

# Public Document Pack



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

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Friday 5 August 2022

## Notice of Meeting

Dear Member

### Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **11.00 am** on **Monday 15 August 2022**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

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

A handwritten signature in black ink, appearing to read "Julie Muscroft", on a light-colored background.

**Julie Muscroft**

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

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

## **The Corporate Scrutiny Panel members are:-**

### **Member**

Councillor John Taylor (Chair)

Councillor Steve Hall

Councillor Tyler Hawkins

Councillor Harry McCarthy

Councillor Andrew Cooper

Councillor John Lawson

Garry Kitchin (Co-Optee)

Kristina Parkes (Co-Optee)

James Ryan (Co-Optee)

# Agenda

## Reports or Explanatory Notes Attached

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### Pages

**1: Membership of the Committee**

This is where Councillors who are attending as substitutes will say for whom they are attending.

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**2: Minutes of the Previous Meeting**

1 - 6

To approve the minutes of the meeting of the Panel held on 5 July 2022.

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**3: Interests**

7 - 8

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

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**4: Admission of the Public**

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

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**5: Deputations/Petitions**

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

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

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**6: Public Question Time**

The meeting will hear any questions from the general public.

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**7: Cabinet Member update on priorities from the Council Plan**

Cabinet member for Corporate Services will provide an update on progress on his agreed actions in the Corporate Plan.

**Contact:** Cllr Paul Davies, Cabinet Member for Corporate Services

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**8: Social Value Policy**

9 - 24

This report presents the draft Social Value Policy for comment by the Corporate Scrutiny Panel.

**Contact:** Chris Duffill, Head of Business, Economy and Growth and Jonathan Nunn, Policy and Partnerships Manager

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**9: Recruitment and Retention**

25 - 48

The Panel will receive a presentation on the current recruitment and retention challenges.

**Contact:** Michelle Moss, HR Manager, Workforce Strategy

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**10: Access Strategy Update**

49 - 54

This report provides an update on the Access Strategy developments and an update on recent performance.

**Contact:** Dave Thompson, Head of Access Strategy & Delivery & Jill Greenfield, Service Director Customer and Communities

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## **11: Future Priorities and Work Programme**

55 - 68

The Panel will consider:

- 1) The Forward Plan of Key Decision (Corporate Services)
- 2) The Panel Work Programme

**Contact:** Jenny Bryce-Chan, Principal Governance Officer

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Contact Officer: Jenny Bryce-Chan

## KIRKLEES COUNCIL

### CORPORATE SCRUTINY PANEL

**Tuesday 5th July 2022**

Present: Councillor John Taylor (Chair)  
Councillor Tyler Hawkins  
Councillor Harry McCarthy  
Councillor John Lawson

Co-optees Garry Kitchin  
Kristina Parkes  
James Ryan

In attendance: Cllr Paul Davies, Cabinet Member Corporate  
Rachel Spencer-Henshall, Strategic Director, Corporate  
Strategy, Commissioning and Public Health  
Eamonn Croston, Service Director Finance  
Sarah Brown, Acting Head of Welfare and Exchequer

Apologies: Councillor Steve Hall

**1 Membership of the Committee**

Apologies were received from Cllr Steve Hall.

**2 Minutes of the Previous Meeting**

That the minutes of the meeting held on the 21<sup>st</sup> March 2022 be noted.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

All agenda items were considered in public session.

**5 Deputations/Petitions**

No deputations or petitions were received.

**6 Public Question Time**

No public questions were asked.

**7 The role of scrutiny and the Corporate functions of the council**

Rachel Spencer-Henshall, Strategic Director Corporate Strategy, Commissioning and Public Health attended the meeting to provide information on the areas of responsibilities that falls within the Strategic Directorate for Corporate Services and the areas of responsibility within the remit of the Corporate Portfolio holder. Ms

## Corporate Scrutiny Panel - 5 July 2022

Spencer-Henshall explained that presenting this information should assist the Panel when it comes to deciding on its work programme priorities for 2022/23.

In summary, the Panel was informed that the remit of the Corporate Scrutiny Panel is to 'scrutinise all matters in relation to Cabinet decisions, service provision (in particular those services that the relevant Cabinet Member is responsible for), relating to any matters relevant to the issues of corporate services, including Finance and other Support Services and activities in respect of any partner bodies within the portfolio'.

The Panel was provided with a breakdown of the areas covered by the Portfolio holder and advised that some of the Corporate Portfolio holder's areas of responsibilities sits within another Strategic Directorate as follows:

- Financial Management and Risk (Corporate)
- Performance and Intelligence (Corporate)
- IT (Corporate)
- Human Resources (Corporate)
- Industrial Relations (Corporate)
- Cost of living (Corporate)
- Communications (Corporate)
- Transformation (Corporate)
- Health and Safety (Corporate)
- Property/ Corporate Landlord (Growth & Regeneration)
- Civil contingencies (Growth & Regeneration)
- Access to Services (Adults & Health)
- Libraries (Adults & Health)

Ms Spencer-Henshall informed that Panel that Corporate Services includes, Governance, Commissioning, Procurement, Finance, Strategy and Innovation and People Services and, in addition, there are array of services that sits under these areas including Welfare and Exchequer which supports the public through finance.

The Panel was informed that in developing its work programme, this should be based on what has been looked at over the previous years and then having a conversation to identify issues that the Panel would want to scrutinise over the next 12 months, giving consideration to any key decisions within this portfolio and, the areas of the Corporate Plan which relate to this Panel.

Ms Spencer-Henshall informed the Panel that following a conversation with the Lead Member, and based on his steer, she had pulled together a draft work programme and this, in addition to the portfolio holder's priorities, should help guide the Panel's discussion when it comes to developing its work programme.

In response to the information presented, the Panel commented that the scope of this Panel shows that there will be areas to scrutinised that will not only be important to the council but also to the local community.



**RESOLVED**

That Rachel Spencer-Henshall be thanked for providing information on the areas of responsibilities that falls within the Strategic Directorate for Corporate Services.

**8 Finance Update**

Eamonn Croston, Service Director for Finance and Sarah Brown, Acting Head of Welfare and Exchequer attended the meeting to provide an update on the current financial issues impacting on the Council. Also in attendance at the meeting was Cllr Paul Davies, Cabinet Member for Corporate Services.

In summary, the Panel was informed that the finance report being presented, aims to set out the high level international, national, and local context impacting on the Council, particularly in relation to the unprecedented cost of living crisis.

Acknowledging that there are a number of new members on Corporate Scrutiny Panel, Mr Croston explained that throughout the year a number of finance reports are brought before the Panel and suggested that particularly for the new members, it might be beneficial to do a refresher on how Council finance works at a future meeting.

The Panel was informed that the appended report outlines the international and national factors in terms economic, societal, and cost-of-living impacts that are being felt globally, nationally, regionally, and locally. The approved budget plans were signed off at Budget Council on the 16<sup>th</sup> of February 2022, and eight days later, the Russian invasion of Ukraine on the 24<sup>th</sup> of February changed the context for many of the issues that are arising now.

Mr Croston explained that Panel members will be aware of some of the key headlines and the many and varied challenges that governments nationally and internationally are having to deal with. Included in the report, is an acknowledgement of the cost-of-living impact featuring heavily on residents, businesses, and communities and some of the measures that Kirklees Council and other Council's are putting in place targeted at helping the most vulnerable.

Support measures include:

- Local Welfare Provision annual revenue budget provision £1.1m
- Discretionary Housing payment support annual fund £500k
- Council Tax Reduction (CTR) main scheme; up to 80% annual means tested support for approximately 34,000 eligible households, worth £33m
- Holiday activities annual revenue budget children £250k
- Government business rates inflationary 'freeze' for all business for 2022/23 worth approximately £7m

The following were also part of the Chancellor's spring budget announcement:

- Additional Household Support Funding (£500m across UK)
- Government £150 energy rebate to 164,00 eligible households (Band A to D) estimated value £25m

## Corporate Scrutiny Panel - 5 July 2022

And further government support measures include:

- £650 for each household in receipt of welfare benefit
- £300 for each pensioner eligible for winter fuel payment
- £150 to those receiving non-means tested disability benefits
- £400 for every individual domestic electricity account

The Panel was informed that a number of key assumptions were incorporated into the budget plans for 2022/23 spend and funding future years are likely to be impacted on by current volatile global and national economic conditions. The reports sets out some of the inflationary economic impacts on the assumptions used by the Council, in terms of what had previously been set aside to support salary uplifts, fuel inflationary pressures and energy costs. There are also a range of service demand impacts to consider and the increasing demands on Councils, partner organisations and other support agencies.

In addition, the Bank of England is incrementally increasing interest rates. It will therefore be important to consider the consequential impact this might have on the council's current and future borrowing cost assumptions as there is an ambitious regeneration agenda within the multi-year capital plans; a substantial portion of which is currently funded by borrowing.

There are also a significant number of other sources of funding from central government and through West Yorkshire Mayoral Combined Authority, and those funding pots are also under pressure because of the inflationary impact on global supply chains, such as materials.

In response to the information presented the Panel made a number of comments and asked questions as follows:

- With the current financial situation does it seem like the council will be running a budget deficit and will there be problems in the future that needs to be addressed immediately?
- It is understood that borrowing has an impact on the Council's revenue when it comes to servicing debt and presumably there is a tolerable figure which is subjective. What is that figure now and how is debt being serviced; and at what point does it become uncomfortable and unsustainable?
- The Council is facing a personnel problem trying to get new people to fill some of the roles where there have been longstanding vacancies, is there a line between being fiscally prudent in the money allocated for paying staff, while being competitive in the market with the money the private sector is offering?
- The £150 the government released to alleviate the cost-of-living crisis 1) how much is still to be paid 2) how is the digital divide being overcome for the people who are not on direct debit 3) how much does it cost to administer this scheme and has there been any help from central government with administrative costs?
- The approaching school holidays will be a tough time for parents who are struggling. What surveillance measures are being put in place for people who are in distress to be offered assistance before their circumstances become much worse?

## Corporate Scrutiny Panel - 5 July 2022

Sarah Brown explained that to date approximately 120,000 households had received their £150 government energy rebate and plans are in place to target a further 40,000 households as it needs to be completed by September 2022. Ms Brown further explained that a part of the monies allocated from central government was to help with the administrative burden.

Cllr Taylor asked Ms Brown to pass on sincere thanks to the team for their hard work and acknowledged that it was this team of staff who also during the pandemic worked tirelessly to give out the various grants.

The Panel commented that in terms of how the information was presented in the report, it would have been helpful to see clear information on what the Council has done and what it is doing in direct response to support people with the cost-of-living crisis.

Cllr Davies made reference to some of the support measure in place including the 'Bread and Butter' Scheme which gives people the opportunity to pay a small amount of money approximately £7.50 to receive full bags of shopping. Two pilots of these scheme has been run, one in Chickenley and the other in Dalton and they has gone well. Work is being undertaken to look at how to increase the capacity of the scheme with the aim of it becoming sustainable and self-funding.

### **RESOLVED**

That Eamonn Croston, Sarah Brown and Cllr Paul Davies be thanked for providing an update on the current financial issues impacting on the Council.

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<b>KIRKLEES COUNCIL</b>					
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>					
<b>DECLARATION OF INTERESTS</b>					
Corporate Scrutiny Panel					
<b>Name of Councillor</b>					
<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:** Corporate Scrutiny  
**Date:** 15/08/2022  
**Title of report:** Social Value Policy

## Purpose of report

This report presents the draft Social Value Policy for comment by the panel.

<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>	N/A
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a></b>	N/A
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	N/A
<b>Date signed off by <u>Director</u> &amp; name</b>	<b>Andy Simcox, Service Director for Strategy and Innovation</b>
<b>Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?</b>	No
<b>Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?</b>	No
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Davies, Corporate Portfolio Holder</b>

**Electoral wards affected:** All  
**Ward councillors consulted:** None  
**Public or private:** Public  
**Has GDPR been considered?** N/A

## 1. Summary

- 1.1 Kirklees Council adopted a Social Value Policy in 2013 as the Social Value Act 2012 came into force. This was supported by Social Value Guidance.
- 1.2 The new Social Value Policy seeks to update the 2013 policy and identifies a range of opportunities for the delivery of social value through the Council's work beyond the sphere of procurement.
- 1.3 The Social Value Policy and Procurement Strategy are very closely related pieces of work. Together they support a key Corporate Portfolio objective to drive holistic benefits for our residents and communities through the Council's work.

1.4 The Procurement Strategy will be brought to Corporate Scrutiny separately as it will progress to Cabinet separately to increase separation between the issues of social value and procurement.

## **2. Content of the Social Value Policy**

2.1 The Social Value Policy sets an ambitious position taking the Council well beyond the procurement focused Social Value Act.

2.2 Having been unable to identify a satisfactory definition of social value, officers have created a Kirklees definition describing social value as:

*"...the broad set of economic, social and environmental benefits that may be delivered in addition to the original goods or service being provided. They may include jobs and training, support of local businesses and community organisations, and to our environment. These benefits may be delivered through procurement, our employment practices, our grants and investments or other processes."*

2.3 The policy considers how SV can be delivered through seven areas:

- Our employment practices;
- Commissioning;
- Procurement;
- Planning and development;
- Grants to businesses and VCS organisations
- Asset transfers; and
- Non-treasury investments.

2.4 It is also important to note that SV is a key lever in delivery of our inclusive economy and net zero ambitions. Officers have been working closely with Third Sector Leaders to increase VCSE capacity to engage with and benefit from social value approaches in line with the VCSE Investment Strategy.

2.5 Central to this is shifting the emphasis away from procurement so that social value benefits are considered in much earlier stages of commissioning.

2.6 Updated guidance will be developed with the directorate leads.



### **3. Capacity to Deliver Social Value**

- 3.1 Engagement with services has consistently demonstrated the need for both training of officers to understand social value and how it may be achieved but also the need to create specific capacity. This need is reinforced by another clear message throughout SLT discussions and wider service engagement that there cannot be a 'one size fits all' approach to social value meaning that greater consideration is needed to how SV can be achieved in different service areas and even different projects.
- 3.2 It is proposed initially to identify SV leads within directorates who will be first to receive training in social value and be closely involved in the refresh of the Council's Social Value Guidance. This process will also be used to assess whether there is a business case for creating dedicated SV capacity through recruitment either within directorates, centrally or both.

### **4. Performance Reporting and Measuring Impact**

- 4.1 It was identified within SLT discussions that there is insufficient visibility of social value commitments and the extent to which these are realised. It is understood that increased visibility would play a role in strengthening consideration of SV within commissioning and contract management processes. The SV leads identified in section 4 will also play a key role in supporting contract management activity and ensuring SV is monitored and reported effectively. While this is currently only relevant within a procurement setting it may be possible to extend consideration of social value across the other areas identified within the policy for achievement of SV.
- 4.2 It is therefore proposed to incorporate SV KPIs into the Corporate Reporting Framework.

### **5. Implications for the Council**

#### **5.1 Working with People**

Understanding of the needs of Kirklees residents is built up on an ongoing basis by the Council and partners through a range of engagement processes. Social value priorities will be reviewed periodically to ensure these remain in alignment and opportunities will be sought to engage residents on priorities particularly in the case of major place-based projects as described below.

#### **5.2 Working with Partners**

The Social Value Policy is focused on how the Council will operate to maximise social value achievement, it describes how we will work with VCS partners to benefit from SV but also how the Council can promote SV approaches to other anchor organisations and equip them to adopt similar methods.

#### **5.3 Place Based Working**

The Social Value Policy describes how major commissioning projects that are place-focused (e.g. Cultural Heart) will take into account both the particular needs and opportunities presented by their context.

#### 5.4 Improving outcomes for children

Various aspects of social value impact on outcomes for children including adding value to the communities in which they live and the wider environment. Most directly social value can support school visits by industry representatives, work experience and other careers related opportunities.

#### 5.5 Climate Change and Air Quality

Environment is one of the facets of social value. Strengthening our SV approaches is expected to have positive impacts both directly in our service delivery and through our supply chain.

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

While we anticipate increased value for money through strengthening the quality of our procurement, social value is about taking a holistic view of the value delivered by our commissioning and working practices. As such it is anticipated that adopting social value approaches increases direct cost but also value for money by creating positive impacts across a broader range of measures than might otherwise be considered.

The need for social value training will require funding. The cost of this is to be established.

Any future recommendation to create dedicated social value capacity would have an associated direct cost.

### 6. **Consultees and their opinions**

#### 6.1 The policy has been informed by:

- Discussions with the Corporate Portfolio Holder;
- Extensive discussions with the Head of Procurement;
- Early discussions at Corporate, and Growth and Regeneration SLTs;
- Extensive discussions with Helen Orlic, author of the VCSE Investment Strategy;
- Discussions with a range of commissioners across Council services; and,
- Discussion at ET on 14 June.

#### 6.2 The draft policy has been discussed at all SLTs to ensure support across the board given its broad ranging impacts. These conversations were positive and issues identified have been reflected in the attached version of the document. In particular these relate to:

- Social value capacity within the organisation and each directorate;
- The need for training in social value in all areas; and,
- The need for improved reporting to provide visibility of the impacts of procurement and social value.

6.3 Discussions at ET focused on the need to ensure sufficient capacity within directorates to engage with social value approaches and the need to ensure commitments on planning requirements were aligned with what was possible through current planning policy.

## **7. Next steps and timelines**

The next steps for this policy are:

- Presentation at Corporate Scrutiny on 15 August;
- Agreement at Cabinet on 20 September;
- Identify directorate social value leads (September);
- Deliver social value training/action learning programme (Q3); and,
- Complete development of social value guidance (Q4).

## **8. Officer recommendations and reasons**

8.1 For Corporate Scrutiny Panel to note and discuss the contents of this report.

## **9. Cabinet portfolio holder's recommendations**

9.1 As above.

## **10. Contact officer**

Chris Duffill, Head of Business, Economy and Growth  
[chris.duffill@kirklees.gov.uk](mailto:chris.duffill@kirklees.gov.uk) 01484 221000 ext 72354

Jonathan Nunn, Policy and Partnerships Manager  
[jonathan.nunn@kirklees.gov.uk](mailto:jonathan.nunn@kirklees.gov.uk) 01484 221000 ext 76528

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

Not applicable.

## **12. Service Director responsible**

Andy Simcox, Service Director for Strategy and Innovation  
[andy.simcox@kirklees.gov.uk](mailto:andy.simcox@kirklees.gov.uk)

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**KIRKLEES COUNCIL**  
**SOCIAL VALUE POLICY 2022**  
VERSION 2.5



## Purpose

This policy sets out how Kirklees Council will harness its purchasing power, investment decisions and role as a major employer to maximise the economic, social and environmental benefits to our residents, communities and businesses. This is known as **social value**.

Maximising social value goes through every area of work whether commissioning, procuring or delivering services or playing a supporting role.

While this policy is primarily about how we as a Council operate, we will work alongside our partners to encourage others to embed social value in their operations, and to ensure our residents, voluntary and community sector partners and businesses are able to access the benefits.

## What is social value?

Social value is the broad set of economic, social and environmental benefits that may be delivered in addition to the original goods or service being provided. They may include jobs and training, support of local businesses and community organisations, and to our environment. These benefits may be delivered through procurement, our employment practices, our grants and investments or other processes.

## Local and National Policy Context

The legislative basis for social value in the UK is provided by the Public Services (Social Value) Act 2012<sup>1</sup>. The 2012 Act introduced the requirement for public bodies to consider the social value that could be achieved through procurement decisions in a proportionate manner. There is therefore a very close relationship between this policy and our Procurement Strategy. It is also anticipated that social value will play a central part in the new National Procurement Strategy when this is published in 2023. We will review the policy to take this into account.

Social value is a key tool in supporting our People, Partners, Place approach and wish to extend its application well beyond the legislative requirements of the 2012 Act. As such we consider social value to be of relevance in all of our work and will be embedded in and play a key role in the delivery of our key partnership strategies:

- Inclusive Communities Framework;
- Inclusive Economy Strategy;
- Environment Strategy; and,
- Joint Health and Wellbeing Strategy.

Social value is one of our principal tools in ensuring that tackling the climate emergency underpin every aspect of our work. We also know that the COVID-19 pandemic has further exposed health and other inequalities with a disproportionate impact on many already disadvantaged communities, including young people and Black, Asian and Ethnic Minority

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<sup>1</sup> <https://www.legislation.gov.uk/ukpga/2012/3/enacted>

residents. In this context, social value has a vital role to play as we recover from the pandemic and work to make Kirklees resilient.

## Our Approach to Social Value

Our policy seeks to apply social value as widely as possible to maximise the impact of the Council in shaping our places; the context in which our communities come together; and the way our businesses operate. In this way social value will impact on:

- **Residents:** ensuring the creation of local jobs, the provision of training and raising the aspirations of young people as well as creating routes into employment and training for a range of disadvantaged groups. It also means ensuring our investments create good jobs that pay a fair wage, and that support workers' physical and mental wellbeing, and that inequalities within our workforce are reduced.
- **Communities:** strengthening local community organisations through volunteering, financial and in-kind donations and mentoring. Building community spirit and collaboration to reduce poverty and social isolation.
- **Businesses:** increasing opportunities for Kirklees businesses, within our supply chains – including voluntary sector organisations and social enterprises – and promoting positive business practices.
- **Environment:** improving the quality of our environment – our air quality, biodiversity and reducing our reliance on natural resources – and supporting our goal of reaching net zero by 2038. This all contributes to making our places ones we can be proud of while empowering our residents, communities and businesses to play their part.

The Council's approach to social value will be:

1. **Reflective of local need:** the Council will use social value approaches to deliver against the Kirklees shared outcomes and the specific needs identified through the Kirklees Partnership's top-tier strategies.
2. **In partnership:** the Council works in partnership with a range of public, private and voluntary sector organisations who employ local people and procure services. The Council will seek to achieve the greatest impact for Kirklees by establishing a shared understanding of social value and our priorities, and where appropriate providing shared resources that equip partners and their suppliers to achieve social value.
3. **Considered from the start:** effective delivery of social value requires it to be considered at the earliest stages of service evaluation, design and commissioning allowing it to be realised through the most appropriate mechanisms.
4. **Innovative:** we know that achieving the step change in outcomes we are seeking will require us to be innovative and test new approaches.

## Our Shared Outcomes

The Council Plan<sup>2</sup> sets out eight shared outcomes (plus one – ‘efficient and effective’ for the Council) which frame all our work with people, partners and places towards achieving our vision of a strong, sustainable economy and great quality of life for our residents. Social value will make an increasingly important contribution to achieving these outcomes.

The table below highlights some of the types of social value activity we expect to realise and how they relate to the shared outcomes. While the core work of each of our services may align to only one or two outcomes, taking a social value approach means considering how we can maximise positive impacts across all of them.

	<b>Shaped by people</b>	<ul style="list-style-type: none"> <li>• Providing growing opportunities for individuals and communities to shape the social value being delivered through services that impact them and the places they live and work.</li> </ul>
	<b>Best start</b>	<ul style="list-style-type: none"> <li>• Support to care leavers and children with special educational needs and disabilities</li> </ul>
	<b>Well</b>	<ul style="list-style-type: none"> <li>• Actions that tackle social isolation</li> <li>• Support health and wellbeing of local people</li> </ul>
	<b>Independent</b>	<ul style="list-style-type: none"> <li>• Programmes that support digital inclusion</li> <li>• Business advice to voluntary and community sector organisations</li> <li>• Supporting communities and VCS organisations’ COVID recovery</li> </ul>
	<b>Aspire and achieve</b>	<ul style="list-style-type: none"> <li>• Initiatives that support apprenticeships and supported employment</li> <li>• Employment, training, mentoring, and work experience for unemployed young people and adults, particularly for care leavers, ex-offenders and other Council priority groups</li> <li>• Commitment to paying the local living wage</li> </ul>
	<b>Sustainable economy</b>	<ul style="list-style-type: none"> <li>• Support for business start up/enterprise</li> <li>• Use of local supply chains</li> <li>• Promoting opportunities for micro businesses, SMEs and VCSEs</li> <li>• Promotion of ethical procurement</li> <li>• Championing fair work</li> </ul>
	<b>Safe and cohesive</b>	<ul style="list-style-type: none"> <li>• Increasing community volunteering</li> <li>• Support to enable communities to engage in local decision making and active citizenship</li> <li>• Initiatives that address poverty and homelessness</li> </ul>
	<b>Clean and green</b>	<ul style="list-style-type: none"> <li>• Green travel initiatives</li> <li>• Emission reduction programmes</li> <li>• Energy efficiency actions</li> <li>• Tree planting and biodiversity programmes</li> <li>• Waste reduction/recycling initiatives</li> <li>• Volunteering to support green infrastructure</li> <li>• Commitment to reduce the use of single use plastics</li> <li>• Support for sustainable procurement</li> </ul>
	<b>Efficient and effective</b>	<ul style="list-style-type: none"> <li>• Maximising the impact of all our investments for the benefit of Kirklees, its residents, businesses and communities.</li> </ul>

<sup>2</sup> [www.kirklees.gov.uk/beta/delivering-services/council-plan.aspx](http://www.kirklees.gov.uk/beta/delivering-services/council-plan.aspx)



## Where we will consider Social Value

Social value benefits are most commonly sought through the Council's purchasing (procurement) processes. They can also be considered when services are being delivered directly by the Council, through grant making, or by third parties where the Council holds influence such as through planning policy.

We want to embed social value in a much wider range of Council activities to optimise the benefits for residents, businesses and the environment. We will therefore consider social value in:

- Our employment practices: as a key local employer through pay and conditions, enabling our staff to maximise their wellbeing, professional development, and to undertake volunteering and other activities which support our communities;
- Commissioning services, beginning at the design stage;
- Procurement of all goods, services and works contracts with a value requiring a formal tender process;
- Discretionary grants to businesses and voluntary sector organisations;
- Non-treasury investments including shares, loans and property;
- Transferring assets to community groups and other asset disposals; and,
- Planning and development – particularly for major planning applications.

Optimising the social value of our investment decisions and other actions will require a step change in the Council's approach in this area. Our aspiration is to become an exemplar Council in our approach to social value, embedding social value through co-design in each stage of our processes and at the earliest opportunity, and exceeding the minimum requirements set out in legislation.

In this way the Council will aim to lead social value in Kirklees, pro-actively sharing good practice case studies and resources to support partners in seeking social value to maximise their positive impact in the district, and especially where services are commissioned in partnership.

### Our Employment Practices

We're Kirklees and we're proud. That's the way we want people to feel around here, we want all our workforce to truly feel part of Team Kirklees, where people work well together to deliver our shared outcomes for the benefit of our communities.

Our People Strategy's vision is that we will achieve our shared outcomes through people with the right skills, values and behaviours working in partnership in our places.

Underpinned by our values of Inclusion, Kindness and Pride it sets out four pledges:

- **Inclusive employer of choice:** Our people are proud to work for Kirklees. Kirklees is a great, inclusive place where we attract, support and retain people who represent our communities. Our commitment to advancing inclusion in everything we do is clear, and our people feel their differences are valued and respected.
- **Effective and compassionate leadership:** Our people are led and managed effectively by skilled, people focused, compassionate and emotionally intelligent leaders at all levels. Our leaders create inclusive working environments where individuals can grow, develop and thrive.
- **Skilled, flexible and engaged people:** Our people are skilled, flexible and engaged in the work they do and the part they play in making Kirklees a great place. Wherever they work, our people are supported to be the best they can be in their job of today and tomorrow.
- **Healthy and well people:** Our people matter: wherever they work, their wellbeing and safety is our priority. Our approach to supporting physical, mental, social, financial and digital wellbeing is person centred, supportive, proactive and preventative to enable our people to thrive.

In addition to these pledges that contribute to creating good work which is inclusive for Kirklees residents, the Council is also committed to increasing take up of our Employee Supported Volunteering programme that gives all staff two days paid leave per year to participate in volunteering that supports local voluntary and community sector organisations.

### Commissioning

We will require service commissioners to consider the opportunities to increase social value through the design of services and the most appropriate approach to realise it in delivery.

We will:

- Develop approaches to social value leadership appropriate to each service to embed social value principles and practice in new programmes/projects at the commissioning stage, share learning and good practice and provide challenge and support;
- Develop a social value toolkit that equips officers to consider and deliver social value throughout the commissioning cycle; and,
- Build a catalogue of good practice examples that supports consistent approaches and increasing impact.

### Procurement

Procurement activities are a critical enabler of our social value policy. Building on emerging Government procurement policy, we will:

- Set out clear expectations to all suppliers in relation to their compliance with all relevant legislation and good business practice in relation to modern slavery, equalities and diversity, health and safety and fair working practices – meeting these requirements is a fundamental pre-requisite for suppliers and they will not be considered as part of any social value assessment;
- For all contracts with a value over £100,000 a minimum social value weighting of 10% where appropriate will be applied to the tender evaluation process; the standard weighting will be considered on a case-by-case basis and increased where appropriate, e.g. where the social value benefits are disproportionate to the contract value;
- Where possible, dividing larger contracts into smaller lots to optimise the opportunities for local suppliers to bid; and,
- Ensure social value commitments are built into all procurement contracts and are legally binding, with appropriate monitoring for the purposes of compliance.

### Planning and development

We recognise that the Council must be an exemplar in its approach to social value if we are to seek a step change in the commitment of private sector developers and investors. We will:

- Ensure social value is considered in the first Local Plan review to optimise the planning policy framework for delivery of social value through major planning applications;
- Require applicants for major developments to prepare a social value statement as part of the information required to validate their planning application;
- Negotiate social value obligations for all major developments, within the exiting Local Plan policy framework and subject to meeting legal tests of the S106 process, and use Section 106 agreements and other levers to ensure commitments are achieved;
- Provide advice and support on social value through the Council's pre-application service and during scheme implementation.

### Grants to businesses and voluntary sector organisations

Discretionary grants will continue to provide an opportunity to deliver social value. The Council's business grant schemes already build job outcomes and other social value benefits into the appraisal/decision process. We will:

- Adopt a consistent approach to social value across our various grant schemes to ensure fairness and equity;
- Require all applicants for grants of £50,000 or more to provide a statement of social value benefits and how these will be realised, for consideration as part of the investment decision process; and,
- Monitor grant recipients for compliance and take action, potentially including clawback of funds, where appropriate.

### Asset Transfer

The Council owns a significant number of assets across the district. We recognise that community-owned and community-run assets act as a catalyst for realising local aspirations by improving local assets, supporting local initiative and building new connections. We have therefore committed in our Asset Transfer Policy to:

- Empower communities through asset transfers;
- Find ways to promote asset transfers in our place-based community engagement work as an option for communities to achieve their aspirations; and,
- Build and maintain a relationship with groups before, during, and after transfer to ensure that the asset continues to be available for the community.

### Non-treasury investments

The Council invests its surpluses and reserves in both short and long-term investment funds with a focus on risk, liquidity and yield and in accord with its annually approved Treasury Management and Investment Strategy. The Council's long-term investments are made in funds with ethical and sustainability objectives, taking full account of environmental, social and governance standards and the Council will continue to ensure its investments generate income in an ethical and sustainable manner.

The Council will also seek to agree a review of West Yorkshire Pension Fund investments with the other member authorities to maximise social value opportunities.

## Building our capacity

Unlocking the benefits of social value through the Council's procurement and investment decisions and its role as an employer will require investment in our systems and capacity to champion and support social value at each stage of project development, commissioning and implementation. We also need to strengthen the links between suppliers and key Council/partner services to optimise the delivery of social value, improving coordination and removing duplication of activity. We will:

- Appoint an Executive Social Value Champion to ensure consideration of social value in all executive decisions;
- Identify social value leads in each directorate of the Council to support social value providing them with training to understand the concept and how it applies to their areas of work;
- Work with directorate social value leads to develop clear and practical guidance;
- Further consider the possibility of creating central capacity to support delivery of social value in key projects;
- Reinvigorate partnership work with anchor institutions (including the University of Huddersfield, Kirklees College, NHS partners) to maximise and coordinate social value delivery; and,
- Establish a Social Value Programme Board, chaired by the relevant Council Portfolio Holder, to monitor the implementation of the Social Value Policy and oversee preparation of an annual monitoring report.

## Measuring our impact

Improving the way we measure social value is essential to driving the step change in our approach and to realising the benefits for residents, voluntary and community organisations, businesses and the environment. We will:

- Apply the National TOMs Framework (Themes, Outcomes, Measures) where suitable supported by appropriate tools and systems;
- Use alternatives drawing on best practice and where possible maximising alignment with the TOMs, where the TOMs Framework is less relevant to the projects/services being commissioned; and,
- Report on social value committed and delivered within our corporate reporting framework.

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# Corporate Scrutiny Panel

15 August 2022

Recruitment and Retention Challenges





## Inclusive employer of choice

Our recruitment and selection processes are inclusive, safe, fair and straightforward.

You'll get a warm welcome whether you're new or moving jobs.

You'll know you are valued and are comfortable and confident being yourself.



## Effective and compassionate leadership

Our leaders and managers are skilled and compassionate in their approach.

You'll know how to be the best you can be and how you're doing.



## Skilled, flexible and engaged

There are opportunities to learn and develop that suit you and your job of today and tomorrow.

Wherever possible, we take a flexible first approach to when, how and where you work.

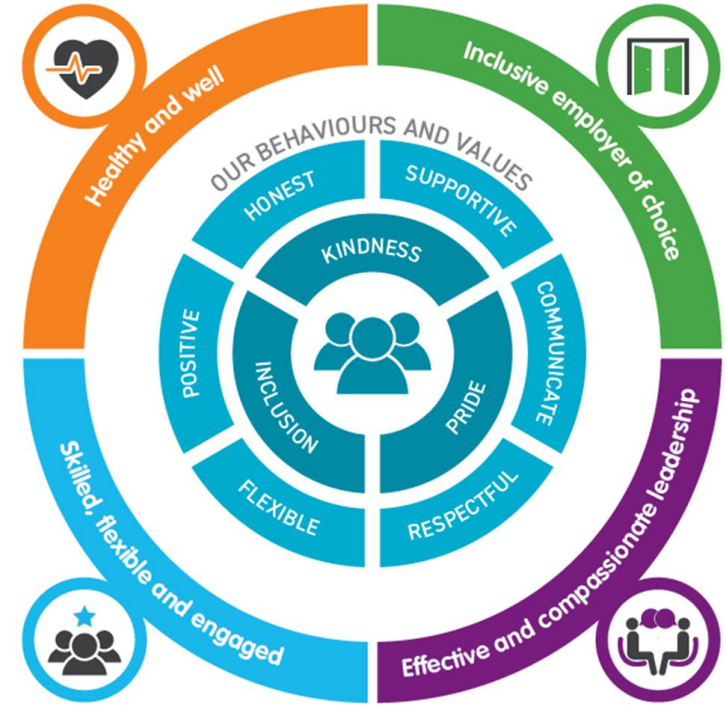
You'll know what's going on and we'll listen to what's important to you and how you're feeling.



## Healthy and well

Your wellbeing is as important to us as it is to you.

Employee benefits support you as an individual.





# Reports to Personnel Committee November 2021 and March 2022

[\(Public Pack\)Agenda Document for Personnel Committee, 02/11/2021 15:00 \(kirklees.gov.uk\)](#)

[\(Public Pack\)Agenda Document for Personnel Committee, 14/03/2022 11:00 \(kirklees.gov.uk\)](#)





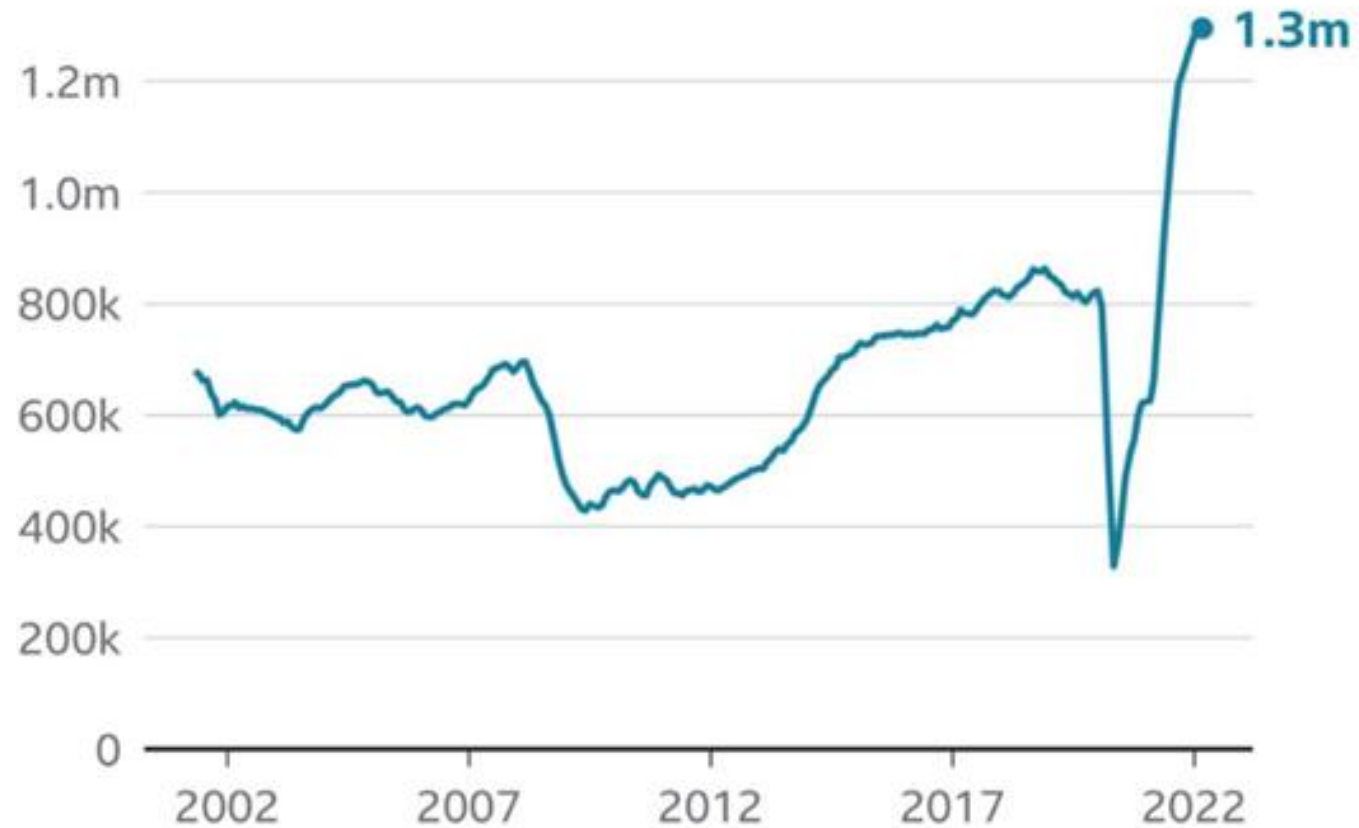
# Recruitment



# Labour Market Changes

## Vacancies at record high

Total number of vacancies in the UK



Source: Office for National Statistics

BBC

# Biggest Market Challenges

- Catering and Cleaning
- Adult Social Care
- Adult Social Work
- Engineering
- Data and Intelligence
- Technical project management
- Regeneration focused roles
- Some trades



# Recruitment Initiatives

## Catering

- Trialling talent banks to encourage conversations and/or interview
- Indeed trials – market engagement
- CCSOs supporting place based engagement
- Radio and wider advertising

## Social Care

- Recruitment Events
- Adult Social Work Recruitment – attended a virtual Recruitment Event



# Recruitment Initiatives

- Job centre – attended hospitality week and care week
- Careers site – [Careers at Kirklees | Kirklees jobs](#)
- Working with Employment and Skills
- Social media campaign
- Place based events – Autumn

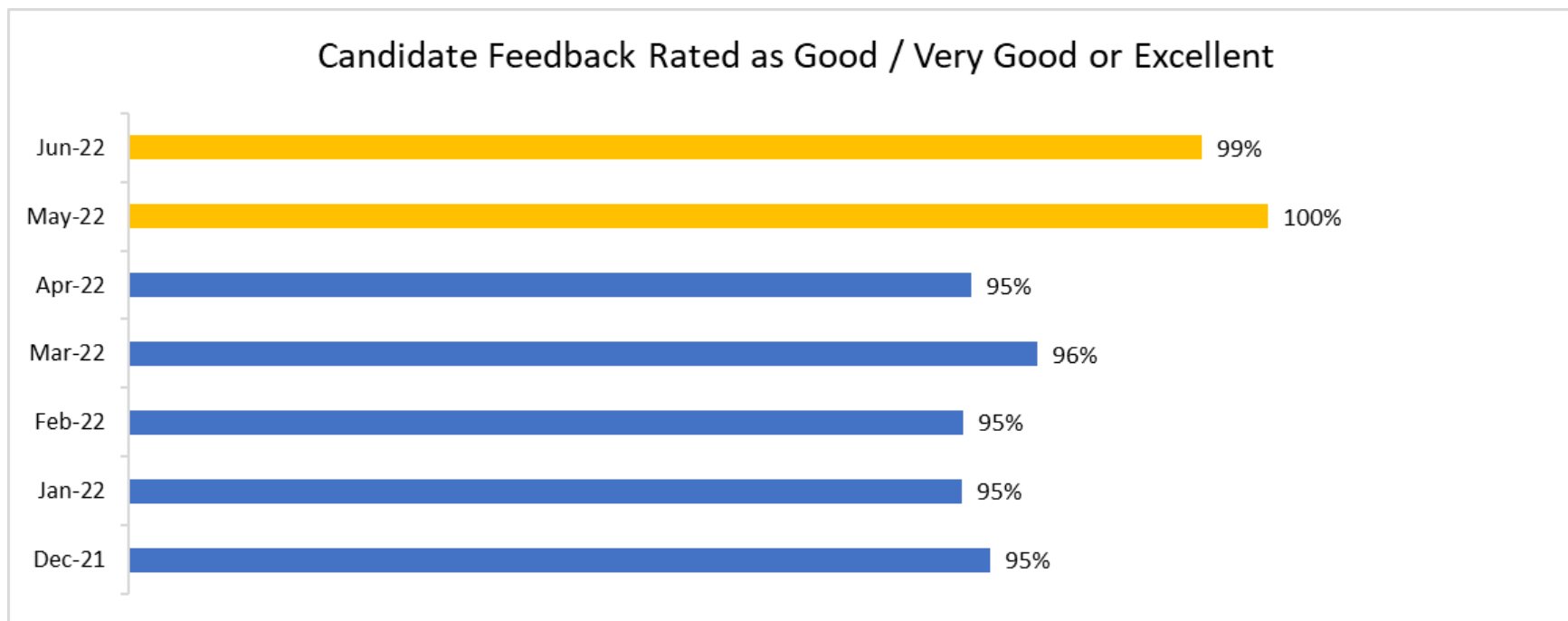


# Recruitment Initiatives

- Increased focus on flexibility
- Focus on keeping shortlisting criteria to a minimum
- Need for pace in fast market
- Use of market supplements and retention payments in some areas
- Working with Iroko project and I&D hub
- Videos in adverts possible
- System developments
- Developing pipelines



# Even simpler application



Over 4000 responses

New application introduced in May

Building in further feedback points







# Support into Employment



# Project Search

- Hugely successful outcomes
- Positive difference to interns and their families
- Now 'business as usual' with a remit to grow
- Leading to wider project on neurodiversity
- Ringfenced apprenticeships



# Apprenticeships

- Successful recruitment to apprenticeship cohorts for September
- Higher level apprenticeships
- Apprenticeships to support development linked to workforce planning



# 2022 Apprenticeships

Information Technology

Libraries Customer Service

Insurance Practitioner

Youth workers

Outdoor activity Instructor

BSO

Finance Clerk

Civil Engineering

Horticulture

Digital Marketer

Forestry

Transactional Officers

Carephone Officer

Trade roles

Graduate in Finance

**Plus in March 2022**

Payroll Admin

BSO

**In development for 2022**

Surveyor Technician

Facilities Service Operative

**Higher Level in progress:**

Policy Officer

Project Officers

**Schools**

ETA and BSO



# Kickstart

- Government funded work placement for 16–24-year-olds who are on Universal Credit and at risk of long-term unemployment.
- Over 70 young people have experience of working in Local Government that they wouldn't have had before.



# Work Experience

- Developed a virtual work experience offer during the pandemic
- Now part of our ongoing offer
- Almost all who participated recently see Kirklees as a potential future employer
- Further development of traditional approach





# Workforce Planning



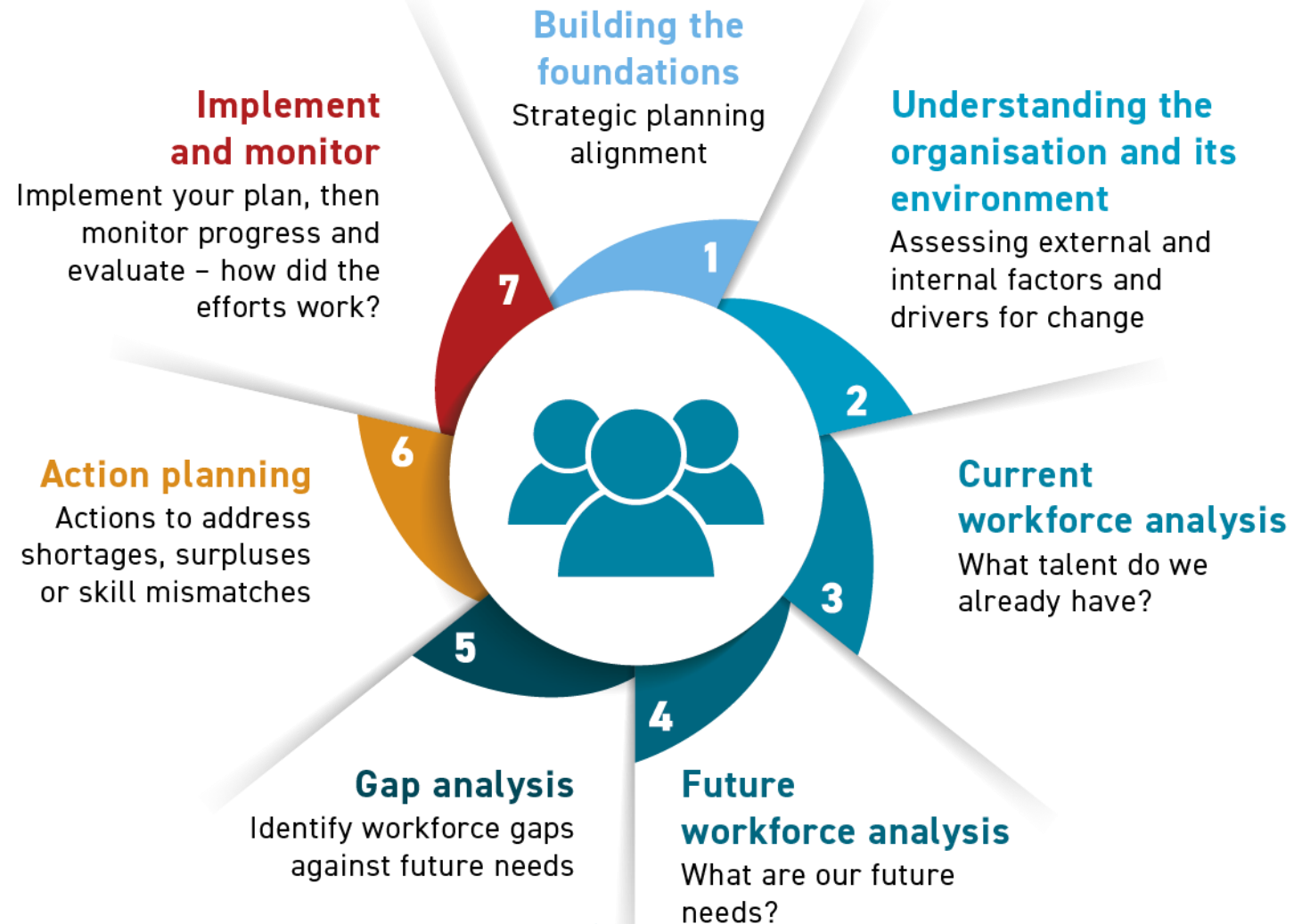


# Workforce Planning

*The framework and process of strategically planning to have the right people, with the right **skills, values and behaviours** in the **right job at the right time in the right number, representative of our communities, to deliver the Council plan of today and tomorrow.***









# Retention



# Retention

- Welcome to Kirklees for those who joined over the last 2 years
- Front line worker engagement sessions
- ET Listening sessions throughout summer
- Developing stay interviews
- Revitalising exit interviews
- Embedding flexibility where possible
- Focus on wellbeing

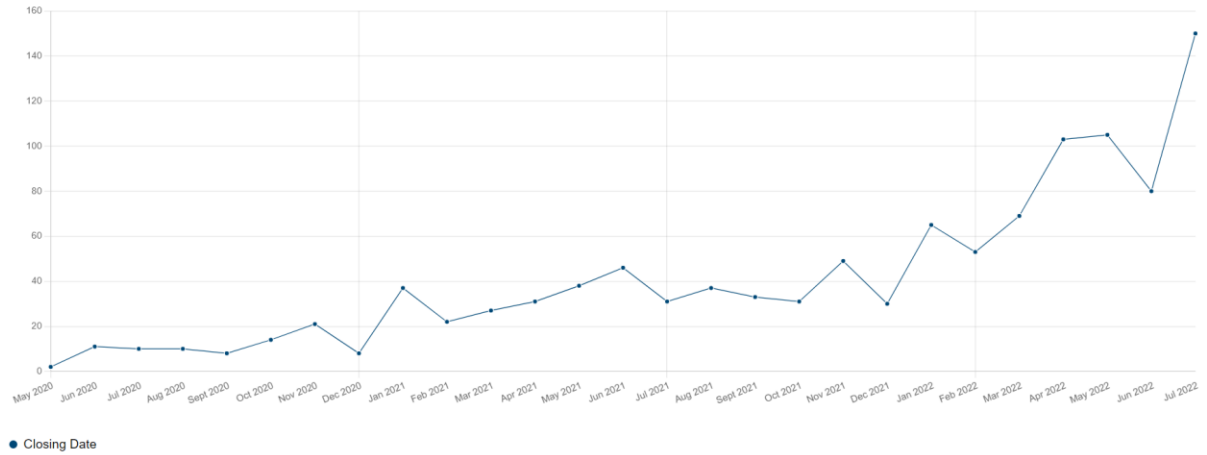


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# Recruitment Statistics

## Council Adverts

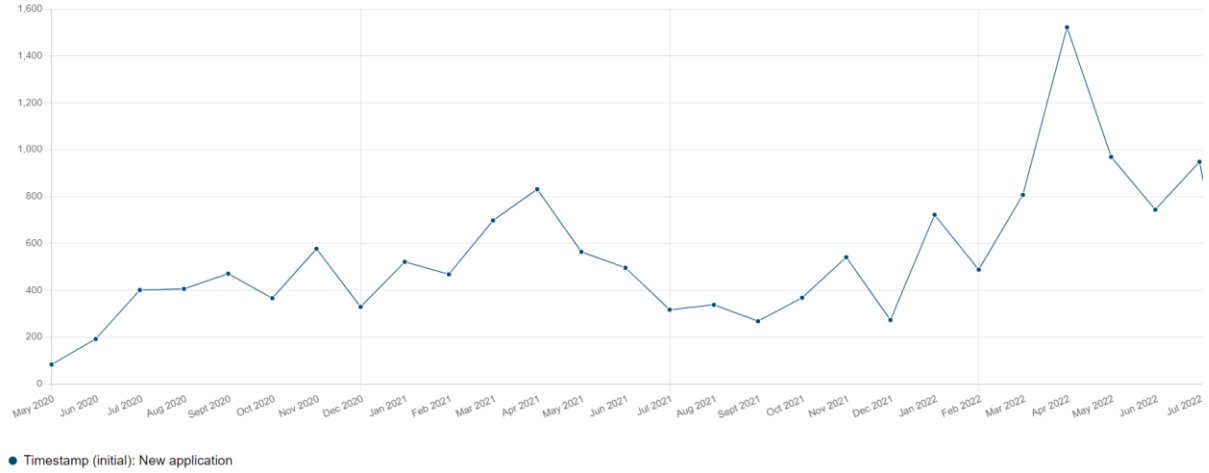
Council Adverts by Closing Date  
From Jan 2021



## Council Applications

Monthly Application Numbers

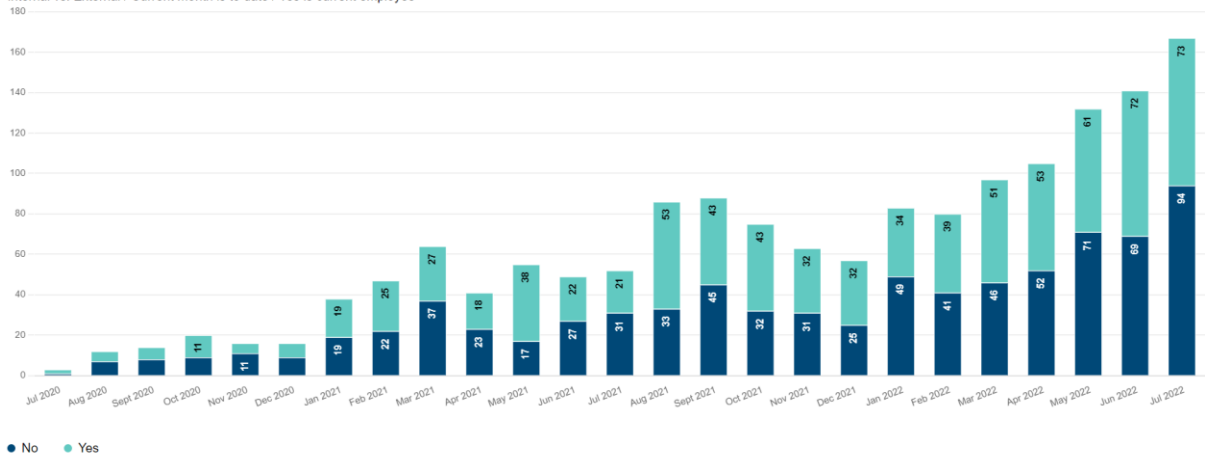
(Current month is to date)



## New Hires

Hire Complete

Internal vs. External / Current month is to date / Yes is current employee



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**Name of meeting:** Corporate Scrutiny Panel

**Date:** Monday 15<sup>th</sup> August 2022

**Title of report:** Access Strategy Update

**Purpose of report:** The report provides an update on Access Strategy developments and an update on recent performance.

<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>	N/A
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	N/A
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	A report for information
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	Richard Parry – 3 August 2022
<b>Is it also signed off by the Service Director for Finance?</b>	N/A
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	N/A
<b>Cabinet member <a href="#">portfolio</a></b>	Cllr Paul Davies

**Electoral wards affected:** N/A

**Ward councillors consulted:**

**Public or private:** Public

**Has GDPR been considered?** There are no GDPR implications

## 1. Summary

In Autumn 2021 panel received a report on and discussed the Access Strategy. The report outlined the aims of the five-year strategic aims and ambitions.

The Access strategy is built around our four key principles, which define how we will achieve our aims. The principles are:

- **Getting the basics right** – Develop the design of service access, the language we use and understand what it means to people. Identify what people want to achieve and how they want us to help them get there.
- **Tackling access inequalities** – using access to services to address inequalities, vulnerabilities and loneliness including cultural, digital, financial, and other barriers.
- **Offering multiple contact points** – We recognise that people want choice in how they connect with us, and our communication will extend beyond the traditional channels to include our community coordinators, social media, community buildings and more.
- **Working with people** – Ensure regular reflection and improvements to our processes and arrangements by co-producing our services and how we deliver them with the people that access them, so that we are adaptable to meet needs and access to services is the best it can be.

This update for panel concentrates on the work we have been doing around the principle **‘Getting the Basics Right’** and how our system’s meet the ambition for meeting citizen needs through multi-channel approaches. It also brings the panel up to date on the impacts of ‘post covid’ on our telephony services, what we have learned and how we are preparing for the future including the winter months.

### 1.1 Getting the Basics Right

#### 1.1.1 - Replacement Telephony System

One of the areas we have needed to improve is our telephony system. Our telephony system and switchboard have been in use for some time and require updating. The telephony system is not only used by Council Services (Kirklees Direct, Gateway to Care, Homes and Neighbourhoods for example) it is also used by our health partner Locala. We will be replacing our current telephony system, as we know there are significantly improved products available that will allow us to provide better services to citizens in Kirklees.

We are currently preparing for the telephony system transition to a holding position whilst in parallel working on a specification to go out to market before the end of the year. The specification will detail the requirements of the new system and switchboard services. Earlier this year we undertook pre-market engagement to give an idea of the opportunity and systems that are now available and that is helping us develop our specification requirements.

We anticipate our longer-term solution will go live during 2023/2024.



## **1.1.2 - Design of Service Access**

One of the aims of the strategy is to provide more holistic services where there are identified need(s) and where the opportunity arises to do so in the appropriate way.

We have undertaken workshops to identify the key areas that citizens and our frontline staff have with access. During the autumn we are aiming to start work in some areas as a first phase of developing new approaches and processes. These will be person centred and we will be working with partners and groups to understand opportunities and to co-produce solutions.

It is likely that the areas we will concentrate on first are the blue badge process, requests for housing repairs and waste collections and contacts.

What this might mean, in practice, is that if someone contacts us to apply for a Blue Badge, we would explore how else the council might be able to support them (so would an assisted bin collection service be appropriate if they have significantly reduced mobility) rather than just dealing with the immediate request for a Blue Badge.

The outcomes will give us learning and help inform our next steps and future areas to consider.

## **1.2 Telephony Performance**

In July we alerted elected members on the performance of our telephony team. This update identifies the issues we have faced, the learning, what actions we have taken as well as what we are doing to prepare for the coming 12 months plus.

Post Covid has proved difficult for citizens and for service delivery. Calls for many service areas into Kirklees Direct (KD), the councils telephone contact centre, has increased to pre covid volumes. Whilst we expected the call numbers to increase there have been a number of unexpected issues that have impacted on our ability to answer calls. For example:

### **1.2.1 The cost-of-living crisis:**

Citizens are now presenting with more complex and additional needs and staff quite rightly are trying to help those citizens access the right services where they can at initial contact.

Some citizens are claiming benefits for the first time and need support to help access them appropriately and / or they have additional needs requiring information guidance and support to help minimise the impact for them.

The £150 energy payment resulted in many citizens requiring advice and guidance which also adversely impacted performance. Whilst a specific team was set up to deal with contacts and making these payments, call volumes exceeded expectations at times and affected other lines.

This means our calls are taking longer.

### **1.2.2 Recruitment and retention**

In total over 50% of the staff who answer calls in KD have left their roles in the period July 2021 - June 2022. Whilst KD is positively renowned as a route into other careers in

the Council, 50% is a significantly higher turnover than we would normally see in a year. An average turnover per year would be nearer 10%.

The reasons for high turnover have been due to staffing recruitment and retention issues very similar to those being experienced nationally; ability to work remotely opening up wider geographical opportunities, career changes and accessing different modes of employment.

Additionally, many of our staff who have moved on in this time had lots of years of experience and were able to cover a number of the 40 services currently supported in the contact centre. It takes time for newer staff to complete training and develop the breadth of experience required to deliver expected performance levels.

The service has been proactive and since August 2021 Kirklees Direct have undertaken 5 recruitment drives in an attempt to fill vacancies.

### **1.2.3 Support from other services**

Many services support the contact centre to answer calls, but these services are also having similar recruitment issues and of course have their own increased workloads to deal with. Some of those workloads having increased due to post covid activity requirements (for example administering the government £150 energy payment).

### **1.2.4 The actions we are taking**

**Staff support and training:** fast tracking training and wrap around support for the recently appointed staff. This is now starting to have a positive impact on performance, and this was evidenced during late July, where we have started to see an improvement in the number of calls answered. We continue to pro-actively monitor performance.

Our **ongoing recruitment** will increase resources further and improve call answer rates. It will also allow for us deal with a level of increased demand should that occur over and above our normal winter pressures on contacts.

**Future planning** – we are working as a management team to plan resources and delivery to respond to known and anticipated pressures which may result in increased calls to the council. For instance, although we are aware the energy companies will be administering the further government payments for the cost-of-living crisis we are preparing for the potential impact for calls to increase into the council.

**Using all our resources to provide information and support** - Staff in KD, our customer service centres, our libraries and those working in communities will be able to support citizens through being issued with FAQs to support people appropriately where we can.

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

This report is for information.

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

- **Working with People** – One of the key principles in the access strategy is working with people including co-production with people and partners when we are reviewing processes.

- **Working with Partners** - One of the key principles in the access strategy is working with people including co-production with people and partners when we are reviewing processes.
- **Place Based Working** – The actions we are taking (section 1.2.4 above) includes providing localised support through our libraries and those working in communities.
- **Climate Change and Air Quality** N/A
- **Improving outcomes for children** N/A
- **Financial implications for people living or working in Kirklees** – Whilst a significant majority of contacts are through our telephone contact centre we will be providing more localised support. This will be through our customer service centres, our libraries and through those working in our communities. As identified in 1.2.4 above
- **Other (eg Legal/Financial or Human resources) consultees and their opinions** N/A

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

N/A

**4. Consultees and their opinions**

N/A

**5. Next steps and timelines**

See actions we are taking in section 1.2.4 of the summary

**6. Officer recommendations and reasons**

N/A

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

Cllr Davies is supportive of the actions in section 1.2.4 of the summary.

**8. Contact officer**

Dave Thompson, Head of Access Strategy & Delivery & Jill Greenfield, Service Director Customer and Communities

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

N/A

**10. Service Director responsible**

Jill Greenfield, Service Director Customer and Communities

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## Forward Plan 1 August 2022 onwards FOR THE PERIOD 1 SEPTEMBER 2022 TO 31 DECEMBER 2022

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
<p>Future Management of Kirklees Stadium - Update In March 2021 Cabinet approved amended arrangements in relation to arrangements for the standalone stadium management and development business (Kirklees Stadium Development Limited or KSDL) that manages the stadium for the benefit of the two professional sports clubs and the community. This approved an option to address stadium operational investment requirements over the next 25 years, a future operational model intended to be financially sustainable, recognising the community aspects of the stadium, and contributions to regeneration.</p> <p>Changes in the other partners within KSDL, and their aspirations, may necessitate a restructuring of</p>	Cabinet	20 Sep 2022	<p>Appropriate engagement with KSDL, other partner organisations and Council Portfolio Leads.</p> <p>KSDL Board and Cllrs Pandor and P Davies.</p>	<p>Part exempt <i>Exempt information under Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 as the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It was considered that the disclosure of</i></p>		<p>Portfolio Holder for Corporate, Portfolio Holder for Regeneration <i>Martin Dearnley, Head of Risk - Internal Audit &amp; Risk Management</i> <i>martin.dearnley@kirklees.gov.uk</i></p>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
<p>the preferred model.</p> <p>Cabinet will be asked to endorse revisions to the previously approved operating model necessary to meet the now expressed aspirations of the professional sports clubs, to meet necessary capital investments to the premises. This may necessitate amended arrangements as regards the relationships of the parties, with amended financial commitments.</p>				<p><i>the information would be contrary to confidential terms and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information and providing greater openness and transparency in relation to public expenditure in the council's decision making.</i></p>		
<p>Financial Outturn Report for 2021-22 to include the Revenue, Capital and Housing Revenue Account Outturn Position &amp; Annual Report on Treasury Management To consider and note the financial outturn reports in relation to revenue, capital &amp; treasury management. Make decisions as appropriate</p>	Cabinet	9 Aug 2022		Open		<p>Portfolio Holder for Corporate <i>James Anderson, Head of Accountancy</i> <i>james.anderson@kirklees.gov.uk</i></p>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
based on the finalised financial position.						
Strategic acquisition of a property in relation to the Huddersfield Blueprint To seek Cabinet approval to purchase a property that will support the strategic regeneration of Huddersfield town centre.	Cabinet	Not before 1st Aug 2022		Part exempt <i>Information relating to the financial or business affairs of any person (including the authority holding that information).</i>		Portfolio Holder for Corporate, Portfolio Holder for Housing and Democracy, Portfolio Holder for Regeneration <i>David Martin, Head of Property david.martin@kirklees.gov.uk</i>
Leeds City Region (LCR) Business rates Pool arrangements 2023-24 To consider the ratification of the Council's membership and arrangements for the operation and governance of the LCR Business Rates Pool for 2023-24.	Cabinet	Not before 1st Mar 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>James Anderson, Head of Accountancy james.anderson@kirklees.gov.uk</i>
Corporate Financial Monitoring Report Quarter 3 for 2022-23 To consider the third quarter Revenue & Capital Monitoring forecast and to consider any specific recommendations on the application of resources in-year, including movements to and from reserves, as required by financial procedure rules.	Cabinet	Not before 1st Feb 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Sarah Hill, Finance Manager sarahm.hill@kirklees.gov.uk</i>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
Council Annual Budget Report 2023-24 and following years; incorporating Capital, Treasury Management, General Fund, Revenue and Housing Revenue Account To provide the necessary financial information to enable the Council's Revenue Budget, Capital Programme & Housing Revenue Account to be set in accordance with agreed treasury management principles.	Cabinet  Council	Not before 1st Feb 2023  Not before 1st Feb 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>James Anderson, Head of Accountancy</i> <i>james.anderson@kirklees.gov.uk</i> , <i>Sarah Hill, Finance Manager</i> <i>sarahm.hill@kirklees.gov.uk</i>
Kirklees school funding arrangements for financial year 2023-24 To consider the Kirklees schools funding formula for 2022-23 to be submitted to the Education & Skills Funding Agency.	Cabinet	Not before 1st Jan 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>David Baxter</i> <i>david.baxter@kirklees.gov.uk</i>
Calculation of council tax base 2023-24 To calculate the various tax bases that will apply to the Kirklees area for 2022-23.	Cabinet  Council	Not before 1st Jan 2023  Not before 1st Jan 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Mark Stanley</i> <i>mark.stanley@kirklees.gov.uk</i>
Rent & service charge setting for Housing Revenue Account properties for 2023-24 To consider and approve the rent setting policy for 2022-23	Cabinet	Not before 1st Jan 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Naz Parkar, Service Director - Homes &amp; Neighbourhoods</i> <i>naz.parkar@kirklees.gov.uk</i>



Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
in relation to Housing Revenue Account Properties.						
Half yearly monitoring report on Treasury Management Activities 2022-23 To consider the treasury management activities for the period 1 April to 30 September 2021.	Cabinet Council	Not before 1st Dec 2022  Not before 1st Dec 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Rachel Firth</i> <i>rachel.firth@kirklees.gov.uk</i>
Corporate Financial Monitoring Report; Quarter 2 for 2022-23 To consider the second quarter Revenue & Capital Monitoring forecast and to consider any specific recommendations on the application of resources in-year, including movements to and from reserves, as required by financial procedure rules.	Cabinet	Not before 1st Nov 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Sarah Hill, Finance Manager</i> <i>sarahm.hill@kirklees.gov.uk</i>
Corporate Financial Monitoring Report; Quarter 1 for 2022-23 To report on quarter one Revenue & Capital Monitoring and to consider any specific recommendations on the application of resources in-year, including movements to and from reserves, as required by financial procedure rules.	Cabinet	9 Aug 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Sarah Hill, Finance Manager</i> <i>sarahm.hill@kirklees.gov.uk</i>

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Consultation</b>	<b>Likely Exemption</b>	<b>Background documents</b>	<b>Member / Officer Contact</b>
Update of the medium-term financial plan 2023-24 and following years To consider the financial planning framework for consideration of forthcoming budget proposals and plans, informed by updated forward spend and funding forecasts.	Cabinet Council	5 Sep 2022 7 Sep 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>James Anderson, Head of Accountancy</i> <i>james.anderson@kirklees.gov.uk</i>
Financial Outturn Report for 2021-22 to include the Revenue, Capital and Housing Revenue Account Outturn Position & Annual Report on Treasury Management To consider and note the financial outturn reports in relation to revenue, capital & treasury management. Make rollover decisions as appropriate based on the finalised financial position.	Cabinet Council	9 Aug 2022 7 Sep 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>James Anderson, Head of Accountancy</i> <i>james.anderson@kirklees.gov.uk</i>

## CORPORATE SCRUTINY PANEL – WORK PROGRAMME 2022/23

**PANEL MEMBERS:**

<a href="#"><u>Councillor John Taylor</u></a>	Lead Member
<a href="#"><u>Councillor Steve Hall</u></a>	Panel Member
<a href="#"><u>Councillor Tyler Hawkins</u></a>	Panel Member
<a href="#"><u>Councillor Harry McCarthy</u></a>	Panel Member
<a href="#"><u>Councillor Andrew Cooper</u></a>	Panel Member
<a href="#"><u>Councillor John Lawson</u></a>	Panel Member
Garry Kitchin	Voluntary Co-Optee
Kristina Parkes	Voluntary Co-Optee
James Ryan	Voluntary Co-Optee

**GOVERNANCE OFFICER:** Jenny Bryce-Chan

<b>FULL PANEL DISCUSSION</b>				
<b>ISSUE</b>	<b>APPROACH/AREAS OF FOCUS</b>	<b>OUTCOME/ACTIONS</b>	<b>Strategic Director/Service Director and Lead Officers</b>	<b>Date to Panel</b>
<b>The People Strategy</b>	<p>There are 4 outcomes in the People Strategy:</p> <ul style="list-style-type: none"> <li>- Healthy and well people;</li> <li>- Effective and compassionate leadership;</li> <li>- Skilled, flexible and engaged people;</li> <li>- Inclusive organisation of choice.</li> </ul> <p>Each outcome is supported by a number of projects within the overall programme of work.</p>	<ul style="list-style-type: none"> <li>• Update on projects within the People Strategy programme of work and the impact that these are having on the 4 People Strategy outcomes</li> </ul>	<p><b>Rachel Spencer-Henshall</b>, Strategic Director for Corporate Strategy, Commissioning and Public Health  <b>Deborah Lucas</b>, Head of People Service</p>	<p><b>15<sup>th</sup> August 2022</b>                      Recruitment &amp; Retention</p>

<b>Social Value Strategy</b>	Draft Social Value Policy seeks to apply social value as widely as possible to maximise the impact	<ul style="list-style-type: none"> <li>• Corporate Panel to be engaged in the draft Social Value Policy</li> <li>• Corporate Panel to be updated and assured that the Council's approach to social value is supportive of outcomes and deliverables in the Council Plan</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health and <b>David Shepherd</b> , Strategic Director for Growth and Regeneration <b>Julie Muscroft</b> , Service Director for Legal, Governance and Commissioning	<b>15<sup>th</sup> August 2022</b>
<b>Portfolio holder priorities</b>	<ul style="list-style-type: none"> <li>• Effective financial management</li> <li>• Developing an inclusive procurement strategy</li> <li>• Developing the relationship between the council and citizens</li> <li>• Community assets transfer and how the council works with communities</li> <li>• IT Strategy/Digital Inclusion</li> <li>• Communications</li> </ul> Cost of Living	<ul style="list-style-type: none"> <li>•</li> </ul>	<b>Cllr Paul Davies</b> , Portfolio Holder for Corporate	<b>15<sup>th</sup> August 2022</b> Update from Cabinet Member on priorities from the Corporate Plan action plan
<b>Emerging Issue – Customer Service Capacity</b>	Update on issues that have emerged at Customer Service Centres	<ul style="list-style-type: none"> <li>• Discussion on root causes and action plan to address concerns.</li> </ul>	<b>Richard Parry</b> – Strategic Director for Adults and Health <b>Dave Thompson</b> – Head of Access Strategy and Delivery	<b>15<sup>th</sup> August 2022</b>
<b>Financial Management/Capital Plan</b>	Periodic updates of the council's overall financial position both in year and forward plans (revenue and capital)	<ul style="list-style-type: none"> <li>• Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Eamonn Croston</b> , Service Director - Finance	<b>19<sup>th</sup> Sept 2022</b> Medium Term Financial Plan

	Informed by relevant national, regional, and local context			
<b>Responding to Cost-of-Living Crisis</b>	Periodic reporting on the impact on residents and businesses	<ul style="list-style-type: none"> <li>• Support to residents and Businesses</li> <li>• VCSE Investment Strategy</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Eamonn Croston</b> , Service Director - Finance	<b>19<sup>th</sup> Sept 2022</b>
<b>Council Risk Register</b>	Oversight of the Risk Management process Update on improvements being sought/achieved Discussion of specific risk areas	Awareness of <ul style="list-style-type: none"> <li>• risks faced by organisation</li> <li>• appetite and alternatives</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Julie Muscroft</b> , Service Director for Legal, Governance and commissioning <b>Martin Dearnley</b> , Head of Risk, Financial, IT and Transactional Services	<b>19<sup>th</sup> Sept 2022</b>
<b>Procurement Strategy</b>	Draft Procurement Strategy for 2022-2026 developed focussing on 5 strategic themes; <ul style="list-style-type: none"> <li>• Delivering social value</li> <li>• Promoting inclusive procurement</li> <li>• Embedding a category led approach to procurement</li> <li>• Striving for innovation and improvement</li> </ul> Adopting good governance throughout the procurement lifecycle	<ul style="list-style-type: none"> <li>• Corporate Panel to be engaged in the draft Procurement Strategy</li> <li>• Corporate Panel to be updated and assured that the Council's approach to procurement is supportive of outcomes and deliverables in the Council Plan</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health and <b>Julie Muscroft</b> , Service Director for Legal, Governance and Commissioning <b>Jonathan Nunn</b> , Policy & Partnership Team Manager <b>Jane Lockwood</b> , Head of Procurement & Commissioning Support	<b>19<sup>th</sup> Sept 2022</b>

<p><b>Asset Management</b></p>	<ul style="list-style-type: none"> <li>• Community asset transfer (shaped by people)</li> </ul> <p>Place based working – one component of which is community bases</p>	<ul style="list-style-type: none"> <li>• Continually monitor outcomes from the Community Asset Transfer (CAT) programme and review council processes and procedures in line with the updated 2020 CAT Policy to ensure that communities and community need is at the forefront of asset transfers</li> <li>• Look at relationship between community bases and best utilisation of assets</li> </ul>	<p><b>David Shepherd</b>, Service Director for Growth and Regeneration  <b>Joanne Bartholomew</b>, Service Director, Development</p>	<p><b>24<sup>th</sup> Oct 2022</b></p>
<p><b>The People Strategy</b></p>	<p>There are 4 outcomes in the People Strategy:</p> <ul style="list-style-type: none"> <li>- Healthy and well people;</li> <li>- Effective and compassionate leadership;</li> <li>- Skilled, flexible and engaged people;</li> <li>- Inclusive organisation of choice.</li> </ul> <p>Each outcome is supported by a number of projects within the overall programme of work. We could consider 1 or 2 outcomes at Corporate Scrutiny Panel and provide an update on progress in these areas and the impact that projects are having.</p>	<ul style="list-style-type: none"> <li>• Update on projects within the People Strategy programme of work and the impact that these are having on the 4 People Strategy outcomes</li> </ul>	<p><b>Rachel Spencer-Henshall</b>, Strategic Director for Corporate Strategy, Commissioning and Public Health  <b>Deborah Lucas</b>, Head of People Service</p>	<p><b>24<sup>th</sup> October 2022</b>  HR Place Based Working</p>

<b>Access to Services and Customer Services</b>	Developing the proposition for Place Based Working for Access to Services including customer journey mapping  Replacement telephony project.	Implementing the Access Strategy, ensuring citizens are placed centrally in our approach and improving the relationship between the council and citizens	<b>Richard Parry</b> , Strategic Director for Adults and Health <b>Jill Greenfield</b> , Service Director for Customer and Communities	<b>24<sup>th</sup> October 2022</b>
<b>Libraries</b>	Improving general condition of key locations is underway with our 4 priority libraries identified.  We have produced our dementia action plan and are working on improving our locations for those with autism and the visually impaired. Planning the decant of Huddersfield Library's services to an alternative location(s) whilst the Cultural Heart program is delivered.	Tracking progress of all the capital related programs of work and linked improvements to create more accessible, welcoming libraries that provide a more diverse offer to communities and partners.  <ul style="list-style-type: none"> <li>• Seeing through the creation of an innovative, fit for purpose, relevant library that delivers high a quality, accessible cultural, social offer that encourages and supports wider town centre activity and regeneration.</li> </ul>	<b>Richard Parry</b> , Strategic Director for Adults and Health <b>Jill Greenfield</b> , Service Director for Customer and Communities	<b>24<sup>th</sup> October 2022</b>
<b>Financial Management/Capital Plan</b>	Periodic updates of the council's overall financial position both in year and forward plans (revenue and capital)  <ul style="list-style-type: none"> <li>• Informed by relevant national, regional, and local context</li> </ul>	Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Eamonn Croston</b> , Service Director - Finance	<b>28<sup>th</sup> Nov 2022</b> Autumn Government Budget Statement & In-year financial challenges
<b>Council Plan</b>	The Council Plan will in the first instance go to OSMC before being considered by		<b>Michelle Hope</b> – Programme Manager, Strategy, Innovation & Planning	<b>28<sup>th</sup> Nov 2022</b> Informal session

	the Corporate Scrutiny Panel			
<b>Council Risk Register</b>	Oversight of the Risk Management process Update on improvements being sought/achieved Discussion of specific risk areas	Awareness of <ul style="list-style-type: none"> <li>risks faced by organisation</li> <li>appetite and alternatives</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Julie Muscroft</b> , Service Director for Legal, Governance and commissioning <b>Martin Dearnley</b> , Head of Risk, Financial, IT and Transactional Services	<b>16<sup>th</sup> Jan 2023</b>
<b>Financial Management/Capital Plan</b>	Periodic updates of the council's overall financial position both in year and forward plans (revenue and capital) <ul style="list-style-type: none"> <li>Informed by relevant national, regional, and local context</li> </ul>	Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Eamonn Croston</b> , Service Director - Finance	<b>16<sup>th</sup> Jan 2023</b> Financial update with a focus on the budget
<b>Technology Strategy</b>	<ul style="list-style-type: none"> <li>The Technology Strategy implementation programme since 2020, brought to life through the pandemic and recovery</li> <li>What have we learned and adjusted in focus since 2020?</li> <li>Priorities in technology delivery (operational and strategic) for 2022/23 and early thoughts on 23/24 and beyond</li> </ul> Digital Inclusion: Understanding of the challenges; use /	<ul style="list-style-type: none"> <li>Corporate Panel to be updated and assured that the Council's approach to technology is supportive of outcomes and deliverables in the Council Plan</li> </ul> Panel to provide thoughts/steer on our approach and opportunities for development and future engagement	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Andy Simcox</b> , Service Director, Strategy and Innovation	<b>6<sup>th</sup> March 2023</b>



	development of sustainable solutions to address need.			
<b>Comms Strategy</b>	<ul style="list-style-type: none"> <li>• Communications Strategy in development for agreement and implementation in 2022 – approach, principles.</li> <li>• Increased reach and engagement in the council’s work with citizens and communities (second half of 2022/23)</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Panel to be engaged in the development of the Communications Strategy</li> <li>• Corporate Panel to be updated and assured that the Council’s approach to communications is supportive of outcomes and deliverables in the Council Plan</li> <li>• Demonstrable evidence of increased reach and engagement with citizens and communities</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Andy Simcox</b> , Service Director, Strategy and Innovation	<b>6<sup>th</sup> March 2023</b>

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