in Kirklees' (CLIK) adult population survey is currently live for 6 weeks. The survey is being coordinated by the Council on behalf of a number of Kirklees partner organisations and will provide valuable intelligence on a range of key population indicators and inequalities. Findings will be available in early 2022.

The findings and recommendations from a soft market engagement exercise for a proposed 'Kirklees Learning and Evaluation Project' (KLEP) were presented to the Kirklees Integrated Health and Care Leadership Board (KIHCLB) in September 2021. This project will help the Council to develop and embed a learning culture across all Council services together with key partners. The Board agreed with the proposal to commission an independent consultant to work with a number of partner organisations to undertake an initial 'discovery and engagement' phase. The outputs from this are likely to include (i) a 'toolkit' of existing Kirklees learning and evaluation resources including an assessment of their 'fitness for purpose' based on co-designed criteria which will provide a framework for subsequent phases; (ii) an assessment of our learning culture within and across participating organisations and our 'state of readiness' to develop and embed a learning culture; and (iii) a clear set of recommendations for how to co-design and embed a culture of learning in subsequent phases. This work will be commissioned in January/February 2022.

### 2.2.4 **Recommendation 3 - Implement the 'Collaborate' recommendations around place-based working and harmonise place-based initiatives, using the lessons learned from Community Plus.**

The LGA said they saw a lot of passion among people working in place-based initiatives but there was more for the Council to do in terms of making sure they are fully coordinated and brought together. The Place Based Programme Board continues to meet and since the Peer Challenge, it has reviewed its workstreams and membership and put in place governance and reporting arrangements to ensure the place-based programme is embedded within the Council and connects and aligns with other strategic priorities. The Programme Board continues to be the key mechanism for coordinating and bringing together place-based initiatives as recommended by the LGA.

A working group (subgroup of Overview and Scrutiny Management Committee (OSMC)) was established to determine and review the development of the approach to place-based working in Kirklees and how this approach would become embedded within the organisation and across Council partners. The final report to OSMC made a number of recommendations around key areas of work and ways of working in order to embed place-based working to ensure its effectiveness and to deliver the best outcomes for citizens.

Since the Peer Challenge, the Board has focused on key areas of work including:

- **Place Partnerships** have focused on improving mental health and domestic abuse outcomes since they were established at Annual Council in May 2019. The lead councillors have worked with their ward councillor colleagues and partners to ensure proposals developed are based on local intelligence and data as well as dialogue and engagement. During the pandemic and first national lockdown in March 2020, work was paused and resumed again in June 2020 and councillors were keen to start by taking stock in order to better understand the impact of the pandemic in their wards so they could ensure that any activity developed was able to lead to the best outcomes in their areas. During September



2020 and March 2021, the Place Partnerships collectively invested almost £1M in supporting people's mental health in local places and £400k in tackling domestic abuse.

Place Partnerships are currently focusing on Active Travel as their theme. Intelligence profiles/packs have been developed for each Place Partnership and shared with Lead councillors and ward councillors to start to identify local priorities and plan engagement with partners which will help to inform and shape proposals for investment.

A number of recommendations relating to Place Partnerships were made by the working group to OSMC in relation to budget allocation and theme development, geographies being reflective of what citizens identify with in their area, having a clear definition of place-based working with a well-defined role for councillors and ensuring there is a communications lead for place-based working in order to promote successes. These recommendations are currently being considered and addressed.

- **Development of Ward Partnerships** - The place standard tool is providing opportunities for councillors and partners to work with citizens to identify what is important in their area and take action together. In addition, a number of wards have long-established partnerships and infrastructures that bring councillors, Council, community and voluntary groups, partners and citizens together to look at local issues and find ways of improving them together. These partnerships are councillor-led and are supported to varying degrees by the Democracy and Place-based Working Service and are a real strength from which to build and learn. There are also ward based organisations and community-led groups which are important assets in the context of place-based working.

In order to harness the strengths of these different approaches and partnerships at ward level work is taking place to develop an approach that will create opportunities to join up in order to improve engagement with citizens, improve local influence and decision making, create more capacity, identify resources and opportunities that would not otherwise exist, recognise common goals, develop a shared sense of a purpose and build a stronger and more inclusive sense of place. This will require a nuanced and flexible approach with councillors at the heart.

- **Place Based Community Working (Hub co-ordination model)** - The four Hubs continue to evolve with a steering group that meets monthly to share best practice and develop ways of working that they hold in common. The four hubs meet fortnightly with a range of partners, and once the anchor networks are recruited, they will be incorporated into these meetings. The hubs are currently exploring how they can best utilise insight and intelligence, including Place Standard feedback produced within a hub area, to help identify immediate priorities, meet the wider system needs and also consider how they can make this information more easily accessible so it can be used by local services.
- **Voluntary, Community and Social Enterprise (VCSE) support, infrastructure and strategy** - A small temporary Board has been meeting since May 2021 with a focus on VCS infrastructure and engagement activity, revisiting our strategy and underpinning relationship with the VCS. The Board is taking the lessons from the community response to inform the next iteration of the place-based working operating model. Working with the Mutual Aid Groups and VCS Anchors during the response to the initial pandemic, helped us make deeper connections to the sector and heightened the importance of working across sectors, and in a place-based way. As a result, we re-visited our Voluntary Sector Strategy and created a set of shared values for how we want to work together, in the context of our place-based approach. The 'We are working alongside' approach was co-created with the voluntary sector and health partners, and engagement to develop this approach will continue. Work has continued to develop draft VCSE Investment Strategy for Kirklees. Further engagement activity, led by third sector leaders, has taken place to better understand the current needs of those organisations who run/manage community spaces, and their support needs moving forward. Engagement with smaller grassroots organisations, many of whom are re-opening after a period of closure, is also being planned by the Council's third sector team to better understand the immediate challenges they are facing and their support needs.

All feedback will be used to help inform the VCSE investment strategy and action plan priorities. Briefing meetings have been offered to Group Leaders to ensure members are involved in the strategy development, to seek their input on the approach and the work that has been undertaken, to share what we have learned and explore opportunities to do things differently.

## 2.2.5 **Recommendation 4 - Strengthen the corporate centre to develop its capacity; and invest in the Council's ICT systems.**

The LGA report suggested that this will help to drive change across the Council and Kirklees for the benefit of residents so that the ambition that the Council has can permeate right through the organisation and into local communities. The LGA stated that investment in the Council's ICT systems will improve morale, productivity, performance standards and should make the organisation more efficient and effective. Since the Peer Challenge took place, the corporate centre's capacity has continued to grow and be re-shaped, which has helped to support a strong, strategic approach in our response to the pandemic, and now to help with longer term planning as we recover. Major investments in our ICT systems and wider infrastructure have also been made, including supporting an unprecedented shift in new ways of working during the pandemic which required significant ICT investments and effective technological support for the entire organisation.

### **Development of the corporate centre's capacity**

Over the last two years, the corporate centre's capacity has continued to grow and be re-shaped, for example services such as Transformation, 'Policy, Partnerships and Corporate Planning', Communications, and Intelligence have increased capacity and have been re-shaped to strengthen the development of corporate strategy.

Our People Strategy is currently being revised and puts our workforce firmly at the heart of our organisation. The strategy and associated work programme are helping to strengthen both the corporate centre and services across the wider organisation. This is enabling us to achieve our vision and shared outcomes through a strong focus on great people with the right skills, mind sets and behaviours working well together. The People Strategy Programme has four key workstreams:

- Health and well people
- An inclusive employer of choice,
- Highly skilled, flexible and engaged people, and
- Effective and Compassionate Leadership.

Engagement with employees and People Strategy Board members on the outcomes and measures for the Strategy is complete, and the refreshed strategy will be launched in January 2022. Through the recent Recovery Listening Circles, employees have been consulted on the introduction of a new set of values for the organisation, and new ways of working as we recover from the pandemic. New ways of working and our organisational values will be confirmed in the revised People Strategy in the new year, and work to formally establish new working practices (a more flexible, hybrid model of working from home and in workspaces) is ongoing.

### **Investment in ICT systems**

Having approved a new Technology Strategy in 2020, the Council is progressing with its implementation, keeping the recovery of the Council in focus. Since then, the Council has almost finalised the implementation of a new housing system and has started the implementation of a new adult social care system. The Council is also underway with the procurement of a new housing asset management and repairs system and a new asset management system for operational services. We will also be reviewing the marketplace in readiness for replacing our contact centre system. We've replaced two of our legacy nurse call systems in two of our care

homes as part of a major technology refresh in our adult care settings. We are also working closely with the NHS to look at wider benefits of technology including remote monitoring devices. We will be working in partnership with the NHS to assess the readiness of the CQC registered care providers to adopt IT systems, get reliable internet connections, devices and the skills staff need to move to digitising social care records.

The pandemic has brought to light issues around digital inclusion, and the importance of this for achieving broader inclusion across society. By the end of this financial year we will have directly provided or facilitated the provision of well over 10,000 laptops into schools, and we have turned on the national 'EDUroam' service for University and College students across all Kirklees Council buildings including libraries, leisure centres and care homes, allowing students to access learning provision and support in a much more flexible way. Going forward, the Council is working with partners across Kirklees to get a better understanding of digital inclusion, and to develop a strategic approach to this, following the many interventions during the pandemic so far.

#### 2.2.6 **Recommendation 5 - Prioritise a decision on the long-term future of the ALMO.**

The LGA report stated that if Kirklees Neighbourhood Housing (KNH), our Arms-Length Management Organisation (ALMO) were to be brought back in-house, it would allow the Council to maximise the opportunity to embed place-based working into priority neighbourhoods and provide much needed additional corporate capacity to deliver key Council objectives. Since the Peer Review took place, an extensive engagement exercise with tenants and stakeholders was undertaken to support the Council to make this decision, and on 20 October 2020, Cabinet approved plans to transfer the management and maintenance of the borough's Council housing back to the local authority. This decision has established the foundation for improvements to homes and neighbourhoods for over 22,000 Kirklees residents. The results of this engagement exercise are being used to help inform place-based working into priority neighbourhoods. KNH's responsibilities successfully transferred to the Council at the end of March 2021, and KNH is now a part of the Council called Kirklees Homes and Neighbourhoods. All former KNH staff have been inducted to the organisation whether they remained within the new service or they were integrated into existing council functions, which has helped to increase our corporate capacity across a range of Council corporate services.

#### 2.2.7 **Recommendation 6 - Streamline decision-making and bring greater clarity to the roles and responsibilities of Members and officers, including greater congruence between officer and Member structures.**

The LGA report suggested that this would enable Members to focus on developing policy and officers to implement and deliver it, and that this would strengthen Members' community leadership and Council ambassador roles. The LGA report said that the Council should look to develop a more agile and efficient decision-making system, which could involve reviewing the level of decision-making required and the number of meetings held to reach a decision. Immediately following the Peer Review, work to re-design the councillor role profile was undertaken and completed, and work to support the cultural elements of the decision-making process with officers, and the development of relationships with councillors (e.g., awareness and training of officers) has been ongoing.

At the 2021 Annual General Meeting, a motion was introduced asking the Council to consider the establishment of a Committee System. The outcome of this will have implications for any work to streamline and improve decision making process for the current system. Work is now underway to evaluate what currently works well, and not so well in relation to the current governance model here in Kirklees to inform the decision about whether to make any significant changes to the governance model. This work will also inform decisions about what needs to be changed or improved on in relation to the existing governance model if we do retain current arrangements. Going forward, work to review the councillor / officer protocol is also being planned, building on engagement on councillor standards and conversations with members, which will further help to bring greater clarity to the roles and responsibilities of members and officers.

**2.2.8 Recommendation 7 - Consider reviewing the electoral cycle to bring it in line with councils that have adopted a longer, more stable electoral pattern with the strong leadership model.**

The LGA made this suggestion as it believed it would provide us with greater stability, better continuity, and a platform for more longer-term decision making. Any changes to the electoral cycle would need to be considered as part of a broader boundary review for Kirklees. In July 2021, the Boundary Commission wrote to the Council seeking views about the preferred timing of such a review. Views of Group Leaders were informally sought about the potential timing of a review and as part of that whether there was any appetite to change the electoral cycle. It was established that there was no appetite to make any changes to the electoral cycle. A response to the Boundary Commission was provided on that basis.

**2.2.9 Recommendation 8 - Push for the establishment of a single Clinical Commissioning Group (CCG).**

The LGA made this recommendation as they suggested it would help enable the health and care system to move away from planning based around acute trust footprints and improve strategic planning and commissioning across all of Kirklees to improve health and wellbeing outcomes for residents, as well as supporting a shared clinical and political dialogue for the benefit of residents and patients.

After comprehensive discussion and engagement, NHS Kirklees CCG was formally established on Thursday 1 April 2021. NHS Kirklees CCG now serves a registered population of around 440,000 people and have a membership of 64 General Practitioner (GP) practices and remains committed to maintaining roots in local communities and working closely and in partnership with primary care networks, GP practices, Kirklees Council, health and care providers and other partners.

The 2021 Health and Social Care Bill is currently progressing through Parliament. The Bill makes provisions for establishing new health and social care governance arrangements across the country. In April 2022, a new Integrated Care Board and Integrated Care Partnership will be established for West Yorkshire. In Kirklees, the Health and Wellbeing Board will remain and will continue in its role developing and agreeing a strategy for improving health and wellbeing in Kirklees, working with the newly established West Yorkshire Integrated Care Partnership to develop health and care strategies for Kirklees in the West Yorkshire context. The legislation will also introduce local/place-based committees of the regional Integrated Care Board.

The Kirklees Integrated Care Board Committee will develop an annual plan to deliver the Kirklees Health and Wellbeing and West Yorkshire Integrated Care Partnership strategies and will arrange for the provision of health services in Kirklees. The purpose of these new arrangements is very much aligned to the comments made in the LGA Peer Challenge report at the time – these new arrangements should help local areas to move away from planning based around acute trust footprints and improve strategic planning and commissioning across all of the Kirklees district. Scrutiny will continue to be involved in conversations about the developing arrangements here in Kirklees.

**2.2.10 Recommendation 9 - Risk appetite and delivery planning (this was included from the LGA's wider observations and was not part of the key recommendations)**

The LGA report also referenced a need to consider i) a greater appetite for risk, and ii) the means of improving delivery planning. The Council included these elements in our original Action Plan as additional aspects we wanted to consider at the time alongside the original 8 recommendations.

**Risk appetite**

The LGA report said that we have good financial management arrangements in place, and that the Council considers risks through a Risk Panel of senior officers and the Corporate Governance

and Audit Committee. These panels remain in place and continue to play a valuable oversight role and work to raise awareness as to how risk is managed across the council. There has been further work looking at risk and our approach to it with Internal Audit. The approach to projects and how we manage risks forms part of that. Post-pandemic, recent public interest reports outlining the experiences of other councils will also inform our approach to risk and will be considered as part of this approach.

The LGA did also identify a 'lack of risk appetite' in the Council, which they said could constrain the Council's pace and ambition. The report said that existing governance processes should be strengthened to support a bolder approach to risk and opportunity – and that taking calculated risks will help the Council to move forward with the delivery of its long-term ambitions for the place and people.

Since the Peer Challenge took place, our ongoing investment in the Huddersfield and Dewsbury Blueprints, and our longer-term regeneration ambitions is an important demonstration of our increased appetite for seeking and investing in opportunities which will have longer-term benefits for our places and people. This provides clear evidence of the council's increasing ability to take more calculated risks for the delivery of our longer-term ambitions. Going forward, the Governance Review work referenced in recommendation 6, will also help to support the development of a bolder approach to risk and opportunity by improving the understanding of officer-level delegated decision making, and reviewing the current arrangements for more detailed decision-making on projects.

## **Delivery Planning**

At the time of the LGA Peer Challenge, the Council was delivering a saving programme. The LGA report stated that the savings programme should be backed up with visible delivery plans which are regularly reported to the appropriate performance board and Members. The LGA also said that the Capital Investment Plan and Corporate Strategy should be synergised and that the Medium-Term Financial Plan needs to better reflect the Council's ambition and priorities.

Since the Peer Challenge took place, the Council has more strongly aligned its financial planning processes with our corporate strategy and put in place clearer financial delivery planning mechanisms. The Budget planning process aligns to our outcome-based approach to achieving our ambitions, as set out in the Council Plan. The most recent public budget consultation has also clearly reflected our outcomes-based approach, which should support a clearer picture of public opinions and priorities, aligned to corporate priorities and then subsequently the way in which we prioritise spending.

Efforts to make our broader corporate delivery planning more efficient and effective have also significantly progressed since the Peer Challenge took place. A 'Corporate Planning' function was developed to support key corporate planning tasks such as the development of the Council Plan, and the action plan associated with the Peer Challenge. Since the pandemic, this function has also been heavily involved in recovery planning and is developing a delivery planning mechanism for reporting on progress against the priority actions and deliverables in the most recent version of the Council Plan, which was approved at Council in October 2021.

During the pandemic, the Executive Team continued to receive updates on transformation activities where they were able to progress them alongside the response to the pandemic. More regular reporting on longer term transformational activity to the Executive Team has now resumed, with the Executive Team meeting as the 'Transformation Portfolio Board' once every 8 weeks. The Transformation Portfolio Board is now supported by a newly established, organisation-wide Programme Management Office (PMO) function, which is helping to improve consistency in transformation approaches and the reporting of activity and delivery planning.

Improved corporate delivery planning has an indirect impact on service users and citizens as it supports the Council to carry out its business efficiently and effectively, and provides more opportunities for transparency and accountability, for example through the public budget consultation, and the publication of the Council Plan.

### **3. Implications for the Council**

#### **3.1 Working with People**

Recommendation 2 in the LGA Peer Challenge report covers key activity relating to consultation and citizen engagement, including the Place Standard engagement work.

#### **3.2 Working with Partners**

The programmes of work highlighted in our responses to the recommendations take into consideration the way we work with and engage with partners.

#### **3.3 Place Based Working**

Recommendation 3 in the LGA Peer Challenge report focuses specifically on progress around our commitment to place based working.

#### **3.4 Climate Change and Air Quality**

Assessments of impact upon the climate and the effect on carbon emissions will be considered as part of each individual proposal / activity, through their own decision-making processes.

#### **3.5 Improving outcomes for children**

Although work to improve outcomes for children is not specifically referenced in the recommendations, the related improvement activity will support the organisation to carry out their work in relation to improving outcomes for children.

#### **3.6 Other (eg Legal/Financial or Human Resources)**

The Service Director, Legal, Governance and Commissioning, the Service Director, Finance have been involved in the development of this report where relevant.

### **4. Consultees and their opinions**

Service Directors and Heads of Service responsible for delivering the actions arising from the peer challenge were consulted in the development of this paper.

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

Timelines and processes for reporting against the 2021/23 Council Plan are currently being developed as a key next step by Cabinet.

### **6. Officer recommendations and reasons**

- Officers propose that future reporting against the 2019 LGA Peer Challenge is covered as part of reporting against the 2021/23 Council Plan, with an annual progress report on the LGA Peer Challenge provided to Overview and Scrutiny Management Committee for information purposes.
- Scrutiny is asked to agree which specific elements of Council activity /work programmes related to the LGA recommendations (as highlighted in this paper) should be in view of the broader scrutiny programme of work going forward.

**7. Cabinet Portfolio Holder's recommendations**

- The Cabinet Portfolio Holder recommends that future reporting against the 2019 LGA peer challenge be covered as part of reporting against the 2021/23 Council Plan, with an annual progress report on the LGA Peer Challenge provided to Overview and Scrutiny Management Committee for information purposes.

**8. Contact officer**

Michelle Hope, Programme Manager, Policy, Partnerships and Corporate Planning  
[michelle.hope@kirklees.gov.uk](mailto:michelle.hope@kirklees.gov.uk)

**9. Background Papers and History of Decisions**

OSMC: 4 November 2019

<https://democracy.kirklees.gov.uk/documents/s32177/Peer%20Challenge.pdf>

Cabinet: 12 November 2019

<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=139&MId=6243&Ver=4>

Council: 15 January 2020

<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=138&MId=6029&Ver=4>

**10. Service Director responsible**

Andy Simcox, Service Director for Strategy and Innovation

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**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2021/22**

**MEMBERS: Councillors; Elizabeth Smaje (Chair), Andrew Cooper, Andrew Marchington, Harpreet Uppal and Habiban Zaman**

**SUPPORT: Sheila Dykes, Principal Governance and Democratic Engagement Officer**

<b>FULL PANEL DISCUSSION</b>		
<b>THEME / ISSUE</b>	<b>APPROACH / AREAS OF FOCUS</b>	<b>OUTCOMES / ACTIONS</b>
<b>1. Leader's Priorities 2021/22</b>	The Leader will attend to set out his portfolio priorities for 2021/22	<u>OSMC – 3<sup>rd</sup> August 2021</u> Councillor Pandor was thanked for attending the meeting to discuss his portfolio priorities and it was agreed that he be invited to a future meeting of the Committee to update Members on progress.
<b>2. West Yorkshire Combined Authority</b>	Links with the West Yorkshire Mayor and Combined Authority and relationship with Kirklees	Informal meeting held with Chair of Scrutiny and WYCA Scrutiny Committee Members, October 2021
<b>3. Inclusion</b>	Monitor work in relation to inclusion; including: <ul style="list-style-type: none"> <li>- Inclusion and Diversity Strategy</li> <li>- Inclusion Commission</li> </ul>	<u>OSMC – 15<sup>th</sup> June 2021</u> The Committee recommended that the following points be considered: <ol style="list-style-type: none"> <li>1. Representation.</li> <li>2. The importance of independent voices and the engagement of expert knowledge and experience.</li> <li>3. The importance of hearing the voice and experience of children and young people.</li> <li>4. Influence and control.</li> </ol> and requested a further update report later in 2021 to include: <ol style="list-style-type: none"> <li>1. more detail in relation to the process for engagement; how this will work and encompass the whole of Kirklees.</li> <li>2. the life course strand of work.</li> </ol>

<p><b>4. Inclusive Communities Framework</b></p>	<p>Early input to, and scrutiny of, the development of an Inclusive Communities Framework.</p> <p>The approach aims to build on the experiences of the pandemic and reflect the shift in thinking from cohesion to a broader inclusion agenda.</p>	<p><u>Scheduled for Spring 2022</u></p> <p><u>OSMC – 15<sup>th</sup> June 2021</u> Further reports to be submitted as the work progresses.</p>
<p><b>5. Our Council Plan</b></p>	<p>Pre-decision scrutiny in respect of the development of the latest version of the Council Plan.</p> <p>(Plan last approved by Council 20<sup>th</sup> October 2020)</p>	<p><u>OSMC – 3<sup>rd</sup> August 2021</u> Officers were asked to take account of the points made by Members of the Committee in working on the refresh of ‘Our Council Plan’ and it was requested that further information in respect of how the citizen’s outcome will be measured be provided, once the work had been further developed. It was noted that the draft would be submitted to the Corporate Scrutiny Panel for consideration, prior to submission to Cabinet/Council for formal adoption. <i>(Informal Corporate Scrutiny Panel – 27/9/21; Cabinet – 12/10/21; Council – 13/10/21)</i></p>
<p><b>6. Climate Commission</b></p>	<p>Monitor the development and establishment of the Climate Commission.</p> <p>The establishment of the Commission was agreed in November 2019, as one of a package of projects, further to the declaration of a climate emergency by the Council in January 2019.</p> <p>To include scrutiny of:</p> <ul style="list-style-type: none"> <li>• The Council’s ‘road map’ to achieving district-wide ‘net zero’ carbon emissions target by 2038.</li> <li>• Annual internal emissions reporting.</li> </ul>	<p><u>OSMC - 28<sup>th</sup> September 2021 (Minute 29)</u> Chair to be updated re road map and AQAS report 2021; to facilitate further consideration as appropriate.</p> <p><u>OSMC - 3<sup>rd</sup> December 2020 (Minute 107)</u> The Committee recommended that the following points be considered and used to inform the development of the Climate Change Commission:</p> <ol style="list-style-type: none"> <li>1. The need for the Commission to be progressed as soon as possible.</li> <li>2. The adoption of a wider global perspective of action on climate change.</li> <li>3. The benefits of working with the Local Government Association.</li> <li>4. Recognition of the need to consider carbon capture/offset.</li> </ol>

		<ol style="list-style-type: none"> <li>5. The need for the Commission to be aware of, and take account of, the timescales associated with Council budget setting.</li> <li>6. The need for consideration of how the recommendations made by the Commission will feed into Council decision making and how they will be monitored.</li> <li>7. The importance of developing mechanisms to provide: effective feedback to the community/stakeholders on outcomes to ensure transparency and wider buy-in; and robust engagement particularly with young people and the voluntary sector.</li> <li>8. The potential for the use of Passivhaus standards, particularly for Council owned sites/projects.</li> <li>9. The potential for the development of a district heating system.</li> </ol> <p>and requested the submission of further progress reports on a regular basis, to include the proposed approach to achieving the 2038 net zero target</p>
<p><b>7. Peer Review</b></p>	<p>Monitor implementation of the recommendations of the LGA Peer Challenge undertaken in July 2019.</p> <p>Action Plan approved by Council January 2020</p>	<p><u>21<sup>st</sup> December 2021</u></p>
<p><b>8. Kirklees Communities Partnership Plan (Crime and Disorder)</b></p>	<p>Annual scrutiny of the Kirklees Communities Partnership Plan in accordance with statutory requirement under Section 19 of the Police and Justice Act 2006.</p> <p>Community Safety Partnerships have a duty to develop a strategic plan to address multi-agency issues affecting quality of life for residents including crime and anti-social behaviour.</p>	<p><u>9<sup>th</sup> November 2021</u></p> <p>Officers were asked to taken account of all the points made by the Committee, in the development of the Communities Partnership Plan 2022-25, including:</p> <ul style="list-style-type: none"> <li>- The importance of early intervention and prevention.</li> <li>- The visibility of partnership working and early intervention and prevention at ward level.</li> <li>- The need for improvements in the mechanisms to facilitate the involvement of Ward Councillors, to keep them informed and to engage them in respect of setting local priorities.</li> </ul>

		<p>- Improvement in tension monitoring documents and involvement of and feedback to Ward Councillors in respect of incidents of serious violence.</p> <p>In addition, it was requested that the results of the ‘Your Views’ survey be circulated to Elected Members and that the following further detail be provided to Committee Members:</p> <ul style="list-style-type: none"> <li>(i) Domestic abuse figures</li> <li>(ii) Underlying detail in respect of mortality related to alcohol and drugs</li> </ul> <p><u>29<sup>th</sup> October 2020 (Minute 96)</u></p> <p>The Committee put forward the following comments:</p> <ol style="list-style-type: none"> <li>1. The level of co-operative working could be more clearly reflected in the Plan.</li> <li>2. Delays in providing feedback on reported anti-social behaviour could be frustrating for residents; it was important that they were assured that their efforts in reporting were worthwhile.</li> <li>3. The action plans which sat beneath the strategic plan, which set out specific targets, delivery mechanisms, timescales and outcomes should be referenced within the plan.</li> <li>4. There was a need to improve the visibility of the work of the Partnership, the Communities Board and the underlying sub-groups and action plans.</li> </ol> <p><u>3<sup>rd</sup> December 2020 (Min 100)</u></p> <p>Update provided</p>
<p><b>9. Corporate Safeguarding Policy</b></p>	<p>Pre-decision scrutiny in respect of the refresh of the Corporate Safeguarding Policy.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• The work undertaken since inception of the policy (October 2019).</li> <li>• Proposals for the refresh.</li> </ul>	<p><a href="#">Scheduled for 3<sup>rd</sup> February 2022</a></p>

	<ul style="list-style-type: none"> <li>• Engagement with partners.</li> <li>• Legal requirements.</li> <li>• Governance arrangements/scrutiny.</li> </ul>	
<p><b>10. Local Flood Risk Management</b></p>	<p>Annual Review of the Council’s Flood Risk Management Plan including:</p> <ul style="list-style-type: none"> <li>• Progress against the Action Plan.</li> <li>• Revision of local strategy to ensure consistency with National Strategy (August 2020)</li> </ul>	<p>Scheduled for 15<sup>th</sup> March 2022</p> <p><u>18<sup>th</sup> March 2021 (Minute 125)</u>  Officers were asked to give consideration to:</p> <ul style="list-style-type: none"> <li>• The provision of an easily accessible supply of sandbags in particular localities, to reduce any delay in deployment to areas of need.</li> <li>• Improvements in preventative work.</li> <li>• Reviewing the Action Plan to assess if any improvements can be made to existing targets/timelines.</li> <li>• The development of an engagement strategy in relation to the review of the local flood risk strategy.</li> <li>• Ensuring that the local flood risk management strategy aligns with and links in with other Council strategy and planning documents.</li> </ul> <p><u>15<sup>th</sup> April 2021 (Min 130)</u>  Update provided in relation to gully clearing.</p>
<p><b>11. Heritage, Culture and Tourism Strategies</b></p>	<p>Pre-decision scrutiny in respect of the development of the Heritage, Culture and Tourism Strategies</p>	<p><u>11<sup>th</sup> February 2021 (Minute 116)</u>  The Committee requested that:  The draft documents for each strategy be submitted to the Committee for further consideration, in due course.  the Head of Culture and Tourism be asked to respond to, and engage with, the groups that made submissions to the Committee.  the points and suggestions raised by the Committee be given consideration and that they be used to inform the development of the Culture, Heritage and Tourism Strategies.</p> <p><u>18<sup>th</sup> March 2021 (Min 120)</u>  Update provided in respect of response to the groups who had made submissions.</p>

<b>12. Ad Hoc Scrutiny Panel – Residential Housing Stock, Health and Safety Compliance</b>	<p>Establishment of Ad Hoc Panel to consider the Council’s policies, procedures and arrangements for managing the health and safety of its tenants and its residential property portfolio, with a particular focus on high rise and multiple occupancy blocks.</p> <p>The Panel will produce a Final Report including its recommendations upon completion of its work.</p>	<p><u>18<sup>th</sup> March 2021 (Minute 127)</u> ToR and membership agreed <u>15<sup>th</sup> June 2021 (Minute 12)</u> Re-established for 2021/22</p>
<b>13. Overview of Scrutiny Work Programmes</b>	<p>Maintain an overview of the Work Programmes of the four Panels: Children’s / Corporate / Economy and Neighbourhoods &amp; Health and Adult Social Care</p>	<p><u>3<sup>rd</sup> August 2021</u> Work Programmes agreed.</p>
<b>14. Armed Forces Covenant</b>	<p>Monitor the Council’s work in relation to the Armed Forces Covenant including the potential impact of new legislation (anticipated to come into force in 2022)</p>	<p><u>Scheduled for 21<sup>st</sup> December 2021</u></p>
<b>15. Voluntary and Community Sector – Shared Values and Ways of Working</b>	<p>Input to the development of a shared values approach with the Voluntary and Community Sector</p>	<p><u>9<sup>th</sup> November 2021</u> Officers were asked to take account of the points raised by the Committee, in the development of the Kirklees Voluntary, Community and Social Enterprise (VCSE) Investment Strategy, including:</p> <ul style="list-style-type: none"> <li>• Reach across communities.</li> <li>• Better understanding of communities and covering all demographics.</li> <li>• Communication and engagement with Ward Councillors.</li> <li>• Understanding about funding and how people can find out what available</li> <li>• Sustainability of the Strategy and actions.</li> </ul>

LEAD MEMBER BRIEFING ISSUES		
THEME/ISSUE	APPROACH / AREAS OF FOCUS	LEAD OFFICER/NOTES
<b>1. Social Inclusion/Loneliness</b>	Develop scope for scrutiny work in relation to social isolation and loneliness, with specific reference to the impacts of the Covid-19 pandemic	Briefings: 26 <sup>th</sup> July + 4 <sup>th</sup> November 2021
<b>2. Inclusion</b>	Update on approach to inclusion	Briefing: 25 <sup>th</sup> October 2021
<b>3. Democracy Commission</b>	Update on work related to the Democracy Commission	Briefing: 7 <sup>th</sup> June 2021
<b>4. Future Arrangements for the Council's Housing Stock</b>	Monitor implementation of recommendations made by the Ad Hoc Scrutiny Panel in its Final Report (Cabinet 21 May 2020) <i>(Note: The separate Ad Hoc Panel in respect of health and safety compliance is to monitor progress in relation to the recommendation that an Assurance Board be established focussing on housing compliance.)</i>	Briefings: 10 <sup>th</sup> December 2020 + 5 <sup>th</sup> February 2021
<b>5. Risk</b>		Briefings held approximately every 6 to 8 weeks with the Council's Head of Risk
<b>6. Performance Reporting</b>		Briefing: 13 <sup>th</sup> September 2021
<b>7. Place Based Working</b>	Completion of Action Plan requested	OSMC 15 <sup>th</sup> April 2021
<b>8. Planning Service</b>		Briefings: 11 <sup>th</sup> August and 23 <sup>rd</sup> November 2021
<b>9. Grant Funding Distribution to Anchor Organisations</b>	Update on contract	Briefing: 12 <sup>th</sup> October 2021 Provisional – Work Programme for 2022-23 (September)
<b>10. WYCA Scrutiny Function</b>	Meeting with Kirklees Members of WYMCA Scrutiny Committees	14 <sup>th</sup> October 2021

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