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Kirklees Council



Council Chamber - Town Hall, Huddersfield

Tuesday 5 July 2022

Dear Member

The Council will meet on Wednesday 13 July 2022 at 5.30 pm in the Council Chamber, Huddersfield Town Hall.

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 following matters will be debated:

Pages

1: Announcements by the Mayor and Chief Executive

To receive any announcements from the Mayor and Chief Executive.

2: Apologies for absence

Group Business Managers to submit any apologies for absence.

3: Minutes of Previous Meeting

1 - 8

To agree and authorise the Mayor to sign the Minutes of Annual Council held on 25 May 2022.

4: Declaration of Interests

9 - 10

The Councillors will be asked to say if there are any items on the Agenda in which they have a Disclosable Pecuniary Interest, which would prevent them from participating in any discussion or vote on an item, or any other interests.

5: Petitions (From Members of the Council)

To receive any Petitions from Members of the Council in accordance with Council Procedure Rule 9.

6: Deputations & Petitions (From Members of the Public)

Council 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.

7: Public Question Time

Council will receive any questions from the general public in accordance with Council Procedure Rule 11.

8: West Yorkshire Combined Authority - Minutes

11 - 20

To receive the Minutes of the Meeting of West Yorkshire Combined Authority held on 3 February 2022.

9: Corporate Safeguarding Policy (Reference from Cabinet) 21 - 50

To consider the Cross Council Corporate Safeguarding Policy.

Contact: Alexia Gray, Quality Standards and Safeguarding Partnerships

10: Inclusive Communities Framework (Reference from Cabinet) 51 - 122

To consider the adoption of the Inclusive Communities Framework and the inclusion of the framework within the Council's Policy Framework.

Contact: Stephen Bonnell – Policy, Partnerships and Corporate Planning

11: Written Questions to the Leader, Cabinet Members, Chairs of Committees and Nominated Spokespersons

To receive written questions to the Leader, Cabinet Members, Chairs of Committees and Nominated Spokespersons in accordance with Council Procedure Rule 12.

A schedule of written questions will be tabled at the meeting.

12: Minutes of Cabinet and Cabinet Committee - Local Issues 123 - 152

To receive for information; the Minutes of (i) Cabinet held on 22 February 2022, 8 March 2022, 5 April 2022 and 14 June 2022 and (ii) Cabinet Committee – Local Issues held on 24 November 2021, 24 February 2022 and 23 March 2022.

13: Holding the Executive to Account

(a) To receive a portfolio update from the Leader of the Council on the priorities of Cabinet.

(b) To receive oral questions/comments to Cabinet Members on their portfolios and relevant cabinet minutes;

- The Leader of the Council (Councillor Pandor)

- The Deputy Leader of the Council / Housing and Democracy Portfolio (Councillor Scott)
 - Children's Portfolio (Councillor Kendrick)
 - Corporate Portfolio (Councillor P Davies)
 - Culture and Greener Kirklees Portfolio (Councillor Simpson)
 - Environment Portfolio (Councillor Mather)
 - Health and Social Care Portfolio (Councillor Khan)
 - Learning, Aspiration and Communities Portfolio (Councillor Pattison)
 - Regeneration Portfolio (Councillor Turner)
 - Transport (Councillor E Firth)
-

14: Minutes of Other Committees

153 -
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- (i) Corporate Governance and Audit Committee
 - (ii) Corporate Parenting Board
 - (iii) Health and Wellbeing Board
 - (iv) Licensing and Safety Committee
 - (v) Overview and Scrutiny Management Committee
 - (vi) Personnel Committee
 - (vii) Standards Committee
 - (viii) Strategic Planning Committee
-

15: Oral Questions to Committee/Sub Committee/Panel Chairs and Nominated Spokespersons of Joint Committees/External Bodies

To receive oral questions in accordance with Council Procedure Rule 13(4):

- Appeals Panel (Councillor Reynolds)
- Corporate Governance and Audit Committee (Councillor Hussain)
- Corporate Parenting Board (Councillor Kendrick)
- Health and Wellbeing Board (Councillor Kendrick)
- Licensing and Safety Committee - including Licensing and Regulatory Panel (Councillor A U Pinnock)
- Overview and Scrutiny Management Committee (Councillor Smaje)
- Personnel Committee (Councillor Pandor)
- Planning Sub Committee - Heavy Woollen Area (Councillor Lowe)
- Planning Sub Committee - Huddersfield Area (Councillor Ullah)
- Scrutiny Panel – Childrens (Councillor Marchington)
- Scrutiny Panel – Corporate (Councillor J Taylor)

- Scrutiny Panel - Economy and Neighbourhoods (Councillor Hussain)
 - Scrutiny Panel – Health and Adult Social Care (Councillor Ramsay)
 - Standards Committee (Councillor J D Lawson)
 - Strategic Planning Committee (Councillor S Hall)
 - Kirklees Active Leisure (Councillor Sokhal)
 - West Yorkshire Combined Authority (Councillor Pandor)
 - West Yorkshire Combined Authority Transport Committee (Councillor Butt)
 - West Yorkshire Fire and Rescue Authority (Councillor O'Donovan)
 - West Yorkshire Joint Services Committee (Councillor Zaman)
 - West Yorkshire Police and Crime Panel (Councillor S Hall)
-

16: Motion submitted in accordance with Council Procedure Rule 14 as to the Adoption of the All-Party Parliamentary Group on British Muslims' definition of Islamophobia

To consider the following Motion in the names of Councillors Pandor, Scott, J Lawson, Marchington, Cooper and Greaves;

“This Council notes the Motion to adopt the All-Party Parliamentary Group (APPG) on British Muslims’ definition of Islamophobia –

Islamophobia is rooted in racism and is a type of racism that targets expressions of Muslimness or perceived Muslimness” - together with the explanatory guidelines put forward by the Coalition Against Islamophobia.

- Islamophobia is a growing issue, both locally and nationally, as Muslims were targeted in 45% of all religious hate crime offences recorded in England and Wales in 2020/21, meaning they experience far more religiously motivated hate crime than any other group.
- That 75 academics, over 750 Muslim organisations and institutions, Plaid Cymru, the Labour Party (England & Scotland), the Liberal Democrats (England & Scotland), the SNP, the Scottish Conservatives, the Scottish Greens, 50 councils nationwide and many more have adopted the APPG definition of Islamophobia.
- As per the Public Sector Equality Duty enshrined in the 2010 Equality Act, the council must give due regard to the need to eliminate unlawful discrimination and advance equality of opportunity for members of communities with a protected characteristic, including Muslims, such that they are able to participate in society on an equal footing with their non-Muslim counterparts.

- Islamophobia is one of the principal barriers to the participation of Muslims in public, economic, political, and social spheres of life and must urgently be addressed.

This Council believes that:

- Adopting a definition of Islamophobia is essential to tackling Islamophobia in a targeted and effective manner.
- Without a definition of Islamophobia, one cannot identify how Islamophobia manifests itself and functions and therefore, cannot devise meaningful strategies to address it.
- The APPG definition should be accompanied by the Coalition Against Islamophobia's explanatory guidelines to provide a more holistic understanding of Islamophobia, which can be accessed online.

This Council therefore resolves to:-

- To adopt the All-Party Parliamentary Group (APPG) on British Muslims' definition of Islamophobia
- Work with Communities and all relevant stakeholders to both raise awareness of the issues surrounding Islamophobia and to challenge and tackle instances of Islamophobia.
- Write to Government urging the adoption of the APPG definition of Islamophobia."

17: Motion submitted in accordance with Council Procedure Rule 14 as to as to the Adoption of the Definition of Antisemitism as set out by the International Holocaust Remembrance Alliance

To consider the following Motion in the names of Councillors Pandor, Scott, D Hall, J Taylor, Lawson, Marchington, Cooper and Greaves;

"This Council notes with concern that the Community Security Trust has reported a huge increase in antisemitic hate crime in 2021.

The Council therefore welcomes the UK Government's announcement on December 11th, 2016, that it will sign up to the internationally recognised International Holocaust Remembrance Alliance (IHRA) guidelines on antisemitism. The Council also notes that the new definition has been adopted by the Government, Labour Party, Scottish and Welsh Assemblies, Greater London Authority and Greater Manchester Combined Authority along with numerous other Councils across the country.

The Council notes the definition reads as follows: -:

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

The guidelines highlight manifestations of antisemitism as including:

- Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government, or other societal institutions.
- Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
- Denying the fact, scope, mechanisms (e.g., gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
- Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
- Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
- Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavour.
- Applying double standards by requiring of it behaviour not expected or demanded of any other democratic nation.
- Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- Drawing comparisons of contemporary Israeli policy to that of the Nazis.
- Holding Jews collectively responsible for actions of the state of Israel.”

This Council believes that everyone is equal irrespective of their race or religion. This means that all forms of hate crime must be condemned.

This Council welcomes the cross-party support within the Council for combating antisemitism in all its manifestations.

This Council therefore resolves to adopt the above definition of antisemitism as set out by the International Holocaust Remembrance Alliance and pledges to combat this pernicious form of racism.”

18: Motion submitted in accordance with Council Procedure Rule 14 as to the Cost of Living Crisis

To consider the following Motion in the names of Councillors Marchington and J Lawson;

“This Council notes that:

- On 1 April 2022, Ofgem increased the energy price cap by 54%;
- In light of the increased energy price cap, the average standard tariff energy bill will increase by £693 per year, from £1,277 to £1,971. The average pre-pay meter energy bill will increase by £708 per year (Ofgem 2022);
- On 6 April 2022, the Government increased national insurance by 1.25 percentage points, which is projected to cost the average Kirklees family an additional £600 per year;
- The Government has suspended the pension ‘triple lock’ for 2022/23, meaning that the state pension will increase by 3.1%, instead of the 8.3% under the triple lock formula. The decision to suspend the triple lock could cost Kirklees pensioners almost £500 a year (TUC 2022);
- The decision taken in June 2022 to impose a ‘windfall tax’ on the super-profits of oil and gas companies and to redistribute this as a one-off payment of £400 to households later this year. Council notes that the windfall tax was first proposed by Sir Ed Davey MP, leader of the Liberal Democrats, in May 2022. Though this windfall tax is welcome, Council believes it does not go nearly far enough and the Government should be doing much more to support local people through the cost-of-living crisis.

This Council believes that:

The cost-of-living crisis, which is being caused predominantly by high inflation outstripping wage and benefit increases and exacerbated by recent tax increases, affects all of us, but will hit poorer households harder. It will also have a significant impact on

community and charitable organisations, and may impact on their vital services, and it will impact on businesses. Unfortunately, the crisis will also have an impact on people's mental health and wellbeing.

This Council, therefore, declares a 'Cost of Living Emergency' and calls on the Government to:

- Immediately reduce the standard rate of VAT from 20% to 17.5% for one year, saving the average Kirklees household £600 this year;
- Immediately reintroduce the pensions triple lock to support Kirklees pensioners;
- Immediately restore the Universal Credit supplement of £20, which was cancelled by the Government in September 2021;

The Council instructs the Chief Executive to write to the Secretary of State for Work and Pensions to express the Council's demands for VAT to be cut to 17.5%, for the reintroduction of the pensions triple-lock and for the £20 Universal Credit supplement to be restored. Finally, Council calls for a cost-of-living emergency summit, attended by a range of stakeholders, including Citizens Advice, food banks, local trade unions and chambers of commerce. Local MPs will also be invited to attend this hybrid meeting."

19: Motion submitted in accordance with Council Procedure Rule 14 as to Kirklees Council Local Plan

To consider the following Motion in the names of Councillors Munro and Marchington;

"This Council notes that:

- 1) Local authorities, including Kirklees Council, are responsible for identifying housing need in their areas. The National Planning Policy Framework sets out an approach to identifying 'objectively assessed housing need'. Government guidance in the National Planning Practice policy outlines a recommended approach to determining 'objectively assessed need' through a Strategic Housing Market Assessment' (SHMA). This guidance is based on outdated ONS population data from 2014.
- 2) Kirklees Council, like other local authorities, has set out a vision for future development in the borough through its Local Plan. This outlines the Council's housing and industry development strategy for the borough, including a target to build 31,140 new homes between 2013 and 2031 and is based on ONS data predictions on population growth in 2014, as recommended by the Government;

- 3) Kirklees Local Plan was adopted in February 2019;
- 4) There is a requirement for local authorities, including Kirklees Council, to review whether their local plans need updating at least once every 5 years, taking into account changing circumstances affecting the area or any relevant changes in national policy. The National Planning Policy Framework states that relevant strategic policies will need updating at least once every 5 years if their applicable local housing need figure has changed significantly.

This Council believes that:

- 1) There is a lack of clarity in the Government guidance to local authorities on calculating 'objectively assessed need';
- 2) Current national planning policy and strategy prioritises arbitrary and often inflated housing targets over local circumstances and local need. Local authorities, including Kirklees Council, are required to release land for development to ensure that housing targets are met. This is problematic, as local authorities are responsible for meeting the housing targets and are compelled, through national policy, to release more land for development in a bid to meet the targets. Creating higher than necessary housing targets mean that local authorities are required to identify additional sites for housing development. Inevitably, this means additional housing on inappropriate sites in the countryside, with developers often deciding to maximise profits and build on greenbelt land rather than brownfield land;
- 3) The housing figures set out in local plans are often unrealistic, which developers do not have the will or the capacity to meet. The outcome is that building rates stay low and housing targets are missed, while greenbelt land is built on and brownfield land remains vacant. When housing targets for building new homes are missed, this can result in reduced local planning control and greenbelt land being unnecessarily lost;
- 4) Housing targets are based on 2014 ONS data which may be considered flawed, with unreliable numbers and a flawed methodology. It is a 'top-down approach' which imposes housing targets on local authorities and is not being balanced with a consideration of environmental constraints and housebuilder capacity and does not result in proper planning for infrastructure;
- 5) While Kirklees Council should review its Local Plan at the first opportunity to ensure that it reflects local need and is based on up-to-date population projections, it is guided by national planning policy. The Government had previously committed to the introduction of the Planning Bill, which would reform the planning system and impact on local plans, including Kirklees Council's Local Plan. However, there was a lack of progress with

the legislation. Now the Government have introduced the Levelling Up and Regeneration Bill. The Bill introduces a number of reforms to the planning system, but the finer detail is unknown. The Bill is currently progressing through Parliament in the early stages and is currently at the Committee stage.

- 6) The Council needs greater clarity and guidance from Government.

This Council, therefore, resolves that:

The Leader of the Council writes to the Rt Hon Stuart Andrew MP, the Minister of State for Housing, to address the reliance on outdated ONS 2014 data in the absence of the provision of clear guidance to better reflect local population growth.”

By Order of the Council

A handwritten signature in cursive script, appearing to read "J. Geelman".

Chief Executive

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Contact Officer: Andrea Woodside

COUNCIL

KIRKLEES COUNCIL

**At the Meeting of the Council of the Borough of Kirklees held at
on Wednesday 25 May 2022**

PRESENT

The Mayor (Councillor Masood Ahmed) in the Chair

COUNCILLORS

Councillor Karen Allison	Councillor Ammar Anwar
Councillor Bill Armer	Councillor Timothy Bamford
Councillor Cahal Burke	Councillor Aafaq Butt
Councillor Andrew Cooper	Councillor Moses Crook
Councillor Nosheen Dad	Councillor Paul Davies
Councillor Eric Firth	Councillor Charles Greaves
Councillor Adam Gregg	Councillor David Hall
Councillor Steve Hall	Councillor Tyler Hawkins
Councillor Lisa Holmes	Councillor James Homewood
Councillor Yusra Hussain	Councillor Manisha Roma Kaushik
Councillor Viv Kendrick	Councillor Musarrat Khan
Councillor Fazila Loonat	Councillor Gwen Lowe
Councillor Jo Lawson	Councillor John Lawson
Councillor Susan Lee-Richards	Councillor Vivien Lees-Hamilton
Councillor Aleks Lukic	Councillor Andrew Marchington
Councillor Naheed Mather	Councillor Harry McCarthy
Councillor Tony McGrath	Councillor Bernard McGuin
Councillor Matthew McLoughlin	Councillor Alison Munro
Councillor Carole Pattison	Councillor Shabir Pandor
Councillor Mussarat Pervaiz	Councillor Amanda Pinnock
Councillor Andrew Pinnock	Councillor Kath Pinnock
Councillor Darren O'Donovan	Councillor Jackie Ramsay
Councillor Elizabeth Reynolds	Councillor Mohammad Sarwar
Councillor Cathy Scott	Councillor Joshua Sheard
Councillor Will Simpson	Councillor Elizabeth Smaje
Councillor Anthony Smith	Councillor Richard Smith
Councillor Mohan Sokhal	Councillor Melanie Stephen
Councillor John Taylor	Councillor Mark Thompson
Councillor Graham Turner	Councillor Sheikh Ullah
Councillor Michael Watson	Councillor Paul White
Councillor Adam Zaman	Councillor Habiban Zaman

1 To Elect the Mayor for the ensuing year

It was moved by Councillor Nosheen Dad and seconded by Councillor Habiban Zaman;

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'That Councillor Masood Ahmed be hereby elected Mayor of the Council of the Metropolitan Borough of Kirklees for the Municipal Year 2022/2023, from now until his successor accepts office, and has signed the required declaration.'

The Motion, on being put to the Meeting, was CARRIED.

Councillor Ahmed then made the declaration of Acceptance of Office required by law, took the Chair, returned his thanks for his election and named Miss Iram Ahmed as his Mayoress for the coming year.

(The Mayor, Councillor Masood Ahmed, took the Chair).

It was then moved by Councillor David Hall, seconded by Councillor Michael Watson and

RESOLVED –

- 1) That the thanks of the Council be tendered to Councillor Nigel Patrick for his service to the Office of Mayor for the 2021/2022 Municipal Year.
- 2) That the thanks of the Council be tendered to Mrs Judith Patrick for her services as Mayoress for the 2021/2022 Municipal Year.

2 To Appoint a Deputy Mayor for the ensuing year

It was moved by Councillor Anthony Smith and seconded by Councillor John Lawson;

'That Councillor Cahal Burke be hereby appointed as Deputy Mayor of the Council of the Metropolitan Borough of Kirklees for the 2022/2023 Municipal Year.'

The Motion, on being put to the meeting, was CARRIED.

3 Minutes of the Ordinary Meeting of the Council held on 16 March 2022

RESOLVED – That the Minutes of the Meeting of Council held on 16 March 2022 be approved as a correct record.

4 Interests

No interests were declared.

5 Announcements by the Mayor and Chief Executive

The Chief Executive advised of the official return of Councillors following the local elections, held on 5 May 2022, as set out at Agenda Item 5.

The Mayor welcomed all Councillors to the new municipal year, and welcomed the newly elected Councillors, namely Councillors Anwar, Crook, Hawkins, J D Lawson, McCarthy, McGrath, Perry, Turner and A Zaman.

Council received tributes to former Councillors who had not been re-elected on 5 May 2022; Donna Bellamy, Robert Iredale and Terry Lyons.

6 Apologies for Absence

Apologies for absence were received on behalf of Councillors P A Davies, D Firth, Perry, K Taylor and Warner.

7 Proposed amendments to Contract Procedure Rules (Reference from Corporate Governance and Audit Committee)

It was moved by Councillor Hussain, seconded by Councillor J Taylor and

RESOLVED – That the changes to Contract Procedure Rules, as set out within the considered report, be approved.

8 Proposed amendments to Financial Procedure Rules (Reference from Corporate Governance and Audit Committee)

It was moved by Councillor Hussain, seconded by Councillor J Taylor and

RESOLVED – That the changes to Financial Procedure Rules, as set out within the considered report, be approved.

9 Proposed amendments to the Council's Constitution (Reference from Corporate Governance and Audit Committee)

It was moved by Councillor Hussain, seconded by Councillor J Taylor and

RESOLVED –

- 1) That (i) the amendments made to the Constitution in the 2021/2022 municipal year, as set out at Appendix 1, and (ii) the approval of Safeguarding Policy be Cabinet, as set out at para. 2.04, be noted.
- 2) That approval be given to the amendment to the Policy Framework, as set out at para. 2.04, subject to agreement by Council for the inclusion of Cross Council Corporate Safeguarding Policy within the Policy Framework.
- 3) That approval be given to amendments to the Constitution as set out at paras. 2.08, 2.11, 2.12, 2.13, 2.14, 2.15, 2.16 and 2.22 of the considered report, and relevant appendices.
- 4) That it be noted that further work will be taken to review the Constitution.
- 5) That it be noted that further work will be undertaken in regards to the standards regime.
- 6) That authority be delegated to the Service Director (Legal, Governance and Commissioning) to make appropriate amendments to the Constitution, and any consequential amendments.

10 Report of the Members' Allowances Independent Review Panel (Reference from Corporate Governance and Audit Committee)

It was moved by Councillor Hussain, seconded by Councillor K Pinnock and

RESOLVED –

- 1) That Council conveys thanks to the Members Allowances Independent Review Panel, and notes the outcome of the report, as attached at Appendix A of the report.
- 2) That approval be given to the incorporation of the role of Lead Councillor – Primary Care Networks and Local Health Improvement (9 localities) into the

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Members Allowance Scheme, replacing the existing 7 Place Partnership Lead Councillors.

- 3) That a review of the new role profile be undertaken after 6 months and that the review include the accountability of those in lead roles, having regard to any learning from the Place Based working role, and that a report be submitted to Corporate Governance and Audit Committee.

11 **Meetings of Council 2022/2023 (Reference from Corporate Governance and Audit Committee)**

It was moved by Councillor Hussain, seconded by Councillor J Taylor and

RESOLVED – That the schedule of meetings of Council for the 2022/2023 municipal year, as set out within the considered report, be approved.

12 **Appointment of Committees, Boards and Panels**

It was moved by Councillor Sokhal, seconded by Councillor R Smith and

RESOLVED – That approval be given to the establishment of the Committees, Boards and Panels, as set out within the considered report, for the 2022/2023 municipal year.

13 **Allocation of Seats**

It was moved by Councillor Sokhal and seconded by Councillor R Smith

‘That the requirements of Section 15 and 16 of the Local Government and Housing Act 1989 shall not apply to the Corporate Parenting Board, Corporate Governance and Audit Committee, Overview and Scrutiny Management Committee and Health and Wellbeing Board, for the ensuing year.

Whereupon, it was moved by Councillor Watson that a separate vote be taken upon the non-application of Sections 15 and 16 to Corporate Governance and Audit Committee. Upon being put to the vote, it was requested by Councillor Pandor under the provisions of Council Procedure Rule 24(3) that the vote be taken by recorded vote.

Under the provision of Council Procedure Rule 24(3), a recorded vote was taken as follows;

For: Councillor Pandor

Against: Councillor D Hall

As one vote was cast (prior to the completion of the recorded vote of all members present) against the non-application of Sections 15 and 16 to Corporate Governance and Audit Committee, in accordance with Section 17 of the 1989 Act and Regulation 20 of the Local Government (Committee and Political Groups) Regulations 1990, the matter was therefore carried and it was moved by Councillor D Hall, seconded by Councillor Watson and

RESOLVED – That authority be delegated to Group Business Managers to determine the membership of Corporate Governance and Audit Committee, based upon the application of proportional membership.

It was then further **RESOLVED** that;

- 1) That the requirements of Section 15 and 16 of the Local Government Act and Housing Act 1989 shall not apply to Corporate Parenting Board, Overview and Scrutiny Management Committee and Health and Wellbeing Board, for the ensuing Municipal Year.
- 2) That the number and proportion of members of Committees, Boards and Panels be in accordance with the schedule as set out within the considered report, subject to the amendment of Corporate Governance and Audit Committee to reflect a proportional membership.

14 Membership of Committees, Boards and Panels, and Ratio of Substitutes Panel

It was moved by Councillor Sokhal, seconded by Councillor R Smith and

RESOLVED - That the Membership of Committees, Boards and Panels be as set out in the tabled report, and that the allocation of any vacant positions or subsequent amendments be delegated to Group Business Managers.

15 Dates and Times of Committees, Boards and Panels

It was moved by Councillor Sokhal, seconded by Councillor R Smith and

RESOLVED - That the dates and times of meetings of Committees, Boards and Panels for the 2022/2023 municipal year be in accordance with the schedule as set out at Agenda Item 15.

16 Appointment of Members to Joint Authorities

It was moved by Councillor Sokhal and seconded by Councillor R Smith and

RESOLVED -

- (1) That Council appoint the Leader as Kirklees Council's Elected Member for the WYCA, with the Deputy Leader as the WYCA Substitute Member.
- (2) That Council delegate authority to the Chief Executive, in consultation with Group Leaders, WYCA's Managing Director and other West Yorkshire Chief Executives, to appoint the 3 additional Members to WYCA and their substitutes, so that the 8 constituent council members taken as a whole reflect the balance of political parties for the time being among members of WYCA's constituent councils, so far as reasonably practicable.
- (3) That Council delegate authority to Group Business Managers to nominate members to WYCA's Transport Committee (4 members – 2 ordinary, 1 transport engagement lead and 1 transport portfolio holder 3:1).
- (4) That Council delegate authority to Group Business Managers to nominate three members to each of the three WYCA Scrutiny Committees; Corporate Overview and Scrutiny Committee, Economy Overview and Scrutiny Committee and Transport Overview and Scrutiny Committee. (any nominated member may act

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as a substitute for another member, from the same district and political group, on any of the three committees 5:2:1:1)

- (5) That Council note that the WYCA Leeds City Region Partnership Committee is no longer established.
- (6) That Council delegate authority to the Chief Executive, in consultation with Group Business Managers, to (i) confirm any relevant Portfolio Holder to be appointed, or (ii) make any additional nomination, to any WYCA Committee or Panel, as requested by WYCA, after this Council's annual meeting and that it be noted that this Council has 1 place (for the Portfolio Holder or most appropriate member) on each of the five WYCA Committees; (i) Business, Economy and Innovation Committee (ii) Climate, Energy and Environment Committee (iii) Place, Regeneration and Housing Committee (iv) Employment and Skills Committee and (v) Culture, Arts and Creative Industries Committee.
- (7) That Council delegate authority to the Chief Executive to appoint a local authority representative and substitute to the LEP Board.
- (8) That authority be delegated to Group Business Managers to determine the appointment to places on West Yorkshire Fire and Rescue Authority and its Committees, and West Yorkshire Police and Crime Panel.
- (9) That Council delegate authority to Group Business Managers to determine the appointment of Elected Members/Representatives to the remaining Joint Authorities not otherwise set out in this report.

17 **Appointments to Outside Bodies and Other Committees**

It was moved by Councillor Sokhal, seconded by Councillor R Smith and

RESOLVED -

- 1) That Council notes that Group Business Managers will put forward nominations to the Service Director (Legal, Governance and Commissioning) to fill places or make any adjustments to nominees, as appropriate, following Council.
- 2) That those bodies with executive functions be referred to the Leader of the Council to put forward nominations.
- 3) That, in relation to Yorkshire Purchasing Organisation Management Committee, Council agrees to waive political balance rules which apply in accordance with Section 17 of the Local Government and Housing Act 1989 (this requires approval with no Member voting against).
- 4) That authority be delegated authority to the Leader to nominate one nominee and a substitute (in consultation with Group Business Managers); and the Leader (in consultation with Group Business Managers) to nominate a Director to the associated Limited Company: YPO Procurement Holdings Ltd.
- 5) That one of the Council Trustees on Kirklees Active Leisure, to be determined by the Group Business Managers, be authorised to represent the Council for the

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purposes of Member meetings pursuant to Section 323 of the Companies Act 2006, to exercise a vote.

18 **Appointment of Spokespersons for Joint Committees and External Bodies**

It was moved by Councillor Sokhal, seconded by Councillor R Smith and

RESOLVED –

- 1) That the nomination of spokespersons to reply to oral questions at meetings of Council on behalf of Kirklees Active Leisure and West Yorkshire Police and Crime Panel, be delegated to Group Business Managers for determination.
- 2) That it be noted that the spokespersons for the West Yorkshire Combined Authority (and its Committees); West Yorkshire Fire and Rescue Authority and West Yorkshire Joint Services Committee will be notified by these bodies.
- 3) That the appointed spokesperson for the West Yorkshire Joint Adoption Committee be the relevant Cabinet Portfolio Holder.

19 **Appointment of Chairs of Committees and Lead Councillors - Primary Care Networks and Local Health Improvement**

RESOLVED – That Chairs of Committees and Panels, and Lead Councillors – Primary Care Networks and Local Health Improvement, be appointed as follows for the 2022/2023 Municipal Year;

Appeals Panel – Councillor E Reynolds

Corporate Governance and Audit Committee – Councillor Y Hussain

Health and Wellbeing Board – Councillor V Kendrick

Licensing and Safety Committee – Councillor A U Pinnock

Overview and Scrutiny Management Committee – Councillor E Smaje

Personnel Committee – Councillor S Pandor

Standards Committee – Councillor J D Lawson

Strategic Planning Committee – Councillor S Hall

Planning Sub Committee (Heavy Woollen Area) – Councillor G Lowe

Planning Sub Committee (Huddersfield Area) – Councillor S Ullah

Statutory Officer Dismissal Committee – Councillor S Pandor

Scrutiny Panel (Childrens) – Councillor A Marchington

Scrutiny Panel (Corporate) – Councillor J Taylor

Scrutiny Panel (Economy and Neighbourhood) – Councillor Y Hussain

Scrutiny Panel (Health and Adult Social Care) – Councillor J Ramsay

Primary Care Network and Local Health Improvement – Spen –
Councillor L Holmes

Primary Care Network and Local Health Improvement – Batley and Birstall –
Councillor H Zaman

Primary Care Network and Local Health Improvement – Three Centres – Councillor
Anwar

Primary Care Network and Local Health Improvement – Dewsbury and Thornhill –
Councillor Dad

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Primary Care Network and Local Health Improvement – The Valleys – Councillor Greaves

Primary Care Network and Local Health Improvement – The Mast – Councillor Armer

Primary Care Network and Local Health Improvement – Viaduct – Councillor Allison

Primary Care Network and Local Health Improvement – Greenwood – Councillor Homewood

Primary Care Network and Local Health Improvement – Tolson – Councillor Hawkins

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

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



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 3 FEBRUARY 2022 AT COMMITTEE ROOMS
6&7, CIVIC HALL, LEEDS**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Stewart Golton (Substitute)	Leeds City Council
Councillor James Lewis	Leeds City Council
Sir Roger Marsh OBE DL	Leeds City Region Local Enterprise Partnership
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Matthew Robinson	Leeds City Council
Councillor Tim Swift MBE	Calderdale Council
Councillor Andrew Waller	City of York Council

In attendance:

Councillor Kim Groves	Leeds City Council
Ben Still	West Yorkshire Combined Authority
Brian Archer	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Liz Hunter	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Thomas Purvis	West Yorkshire Combined Authority
Dominic Martin	West Yorkshire Combined Authority

73. Apologies for Absence

Apologies were received from Cllr Lawson and Cllr Jeffery.

74. Declarations of Disclosable Pecuniary Interests

There were no pecuniary interests declared by Members during the meeting.

75. Exempt Information - Possible Exclusion of the Press and Public

There were no items that required the exclusion of the press and public.

76. Minutes of the Meeting of the Combined Authority held on 9 December 2021

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 9 December 2021 be approved.

77. Economic Recovery

Members received an update on developments surrounding the Covid-19 pandemic and economic recovery in West Yorkshire.

Rising energy costs were highlighted, as well as the significant number of people in the region either out of work or paid less than the living wage. Members noted that this, in combination with the expected National Insurance rise, would put great pressure on many households. and stressed the importance of the work being done to implement the Fair Work Charter across the region. Support offered by the Combined Authority was noted, including the Entrepreneurship Programme and the Strategic Employment and Skills package, and it was noted that the Government had recently announced £550 million of funding to support adult skills boot camps. The success of the Entrepreneurship Programme in reaching disadvantaged segments of the community was praised by Members.

Members emphasised that further investment in skills would be a priority going forward, with flexibility to expand on this in the future being extremely important. Working with employers to invest in people and minimise unstable employment, as well as providing opportunities to gain skills and move out of low-paid employment, would be vital.

Many businesses had reported issues finding skilled candidates to fill existing roles, which also effected potential expansion plans. Members noted that skills had been a concern in the region for many years, and suggested a more in-depth analysis of skills issues in the region in partnership with providers in further and higher education, in order to determine what support could be provided that would ensure further growth and success in the region did not come at the expense of existing businesses. Similarly, Members also noted that further data beyond footfall would be useful to determine spending during the economic recovery, as well as more information on the destinations of those enrolling in skills training, such as if they moved on to a higher-paid job.

Members were pleased to note that recent publications from Government supported the model of Combined Authority and LEP partnership that was demonstrated in the region, and would endeavour to continue to work closely with the private sector.

Resolved: That the report be noted.

78. Budget and Business Planning 2022/23

The Combined Authority considered a report on the proposed budget for

2022/23, including the transport levy, treasury management statement, revised forecast outturn revenue position, and summary business plans.

The Levelling Up white paper had been published earlier in the week and had included some positive details regarding the simplifying of funding awards, and reducing the number of bidding processes for time-limited pots of money, though it was noted this did not include the new £22 million Brownfield Land Fund which had been announced. However, details regarding what funding would be made available by Government for the delivery of the region's Bus Service Improvement Plan (BSIP), as well as what would be received from the UK Shared Prosperity Fund, had not been included, and the continuation of bus service funding by Government was a serious uncertainty, with bus operators already looking at reducing their services. Members noted that a strong bus network was key to the levelling up agenda and that cessation of this funding would be very detrimental in this regard, with the impact on Wakefield being particularly highlighted. The need to work together across the North to respond to this uncertainty was emphasised.

It was noted that a reserves policy of 5% had been set, at slightly above £10 million, and Members questioned how this compared to other Combined Authorities. Officers advised that the approach to reserves varied depending on risks faced, and that though this was higher than in previous years, it seemed appropriate, particularly given the limited opportunities to raise funds throughout the year. It was also noted that this money would not be spent without further reporting to the Combined Authority on the need for its use.

Members also raised two line items, regarding professional services and consultancy as well as supplies and services. It was noted that these were both catch-all items to some degree and included expenditure on delivering economic services programmes. An updated version of the revenue budget appendix with these items separated into different categories would be circulated to Members after the meeting. It was also noted that a new finance system with improved reporting was intended to be implemented at the end of the calendar year.

Staffing levels were discussed, with an increase of 13% from the previous year to 657 full-time employees. It was noted that recruitment had been difficult in places, with some vacancies having to be carried over. Members raised the possibility of creating posts to bring in further expertise with bidding processes, as outside help had been needed previously. Officers advised that this was done in cases of recurring need, and would be looked at in future if more specialism was needed, but noted that Combined Authority officers had strong experience with bid-writing.

Resolved:

- a) That approval be given to the Combined Authority proposed revenue budget for 2022/23.
- b) That approval be given to the indicative capital programme and budget for 2021/22 – 2024/25.

- c) That progress on the 2022/23 business plan be noted and that the proposal to review the Combined Authority's corporate priorities is endorsed.
- d) That in accordance with the powers contained in the Local Government Finance Act 1988 (as amended) and by virtue of article 9(6) of the West Yorkshire Combined Authority Order and the Transport Levying Bodies Regulations 2015 (as amended) a levy of £103 million be determined for the year ended 31 March 2023.
- e) That the Director, Corporate and Commercial Services be authorised to issue the levy letter in respect of the financial year ending 31 March 2023 to the five District Councils in West Yorkshire.
- f) That a payment of £5.09 million be made to the five District Councils in accordance with Table 1 of the submitted report.
- g) That authorisation be given to the Director, Corporate and Commercial Services to arrange appropriate funding for all expenditure in 2021/22 and 2022/23 subject to statutory limitation, including the most appropriate application of capital funding as set out in the submitted report.
- h) That approval be given to the continuing of the policy, effective from 2017/18, for recovering the Combined Authority costs of managing the capital programme against the capital programme spend being mainly West Yorkshire plus Transport Fund, Transforming Cities, Getting Building Fund, Brownfield Housing, Local Transport Plan Integrated Transport and any schemes developed in year. For 2022/23 the estimated total value is £12 million.
- i) That the adoption of the CIPFA Code of Practice for Treasury Management in Public Services be reaffirmed.
- j) That the treasury management policy as set out in Appendix 5 of the submitted report be approved.
- k) That the prudential limits for the next three years as set out in Appendix 5 of the submitted report be adopted.

79. Funding Priorities

The Combined Authority considered a report requesting the approval of indicative revenue funding envelopes to the Investment Priorities within the West Yorkshire Investment Strategy (WYIS) for the financial years 2021/22-2024/25, as well as principle funding allocations to each Local Authority and the Combined Authority.

Members highlighted significant indicative investment of approximately £40 million to addressing the climate emergency, as well as the creation of a dedicated pot of funding to support culture and creative activities in the region,

noting that culture was key to levelling up. These proposed indicative funding envelopes had been developed in partnership between the Combined Authority and Local Authorities. The intention was to create a pipeline of projects for each of the region's investment priorities, to support levelling up and to strengthen the region's position in the global economy. Further proposals would be sent to the appropriate committees for discussion, though it was highlighted that these allocations were indicative, and that flexibility would remain to respond to any new requirements.

It had been identified that additional capacity would be needed across the Combined Authority and Local Authorities to identify and create these pipelines of schemes, and it was proposed that 10% of gainshare funding be shared across the partnership to meet these needs. Members questioned what flexibility Local Authorities would have regarding this funding; officers advised that there would be significant flexibility in how the funding was used, but that the end result being targeted would need to be agreed earlier in the process.

Members noted that a significantly high amount of carry forward was listed in the 2021/2022 allocation and queried why funding was not being distributed faster. Officers advised that there was need for pipelines to be further developed before more funding could be released, with the programme intending for all funding to be spent over the next three years as would best benefit the region's development. It was intended that a surplus of projects be developed, to mitigate the risk of funding being unable to be allocated if projects were delayed. The flexibility of the gainshare funding would be helpful in this regard, and funding left unspent at the end of the programme could be used to support the above-mentioned capacity funding in the development of a longer-term pipeline of infrastructure.

Resolved: That the Combined Authority:

- a) indicatively approves the revenue funding envelopes (detailed at para 2.8 of the submitted report) to the Investment Priorities within the WYIS for the financial years 21/22-24/25. Full approvals to spend will be granted once pipelines of projects have been developed. All schemes and pipeline will be progressed through the assurance process in line with the Combined Authority's Assurance Process.
- b) indicatively approves £11.4m funding from the Single Investment Fund to the Combined Authority and Local Authorities to support capacity issues and enable pipeline development work to be undertaken against the Investment Priorities. Full approval to spend will be granted once the project has progressed through the assurance process in line with the Combined Authority's Assurance Process.
- c) delegates to the Finance, Resources and Corporate Committee, the approval for programme to pass through Decision Point 2, totalling no more than £11.4m of funding from the Single Investment Fund.

80. Transport Committee Review

The Combined Authority received an update on the Transport Committee Review, including the proposed Transport Committee terms of reference, membership, and role profiles for consideration by the Independent Remuneration Panel, and were asked to approve the proposed changes in principle.

Members noted that the proposed changes differed significantly from earlier plans to reduce the size of the Transport Committee and take a more streamlined approach, and questioned whether, rather than an increased number of Members, a more preferable option would be to include more industry representation in order to gain access to more expertise and familiarity. However, it was noted that transport concerns represented a very large body of work, which was set to increase in the coming months, and that this was an already an area which generated hundreds of enquiries and comments from the public for Members. An increased membership was potentially helpful in this regard. Additionally, it was noted that the district Transport Portfolio Holders, who were being added to the membership of the committee, currently already attended as guests.

The increased focus on a local connection was welcomed, with the incorporation of the district Transport Portfolio Holders seen as part of this. The role of the District Consultation Sub-Committees was discussed, with a new format that would help the sub-committees achieve greater inclusion and more widely represent the local communities.

It was proposed that an Independent Review Panel be appointed to review the proposed role profiles and allowances, and that a further report then be brought back to the Combined Authority for final approval.

Members thanked the Transport Committee and Cllr Groves, the committee's Lead Member for Public Transport, for the hard work that had been done to this point in improving transport throughout the region.

Cllr Waller noted that his husband was a Member of the Transport Scrutiny committee, though this did not constitute a pecuniary interest to the matters discussed.

Resolved:

- a) The Combined Authority notes the update on the Transport Committee Review.
- b) That the Combined Authority approves in principle the proposed future role for Transport Committee set out at paragraphs 2.19 to 2.29 of the submitted report.
- c) That the Combined Authority approves in principle the proposed membership, role profiles and indicative terms of reference contained in Appendices 1, 2, and 3 of the submitted report respectively.
- d) That the Combined Authority approves the recommendation to convene an Independent Remuneration Panel to assess the level of allowances

paid to the Deputy Chairs, Transport Engagement Leads, and Ordinary Members.

- e) That a further report be submitted to the Combined Authority following receipt of the recommendations of the Independent Review Panel seeking approval of the new arrangements for Transport Committee in line with the next steps set out at paragraphs 2.36 to 2.38 of the submitted report.

81. Healthtech Strategy

Members received an update on work to develop the region's Health Innovation agenda and were requested to approve the partnership Healthtech Strategy.

The role the Healthtech Strategy could play in tackling entrenched inequalities was praised by Members, as well as its potential to attract international investment and create well-paid jobs. It was noted that West Yorkshire was already highly recognised in regards to healthtech, and the work being done could make the region into a global leader. However, it would be vital to ensure that these benefits were spread across the region as a whole, and further detail on monitoring was requested within the action plan.

Members thanked the Healthtech Cluster Group and other partners for their contributions in developing the Strategy, as well as the LEP Board and Business, Economy and Innovation Committee for their valuable feedback. The diverse range of people engaged in the work was also praised by Members.

It was noted that the Levelling Up white paper released by Government earlier in the week had noted the increase research and development funding outside of London, Oxford and Cambridge, but that the named areas had not included West Yorkshire. This was disappointing, but officers advised that they planned to raise this in discussion with Government and work to ensure that the region was next in line for any further funding, and the Healthtech Strategy and its strong action plan would be of great benefit in these efforts. It was noted this was an area that the region could make strong accomplishments in regardless of government funding, though better results could be achieved with further support.

The twin benefits of the Healthtech Strategy to the economy and to the region's health were emphasised, and Members underlined the role of technology in tackling health inequalities.

Cllr Robinson declared an interest in the item, as he worked within the tech sector.

Resolved: That the Combined Authority:

- a) notes the progress made to support the Health Innovation agenda.

- b) approves and endorses the vision and direction for the partnership set out by the West Yorkshire Healthtech Strategy and that the Combined Authority adopts it as part of the Strategic Economic Framework.

82. Mass Transit Resourcing

The Combined Authority considered a report seeking approval for the creation and appointment of a Director of the West Yorkshire Mass Transit Programme for the Combined Authority.

It was noted that the Combined Authority had submitted a bid of £200 million for mass transit work to the City Region Sustainable Transport Settlement. This would be the first stage toward providing the high-capacity mass transit system that was expected to be needed in the future, which could ultimately cost over £2 billion.

Members questioned whether the recruitment process for the Programme Director would extend internationally, noting that this was a significant programme of work and that the right person would be needed to achieve the best result. It was confirmed that the Combined Authority would look widely and would seek advice to find the right candidate. It was also noted that the initial appointment may be on an interim basis before a more permanent replacement was found.

Members requested that the interview panel include representation from all parties and local authorities, and suggested that stakeholder panels could play a useful role.

Resolved: That the Combined Authority approves:

- a) To create a new role of Director of the West Yorkshire Mass Transit Programme within the Combined Authority and recruit to the post.
- b) To delegate to the Managing Director the recruitment process, including convening an interview panel (with member representation) and, in consultation with the Mayor and the Chair of the Transport Committee, to make an appointment in accordance with the recommendation of the interview panel.

83. Capital Spending and Project Approvals

The Combined Authority considered a report on proposals for the progression of, and funding for, West Yorkshire Combined Authority supported projects that had been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.

The Connectivity Infrastructure Plan (CIP) A629 (North) Ogden to Orange Street Roundabout scheme was considered for approval, and had come directly to the Combined Authority due to expediency of delivery. The project was seeking indicative approval of a contribution of £6.1m from the Combined Authority, and was expected to improve access to education, training and

employment opportunities, as well as reducing standing traffic. Approval was sought for development costs of £1.18 million, and for the scheme to proceed from decision point 3 and for work to commence on the full business case.

Resolved: The Combined Authority approves that:

- a) The CIP - A629(N) – Ogden to Orange Street Roundabout scheme proceeds through decision 3 (outline business case) and work commences on activity 4 (full business case).
- b) An indicative approval to the Combined Authority's contribution of £6,100,000 is given. The total scheme value is £7,010,000.
- c) Additional development costs of £1,180,000 are approved in order to progress the scheme to decision point 4 (full business case), taking the total scheme approval to £1,810,000.
- d) The Combined Authority enters into a funding agreement with Calderdale Metropolitan Borough Council for expenditure of up to £1,810,000.
- e) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

84. Assurance Framework

The Combined Authority received an update on the progress relating to changes proposed to the Leeds City Region Local Assurance Framework arising from the 2022 annual review.

There was a requirement to submit a revised version of the Assurance Framework to Government by 28 February 2022. The proposed changes were primarily a result of the Mayor coming into post, but also reflected the introduction of the West Yorkshire Investment Strategy, changes to committee structures, the introduction of carbon appraisal at each stage of consideration of schemes, and other changes. Approval was sought for these revisions, with authority for any final changes required prior to publication to be delegated to the LEP's Chief Executive in consultation with the Chairs of the LEP and the Combined Authority.

Councillor Groves left the meeting during this item.

Resolved: The Combined Authority:

- a) has reviewed and approves the proposed revisions to the Leeds City Region Assurance Framework.
- b) delegates authority to the LEP's Chief Executive (the Managing Director) in consultation with the LEP Chair and the Combined Authority Chair to approve the final Local Assurance Framework, in case that any

further changes are needed to be made to the Local Assurance Framework prior to its publication.

85. Appointment of external auditors

The Combined Authority considered a report seeking approval of the opt-in to the PSAA led national scheme for the appointment of external auditors, effective from April 2023.

At its meeting on Governance and Audit Committee had recommended that the Combined Authority opt-in to the PSAA led national scheme, in line with the vast majority of Local Authorities nationally. This would be effective from April 2023.

Resolved: That the Combined Authority has considered the recommendation and information provided and approves the opt-in to the PSAA led national scheme for the appointment of external auditors, effective from April 2023.

86. Members' Code of Conduct - Review of Procedure

The Combined Authority considered a report seeking approval of an amended 'Procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct'.

The procedure had been amended to provide greater transparency and clarity following feedback from the Local Government Association. The Governance and Audit Committee had endorsed the amendments at its last meeting.

Councillor Groves returned to the meeting during this item.

Resolved: That the Combined Authority adopts the revised Procedure for considering complaints alleging a failure to comply with the Members' Code of Conduct as attached as Appendix 1 of the submitted report, to be of effect from this 3 February 2022 meeting.

87. Minutes for information

The Combined Authority noted the minutes of the committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

Resolved: That the minutes of the Combined Authority's committees and panels be noted.



Name of meeting: Council (Reference from Cabinet)

Date: 13 July 2022

Title of report: Corporate Safeguarding Policy

Purpose of report: To present the refreshed version of the Corporate Safeguarding Policy for approval by Council.

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 financial implications but all wards could be positively affected by staff, elected members and volunteers increasing their understanding of roles, responsibilities and referral mechanisms to safeguard children and adults at risk of abuse and neglect across the district
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ?	Yes
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	David Shepherd – Strategic Director of Growth and Regeneration and Executive Team Sponsor of the Corporate Safeguarding Oversight Group
Is it also signed off by the Service Director for Finance?	Yes – 18/02/2022
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Yes – 24/02/2022
Cabinet member portfolio	Cllr C Pattison

Electoral wards affected: N/A

Ward councillors consulted: N/A

Public or private: Public

Has GDPR been considered? This report contains no information that falls within the scope of the General Data Protection Regulation

1. Summary

The responsibility for undertaking an overview of safeguarding arrangements across the Council was delegated to the Corporate Safeguarding Oversight Group by the Council's Executive Team.

The main responsibilities of the Corporate Safeguarding Oversight Group are to:

- ensure that robust arrangements for safeguarding children and adults are in place within and across the Council
- ensure there is effective corporate oversight of safeguarding across the range of services which the Council provides and commissions
- ensure that robust multi-agency arrangements are in place to safeguard children and vulnerable adults, and that key partners have appropriate safeguarding systems in place

The existing Cross Council Corporate Safeguarding Policy was signed off at Cabinet in 2019, however, due to the pandemic, the full roll out stalled somewhat so it was agreed at the Corporate Safeguarding Oversight Group that a Task and Finish Group would be established in order to review the policy. This was to ensure that it could be updated where needed and take into account any further additions that may be needed due to service changes and progression of other parallel work streams, such as the Safer Recruitment work and revised Local Authority Designated Officer (LADO) guidance and referral routes.

Cabinet considered the refreshed Policy further at its meeting on the 8th March 2022 and asked that it also be considered and adopted by Council and become one of the policies on the Policy Framework in Article 4 of the Constitution. A potential change to the Policy Framework to include the Cross Council Corporate Safeguarding Policy was considered at Corporate Governance and Audit Committee on 13th May 2022 and Annual Council on 25th May 2022 and it was agreed to amend the Policy Framework to include the policy once considered and agreed by a meeting of Council.

2. Information required to take a decision

The Policy is underpinned by the Council's commitment in the Council Plan to make it clear that safeguarding is everyone's responsibility, by joining up with partners, ensuring children and adults have good access to well informed advice, support and decision making, and there are effective, timely and proportionate responses when abuse or neglect occur. The Policy will act to enable all Council employees including those who are not directly involved in safeguarding, to understand their role and responsibilities when they have a safeguarding concern, how to report it and where to find additional information. There is also an expectation that all of the workforce, Councillors and volunteers share an objective to help keep children, young people and adults at risk safe by contributing to:

- Identifying where there are concerns and taking action to address them in partnership with other agencies
- Preventing unsuitable people from working with children, young people and adults at risk
- Ensuring the whole workforce understands safeguarding and their accountabilities and responsibilities
- Promoting safe practice and challenge poor and unsafe practice

The Policy sets out a preventive approach that ensures safeguards are proactively put in place to prevent abuse and neglect occurring

The Council requires a competent workforce of individuals who are able to identify instances in which there are grounds for concern about the welfare of a child or adult and initiate or take appropriate action to keep them safe.

The information contained within the Policy will need to be communicated to all affected stakeholders and staff. All employees will need to be made aware of their duties to safeguard as per the principles outlined in the Policy.

3. Implications for the Council

- **Working with People**

Kirklees Council believes that every child, young person and adult, has the right to live safe from harm, abuse and neglect and the key message of the Corporate Safeguarding Policy is that **‘Safeguarding is Everybody’s Business’** and that all employees, (paid or unpaid) have a duty of care to safeguard, prevent, and report any concerns (regardless of whether or not there is direct contact with children, young people and/or adults as defined by job roles).

The Policy will enable all Council employees, elected members, commissioners, and volunteers to understand their role and responsibilities when they have a safeguarding concern, how to report it and where to find additional information.

There are clear anticipated benefits attached to the refresh and roll out of the policy, not just for people working within the organisation, but also for the public because, as the understanding of safeguarding increases, it will encourage more staff, elected members and volunteers to know how to confidently refer children, young people and adults at risk of abuse and neglect at an early stage so that steps can be put in place to help keep the most vulnerable people in Kirklees safe. This also includes opportunities for staff and services to continue to empower people to make better choices and signpost effectively where people have mental capacity but choose to make risky decisions, as well as increase understanding of how people who lack capacity can be supported by working with the person, their advocate, family and friends in the ethos of making safeguarding personal.

- **Working with Partners**

Social Services are the lead services for dealing with enquiries regarding allegations / concerns that children and adults may be suffering significant harm, but everyone working or contracted within the Council has a responsibility to safeguard the welfare of children, young people and adults, whatever the role of the individual. This will require better and more transparent working relationships between every team in the Council to ensure clear and accessible lines of communication and governance. Whilst the Cross Council Corporate Safeguarding Policy is a Council Policy, joint working with partners such as the Police, CCGs and the voluntary sector are critical to ensuring people are kept safe from harm so there are mechanisms in place to ensure our partners can provide assurances that they have similar policies in place, mainly through the work of the Safeguarding Adults Board and Safeguarding Children’s Partnership. However, once the Kirklees Policy is signed off, it will be shared again with partners, should they want to adopt anything in it for their own. As part of the flightpath to Cabinet, the Cross Council Safeguarding Policy has been shared at various multi-agency partnership groups so partners are aware of this work and have had chance to comment on the revised version.

- **Place Based Working**

This whole system, whole family approach focuses on community, developing place-based safeguarding practices based on local knowledge, networks and need. The Policy will seek to enable and support staff to be innovative and creative in their roles, particularly those who work on the front-line, but who may not be directly involved in safeguarding. By encouraging staff to be thoughtful about the communities they work in, to understand issues related to safeguarding and how to escalate, the council can foster a working environment which is responsive and tuned into the needs of Kirklees diverse communities.

- **Climate Change and Air Quality**

No impact on climate change and air quality.

- **Improving outcomes for children**

At the heart of the Cross Council Safeguarding Policy is a desire and commitment to keeping children safe. The Policy sets out the legal requirements for doing this and what needs to be done if anyone suspects a child is at risk of harm, abuse and/or neglect. As the Policy encourages everyone to report a concern, it is hoped more children will be protected, therefore improving their whole life outcomes. It should be noted that this ethos extends to adults who are at risk as well.

- **Other (eg Legal/Financial or Human Resources)**

Legal - possible impacts include:

- if referrals to children's and adults services increase, it is likely there will be a greater demand on Legal Officers for advice and representation that could lead to Court applications
- There could also be an increase in demand on data security and GDPR advice

HR – possible impacts include:

- ongoing work with regards to Safer Recruitment (including DBS checks) and possible more involvement should LADO/Person in Position of Trust referrals increase
- implications for HR and OD for ongoing training and awareness raising (and particularly in the induction of staff processes)
- the general support of promoting the culture of transparency and enabling employees to be aware of/have a good understanding of the policy; how this underpins their role; how they carry out their duties and contribute to the Council as an organisation

Do you need an Integrated Impact Assessment (IIA)?

This has been completed as part of the refreshed policy which was considered by Cabinet.

4. Consultees and their opinions

As part of the engagement process, the Cross Council Corporate Safeguarding Policy has been to the following forums:

- Leader's Management Group
- Overview and Scrutiny Management Committee
- Executive Team
- Portfolio Briefings (Children's and Adults)
- Kirklees Safeguarding Adults Board
- Children's Safeguarding Partnership
- Inclusive Communities Board
- Health & Wellbeing Board
- Adult's and Children's SLTs
- People Service SLT
- Trade Unions
- Employee Networks

The Policy has been well received and the following feedback has been noted and will be acted on:

- The need for the final version to be available in fully accessible formats in the interests of inclusivity
- The need to ensure that when the training plan is developed to run alongside the roll out of the Policy, that it includes specific training for elected members so that they know as community leaders who they can speak to, and also to consider roles, responsibilities and where restrictions may lie (such as those associated with information sharing and GDPR)

- It is recognised that the Policy has needed to be fairly lengthy so that the required information could be captured. However, as this is rolled out, the Task and Finish Group will consider a range of options as to how best to reach the various services, including the dispersed workforce in a variety of ways and in a way that is appropriate for the audience (such as providing factsheets, credit card style cards with information on, potentially create some simple e-learning packages that can be accessed from personal mobile phones).

5. Next steps and timelines

Following sign off at Cabinet and Council, the Corporate Safeguarding Oversight Group will establish the Communication Plan for the wider roll out of the Policy. There will also be a Training workstream established (bringing in subject matter experts in areas such as domestic abuse, modern day slavery etc) to undertake a training needs analysis and agree on what training is required; where and at what level. This will also consider training across other sectors where the Council, as regulators have a role to promote safeguarding. These areas of work will be discussed as part of the Corporate Safeguarding Oversight Group meetings and it is expected that this work will be continual to factor in refresher training and opportunities to push the key messages of the Policy throughout its lifetime.

6. Officer recommendations and reasons

- That the refreshed Corporate Safeguarding Policy be approved and adopted by Council;
- That approval be given to delegate responsibility to the Strategic Director responsible for sponsoring the Corporate Safeguarding Oversight Group in conjunction with the Portfolio Lead for the Corporate Safeguarding Oversight Group and with the Corporate Safeguarding Oversight Group, to review the policy and guidance annually and make technical amendments where appropriate, allowing engagement to take place with stakeholders;
- That should there be new legislative requirements that would require a more fundamental change the policy would be brought back to Cabinet and Council for approval.
- That the Corporate Safeguarding Policy be included on the Policy Framework.

7. Recommendation of Cabinet

The report was considered at the meeting of Cabinet on 8 March 2022. The recommendation is now referred to Council to be endorsed as follows;

- That the refreshed Corporate Safeguarding Policy be approved and adopted by the Council ;
- That approval be given to delegate responsibility to the Strategic Director responsible for sponsoring the Corporate Safeguarding Oversight Group in conjunction with the Portfolio Lead for the Corporate Safeguarding Oversight Group and with the Corporate Safeguarding Oversight Group, to review the policy and guidance annually and make technical amendments where appropriate, allowing engagement to take place with stakeholders;
- That should there be new legislative requirements that would require a more fundamental change the policy would be brought back to Cabinet and Council for approval.
- That the Corporate Safeguarding Policy be included on the Policy Framework.

8. Contact officer

Alexia Gray (Head of Quality, Standards and Safeguarding Partnerships – Adults and Health)
 Tel: 01484 221000
 Email: alexia.gray@kirklees.gov.uk

9. Background Papers and History of Decisions

Previous Policy:

Corporate Safeguarding Policy

Key Decision Notice

ET – 02/10/2018 Noted and Endorsed

Corporate Safeguarding Oversight Group – 16/08/2019 For info/ update

SLT Childrens – 10/09/2019 Approved

SLT Adults – 16/09/2019 Approved

SLT Corporate – 19/09/2019 Approved

Corporate Safeguarding Oversight Group – 26/09/2019 Approved

ET – 01/10/2019 Approved

Portfolio Holder Briefing 07/10/2019 – Approved

Cabinet – 05/11/2019 – Approved

Revised Policy:

Cross Council Safeguarding Policy (appended)

Key Decision Notice (appended)

Executive Team – 18/01/2022 - approved

Overview and Scrutiny Management Committee

List of other consultees outlined under section 4

10. Service Director responsible

David Shepherd (Strategic Director for Growth and Regeneration)

Tel: 01484 221000

E-mail: David.shepherd@kirklees.gov.uk

Kirklees Council

Cross Council Corporate Safeguarding Policy

Version Control Table

Ref	Reason for Amendment	Details of amendments	Date finalised
0.1	Review of existing policy required updates to certain sections; re-formatting and additional information to be supplied from Children's and Adults	October 2019 document re-formatted into this to reduce duplication and to ensure a better 'flow'	June 2021
0.2	Additional information required	Section added to incorporate the role of partners and information added for FGM and Hate Crime	July 2021
0.3	Review of Children and Education input	Changes made to update both these sections as many of the links were out of date	August 2021
0.4	Additional information required	Section added to incorporate HBA and FM	August 2021
0.5	Additional information required	Whistleblowing section updated as the links were out of date	August 2021
0.6	Additional information added	Safer recruitment, LADO update and DBS info	August 2021
0.7	Page 18 & 21 amended sentence	Changed to 'relevant services' as agreed at CSOG	Sept 2021
0.8	Draft foreword added	To be agreed by DS	Oct 2021
0.9	Proof read	Formatting and grammar check	Oct 2021
0.10	ET Feedback	Foreword changed to come from Cllr Pattison, rather than ET Sponsor	20/01/22
0.11	ET Feedback	Removal of requirement for all staff to sign to indicate they have completed training on corporate safeguarding but covered under revised performance and policy review section (p23)	20/01/22
0.12	Legal feedback	Add additional information around GDPR under 'information sharing' section	04/02/22
0.13	OSMC feedback	Clarify that although the policy will be formally reviewed every 3 years, it will be monitored through the CSOG annually should any changes/updates be required before this time	04/03/22

'Safeguarding is Everyone's Business'

**A commitment towards
Safeguarding Children, Young People and Adults at Risk**

February 2022

FOREWORD FROM CLLR CAROLE PATTISON PORTFOLIO LEAD FOR THE CORPORATE SAFEGUARDING OVERSIGHT GROUP

The responsibility for undertaking an overview of safeguarding arrangements across the council has been delegated to the Corporate Safeguarding Oversight Group by the Executive Team.

The main responsibilities of the Group are to ensure that robust arrangements for safeguarding children and adults are in place within and across the Council; ensuring there is effective corporate oversight of safeguarding across the range of services which the Council provides and commissions which on their own; ensuring that robust multi-agency arrangements are in place to safeguard children and vulnerable adults and that key partners have appropriate safeguarding systems in place.

As the Portfolio Lead for the Kirklees Corporate Safeguarding Oversight Group, I am delighted to introduce the Cross Council Corporate Safeguarding Policy. At the heart of this policy is an ambition for safeguarding to become everyone's business; so that everyone understands what safeguarding is, and more importantly, how to act if they do have concerns about a child and/or vulnerable adults.

The Kirklees Council Plan covers the vision and outcomes of the organisation and safeguarding is a key strategic theme throughout, as well as being a fundamental aspect of the strategies connected to the Safeguarding Adults Board, the Communities Board and the Children's Safeguarding Partnership. Our Inclusive Communities Framework is currently in development, alongside the review of our Joint Health and Wellbeing Strategy, both of which will further strengthen the Council's commitment to making safeguarding everyone's business.

On a regional level, one of the West Yorkshire Mayoral Pledges is 'put keeping women and girls safe at the heart of my policing plan' and we actively support this agenda through various projects and groups, such as the Domestic Abuse Strategic Partnership's Strategy.

We will promote this policy through a range of communications and training initiatives so that everyone truly understands what an important role they play in making Kirklees a safe place for children and vulnerable adults to thrive.

Thank you,

Cllr Carole Pattison (include signature and picture)

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<p>1. Introduction</p> <p>Kirklees Council believes that every child, young person and adult, has the right to live safe from harm, abuse and neglect.</p> <p>The Council acknowledges its role and responsibilities to provide safeguarding guidance for all staff, including those the Council contracts, elected members, voluntary staff, and partner agencies /organisations, to help protect individuals, families, and communities.</p> <p>The key message of the Corporate Safeguarding Policy is that Safeguarding is Everybody's Business and that all employees, (paid or unpaid) have a duty of care to safeguard, prevent, and report any safeguarding concern.</p> <p>Abuse, neglect, and harm can take place anywhere, at any time and be carried out by anyone. It is therefore important that all Council employees, elected members, commissioners, and volunteers are aware of their moral and legal obligations to safeguard children, young people, and adults and know what to do if they have a concern.</p> <p>Council employees who are directly involved in safeguarding children, young people and /or adults as part of their work, are expected to respond to concerns as defined by their role and/or the statutory duties of the Council as their employer.</p> <p>All managers are responsible for ensuring that they are aware of their responsibilities as outlined in this policy, and that those they manage are equally aware and briefed.</p> <p style="text-align: center;"><u>Safeguarding is everyone's responsibility regardless of whether or not there is direct contact with children, young people and /or adults as defined by job roles.</u></p> <p>This document will act as a statement to enable all Council employees, elected members, commissioners, and volunteers to understand their role and responsibilities when they have a safeguarding concern, how to report it and where to find additional information.</p>
<p>2. What is Safeguarding?</p> <p>Safeguarding relates to all children, young people, and adults; not just those known to services.</p> <p>Safeguarding and promoting the welfare of children and young people is defined by Working Together to Safeguard Children 2018 as,</p> <ul style="list-style-type: none"> • protecting children and young people from maltreatment • preventing impairment of children and young people's health or development • ensuring that children and young people grow up in circumstances consistent with the provision of safe and effective care, and • taking action to enable all children and young people to have the best outcomes. <p>Safeguarding Adults duties apply to adults over the age of 18 years old as outlined in the Care Act 2014 . These relate to if an adult:</p>

- has needs for care and support (whether or not the local authority is meeting any of those needs AND
- is experiencing, or at risk of, abuse or neglect AND
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

3. Definitions, Legislation and Governance

Children and Young People

Safeguarding children and young people relates to all children and young people who have not yet reached their 18th birthday

“The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection”.

Safeguarding children and young people involves.

- protecting children from maltreatment
- preventing impairment of children’s health and development
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care and
- taking action to enable all children to have the best outcomes

Child Abuse, Neglect and Harm

The abuse of a child falls under four categories

- Physical abuse
- Emotional abuse
- Sexual abuse
- Neglect

The abuse or neglect of a child can occur by inflicting harm, and /or by failing to prevent harm; harm can include:

“ill treatment that is not physical as well as the impact of witnessing ill treatment of others. This can be particularly relevant, for example, in relation to the impact on children of all forms of domestic abuse. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others. Abuse can take place wholly online, or technology may be used to facilitate offline abuse. Children may be abused by an adult or adults, or another child or children. ”

(Working Together to Safeguard Children 2018)

Legislation: Safeguarding Children and Young People

The legislation and statutory guidance stating the responsibilities for the safeguarding of children and young people are found within the Children Act 1989 and 2004 as amended by the Children and Social

Work Act 2017; The Education Act 2002 and 2011; the Working Together to Safeguard Children 2018; the Safeguarding Vulnerable Groups Act 2006 and Keeping Children Safe in Education 2021. The Local Authority also has a Model Policy in place to ensure compliance with the above overarching legislation.

In accordance with Working Together to Safeguard Children 2018, local authorities, working with partner organisations and agencies, have specific duties to safeguard and promote the welfare of all children in their area.

Kirklees Safeguarding Children Partnership

The Children Act 2004, as amended by the Children and Social Work Act 2017, placed new duties on key agencies in a local area, specifically,

- the police,
- clinical commissioning groups and
- the local authority

to make arrangements to work together, and with other partners locally, to safeguard and promote the welfare of all children in their area.

To ensure effective safeguarding of all children in the local area, the statutory Safeguarding Children Partnership arrangements should have effective links with other strategic partnership work in the local area, for example, the Health and Wellbeing Board, Adult Safeguarding Board, and the Community Safety Partnership.

In addition to the duties of the three statutory safeguarding partners, all organisations and agencies have a shared responsibility to safeguard and promote the welfare of all children in a local area and under, section 11 of the Children Act 2004 many local organisations and agencies have a duty to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions.

Further information can be found at the [KSCP website](#).

Keeping Children Safe in Education (KCSIE)

KCSIE 2021 is statutory guidance from the Department for Education issued under Section 175 of the Education Act 2002, the Education (Independent School Standards) Regulations 2014, the Non-Maintained Special Schools (England) Regulations 2015, and the Education and Training (Welfare of Children) Act 2021.

Schools and colleges in England must have regard to it when carrying out their duties to safeguard and promote the welfare of children.

For the purposes of this guidance children includes everyone under the age of 18. The guidance is for:

- 'schools' means: all schools whether maintained, non-maintained or independent schools (including academies, free schools and alternative provision academies), maintained nursery schools and pupil referral units.

- ‘college’ means further education colleges and sixth-form colleges as established under the Further and Higher Education Act 1992, institutions designated as being within the further education sector and providers of post 16 Education as set out
- in the Education and Training (Welfare of Children) Act 2021: 16-19 Academies, Special Post-16 institutions and Independent Training Providers. For colleges, the guidance relates to their responsibilities towards children who are receiving education or training at these institutions.

The Council ensures our compliance with KCSIE 2021 through Letters of Assurance (LOAs) for all council services and staff providing services or contracts to any of the above organisations; the councils LOAs are updated (at least annually) and made available to all schools via Kirklees Business Solutions webpage.

Adults

Definition of ‘adult at risk’

The Care Act 2014 defines an ‘adult at risk’ as someone who:

- *has needs for care and support (whether or not the local authority is meeting any of those needs)*
- *is experiencing, or at risk of, abuse or neglect*
- *as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect*

Definition of ‘safeguarding adults at risk’

The Care Act 2014 defines adult safeguarding as:

“...protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult’s wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances.” (Care Act 2014 Statutory Guidance, 2018, para 14.7).

An explanation of the types of abuse of an adult at risk can be found in section 4 of this policy but it must be noted that this list is not exhaustive and **“Local Authorities should not limit their view of what constitutes abuse or neglect, as they can take many forms and the circumstances of the individual case should always be considered”** (Care and Support Statutory Guidance, update Feb 2018. para 14.17)

Legislation: Safeguarding Adults at Risk

Section 42 of the Care Act 2014 sets out the statutory responsibility to safeguard adults The Act refers to safeguarding an ‘adult at risk’ as defined in Section 3.2 of this policy.

Statutory responsibilities for local authorities regarding adult safeguarding apply equally to those adults with care and support needs, regardless of whether those needs are being met. The duties also apply regardless of whether the adult is assessed as meeting current eligibility for social care, lacks mental capacity or not, and regardless of setting (with exception to prisons and approved premises).

The local authority must make whatever enquiries it thinks is necessary if it believes an adult is experiencing or at risk of abuse or neglect; to enable it to decide whether any action should be taken in

the adult's case and if so what action and by who. The organisation should promote the adult's wellbeing in their safeguarding arrangements and the ***six principles of Safeguarding*** also underpin this; informing how professionals and others should work with adults:

- Empowerment
- Prevention
- Proportionality
- Protection
- Partnership
- Accountability

In addition to the six principles, it is important that the safeguarding concern and any enquiry focuses on ***'Making Safeguarding Personal' (MSP)***. This concept allows the concern to be person-centred and outcome led as well as empowering the adult at risk and encouraging choice and involvement.

Kirklees Safeguarding Adults Board (KSAB)

Section 43 of the Care Act 2014 prescribes that all local authorities in England must establish a Local Safeguarding Adults Board in its area. The fundamental priority is to protect adults at risk from abuse as defined in Section 42 of the Act, by coordinating and ensuring the effectiveness of each of its members.

The Local Safeguarding Adults Board must also arrange for reviews to take place for any cases within its area where an adult at risk dies or has experienced serious neglect or abuse, and there is concern that agencies could have worked more effectively to protect the adult.

There are three statutory partners for the local safeguarding Adults Board (as per the Care Act 2014): the local authority; Clinical Commissioning Groups and the Police. In addition, the board can opt to invite representatives from other appropriate agencies to join.

Further information can be found at the [KSAB website](#).

Kirklees Communities Board (incorporating the statutory Community Safety Partnership)

Section 5 of the Crime and Disorder Act 1998 and subsequent legislative amendments places a statutory duty on a number of responsible authorities to work in partnership to reduce crime and disorder. Known as Community Safety Partnerships (CSPs) the act defines CSPs as "An alliance of organisations which generate strategies and policies, implement actions and interventions concerning crime and disorder within their partnership area". In Kirklees the CSP is known as the Communities Board and also brings together the partnership arrangements to develop cohesive communities.

The statutory obligations of the Communities board are:

- Develop a **Partnership Plan** and deliver the outcomes of the Partnership Plan across the communities of Kirklees. This also includes monitoring progress
- Analyse a wide range of data, including crime levels and patterns, in order to identify priorities in an annual **strategic assessment**
- Produce a strategy to **reduce re-offending**
- Have overview and responsibility for **domestic homicide reviews**.
- Engage and consult with the local **community** about priorities and progress in achieving them
- set up protocols and systems for **sharing information**

- To have a crime and disorder **scrutiny committee** with the power to review and scrutinise decisions made and action taken by the CSP.
- To **assess value for money** of partnership activities.

Communities Board strategic commitments

The Communities Partnership Plan 2018 – 2021 identifies four priorities/ themes:

- Preventing and Reducing Crime
- Tackling Anti-Social Behaviour (ASB)
- Protecting people from serious harm
- Improving Place

Partnerships

Protecting those who are vulnerable and/or at risk requires a system wide partnership response, and our partners are intrinsic to the successful implementation of this policy.

Whilst this policy is intended for Kirklees Council, it is recognised that we work closely with a wide range of partners, including Health, West Yorkshire Police, West Yorkshire Fire & Rescue, Housing, local businesses, and voluntary and community sector groups. Kirklees Council is committed to effective partnership arrangements and multi-agency solutions to help ensure the best outcomes for individual children, young people, adults, and their wider families and communities

4. What is meant by Abuse, Harm, and Neglect?

Abuse is an umbrella term relating to many types of behaviours and activities which cause harm. Whilst the policy references certain abuses which relate to children and adults separately, it is recognised that most can affect any child or adult, regardless of age. The glossary below clarifies the different types of abuse and the characteristics associated with each type:

Physical Abuse of Children	A form of abuse which may involve hitting, shaking, throwing, poisoning, burning, or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.
Physical Abuse of Adults	<p>Assault, hitting, slapping, pushing, misuse of medication, restraint, or inappropriate physical sanctions.</p> <p>Restraint Unlawful or inappropriate use of restraint or physical interventions. In extreme circumstances unlawful or inappropriate use of restraint may constitute a criminal offence. Someone is using restraint if they use force, or threaten to use force, to make someone do something they are resisting, or where an adult's freedom of movement is restricted, whether they are resisting or not.</p> <p>Restraint covers a wide range of actions. It includes the use of active or passive means to ensure that the person concerned does something, or does not do something they want to do, for example, the use of key pads to prevent people from going where they want from a closed environment.</p>

<p>Emotional Abuse of Children</p>	<p>The persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child’s emotional development.</p> <p>It may involve conveying to a child that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving the child opportunities to express their views, deliberately silencing them or ‘making fun’ of what they say or how they communicate. It may feature age or developmentally inappropriate expectations being imposed. These may include interactions that are beyond a child’s developmental capability, as well as overprotection and limitation of exploration and learning, or preventing a child participating in normal social interaction.</p> <p>It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyber bullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.</p>
<p>Child Sexual Abuse</p>	<p>Involves forcing or enticing a child to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening.</p> <p>The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing, and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet).</p> <p>The sexual abuse of children can be committed by adults and/or by other children.</p>
<p>Sexual Abuse of Adults</p>	<p>Examples of sexual abuse include rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts, indecent exposure and sexual assault or sexual acts to which the adult has not consented or was pressured into consenting.</p> <p>Sexual abuse is not confined to issues of consent the following factors should also be considered:</p> <ul style="list-style-type: none"> • Any sexual relationship or inappropriate sexualised behaviour between a member of staff and service user should lead to disciplinary proceedings; • A sexual act between a care worker and service user with a mental disorder is also a criminal offence under section 38-42 of the Sexual Offences Act.
<p>Child Neglect</p>	<p>The persistent failure to meet a child’s basic physical and/or psychological needs, likely to result in the serious impairment of the child’s health or development.</p>

	<p>Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to:</p> <ul style="list-style-type: none"> • provide adequate food, clothing, and shelter (including exclusion from home or abandonment) • protect a child from physical and emotional harm or danger • ensure adequate supervision (including the use of inadequate caregivers) • ensure access to appropriate medical care or treatment <p>It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.</p>
Adult Neglect and Acts of Omission	<p>Ignoring medical, emotional, or physical care needs, failure to provide access to appropriate health, social care or educational services, and the withholding of the necessities of life such as medication, adequate nutrition, and heating. Neglect also includes a failure to intervene in situations that are dangerous to the person concerned or to others, particularly when the person lacks the mental capacity to assess risk for themselves.</p> <p>https://www.kirklees.gov.uk/beta/adult-social-care-providers/pdf/ksab-multi-agency-protocol-managing-self-neglect.pdf</p>
Discriminatory Abuse of Adults	<p>Discrimination on the grounds of race, faith or religion, age, disability, gender, sexual orientation, and political views, along with racist, sexist, homophobic or ageist comments or jokes, or comments and jokes based on a person's disability or any other form of harassment, slur, or similar treatment.</p> <p>Excluding a person from activities on the basis they are 'not liked' is also discriminatory abuse.</p>
Financial or material Abuse of Adults	<p>Theft, fraud, internet scamming, postal and doorstep scams, coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits are all forms of financial abuse and are often targeted at adults at risk. Financial abuse can have serious effects including loss of income and independence and harm to health, including mental health.</p> <p>The adult at risk can be persuaded to part with large sums of money and in some cases their life savings. These instances should be reported to the local police service and local authority Trading Standards Services for investigation.</p> <p>Where the abuse is perpetrated by someone who has the authority to manage an adult's money, the relevant body should be informed, e.g., the Office of the Public Guardian for deputies and attorneys and DWP for appointees.</p>
Organisational Abuse of Adults	<p>Is the mistreatment, abuse, or neglect of an adult by a regime or individuals in a setting or service where the adult lives, or by one that they use.</p>
Psychological Abuse of Adults	<p>Emotional abuse, threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, cyber bullying, isolation or unreasonable and unjustified withdrawal of services or supportive networks.</p>

<p>Domestic Abuse; Children and Adults</p>	<p>The Government definition of Domestic Abuse is: 'Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse:</p> <ul style="list-style-type: none"> • Psychological • Physical • Sexual • Financial/economic • Emotional <p>Domestic abuse can take place inside or outside of the home, and anyone can be a victim regardless of gender, age, ethnicity, socio-economic status, sexuality, or background.</p> <p>Types of domestic abuse include intimate partner violence, abuse by family members, teenage relationship abuse and adolescent to parent violence.</p> <p>Children may experience domestic abuse directly, as victims in their own right, or indirectly due to the impact the abuse has on others, such as a non-abusive parent.</p> <p>The Government definition, which is not a legal definition, includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group (see additional information below).</p>
<p>Controlling and Coercive Behaviour; Children and Adults</p>	<p>Controlling behaviour is:</p> <ul style="list-style-type: none"> • a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour <p>Coercive behaviour is:</p> <ul style="list-style-type: none"> • an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim <p>Coercive control is:</p> <ul style="list-style-type: none"> • a form of abuse that involves multiple behaviours and tactics which reinforce each other and are used to isolate, manipulate, and regulate the victim. This pattern of abuse creates high levels of anxiety and fear. Coercive control can have a significant impact on children and young people, both directly, as victims, and indirectly due to the impact the abuse has on the non-abusive adult. <p>Children may also be forced to participate in controlling or coercive behaviour towards the parent who is being abused.</p>
<p>So called Honour Based Abuse and Forced Marriage; Children and Adults</p>	<p>Honour based abuse is a collection of practices used to control behaviour within the family and community in order to protect perceived cultural and religious beliefs and/or honour.</p>

	<p>Abuse can occur when perpetrators perceive that a person has shamed the family and/or community by breaking their honour code.</p> <p>Women are predominantly, but not exclusively, the victims, which can be distinguished from other forms of violence, as it is often committed with some degree of approval and/or collusion from family and/or community members.</p> <p>Men and boys can also be victims, sometimes as a consequence of their involvement in what is deemed to be an inappropriate relationship, if they are same sex, or if they are believed to be supporting the victim.</p> <p>Honour based abuse occurs across all cultures, nationalities, faith groups and communities. Relatives, including females, may conspire, aid, abet or participate in honour based abuse, for what might seem a trivial transgression.</p> <p>The list is not exhaustive but examples of HBA may include:</p> <ul style="list-style-type: none">• Murder• Unexplained death (suicide)• Forced marriage• Fear of forced marriage• Controlling sexual activity• Domestic violence (Including psychological, physical, sexual, financial or emotional abuse)• Child abuse• Rape• Kidnapping• False imprisonment• Threats to kill• Assault• Harassment• Forced abortion <p>A forced marriage is where one or both people do not (or in cases of people with learning disabilities or reduced capacity, cannot) consent to the marriage as they are pressurised, or abuse is used, to force them to do so. It is recognised in the UK as a form of domestic or child abuse and a serious abuse of human rights.</p> <p>The pressure put on people to marry against their will may be:</p> <ul style="list-style-type: none">• physical: for example, threats, physical violence or sexual violence• emotional and psychological: for example, making someone feel like they are bringing 'shame' on their family <p>Financial abuse, for example taking someone's wages, may also be a factor</p>
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<p>Female Genital Mutilation (FGM); - Adults and Children</p>	<p>FGM is any procedure which involves the partial or complete removal of the external female genitalia, or other injury to the female genital organs for no medical reason. FGM is illegal in the UK and it is also illegal to a female (child or adult) out of the UK for FGM or for anyone to circumcise women or children for cultural or non-medical reasons here in the UK.</p> <p>In accordance with the Serious Crime Act 2015 there is a mandatory duty to report Female Genital Mutilation</p>
<p>Child Exploitation - Sexual</p>	<p>Child sexual exploitation is when an individual or a group of people takes advantage of an imbalance of power to coerce, manipulate or deceive a child under the age of 18 into sexual activity</p> <ul style="list-style-type: none"> • in exchange for something the victim needs or wants, and/or • for the financial advantage or increased status of the perpetrator or facilitator. <p>A child may be sexually exploited even if the sexual activity appears consensual. The sexual exploitation of children does not always involve physical contact; it can also occur through the use of technology.</p>
<p>Child and Adult Criminal Exploitation -</p>	<p>The criminal exploitation of children involves an individual or group taking advantage of an imbalance of power to coerce, control, manipulate or deceive a child under the age of 18 into any criminal activity</p> <ul style="list-style-type: none"> • in exchange for something the victim needs or wants, and/or • for the financial or other advantage of the perpetrator or facilitator and/or • through violence or the threat of violence. <p>A child may have been criminally exploited even if the activity appears consensual. Child criminal exploitation does not always involve physical contact; it can also occur through the use of technology.</p> <p>County Lines involves gangs and organised criminal networks exporting illegal drugs into one or more importing areas within the UK, using dedicated mobile phone lines or other form of 'deal line'. This may involve the exploitation of children and/or vulnerable adults to move and store the drugs and money,</p>
<p>Peer on Peer Abuse - Children</p>	<p>Peer on peer abuse can include (but is not limited to),</p> <ul style="list-style-type: none"> • Bullying - (including cyberbullying) • Physical abuse – including hitting, kicking, shaking, biting, hair pulling, or otherwise causing physical harm • Sexual violence, including rape, assault by penetration and sexual assault • Sexual harassment, such as sexual comments, remarks, jokes and online sexual harassment, which may be stand-alone or part of a broader pattern of abuse • Upskirting; which typically involves taking a picture under a person's clothing without them knowing, with the intention of viewing their genitals or buttocks to obtain sexual gratification, or cause the victim humiliation, distress, or alarm, • Sexting (also known as youth produced sexual imagery); and • Initiation type violence and rituals.

	<p>Hate Crimes and Hate Incidents; - Adults and Children</p>	<p>A hate crime is any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's disability, race, religion, sexual orientation or gender identity or perceived disability, race, religion, sexual orientation, or gender identity. Examples can include:</p> <ul style="list-style-type: none"> • Physical attacks • Damage to property • Offensive graffiti and arson <p>Also, threat of attack, such as inciting hatred by words, pictures or videos, offensive letters, abusive or obscene telephone calls, groups hanging around to intimidate, and unfounded malicious complaints.</p> <p>A hate incident is any non-crime incident which is perceived by the victim or any other person to be motivated by hostility or prejudice based on a person's disability, race, religion, sexual orientation or gender identity or perceived disability, race, religion, sexual orientation, or gender identity. Examples can include:</p> <ul style="list-style-type: none"> • Verbal or online abuse • Insults or harassment, such as taunting • Offensive leaflets or posters • Abusive gestures • Dumping of rubbish outside homes or through letterboxes • Bullying at school or in the workplace
	<p>Prevent and Channel – the risk of extremism</p>	<p>Prevent is part of the National Prevent Strategy, published by the government in 2011. It is part of the UK's overall counter-terrorism strategy known as CONTEST. Channel is a multi-agency approach to safeguarding, supporting and protecting children, young people and vulnerable adults at risk of radicalisation, extremism or terrorist related activity.</p>
	<p>Modern Slavery – Adults and Children</p>	<p>Modern Slavery is an umbrella term, encompassing human trafficking, slavery, servitude and forced labour. It is a hidden crime and victims include adults and children. Victims are controlled, may be transported a short distance or across continents to be forced into jobs they do not want to do. The Modern Slavery Act 2015 places a duty on local authorities to report details of suspected cases of modern slavery to the National Crime Agency.</p> <p>Slavery, servitude and forced or compulsory labour. A person commits an offence if:</p> <ul style="list-style-type: none"> • A person holds another person in slavery or servitude and the circumstances are such that the person knows or ought to know that the other person is held in slavery or servitude; or • The person requires another person to perform forced or compulsory labour and the circumstances are such that the person knows or ought to know that the other person is being required to perform forced or compulsory labour. <p>There are many different characteristics that distinguish slavery</p>
<p>5.</p>	<p>Who is Affected by Abuse?</p>	

	Any children, young person or adult can experience abuse, neglect, and harm. If you suspect that it is taking place, you should follow the procedures set out in this policy.
6.	Where does abuse occur
	<p>Abuse can be perpetrated by anyone, and can by happen anywhere, including in a child or adult’s own home, in their community, within their family or friendship group, and or in any setting, e.g., an early years setting, a school, college, or workplace, a care/residential home, a hospital, or in voluntary /leisure activity setting. Those who may abuse include:</p> <ul style="list-style-type: none"> • parents • siblings • spouses/partners • extended family members • friends and acquaintances • neighbours/local residents • paid (or unpaid) staff • volunteers • individuals/groups unknown to the victim (including via the internet) • People in a position of trust (Person in a Position of Trust – PiPoT)
7.	Responsibilities for Safeguarding
	<p>As abuse can take place anywhere, at any time and by anyone, it is important that we are all aware of the signs of abuse and what our responsibilities are.</p> <p>All staff and volunteers</p> <p>Everyone working within the Council, paid or unpaid has safeguarding responsibilities and should:</p> <ul style="list-style-type: none"> • be familiar with this policy, • know how to raise a safeguarding concern, • be familiar with any additional responsibilities they may have in respect of their role. • undertake safeguarding training required of them. <p>All staff and volunteers are expected to participate in safeguarding training. The level of training required will be appropriate and proportionate to positions held, roles and responsibilities.</p> <p>The Chief Executive</p> <p>The Chief Executive holds the overall responsibility for ensuring Kirklees Council has adequate and effective safeguarding arrangements in place for children, young people and adults at risk. These include appropriate reporting mechanisms; policies and procedures and training; ensuring that statutory requirements are met.</p> <p>The Director for Children’s Services/ Designated Lead Member for Children’s Services</p> <p>In accordance with the Children Act 2004 (section 18 (7) and 19 (2)), Local authorities in England must appoint a Director of Children’s Services (DCS) and ensure the designation of a Lead Member for Children’s Services (LMCS).</p>

The DCS has professional responsibility for the leadership, strategy, and effectiveness of local authority children’s services. The LMCS, as a member of the Council, has political responsibility for the leadership, strategy, and effectiveness of local authority children’s services.

The DCS and LMCS should ensure that effective arrangements are in place to protect children and young people from harm.

Strategic Director for Adults and Health (Director for Adult Social Services)

The above role includes the responsibilities held by the role known in the Care Act 2014 as ‘Director for Adult Social Services’ and has a leadership and challenge role in relation to safeguarding. The key elements to the role are the promotion of a person-centred culture and early intervention, prevention and partnership working, to find proactive solutions to safeguarding.

Elected Members

Elected Members are the leaders within their wards and therefore have a crucial role in engaging the public in safeguarding and responding to any concerns they are made aware of. Elected Members also provide an additional level of scrutiny regarding service provision and delivery, the commissioning of provision and Council policy.

Commissioners

Commissioners should gain assurances from their contracted providers and services around their legislative responsibilities regarding the quality and safety of their organisations and ensure that relevant safeguarding policies and procedures are in place, are being adhered to and are reviewed appropriately. Commissioners should also ensure that mechanisms are in place to hold providers to account where any safeguarding concerns arise.

Commissioners should also work closely with regulatory bodies such as Ofsted or the Care Quality Commission and share information relating to services, settings and/or practice appropriately to ensure children, young people and adults are safe from abuse, neglect, and harm.

8. Reporting a safeguarding concern

The Council is committed to protecting all children and adults at risk in Kirklees from harm.

All Council workers are expected to safeguard any child or adult at risk who comes to their notice, where it is believed they may be suffering harm.

The aim of this section is to ensure that all council employees understand their personal responsibilities for protecting vulnerable groups in Kirklees and are:

- able to take appropriate action if there are suggestions that abuse is taking place
- are informed and able to respond in a helpful manner where anyone discloses to them that abuse is happening.

Staff working in a setting where abuse is suspected should report concerns to their manager or nominated person within their organisation within the same working day. The following additional information may be helpful to reference

- any specialised training undertaken;
- [Child abuse concerns: guide for practitioners - GOV.UK \(www.gov.uk\)](http://www.gov.uk) (Children and Young People)
- [the West Yorkshire consortium online safeguarding children procedures](http://proceduresonline.com) (Children and Young People)
- [Contacts and Referrals \(proceduresonline.com\)](http://proceduresonline.com)

- the [Joint Multi-Agency Safeguarding Adults Policy and Procedures](#) (Adults)
- any other procedure/s as prescribed by the service.

Do not worry that you might have got it wrong, and that abuse is not taking place. It is more important that you report any concerns that you might have, as quickly as possible, so that the relevant services can take responsibility for deciding what needs to happen next.

If any adult or child is in danger, first, ensure the individual is safe. Call the emergency services if immediate help is needed.

How to report your concerns in an emergency - Children and Adults

If any adult or child is in danger, first, ensure the individual is safe. Call the emergency services if immediate help is needed and you require an immediate response:

- In an emergency, don't wait - call 999
- Call the police on 101 if you suspect a crime

Children

Children includes everyone under the age of 18. If you are concerned that a child living in Kirklees is being abused, you can telephone or email:

- Kirklees Duty & Advice 01484 414960 or DutyAdvice.Admin@kirklees.gov.uk
- Kirklees Designated Officer (LADO) 01484 221126 or LADO.cases@kirklees.gov.uk

NB: Employees should note that any concerns they have, can be treated in confidence, as set out in the Council's Whistleblowing Policy.

Framework for making child safeguarding decisions in Kirklees

This document sets out the approach in Kirklees to keeping children safe and protected from harm. It is designed to ensure that across the continuum of need professionals consider that the right help is given to the right children at the right time and for the right duration.

[Framework-for-making-safeguarding-decisions-in-Kirklees.pdf \(kirkleessafeguardingchildren.co.uk\)](#)

For more information, please refer to

[Reporting-child-abuse-CM3219.1.pdf \(kirkleessafeguardingchildren.co.uk\)](#)

You can also contact the Kirklees Safeguarding Children Partnership Business unit on – **01484414960**

- Email: KSCB.admin@kirklees.gov.uk
- <https://www.kirkleessafeguardingchildren.co.uk/>

Adults

If you are concerned that an adult at risk living in Kirklees is being abused you can telephone, visit or email:

- Kirklees Council Civic Centre 3, Market Street, Huddersfield, HD1 2TG
- Walsh Building, Town Hall Way, Dewsbury, WF12 8EQ
- Tel: 01484 414933 Open 24 hours a day

- Email: gatewaytocare@kirklees.gov.uk

All safeguarding concerns will be taken seriously; enquiries will be made about your concerns and discussions will take place with colleagues in the police if it is a criminal matter. In addition, the wishes of the adult at risk will be considered as part of the enquiry and support will be put into place to achieve the changes they want to be made (wherever possible) including developing a plan with the adult at risk to keep them safe in the future. Full information can be found on the ['report abuse or neglect of an adult at risk' webpage](#).

Additional information on how to identify abuse, report concerns and general information about safeguarding adults at risk can be found at the [Kirklees Safeguarding Adults Board website](#)

If you are in any doubt about reporting your concerns don't think 'what if I'm wrong?' think 'what if I'm right?'

9. Safeguarding concerns you may have about any adult in a position of trust or working (paid or unpaid) with children

Children and Young People

The Local Authority Designated Officer (LADO) **must** be informed within 1 working day (or the next working day) when an allegation is made; prior to any further investigation taking place. Improved outcomes for children are aided by close collaboration between single and multi-agency partners, through timely quality conversations.

Who should be referred to the LADO?

All allegations relating to harm of a child or young person by those who work with them, must be taken seriously. A referral should be made when it is alleged that a person who works with children (paid or unpaid capacity) has:

- Behaved in a way that has or may have harmed a child
- Possibly committed a criminal offence against/related to a child
- Behaved toward a child in a way that indicates he or she would pose a risk of harm or
- Behaved or may behave in a way that indicates they may not be suitable to work with children
- An allegation has been made against a person in relation to his/her work with adult service users, which causes concern about the welfare of an adult service user's children or the person also has another role working with children

Reasons for an allegation

An allegation is made against a person in relation to a matter that may indicate that the person may not be suitable to work with children. This can relate to his/her employment or voluntary activity, or to a person's private life e.g.,

- Concerns arise about a person's behaviour about his/her own children
- Concerns arise about the behaviour of a partner, member of the family or other household member
- Where other information suggests they may pose a risk to any person that may demonstrate a transferable risk within their role with children

The LADO will ensure that all allegations and enquires are managed proportionately and appropriately; sharing information to ensure that children are safeguarded within multi agency settings.

More information and how guidance on how to make a referral can be found at [Local Authority Designated Officer \(LADO\) | Kirklees Council](#)

Adults

The Person in a Position of Trust (PiPoT) deals with safeguarding concerns which relate to a person who works with adults within a statutory or voluntary organisation. The PiPoT will then manage any enquiries appropriately and ensure that information is appropriately shared with relevant agencies, dependent on the nature of the enquiry.

Whilst the focus of safeguarding adults is to safeguard one or more identified adults in care or with support needs, there are occasions when incidents must be reported that do not involve adults at risk but indicate, that a risk may be posed to adults by a Person in a Position of Trust (PIPOT); concerns relating to PIPOT's should be shared via the above telephone and gateway to care email.

Staff working in a setting where abuse is suspected should report concerns to their manager or nominated person within their organisation within the same working day. It does not matter if the allegation is in doubt or proves to be wrong. This can be reported by using the details below:

- Tel: 01484 414933 Open 24 hours a day
- Email: gatewaytocare@kirklees.gov.uk

Do not worry that you might have got it wrong and that adult abuse is not taking place. It is more important that you report any concerns that you might have, as quickly as possible, so that adult social care services can take responsibility for deciding what needs to happen next

10. Whistleblowing

If you have concerns about another employee, elected member, or volunteer within the Council, you may want to raise the concern in a different way. Whistleblowing is the term used when a worker reports a concern which is in the public interest. Further information on this can be found at: <https://www.gov.uk/whistleblowing>

The Council has its own whistleblowing procedure which covers all areas of concerns, not just safeguarding. Initially you should speak with your line manager to address the concern or approach your Service Director. If you are unable to speak with anyone in your service, there is a dedicated Service Director for whistleblowing as detailed in the policy: <https://www.kirklees.gov.uk/beta/delivering-services/pdf/whistleblowing-policy.pdf>

Whistleblowing and the Care Quality Commission (CQC)

If you work in a service regulated by the Care Quality Commission (CQC) and have concerns about the care being provided, ideally you should report this via the Council's whistleblowing procedure but you can also report your concern/s directly to the CQC. This following link explains how to do this: https://www.cqc.org.uk/sites/default/files/20200420_Whistleblowing_quick_guide_final_update.pdf

Whistleblowing and Ofsted

	<p>Ofsted regulate and inspect children’s social care services in England including:</p> <ul style="list-style-type: none"> • children’s homes • residential family centres • independent fostering agencies • voluntary adoption agencies • adoption support agencies • residential holiday schemes for disabled children <p>If you have an issue or concern about a service that Ofsted regulate you should contact the service first, to discuss your concerns. Concerns can be reported directly via</p> <ul style="list-style-type: none"> • The Ofsted whistleblowing hotline on 0300 1233155 (8am to 6pm, Monday to Friday) • Or by email @ whistleblowing@ofsted.gov.uk • You can write to: WBHL, Ofsted, Piccadilly Gate, Store Street, Manchester, M1 2WD, or • you can contact the NSPCC National Whistleblowing Advice Line. Whistleblowing Advice Line NSPCC
11.	Confidentiality
	<p>All information received by the Council which relates to any safeguarding matter will be treated in confidence and will be shared appropriately (need to know) where we feel you or someone else is at ‘risk of harm’.</p>
12.	Safeguarding Information Sharing
	<p>As outlined within the Working Together to Safeguard Children 2018, and the Adult’s <u>Joint Multi-Agency Safeguarding Adults Policy and Procedures</u>, effective sharing of information between practitioners and local organisations and agencies is essential for early identification of need, assessment, and service provision to keep children and adults safe. Safeguarding Practice Reviews (SPRs), Safeguarding Adult Reviews (SARs) and Domestic Homicide Reviews (DHRs) have highlighted that missed opportunities to record, understand the significance of and share information in a timely manner can have severe consequences for the safety and welfare of children and adults.</p> <p>Practitioners should be proactive in sharing information as early as possible to help identify, assess and respond to risks or concerns about the safety and welfare of children, whether this is when problems are first emerging, or where a child is already known to local authority children’s social care (e.g. they are being supported as a child in need or have a child protection plan). Practitioners should be alert to sharing important information about any adults with whom that child has contact, which may impact the child’s safety or welfare.</p> <p>Fears about sharing information must not be allowed to stand in the way of the need to promote the welfare, and protect the safety, of children, which must always be the paramount concern.</p> <p>The responsibility to share information covers anyone engaged in Kirklees Council work (paid or unpaid) in a position of trust, with vulnerable groups whether directly employed or not. For clarity, this includes: Employees, Volunteers, Apprentices, Work placements, Student placements, Short or long-term work experience, Foster carers, Adopters, Guardians, Personal Assistants, Agency staff, Commissioned services, and contractors. (this list is not exhaustive)</p> <p>All information sharing will be compliant with the General Data Protection Regulation (GDPR) which is a Europe-wide law that replaced the Data Protection Act 1998 in the UK on 25 May 2018. It is part of the</p>

wider package of reform to the data protection landscape that sets out requirements for how organisations will need to handle personal data. Further information about this can be found here: <https://www.kirklees.gov.uk/beta/information-and-data/general-data-protection-regulation.aspx>

The Policy will be updated should future changes to the regulations or further statutory guidance lead to changes in practice or procedure for data processing or governance.

Sharing the right information, at the right time, with the right people is fundamental to good practice in safeguarding. Information should therefore be shared effectively and efficiently in respect of issues that may affect the safety and welfare of children, young people, and adults

Wherever possible you should aim to gain consent to share information, but you should be mindful of situations where to do so would place a child, young person, or adult at risk at increased risk of harm. Information may be shared without consent if you have reason to believe that there is good reason to do so.

For more information relating to sharing concerns about children and young people please refer to, [Information sharing: advice for practitioners \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/414222/information-sharing-advice-for-practitioners.pdf)

For more information relating to sharing concerns about adults, please refer to section 1.7 in the [Joint Multi-Agency Safeguarding Adults Policy and Procedures](#)

13. Safer Recruitment and Retention

Experience over many years shows that it is important for organisations that provide services to children and adults at risk to incorporate into their recruitment and selection procedures, measures that help deter, reject or identify people who might abuse any vulnerable group, or who are otherwise unsuited to work with them. Making safeguarding and promotion of the welfare of children and adults at risk is an integral part of workforce management and an essential part of creating safe environments for all vulnerable groups.

The implementation Safer recruitment supports the Kirklees journey and vision to becoming a safer organisation through these consequent actions, they are.

- Recruit Social Care staff in accordance with Regulation 19 (Fit and proper persons employed) Schedule 3: Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- In line with Bichard 2004 – Recommendations
- Reduce the reliance on criminal record checks (DBS)
- Recruitment / selection process needs to be a further safeguard
- Evidence base that the council meets our stated position re ‘Letters of Assurance’ for contracts/service with schools.
- The transparent and structured management of any disclosed information

All statutory and public organisations which employ staff and/or volunteers to work with or provide services for children and adults at risk have a duty to safeguard and promote the child’s or adult’s welfare. This includes ensuring that safe recruitment and selection procedures are in place to deter, reject or identify people who might abuse or are otherwise unsuitable to work with them.

Safer practice in recruitment means thinking about safeguarding at every stage of the process.

References

	<p>The council recognises that a significant number of our work force work within notifiable occupations, therefore as an employer we have a responsibility to ensure that references are accurate, objective and does not contain any material misstatement or omissions.</p> <p>As an employer we have a responsibility to request and to share information where the reference subject has had allegations upheld (substantiated) that relate either to the safety and welfare of vulnerable groups or behaviours towards vulnerable groups and how the matter was resolved.</p> <p>As an employer we should seek to request and to share details where the reference subject has had any disciplinary procedures involving the safety and welfare of vulnerable groups, including in which the disciplinary sanction has expired, and the outcome of those procedures.</p> <p>Details of any allegation which are found to be Malicious or False (Education sector only) should be removed from an individual's personnel record.</p>
14.	Disclosure and Barring Service (DBS)
	<p>The Council DBS statement set out the council's approach to using DBS checks and forms part of the Council's overall safeguarding, safer recruitment strategies and covers the use of disclosure and Barring Service (DBS) Disclosures for eligible positions, as determined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975, Police Act 1997, Safeguarding Vulnerable Groups Act (2006) and Protection of Freedoms Act (2012).</p> <p>DBS checks are carried out on appointment for eligible roles. https://intranet.kirklees.gov.uk/my-employment/Recruitment/Disclosure-Barring-Service-(DBS)-Checks/Kirklees-Council-Disclosure-Barring-Statement-(004.aspx</p> <p>Duty to refer</p> <p>The following groups have a legal duty to refer outcomes or information to the Disclosure and Barring Service:</p> <ul style="list-style-type: none"> • Regulated Activity suppliers (employers and volunteer managers). • Personnel agency suppliers. • Bodies with a power to refer <p>Legal duty to refer: the two conditions that must be met; if you are a regulated activity provider or fall within the category of personnel supplier (contractor or agency), you must make a referral when both of the following conditions have been met:</p> <p><u>Condition 1</u> you withdraw permission for a person to engage in regulated activity with children and/or adults at risk. Or you move the person to another area of work that isn't regulated activity. This includes situations when you would have taken the above action, but the person was re-deployed, resigned, retired, or left. For example, a teacher resigns when an allegation of harm to a student is first made.</p> <p><u>Condition 2</u> You think the person has carried out 1 of the following:</p> <ul style="list-style-type: none"> • engaged in relevant conduct in relation to children and/or adults at risk. An action or inaction has harmed a child or vulnerable adult or put them at risk or harm or

	<ul style="list-style-type: none"> • satisfied the harm test in relation to children and / or adults at risk. e.g. there has been no relevant conduct but a risk of harm to a child or adults at risk still exists. Or • been cautioned or convicted of a relevant (automatic barring either with or without the right to make representations) offence <p>Where you are unsure always seek advice.</p>
15.	Implementation, Performance and Policy Review
	<p>The implementation of this policy will take place in a variety of ways, using traditional methods of communication (newsletters, briefing etc) but also through digital forums and thinking about innovative ways to help reach the more dispersed workforce. The information contained in this policy is overarching but the Corporate Safeguarding Oversight Group do recognise that different methods of sharing information and creating a level of understanding needs to be appropriate to that service area so this will be fully factored into the communication and training plans.</p> <p>The Corporate Safeguarding Oversight Group has a critical role in gaining assurances that safeguarding activity is being delivered effectively across the Council so will be developing mechanisms to assess quality and performance management processes. Whilst not exhaustive, this will include considering thematic learning and dissemination of learning from Domestic Homicide Reviews, Safeguarding Adults Reviews and Safeguarding Practice Reviews, as well as co-ordinating some audit activity (such as the Section 11 Audit for Children Services). As such, this policy will also be monitored and reviewed by the Corporate Safeguarding Oversight Group and governed by legislation and practical concern, with a 3-year review cycle. Should any changes need to be made within the 3-year review cycle, this policy will be updated as necessary and the changes will be communicated widely through a range of methods (such as the intranet, using newsletters and updates given at relevant boards and subgroups).</p> <p>It is recognised that the implementation of the policy and the various facets of training required to do this will be key to its success, so continual engagement and other audits with staff, elected members, commissioners and volunteers are expected to be factored in regularly so that the Corporate Safeguarding Oversight Group can monitor the effectiveness and any improvements that have happened as a result of the refreshed policy (such as staff confidence increasing around recognising abuse).</p>
16.	<p>Policy Review date:</p> <p>This Policy will be formally reviewed after three years which will be March 2025. However, it will be monitored through the Corporate Safeguarding Oversight Group and if there are any changes to regulations or statutory guidance, the Policy will be updated before this date and the changes communicated widely.</p>



Name of meeting: Council (Reference from Cabinet)

Date: 13 July 2022

Title of report: Inclusive Communities Framework

Purpose of report:

For Council to:

1. Note the contents of the Inclusive Communities Framework (ICF), as recommended by the Communities Board
2. Decide whether to adopt the ICF as part of the Article 4 Policy Framework

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes If yes give the reason why The Inclusive Communities Framework will impact on all electoral wards.
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Key Decision – Yes 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	Mel Meggs 1/7/2022
Is it also signed off by the Service Director for Finance?	Eamonn Croston 23/06/2022
Is it also signed off by the Service Director for Legal Governance and Commissioning?	John Chapman 23/06/2022
Cabinet member <u>portfolio</u>	Cllr Carole Pattison Learning, Aspiration and Communities

Electoral wards affected: All

Ward councillors consulted: Yes via political groups

Public or private: Public

Has GDPR been considered? Yes

1. Summary

As organisations we face challenges in how we work with communities. Often, we do not hear all the voices from the range of people that we need to, losing the valuable experiences that will help us shape better services and places. It is easy to fall into always talking to the same people, and missing people due to their age, background, where they live or their ability to attend a meeting. Our services must respond to a growing diversity of people and ensure we can respond to all their needs collectively and not working in isolation.

The ICF was commissioned by partners on the Communities Partnership Board and is the product of partnership working and engagement, supported by Council officers.

The ICF provides a partner-produced strategic approach to building cohesive communities. It acts as a guide to all Kirklees partners to play their part in talking and listening to communities and, where possible, working out together how to address challenges and unequal access and build on what works. It is guided by the following principles, the pillars of working inclusively:

1. **Belief** that communities hold solutions, with skills and knowledge that is valuable and will help us achieve our shared goals
2. **Build belonging and trust** with and between our diverse communities on shared interests and challenges, celebrating what is good in local places
3. **Care** about what matters to local communities and own our shared actions that give us a collective purpose to make a change

In addition, to support implementation, the ICF provides a toolkit consisting of:

- underpinning knowledge;
- links to useful reference material;
- Our 5 Inclusive Approaches;
- statements;
- examples;

- checklists; and
- a self-evaluation tool to enable reflection on practice and a continuous learning loop.

The Council is one of the organisations considering the adoption of the ICF. As with other partnership strategies (e.g. the Joint Health & Wellbeing Strategy), these are approved at partnership level and then considered for adoption in each individual organisation (e.g. the Council, the police, etc.). The relevant governance processes of each organisation are then used to monitor its implementation in each organisation. The ICF will follow this model, with scrutiny therefore able to take a role in monitoring the Council's implementation of the ICF within Council services.

It is proposed that for the Council the ICF will replace what was previously called the Cohesion Strategy. This is in the Council's Policy Framework as per Article 4 of the constitution. For this reason, the decision about whether the Council adopts the ICF will be made at Council.

The report was considered at the meeting of Cabinet on 5 July 2022, and it was resolved that (i) the contents of the Inclusive Communities Framework, as recommended by the Communities Board, be noted and (ii) the report be referred to the meeting of Council on 13 July 2022 with a recommendation that the Inclusive Communities Framework be adopted and included within Article 4 of the Council's Policy Framework.

Article 4 can be found in Part 2 of the Council's constitution – Articles of the Constitution - and details the responsibilities of scrutiny, cabinet, and council in relation to the Policy Framework.

More information can be found at:

- [The Constitution | Kirklees Council](#)
- [Constitution Part 2 Articles of the Constitution \(kirklees.gov.uk\)](#)

2. Information required to take a decision

Background

Partnership discussions

The commissioning of the ICF by the Communities Board was the result of various partnership and community discussions in recent years.

Before the pandemic the Council began conversations with partners and communities about cohesion and how they experienced the Council's approach. It became clear that partners thought we focused cohesion activity through a very narrow lens and presented cohesion as a 'problem to be fixed'. This, and our experiences working alongside communities during Covid, allowed for reflection on the role of large organisations like the Council and who was best placed to address cohesion in communities.

The Council were given some very clear messages by partners and communities:

- A range of factors influence how people feel about cohesion, and being included is one of them
- If a wide range of partners create the right inclusive conditions, then communities have a much better chance of being cohesive.
- Do not keep asking us the same questions when we have already told you what is important
- Being included means: knowing neighbours and feeling connected; a feeling of being treated fairly; being safe; having access to opportunities through good education and employment; and being heard and able to influence

Prior to these conversations, people had already told the Kirklees Democracy Commission that they want to be part of 'ongoing conversations, not stop-start consultations' about what happens locally. Furthermore, other discussions with communities, the Council, and partners led to the agreement of the 'Working Alongside' shared value, which describes how we all want to work together to make our local places even better.

Council priorities

The co-production of the ICF was included in our 2021/23 priorities, as set out in Our Council Plan ([link](#)).

In Our Council Plan (2021/23) ([link](#)), we set out how we want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district. Under a new 'Shaped by People' shared outcome, we also set out ([link](#)) how we want everyone to be able to take part in making the places where they live, work and play better. We said we want to know people in our communities well and understand and appreciate what we and others can offer, to help people be able to get help when they need it. We stated that people should feel valued, respected, involved and listened to.

To deliver on this, we committed to 'support our communities to live well together' by 'co-producing a partnership Inclusive Communities Framework to help to achieve safe and cohesive outcomes', including a guide on how to put principles into action and a framework for how all partners contribute to the building blocks of inclusive communities ([link](#)). The ICF delivers on this commitment.

How it will make a difference

The ICF is guided by the following principles, the pillars of working inclusively:

1. **Belief** that communities hold solutions, with skills and knowledge that is valuable and will help us achieve our shared goals
2. **Build belonging and trust** with and between our diverse communities on shared interests and challenges, celebrating what is good in local places
3. **Care** about what matters to local communities and own our shared actions that give us a collective purpose to make a change

To support implementation and improvement against these principles, the ICF provides a toolkit consisting of:

- underpinning knowledge;
- links to useful reference material;

- Our 5 Inclusive Approaches;
- statements;
- examples;
- checklists; and
- a self-evaluation tool to enable reflection on practice and a continuous learning loop.

Organisations who adopt the ICF, including the Council (if agreed), will use these tools to self-evaluate and support their improvement activities.

Through these tools and practices, the ICF enables an improved way of working with communities, shifting away from siloed approaches that focus on fixing problems or communities, and addressing root causes. It aims to simplify what organisations need to do by providing a structure to how we work, rather than requiring changes to organisational policy and strategy. The ICF therefore provides a way for organisations to still be responsible for their own delivery, policy and impact measures whilst also emphasising their accountability for how these are done through inclusive ways of working. The framework approach provides a wrap around for organisations to be able to actively see how well their actions contribute to inclusive communities. It offers a more mature way of engaging with communities and marks a shift towards 'doing with' not 'to' across the system.

For Kirklees Council, implementation will include shifting our own work around cohesion to role model the ICF principles and approaches.

Connections with other Council and partnership strategies

The ICF is one of four 'top-tier' strategic documents currently in development, setting out how we will achieve our shared outcomes in partnership. The other four are the: Joint Health & Wellbeing Strategy, the Economic Strategy, and the Sustainable Environment Strategy.

As well as the other top-tier strategies, it will also support the delivery of:

- Our Council Plan (2021-23), especially action under the Safe & Cohesive, Shaped by People, and Efficient & Effective outcomes

- Inclusion & Diversity Strategy (2021-23), by complementing its focus on changing the way the Council works with a focus on external engagement and partnership working
- Communities Partnership Plan 2022 – 2027, particularly strategic priority 3: Building Resilient and Inclusive Communities. It will do this by enhancing cohesion and inclusion in programmes of work.

The ICF will be instrumental in supporting the development and implementation of the next iterations of these strategies too.

Expected impact

Effective implementation will lead to:

- Members of the community at the centre of our approach
- Greater resilience within communities
- Improved and in-depth understanding of communities in Kirklees, their lived experience, and the complexity of the issues they experience.
- More evidence and insight data to inform future service delivery
- More efficient and effective allocation of resources
- Easier for services to provide an immediate response whilst holding in sight the long-term solutions and need for collaboration
- Improved learning and development across organisations
- A more partnership-led, whole system, and organisational approach to building a sense of belonging in and across communities.
- More celebration of what's in our communities
- More pride and belonging
- Better local integration of services and place-based working.

Evaluation

In terms of monitoring adoption, self-evaluation, and progress across partners:

- Each organisation will be responsible for self-evaluating with the ICF self-evaluation tool and monitoring its own self-improvement through its own governance structures
- The Communities Board will monitor the impact and implementation of the ICF across partners and will develop a partnership improvement plan

On 28 June, Overview and Scrutiny Management Committee was asked to consider its role in the Council's implementation of the ICF. As well as providing feedback that will be incorporated into the implementation plans of the ICF, Scrutiny asked for a further discussion and report on progress implementing the ICF.

In addition to monitoring the ICF via self-evaluation, as set out in Our Council Plan, through survey-based methods of measurement and flexible and informal group conversations, we will continue to monitor the proportion of adults feeling they get on well together and the proportion of adults feeling safe. The ICF will play a part in influencing these measures.

Risks and mitigation

There are some risks across partner organisations that will be monitored by the Communities Board:

- The challenges of the emerging post-Covid landscape and its social pressures increasing the risk that services (Council and wider) focus more on the 'immediate' at the expense of long-term strategic development
- Shifting organisational priorities might mean that organisations choose not to adopt the ICF and its principles or are unable to implement it
- Leadership and accountability are directed by siloed budgets

To manage these risks, the Communities Board might consider:

- Promoting proper use of the self-evaluation toolkit
- Ongoing leadership development
- Communities Board approaches to leadership and accountability at the highest level, building on the existing commitment from senior leaders to work collaboratively and realise and enable the capacity in our communities as key to sustainable long-term changes
- Additional support in the first year for organisations to complete their self-evaluation, and development of the resulting implementation and support action plan. These plans will be held by each partner and require appropriate resources and ongoing accountability.

Sustainability

The ICF pillars, inclusive ways of working, and the ongoing implementation and support work demand a continuing dialogue with communities which will ensure the framework remains live and dynamic as part of each organisation's self-improvement activities.

Cost breakdown

There are no specific costs identified in the ICF.

Timescale

5-year Framework with an annual self-evaluation cycle.

Integrated Impact Assessment (IIA)

An IIA has been carried out and is included in the documents.

In summary, based on involvement in the partnership discussions listed above, a social cohesion roundtable, and the evaluation of the Kirklees Community Champions Programme 2021, officers have judged that the impact will be neutral on the environment and very positive on employees, residents, and service-users across all protected characteristics (age, disability, gender reassignment, marriage/civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation, and unpaid carers) and those who live in poverty or have low-incomes. Because of this, a Stage 2 assessment was not required.

Consultees and their opinions

Communities Board have steered the development activity throughout, supported by a strategic reference group of key partnership leaders. This group has had oversight of development and offered constructive advice throughout the process. Each organisation involved has been tasked with feeding back to their teams information developed via the collaborative work (in 'Design Circles') for further comment and refinement.

In addition, the following groups have been engaged as part of the development process:

- Informal scrutiny (03/02/2022)
- Executive Team (07/06/2022)
- Communities Board (14/06/2022)
- Leadership Management Team (20/06/2022)

- Overview and Scrutiny Management Committee (28/06/2022)
- Third Sector
- Health
- Education services
- Council services, including Senior Leadership Teams in all Council directorates
- Political groups

Feedback from these fora has been incorporated into the final version of the framework and will inform implementation of the ICF.

On 28 June, Overview and Scrutiny Management Committee provided comments on next steps, including asking for councillors to be at the heart of implementation, for simpler public-facing information to support the implementation, and for a wide range of voices to be involved without forgetting the value of long-standing voices. This will be incorporated into the implementation plans of the ICF, and a further scrutiny discussion will take place to demonstrate this and report on progress implementing the ICF.

3. Implications for the Council

- **Working with People**

As set out above, at its heart, the ICF is about the relationships between organisations (of which the Council is one) and the communities we serve.

- **Working with Partners**

Developed in collaboration with partners, the ICF will be partnership owned and will offer direction for the inclusive work of any partners who adopt the ICF. It marks a wholesale shift to all partners playing their part.

- **Place Based Working**

The ICF centres on working with communities in their places and reviewing and monitoring relevant insight and data. It has a focus on relationships and connectivity within a place.

Through our Place-Based Working Programme, we are changing our council's relationship with local people, so that we can enable more people to shape their communities as citizens, and not just deliver services to customers.

When we talk about having a ‘place-based’ approach, we mean working with and alongside our citizens and partners, where they are. It’s about recognising and celebrating our unique local places and communities, their strengths and aspirations. Above all, it’s about putting our relationships first and growing trust. We don’t always have to be the people doing things or deciding things. Our role is also about enabling others to act.

Place based working involves meeting people and communities where they are on their journey (whether this is emotionally, mentally, physically or geographically). So it’s not only about where we are in Kirklees – it’s about where we are in our lives and where we are in relation to each other. We all want to live in places where everyone can trust each other.

The ICF fully supports this approach.

- **Climate Change and Air Quality**

No direct impact on climate change or air quality.

As part of the suite of top-tier strategic documents, the ICF will support the development and delivery of the Sustainable Environment Strategy (currently in development). It will provide guidance to including communities in the development and delivery of that work.

By adopting the pillars and inclusive approaches we will hear more from the people who are most adversely impacted by climate change in its broadest sense.

- **Improving outcomes for children**

Children will be positively affected as part of the wider impact on communities.

We know that strong and inclusive communities are a protective factor for our children.

Through our community-based family support, and support for care leavers we know that a feeling of belonging is critical for children and young people.

- **Financial implications for the people living or working in Kirklees**

No direct financial implications for people living or working in Kirklees.

As part of the suite of top-tier strategic documents, the ICF will support the development and delivery of the Inclusive Economy Strategy (currently in development). It will provide guidance to including communities in the development and delivery of that work.

By adopting the pillars and inclusive approaches we will hear more from people living or working in Kirklees about how they are affected by our decisions.

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

No immediate financial or legal implications but there will be ongoing calls on partners' human resources to enable and support the inclusive approaches. This may have an impact on time needed for appropriate staff development.

4. Next steps and timelines

14/09/2022 Communities Board

September 2022 onwards – implementation across Council and partners who adopt the framework.

All council services and partners who adopt the ICF will be expected to adopt and follow the principles and approaches outlined in the framework

The Council's annual self-evaluation, alongside those of Partners, will be reported to Communities Board and progress towards working more inclusively will be monitored.

5. Officer recommendations and reasons

That Council:

1. Notes the contents of the Inclusive Communities Framework (ICF) as recommended by the Communities Board;
2. Adopts the ICF, and that it be included within Article 4 of the Council's Policy Framework.

6. Cabinet Portfolio Holder's recommendations

I would wish to commend the officer recommendations.

The ICF is a new and positive approach to building inclusive communities, through ongoing conversations and understanding and it helps to achieve our goal of inclusive resilient communities with a sense of belonging.

Cllr Carole Pattison

Cabinet Portfolio Holder for Learning, Aspiration and Communities

7. Contact officer

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8. Background Papers and History of Decisions

- Informal scrutiny date 03/02/2022 – discussion on the ambitions of the ICF
- Kirklees Council Executive Team 07/06/2022:
 - o recommendation to Council to adopt the ICF
- Communities Board 14/06/2022:
 - o approval of the content of the ICF
 - o recommendation to partners to adopt the ICF
- Leadership Management Team 20/06/2022
 - o recommendation that the Council adopt the ICF
- Overview & Scrutiny Management Committee 28/6/2022
 - o discussion on the implementation of the ICF if adopted
- Cabinet 05/07/2022
 - o recommendation that the Council adopt the ICF

9. Service Director responsible

Jill Greenfield

Service Director for Customer & Communities



Inclusive Communities Framework

2022

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SECTION 1 – INTRO, VISION AND FOREWORD FROM CHAIR OF THE COMMUNITIES PARTNERSHIP BOARD

FOREWORD FROM CHAIR OF THE COMMUNITIES PARTNERSHIP BOARD, CLLR CAROLE PATTISON

March 2020 altered our lives forever. We were asked to, “stay at home and save lives,” as the UK was put into lockdown because of the coronavirus pandemic. A feeling of uncertainty was felt across the country and many doors were closed. One part of our lives that did not shut and in fact, was enhanced, was our communities. Individuals, local organisations, community and faith groups, organised themselves with one common goal, to help one another.

From doing shopping for their neighbours, to medication collections, to phone calls with isolated people and offering lifts to vaccination appointments, communities made a difference. One of the reasons we saw communities deliver such innovative solutions to the challenges we faced, was because communities knew themselves best.



As we have now moved past the height of covid, there is an appetite in Kirklees for organisations to further build on the power of communities from the past couple of years. The Communities Partnership Board wants to work with partner organisations and the people of Kirklees, to achieve our vision for inclusive communities and by doing so, improve the lives of our residents.

An inclusive community is where all people have a sense of security, connection and belonging. They enable everyone to participate and contribute, they value diversity and are resilient, proud, and welcoming. We recognise that a community that reflects these ideals does not just happen. It takes hard work and perseverance. Everybody contributes to inclusive communities, not just one organisation, group or institution.

For these reasons, we have followed a partnership-based approach to develop our Inclusive Communities Framework. Produced in collaboration with public, voluntary and community sector organisations from across the district, the Inclusive Communities Framework (ICF) articulates a set of core principles and approaches that organisations can use as a guide to move forward, with our communities, on the journey towards inclusivity. These principles and approaches will help organisations understand the communities they serve and will help to break down the barriers that continue to exist for some people.

For this framework to change the lives of people in Kirklees, we need senior leaders from all partner organisations to champion this approach. They can drive the delivery of inclusivity through the work they are responsible for and set the standard for leadership, which inspires others to work in this way. I will hold senior leaders to account and I will expect them to do the same to me. When we equally challenge and support each other, we see the outcomes we desire.

Inequality directly impacts our efforts to create inclusive communities. Inequality creates barriers to employment and opportunity and, whilst this framework alone will not resolve the causes and impact of inequality, it does contribute to overcoming barriers faced by communities.

The pandemic demonstrated how powerful a sense of belonging in our local place can be and I want us to harness this belief and use it to change lives in Kirklees.

Cllr Carole Pattison

Chair, Communities Partnership Board

SECTION 2 – PARTNERSHIP FOREWORD FROM CHAIR OF THE THIRD SECTOR LEADERS (TSL)

PARTNERSHIP FOREWORD – INCLUSIVE COMMUNITIES FRAMEWORK

Inclusive communities are everyone's business – the Chair of the Communities Partnership Board makes that case very clear in her foreword and it is one I am more than happy to support as the Chair of Third Sector Leaders. We know that when we collaborate to achieve improvements when working with the communities we serve, we have far greater impact than any one organisation working in isolation – hence the partnership approach to the development of the Inclusive Communities Framework.

One of the most important aspects of the Inclusive Communities Framework concerns the importance of leadership. Our responsibility as leaders of organisations which operate within our communities, cannot be overestimated, including how we create the conditions enabling leadership by and within communities.

An inclusive community is one where everyone feels empowered to speak up and make changes.

It is the duty of those in leadership roles to create these conditions via the work of their organisations and the example they set – the mindsets and behaviours of our leadership need to embody the principles, approaches and practices outlined in the Inclusive Communities Framework, to ensure we make progress on the journey towards inclusive communities.

We must therefore consistently communicate the progress, expected outcomes of our approach and successes, to build trust and foster a sense of belonging within and amongst our communities – inclusive communities are everyone's business!

Andy Petrie

Chair, Third Sector Leaders

SECTION 3 – WHAT WE ARE TRYING TO ACHIEVE WITH AN INCLUSIVE COMMUNITIES FRAMEWORK

The Inclusive Communities Framework is an approach developed in partnership to building communities, where all people have a sense of security, connection and belonging¹. Where these conditions exist, a place is more likely to have resilient and inclusive communities.

The framework is a tool to enable us, as organisations and services in Kirklees, to work together and be better aligned, with a common approach.

The framework is informed by the 'Working Alongside' shared values, which describe how the Voluntary and Community Sector organisations (VCS) Kirklees Council and health partners want to work together, to make our local places even better. It also helps the council and our partners work towards achieving the 'Shaped by People' shared goal. This new shared, strategic outcome, created by citizens in local places across Kirklees, is all about enabling everyone to be an active citizen.

Inclusion cannot be seen in isolation. Inequality plays a direct role in undermining efforts to create inclusive, cohesive communities. Inequality impacts on a person's sense of belonging, by creating barriers to work, good health and a clean and safe environment to live.

Whilst this framework alone will not resolve the causes and impact of inequality, it does contribute to overcoming barriers faced by communities. We have seen, through the localised response to the covid-19 pandemic, how impactful inclusive, connected and resilient communities can be, when we all work together for a common purpose and how powerful a sense of belonging can be.

People are found to have higher levels of trust, better relations with other people and are more actively engaged in their communities, where investment in cohesion and inclusion takes place. This has been evidenced in the 'Beyond Us and Them' research project, details of which can be found via this link:

[Beyond Us and Them: societal cohesion in the context of covid-19](#)

Before the pandemic, the council began conversations with partners and communities about cohesion and how they experienced our approach. It became clear that this focused cohesion activity through a very narrow lens, presented cohesion as a 'problem to be fixed'. This allowed for reflection on the role of large organisations like the council and understanding who was best placed to address cohesion in communities. It was made clear to us that if we, as a collective, created the right inclusive conditions, then communities had a much better chance of being cohesive. The council were given some very clear messages:

- Do not keep asking us the same questions when we have already told you what is important.
- A range of factors influence how people feel about cohesion, being included is one of them.
- Being included meant knowing neighbours and feeling connected; a feeling of being treated fairly; being safe; having access to opportunities through good education and employment; being heard and able to influence.

¹ [Pillars-of-Community.pdf \(centreforsocialjustice.org.uk\)](#)

PLACE-BASED ENGAGEMENT – WORKING WITH PEOPLE IN LOCAL PLACES

Through our Place-Based Working Programme, we are changing our council's relationship with local people, so that we can enable more people to shape their communities as citizens and not just deliver services to customers.

When we talk about having a 'place-based' approach, we mean working with and alongside our citizens and partners, where they are. It's about recognising and celebrating our unique local places and communities, their strengths and aspirations. Above all, it's about putting our relationships first and growing trust. We don't always have to be the people doing things or deciding things. Our role is also about enabling others to act.

Place-based working involves meeting people and communities where they are on their journey (whether this is emotionally, mentally, physically or geographically). So it's not only about where we are in Kirklees – it's about where we are in our lives and where we are in relation to each other. We all want to live in places where everyone can trust each other.

People told our Democracy Commission that they want to be part of 'ongoing conversations, not stop-start consultations' about what happens locally. In response, we developed a new Citizen Engagement Framework, which includes using the Place Standard Tool to have conversations about any place (it could be your street, neighbourhood or town). The conversations are often hosted by local groups or councillors and they can happen in any setting, which is enabling more people to be included in conversations about their place. The results give us some clear messages about belonging and influence.

All the activities and results are available online at: [How good is our place?](#)

What we have been told and what we have experienced, working alongside communities during the pandemic, underpins the Inclusive Communities Framework and forms the basis for our work to build relationships and approaches with all our communities and services, which meet local need. We need to ensure our ongoing conversations with communities are co-ordinated, shared, amplified and inclusive.

Equipping staff to have the skills and confidence to work alongside communities and feel empowered to do so, is key in this journey.

There has been no better time than now, to build on the momentum of the community response to the pandemic within Kirklees. However, inclusion does not just happen, it is an active process. It will take planning, thought and intention to create the conditions in Kirklees for inclusive communities.

Partners and services each have their own unique identity and ways of doing things; it is important for this diversity to be retained across the district – it reflects our communities and we have learnt that one size does not fit all. Creativity and innovation come from a place of psychological safety, the assurance that it is ok to try new things, to work together in new ways and to be honest when things go wrong.

Many of us working with communities – particularly grassroots organisations and community anchors – already do this well and have been kind in sharing approaches and good practice, as part of the development of this framework.

The Inclusive Communities Framework brings all this learning together and provides a wraparound framework to support good practice, providing guiding principles, approaches, a toolkit and methods for assessing our impact, which we can all use to weave inclusion into our work. The ICF supports all services in Kirklees to work inclusively with communities and enables local place-based planning and action.

We hope that colleagues, community groups, anchor organisations and statutory services, will refer to the ICF at the early planning stages of any new work with communities and apply it to existing work. The ICF will help us to think and reflect on the work we are doing and seek inspiration and ideas. The toolkit will enable us to sense check our overarching approach and build in evaluation of our work, to measure what we have done and help inform improvements next time around.

The Communities Partnership Board will oversee and monitor the impact of the Inclusive Communities Framework. Individual organisations and services will, through evaluating work undertaken with communities, determine personalised framework implementation and action plans to improve or enhance practice. The ICF can be scaled up or down and can be applied in a way that is proportionate to the task. System leadership will be key to the framework's success in enabling a positive and consistent approach to our work with communities.

SECTION 4 – SUPPORTING A STRATEGIC APPROACH – KIRKLEES TOP TIER STRATEGIES

We have a shared vision for Kirklees. For it to be a district that combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

This vision is supported by eight shared outcomes, and we recognise changes in any one of these outcomes impacts others. For example, a population that is more healthy and well means a stronger workforce and a more sustainable economy, and a sustainable economy means more disposable income to help children to have the best start in life. There are countless other examples.

We also have a shared commitment to tackling inequalities, where outcomes for local places and communities are unfair and unequal.

Our top-tier strategies are partnership-led. They explain where we are at in Kirklees – what our opportunities and challenges are, what we most need to do to improve, and the role each of us has to make this happen together. These are the Joint Health and Wellbeing Strategy, Inclusive Economy Strategy, and Environment Strategy while the Inclusive Communities Framework provides an approach to working with communities for these strategies, supporting activity in all areas to contribute to more inclusive communities and a sense of belonging. Like our outcomes, success in one strategy depends on the others.



With a shared sense of purpose, we can bring our collective insight, expertise, and resources together to achieve greater impact and make our local places even better

SECTION 5 – CREATING THE INCLUSIVE COMMUNITIES FRAMEWORK

The Inclusive Communities Framework is a partnership commitment to inclusion across the district and as such, has been a collaborative process, co-created with partners and facilitated by Belong – The Cohesion and Integration Network.

Groups and services were invited to attend and participate in a series of half-day ‘Design Circles’, each of which focused on an aspect of working inclusively.

Participants shared examples of their practice, local insight and discussed what works well in Kirklees, against a backdrop of national research.

From these Design Circles the guiding principles, inclusive approaches and methods for assessing impact evolved. These form our framework and the toolkit included.

Further detail about the Design Circle approach can be found in [Appendix I](#).

SECTION 6 – KIRKLEES PILLARS OF WORKING INCLUSIVELY

KIRKLEES PILLARS OF INCLUSIVE WORKING

Our three guiding principles are the pillars that underpin our approaches to building an inclusive community:

- **Belief that communities hold solutions**, with skills and knowledge that is valuable and will help us achieve our shared goals.
- **Build belonging and trust**, with and between our diverse communities on shared interests and challenges, celebrating what is good in local places.
- **Care about what matters to local communities** and own our shared actions that give us a collective purpose to make a change.

These pillars were distilled from the work by partners involved in the Design Circle as foundational touchstones to developing inclusive communities in Kirklees. Partners felt that these pillars were readily transferable to what organisations already have in place, that they were aspirational and that they would focus our collective intention.



SECTION 7 – TOOLKIT

WHY A TOOLKIT?

The ICF Toolkit is drawn from best practice across Kirklees partners, as well as supported by national evidence and research on what works, to develop inclusive communities.

We have been able to describe **five inclusive approaches that constitute the Kirklees way of doing things**, that would demonstrate that agencies are putting the principles into action – they are **trusting, equalising, celebrating, communicating and connecting**.



The Inclusive Communities Toolkit provides opportunities for partners across Kirklees to systematically adopt the five inclusive approaches, which will ensure that we all have the confidence, competence and ability to measure how we play our part in inclusive communities. It is designed to provide a reference guide that can be used either by individual agencies or collaboratively with others and includes:

- Underpinning knowledge all agencies / organisations should have.
- Descriptions and examples of the five inclusive approaches.
- Self-evaluation tool – to benchmark and demonstrate improvement actions.
- Evidence of good practice and how to connect to others in Kirklees who are already working inclusively.

The toolkit offers examples that are diverse, to reflect the breadth of roles and responsibilities that partners have across Kirklees. These can be adapted to ensure they are **relevant and proportionate** to your roles and responsibilities.

You will find reference to examples of inclusive practice throughout the framework, supporting you to connect to others and work collaboratively on implementing the framework, sharing experiences and ideas across our partners.

WHO IS THE TOOLKIT FOR?

The toolkit is for leaders, managers and teams, who want to understand more about the **Kirklees way of doing things** and how their organisation can play their part in contributing to inclusive communities.

The framework makes clear what communities can expect of us and how we want to approach working alongside them. It can also be used as a tool to check in with your partners and communities, about how well are you doing in adopting these approaches in the work you are doing together.

7A. UNDERPINNING KNOWLEDGE

This section outlines the key ideas and concepts that all partners should understand, to make sure we all play our part in developing inclusive communities.

UNDERSTANDING WHAT CAUSES INEQUALITIES

Inequality in our communities is evident when some people and communities do not have equitable (fair and impartial) access to resources, resulting in a poorer quality of life than others. People experience inequalities for many reasons, including (but not limited to) their age, living with a disability, gender re-assignment, race or ethnicity, religion or belief, or gender and sexual orientation, as enshrined in legislation. Many factors influence these inequalities, including structural, economic, and the family into which you are born. All of these reasons can compound and influence the way some people or communities are discriminated against. Understanding the root causes of inequality experienced by our communities helps us to be clear that this is not about individual attributes, but about the structures that create barriers to inclusion.

Inequity refers to a lack of equity, which means 'justice' or 'fairness.' Where there is inequity in a community, it means injustice, unfairness, and bias are being perpetuated. That might sound exactly like inequality, but inequities are what cause inequality.

Where people have and feel they have, fair opportunities and access to education, work and good health, they are able to make a contribution, where they feel they belong. This creates the right conditions for inclusive communities.

By understanding what causes inequality, how it is experienced by people, communities and / or communities of interest, means we can make sure we know what we need to do, where we need to do it and how we do it – it is key to help us focus our resources and efforts in the right places.

UNDERSTANDING COMMUNITIES

An understanding of communities; how different people experience life in the places they live, who they are and what our relationship is to them, are key to how we all approach working with local communities.

DEFINING COMMUNITIES

There are a number of different elements to how communities may be defined. If we are to effectively involve communities, we need to be clear about how and where they exist. Communities in Kirklees may be:

- **Geographical communities** i.e. defined by place. For example: ward or district committee boundaries, might be used to define a geographical community, town or village.
- **Communities of interest** i.e. defined by a common demographic characteristic or social interest. For example: young people or lesbian, gay, bisexual, transgender, queer (or questioning) (LGBTQ+) people might be defined as a community of interest.
- **Communities of circumstance** i.e. defined by a shared set of circumstances. For example: benefits claimants might be defined as a community of circumstance.

However, it is important to be aware that these types of communities are not mutually exclusive: a community or an individual may combine more than one of the above elements.

Learning about intersectionality and how it affects all of us, both in our work and personal lives, allows us to respectfully communicate with peers and deepens our understanding of the ways in which diversity, equity and inclusion are relevant to our communities.

Intersectionality is an important concept to understand and bear in mind when thinking about inclusion. It is the next step in understanding and recognising the complexity and nuances of people's lived experiences; they are not simply about being part of one particular group. Protected characteristics provide a useful framework for understanding diversity but the world isn't experienced based on one single characteristic.

WHO ARE OUR COMMUNITIES?

Kirklees has diverse communities living in varying geographies. Communities tell us this is important to keep this in view when considering how you contribute to developing inclusive communities in your organisation. For example: what do we mean by neighbourhood, or what do we mean by consultation?

There are many ways of ensuring your organisation understands Kirklees communities:

- **Data** – for example, who? how many? what?
- **Intelligence** – what statutory and other research-based intelligence we have.
- **Insight** – this includes analysis of data and intelligence but also qualitative information such as: stories, case studies, people's views and opinions, gathered through conversations, meetings and surveys.

Links to Kirklees community data sites can be found in [Appendix II](#).

COMMUNITY PROFILES

Community profiles are useful tools that can provide a shared understanding of the community and can support the planning and delivery of support and services. A good profile actively involves local people and groups, to build a picture of the community and usually includes a combination of the above headings. Ideally it should be a co-produced picture that tells the story of that community and its context.

- Where is the community?
- What areas are there?
- Who is in the community?
- What community networks are there?
- What are their needs?
- What are their assets and strengths?
- Who are the local leaders?

Here is a link to some examples you may wish to use:

[How good is our place?](#)

[Community Knowledge Profiles \(sheffield.gov.uk\)](https://www.sheffield.gov.uk/knowledge-profiles)

COMMUNITY NETWORKS

We could not talk about inclusive communities without giving space to talk about community networks.

Community networks vary in purpose, attendance and formality, but all offer valuable space for organisations and individuals to share and be part of the learning and insights that communities have; to form place-based and action-orientated responses to local issues. This space we refer to as the 'space of opportunity'.

How do Kirklees organisations make the most of the 'space of opportunity' that these networks are creating and how do we nurture and develop more of these spaces? We all need to:

- Understand when to step in and when to step out of the way.
- Identify which groups would or wouldn't welcome council, health and other institutions input and support to enable, empower and resource them.
- 'Show up' and behave professionally at these meetings, to try and build equal, supportive and trusting relationships.
- Develop trust and nurture relationships, rather than create formal structures, systems or assurances.
- Understand which groups exist at a place, neighbourhood or hyper-local level.

We talk more about community networks and the learning from our work with them during the pandemic, later in the framework, using that experience to underpin our inclusive approaches.

The value of formal and informal networks has influenced the rationale for the framework and forms an essential part of local community infrastructure in Kirklees.

PRACTICE BASE

The majority of disciplines have their own evidenced practice base and we are not asking organisations to change that. What we want to do is raise awareness of some well-established practice bases that we use in Kirklees, across organisations, partnerships and with local people, which support the implementation of the ICF.

CULTURAL COMPETENCE

Relationships are key to helping us feel like we belong and can make valued contributions to our own lives and those of others. It can be difficult sometimes, to connect to people when we do not understand our own or others' background or culture.

When working with individuals, communities and families, we also use a variety of approaches, whether that is case work, groups work or community development – not one size fits all.

Cultural competence is the ability to understand; to interact effectively, with and across diverse cultures.

It is not only about respecting and appreciating the cultural contexts of people's lives, but also about understanding the impact of how we deliver the support and services, across diverse communities and how we can effectively address the inequalities experienced by Kirklees communities.

Cultural competence can be improved through training, experiences and education. For our staff and leaders to have cultural competence, they need:

- Understanding of our own culture (it is difficult to understand another's culture if you are not familiar with your own).
- A willingness and opportunity to learn and experience cultural practices and worldviews of others.
- An open and positive attitude toward cultural differences and a readiness to accept and respect those differences.

We need all our staff, regardless of their professional discipline, to be able to work with cultural competence and confidence.

By routinely prioritising cultural competence learning, education and experience opportunities for our staff, we will not only support relationships between individuals and communities to be more inclusive, but we will also ensure that our staff and leaders recognise when we need to challenge institutional discrimination.

Here are some links where you can find examples of when cultural competence can lead to initiatives that tackle institutional discrimination:

[Project Search](#)

[Cultural Competency Training Archives](#)

[Cultural Competence - Practical Guidance](#)

STRENGTHS-BASED APPROACHES (SBA)

Strengths-based approaches (SBA) are approaches that have, as their starting point, the strengths in either people, place or communities' networks. It is often used by adult health and care services, as it resonates well when working with people's capacity to make informed decisions for themselves. More information and training support can be found in The Social Care Institute for Excellence (SCIE):

[Strengths-based approaches | SCIE](#)[Strengths-based approaches | SCIE](#)

TRAUMA-INFORMED APPROACHES (TIA)

Trauma-informed approaches (TIAs) ensure that the ways in which people are supported, considers the impact of past experiences; how those experiences influence the way they experience situations and show up now and in the future. Fundamental to this approach is a switch in the starting points of professionals working with people from, "what did you do?" to, "what happened to you?"

TIAs are used across a number of disciplines and the evidence base is vast, here are some useful links for you to find out more:

[Trauma-informed approaches - NPC](#)

[Adversity and Trauma resources:: West Yorkshire Health & Care Partnership](#)

There are some emerging resources, regarding how trauma-informed practice can support the notion of belonging, as an active intervention.

[Belonging as an intervention: An opportunity to consider the adult that the child will become - CETC](#)

RESTORATIVE PRACTICE

Restorative practice is a way of working that puts the focus on building authentic relationships that provide both challenge and support, reducing the likelihood of conflict to arise in the first place, as well as dealing with conflict if it does. Restorative practice has its roots in restorative justice, with a focus on repairing the harm done through criminal activity to both parties.

See [Appendix IV](#) Restorative Approach Checklist

ASSET-BASED COMMUNITY DEVELOPMENT (ABCD)

Asset-based community development (ABCD) is a community led way of working with communities that focuses on community strengths and assets, rather than on deficits and problems. It has a strong focus on sustainability, being rooted in communities not services.

In Kirklees we have a number of ABCD related approaches adopted by a variety of organisations.

Kirklees Council have a small Local Area Co-ordination team who work alongside communities and can provide access to the network, providing support to organisations who want to find out more.

Further information can be found here:

[Local Area Co-ordination](#)

[Asset Based Community Development \(ABCD\) - Nurture Development](#)

PERSONALISATION

Personalisation shifts thinking about how care and health services are delivered that start with the individual's strengths, preferences and placing them centrally in deciding what care they receive and how its delivered. Personalisation is about choice in how their needs are met.

Further information can be found here:

[Social prescribing | Kirklees Council](#)

[NHS England » Personalised care](#)

PERSON CENTRED

Person-centred approaches are where people are treated as a person first and foremost. Any services are based on the person's needs, being both respectful and responsive to them as a person.

Further information can be found here:

[Person-centred care: Prevention practice examples and research - SCIE](#)

ANTI-OPPRESSIVE PRACTICE

Anti-oppressive practice is a way of working that recognises the power and influence groups have – one of our approaches in the framework focuses on equalising. Founded on reflective questions that recognise these power imbalances, anti-oppressive practice is one way to go about addressing that imbalance. For instance:

- How can we make our services as accessible as possible?
- How can we respect the local communities we deliver our work in?
- How do we create spaces where people feel safe but can also be challenged?

Kirklees has some great initiatives, working across communities and organisations that are rooted in this approach. Iroko is one example. Another interesting piece of work is the West Yorkshire Health and Care Partnership (WYHCP) Root Out Racism campaign.

Further information can be found here:

[WYHRootOutRacism anti-racism movement launch](#)

All of these approaches can be cross referenced in general, to the adoption of the five inclusive approaches and these links can help you explore more about an approach you are interested in.

7B. THE FIVE INCLUSIVE APPROACHES



In adopting the three pillars that underpin working inclusively, we can begin to focus on how we will work alongside communities. The Kirklees way of doing things is reflected in the five approaches that form the core of our framework.

In this section we have taken the feedback and learning from the Kirklees ICF Design Circles, local and national examples of good practice to provide:

- **Descriptors** of each approach and why they are important in developing inclusive communities.
- **Statements** that were produced by partners that they felt described what would be true if we were acting in this way.
- **Checklist** questions to aid leadership and management discussions and support implementation / self-assessment score.
- **References** to other materials to support your alignment to the ICF.

INCLUSIVE APPROACH ONE: CONNECTING

Connection is vital on many fronts. Connection to a place through relationships with and the value placed on its assets, such as community groups and centres, greenspaces and shared experiences, supports us to build a sense of pride in our places and a sense of belonging to our surroundings. This connection is vital in supporting us to manage our resources, avoid duplication and contribute to building the local infrastructure that builds resilience and self-sufficiency.

When people can build strong connections and relationships within their communities, they are more likely to feel safe, valued and lead fulfilling lives. This is especially true for those individuals and groups who sometimes face barriers to connecting with their own or wider communities. This can make having a sense of belonging more complicated – for instance: care leavers, LGBTQ+ communities or people with learning difficulties.

This approach requires you to think about your reach into communities and how you can build relationships that allow you to connect.

Our engagement and actions should contribute to building a sense of belonging and not create trauma or damage that undermines this. Placing value on what matters to people, working in a place-based way that recognises and enables people to feel important in our processes.

- 1. We will strengthen the local social infrastructure, through sharing and combining resources; bringing capacity together; minimising unnecessary duplication; organising, co-ordinating and working collaboratively.**
- 2. Through connecting to communities, our Kirklees-wide partnership will establish a better and shared understanding of community assets and the role that they can play, as we marshal our resources towards our shared objectives for Kirklees.**
- 3. We will support people to come together. focused on shared values, interests and priorities; we will make sure these spaces are inclusive and welcoming to people from different backgrounds.**

CHECKLIST: THIS CHECKLIST WILL ENABLE YOU TO COMPLETE THE SELF-ASSESSMENT TOOLKIT, AS WELL AS PROVIDE PROMPTS FOR DISCUSSION ABOUT EMBEDDING THIS APPROACH

- What examples do you have of where you have worked in partnership to achieve better outcomes?
- When did you last share resources, including budgets, to improve a shared objective in communities?
- Do you prioritise actions that actively foster a sense of belonging in your organisation / team?
- Are you connected to a wide range of people in local communities that are part of the community profile?

CASE STUDY FOR 'CONNECTING' – THE BRANCH

GUIDING PRINCIPLES

The belief that people need gathering and connecting in meaningful ways. A long-term ethos, based on clear principles, needs to be deliberately formed. People can then feel loved and valued, growing in confidence as they make authentic relationships that assist in co-existing, supporting, and learning from one another.

Community ideas and resilience can be built when local communities are supported actively by a central hub, with practical care and knowledgeable advice. If hubs are organic and responsive to the needs of the community, through developing, by listening to feedback and responding to initiatives, communities can hold solutions to their own challenges

The importance of celebrating diversity and creating a sense of inclusion, which facilitates the transformation of people into their possible best. Supporting individuals holistically into a place of wellbeing and preventing people becoming isolated or reaching a personal crisis. Recognising personal responsibility and encouraging people to be a part of their own solution.

Belief of non-competitive work with other charities and services, to create a wide, caring network with many volunteers.

APPROACHES

Long-term, loving, respecting, connecting, deliberate ethos, responsibility and transformation

The Branch has been in the community for over 24 years, starting off as community groups, run by volunteers. The trust, longevity and experience really helped when they were needed to respond to community needs, during the covid pandemic.

People were reluctant to admit they needed help, as they weren't sure what the consequences would be of their admission. It felt risky but The Branch have created a culture where people could give and take; take when they need help and give back when they could. This is working towards a place of no shame progression, into empowering them giving back and then volunteering. They started out by asking 'just enough' questions of people to be able to meet their needs and seeking out those people at grassroots level who were able to mobilise the support needed, this meant that trust was built and connections were strengthened.

Providing community places and spaces where people from different backgrounds can find love, connection and belonging. Combatting isolation and strengthening resilience, becoming stronger together. Designing community activities where people participate, become integrated and develop new skills, encouraging them to be the best version of themselves.

Working from the grassroots within the local community, encouraging organic activities to evolve, creating volunteer enthusiasm, group responsibility and peer support, becoming better together. Reaching out to those most excluded in society, offering practical help and providing a voice for the voiceless.

INCLUSIVE APPROACH TWO: COMMUNICATING

Communication is the process by which individuals and groups share their ideas, feelings and thoughts with each other through a variety of mediums. If we create and keep open channels of communication, we will be able to support wider participation of our communities, be more responsive, build solutions together and be able to provide counter narratives to misinformation, prejudice and division when they arise. Listening to our communities and what the people who live in them say is so important if we are to stay 'in tune' with issues and priorities and doing this consistently not just when we want something from communities.

- 1. We will communicate in plain language that people understand. We will use stories, and not just statistics.**
- 2. We will seek out, listen and be informed by community intelligence from the widest range of voices we can and take full account of how communities define the issues of most importance to them.**
- 3. We will be open and honest, listening to what the community needs instead of holding on to preconceived ideas, and making decisions 'for' them. We will be clear about where influence and power are shared, and manage expectations based on respect and transparency.**
- 4. In our work, consultation and engagement, we will make space for lived experience to be shared. It will be evident that agencies and organisations genuinely want to know what people think, we will use 'deep listening' and demonstrate two-way communication; when things are going well and when they are not.**
- 5. We will develop and use effective approaches, including going out into the community physically to build trust as well as using technology; creating space and routes for everyone to feel that their voice is heard (such as giving people time to chat one to one); and checking out and following up.**

CHECKLIST: THIS CHECKLIST WILL ENABLE YOU TO COMPLETE THE SELF-ASSESSMENT TOOLKIT, AS WELL AS PROVIDING PROMPTS FOR DISCUSSION ABOUT EMBEDDING THIS APPROACH?

- How do you use existing intelligence from a range of sources to help plan, resource and prioritise services?
- How do you ensure lived experience is 'deeply listened to' at decision-making structures in your organisation?
- How do you know what has changed as a result?

CASE STUDY FOR 'COMMUNICATING' – HEALTHWATCH

Healthwatch Kirklees has worked in partnership with organisations across Kirklees to launch a carers lanyard.

We heard from members of the public that they were continually being asked, “Who are you?” and, “Why are you here?” when supporting someone in health and care settings. Carers spoke to us about having a lanyard and card that could be used in any health or social care settings across our locality, to highlight why they were supporting someone.

Healthwatch Kirklees reached out to:

- Locala
- Mid Yorkshire Trust
- Calderdale and Huddersfield NHS Foundation Trust
- Kirklees Council
- My Health Huddersfield
- Carers Count Kirklees
- Carers Wakefield
- Curo Health
- South West Yorkshire Partnership NHS Foundation Trust

All agreed that they would like to be involved in this project and raise awareness of the issues carers experienced.

Members of the public and partners came together to co-design, deliver this project and to discuss how carers could become more visible within health and care settings. Mid Yorkshire has kindly allowed for the roll out of their pink carer lanyards across the whole of Kirklees and additional lanyard stock was purchased jointly by Locala and Kirklees Council.

The lanyards will be launched in Carer’s Week 2022 and all GP services, hospitals and health and care settings have received a stock of lanyards to provide to their carers.

The carers who were involved in their work would now like to work towards expanding this idea to other localities and eventually, across the West Yorkshire region. Healthwatch and partners will continue to communicate and work towards this goal.

INCLUSIVE APPROACH THREE: EQUALISING

This is about power – how we recognise who has it, who has not and how we use it. How our roles, responsibilities and our structures, can contribute to either creating more inclusive communities, making no difference at all to how communities experience inequality or amplifying the exclusion they may face.

Equalising relationships and structures will help create a culture where people can both give and take, which helps to remove stigma, avoids compromising peoples' dignity and mobilises peoples' ideas, creativity, skills and energy. We will routinely consider such questions as, "who is not represented in the room?". We cannot always equalise a situation and unequal structures exist all around us, some of which we can directly influence and some we can't. Recognising power and understanding how this plays out in working with communities, is important.

Recognising when things are not working well and acknowledging that some issues, such as race and division within and between communities, are difficult to talk about, is part of improving services. Showing that we can accept criticism and challenge, is part of equalising the power dynamics. Problems are opportunities to open up the issues, not an occasion to close things down and hide them.

Adopting an equalising approach requires us to look at how we share [power, resources and risks; fairly and openly, learning when we get things wrong](#) and taking action to put things right where we can.

- 1. We will make sure that access to resources such as our funding, grants and commissioning processes, are accessible in ways which enable this equalisation of power.**
- 2. We recognise and value skills and expertise within communities and see these as essential to being able to achieve our outcomes. We show this by resourcing sustainable solutions, including through community development, appropriate training.**
- 3. We will support and champion a strong, connected and diverse, voluntary and community sector.**
- 4. We will co-produce events, activities and services in ways which are accessible, culturally relevant and take account of peoples' own identities.**
- 5. We will bring the community to decision-making tables, to share power and support communities to make their own decisions.**
- 6. We understand inequality and how it impacts different communities and groups and act to tackle deprivation, prejudice, discrimination, and division.**

CHECKLIST: THIS CHECKLIST WILL ENABLE YOU TO COMPLETE THE SELF-ASSESSMENT TOOLKIT, AS WELL AS PROVIDING PROMPTS FOR DISCUSSION ABOUT EMBEDDING THIS APPROACH

- How can communities influence and / or take part in your decision-making processes? Who currently takes part and who does not?
- When things are not going well in communities, how do you listen to all the people impacted?
- How do you involve those impacted by things not going well, in co-designing the solutions, by using the assets that exist in a place and to inform partnership actions?

- How do you ensure you understand the impact of inequalities on communities and ensure co-production considers how it can address those inequalities?

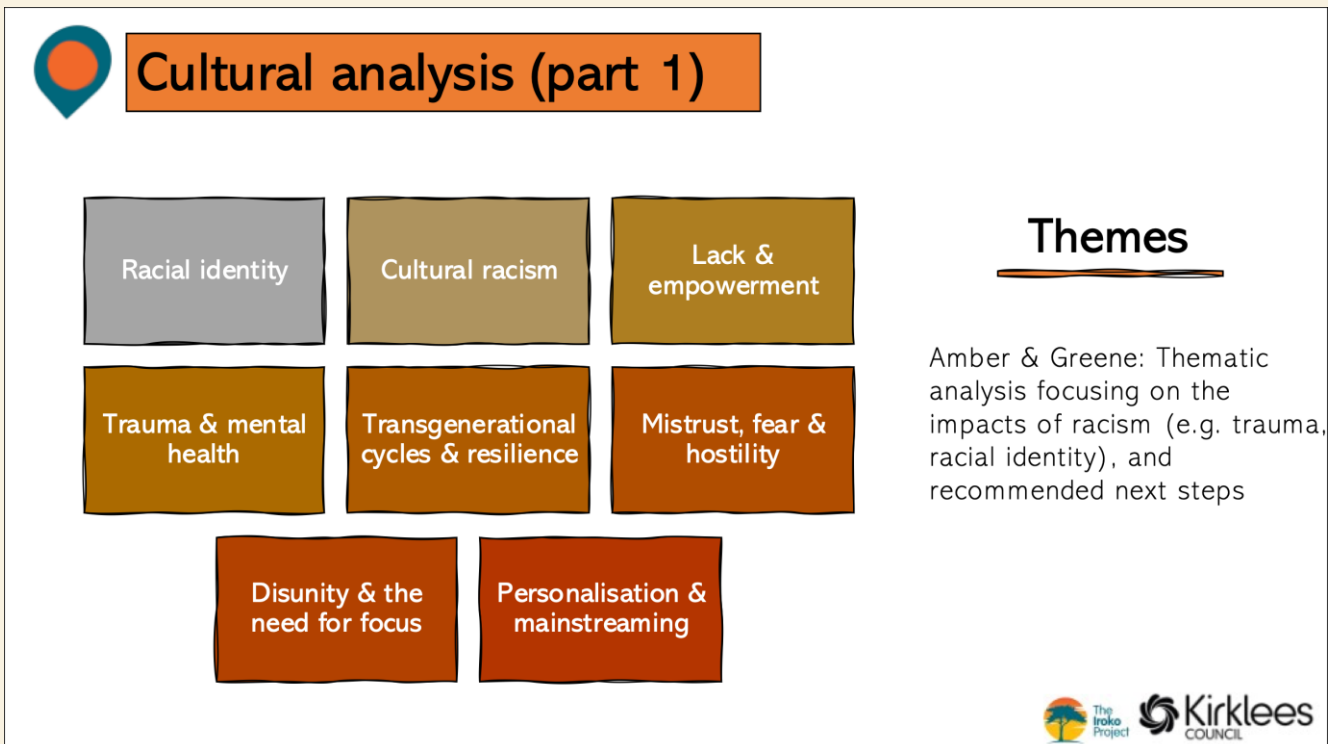
CASE STUDY FOR ‘EQUALISING’ – GROWING GREAT PLACES

[Growing Great Places - About \(spacehive.com\)](http://spacehive.com)

CASE STUDY FOR ‘EQUALISING’ – IROKO PROJECT, WORKING IN AN EQUALISING WAY

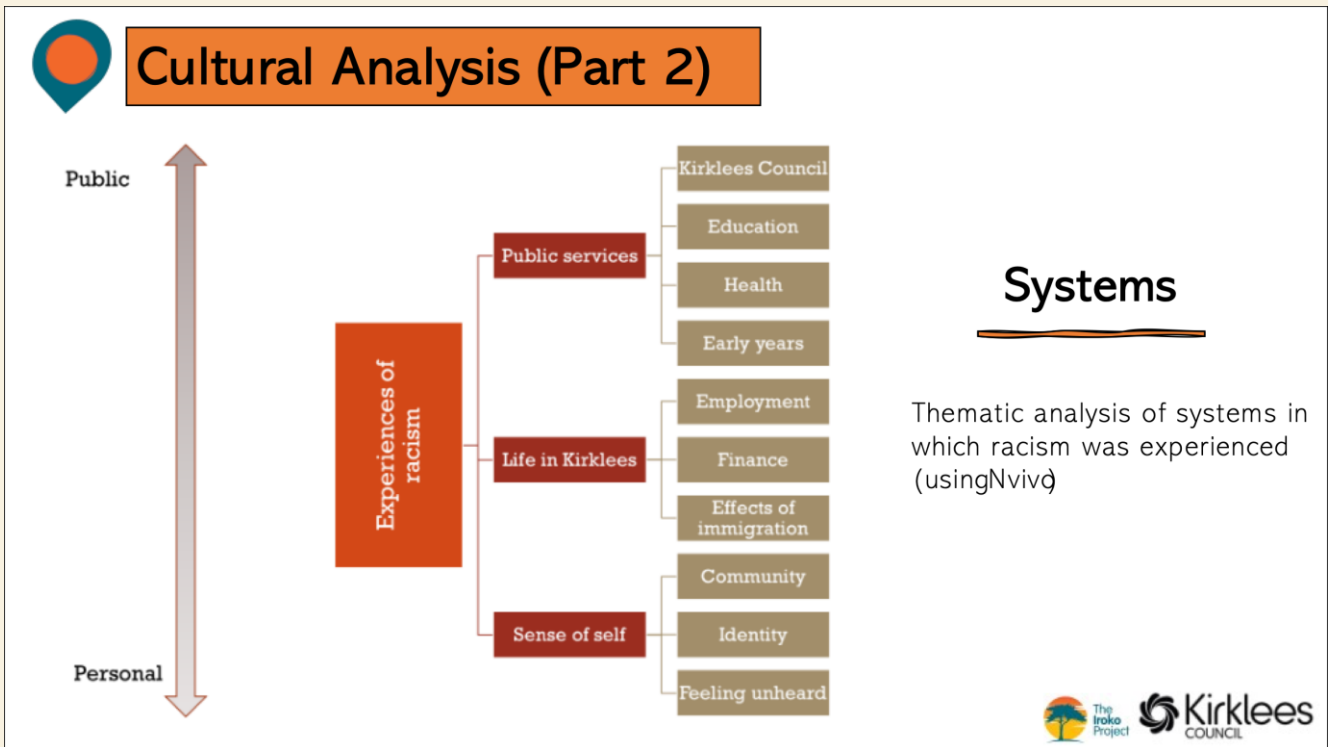
The Iroko project is a Kirklees Council and community collaboration, aiming to understand the inequalities facing the Black, African and Caribbean community in Kirklees and co-design an action plan to tackle these inequalities. It is led by ten external (to the council) community members of the local Black community (Iroko Ambassadors) who use their knowledge, lived experience and relationships to guide and facilitate community engagement.

The analysis of some of the information collected as a part of the Iroko project sessions #HearMyVoice, concentrated on sharing experiences of racism in small focus groups. There was a total of 63 participants and facilitators, with both participants and facilitators coming from the Black, African and Caribbean community in Kirklees and ranging in age from 30-65+. Each of the sessions focused on a different theme: Living, Leadership and Legacy where participants shared stories from their lived experiences of racism, in relation to the themes.



This analysis has started to reveal the depth of insight available in the information collected, as well as the themes identified in the diagram above (which are racial identity; cultural racism; lack and empowerment; trauma and mental health; transgenerational cycles and resilience; mistrust, fear and hostility; disunity and the need for focus; personalisation and mainstreaming), a number of concepts also ran through multiple themes, including:

- **Representation**, which was raised in relation to employment, education, public services, and mental health services, revealing its importance, particularly in the public sphere.
- **Resilience**, which was described as a “can-do attitude” and was proudly spoken of in terms of participants’ attitudes, experiences and challenges they face, with being black within Kirklees.



What is clear from this analysis, is that the issue of racism remains endemic. It has been present throughout participants’ whole lives, in both public and personal spaces. This suggests that tackling racism will require an approach that attends to both public and systematic factors, such as: quality and diversity policies, as well as more personal factors, such as: the way people think, through measures, such as: unconscious bias training. A full report is available which will underpin work with the BAC community.

CASE STUDY FOR ‘EQUALISING’ – CO-PRODUCTION BOARD

In 2019, people working within Kirklees Adult Social Care, started to explore how to create more opportunities for co-production. Although there were pockets of co-production happening, the ambition was for this to become the ‘way we do things’. With support from The Social Care Institute for Excellence (SCIE) people who draw on social care and support, carers, family members and staff, were invited to come together, to co-produce a plan for how to make this ambition a reality.

The group decided to test and learn through taking a co-productive approach with two projects:

- Developing an integrated contact centre service for health and care.
- A review of the Direct Payments Policy.

Throughout 2021, people who draw on care and support, carers and Kirklees Council staff, continued to have conversations about how to build on the learning of the two projects and

make the Kirklees Vision for Adult Social Care, a reality through co-production. They set out to create a new Co-Production Board. This group worked together to shape the whole process of setting up the board, including creating the terms of reference and the recruitment materials, as well as designing and taking part in the recruitment process. Board members and co-production partners involved with co-produced projects, are paid for their time and contributions.

This is how members of the board describe what they are working to achieve:

“We are a group of local people, working in partnership with Kirklees Council and other local partners. We are independent and offer advice and support around co-producing projects.”

“We are people with lived experience that intend to play an equal role in designing, delivering and evaluating services, rather than making suggestions that professionals are responsible for deciding upon and implementing. Co-production is a two-way process; in return for working together with the council, everyone involved should get something out of being involved e.g. learning, payment, friendship.”

“As community members we are committed to working positively together as part of a team, to improve the way services are designed locally. We believe we can make a difference and would like more members of the community to come forward and join us, to be part of this innovative approach.”

INCLUSIVE APPROACH FOUR: TRUSTING

Setting the culture of our relationship with communities is fundamental to being inclusive. What we know in Kirklees, is that relationships based on trust are more effective and resilient.

WHAT DO WE MEAN BY TRUST?

In its simplest form, trust is a set of behaviours, such as acting in a way that is honest, kind and reliable; a belief that people and organisations will behave in those certain ways.

Trust is developed through relationships. The trust between organisations and communities builds the bridge to the resources and support, which help communities get where they want to be.

*“You can’t collaborate with people you don’t trust.”
Stephen Covey, Progress at the Speed of Trust.*

- 1. We make sure our teams are supported to prioritise building relationships with communities.**
- 2. We are honest and open about what we have to do, what we can and cannot do, in respect of our areas of responsibility, whilst also creating time and space for listening to what this may mean for communities.**
- 3. We recognise that decisions are best made as close as possible to the communities they affect. Communities also come to trust that this will happen.**
- 4. We do what we say will we do.**

CHECKLIST: THIS CHECKLIST WILL ENABLE YOU TO COMPLETE THE SELF-ASSESSMENT TOOLKIT, AS WELL AS PROVIDING PROMPTS FOR DISCUSSION ABOUT EMBEDDING THIS APPROACH

- How would you describe your relationship with communities?
- Is this a shared understanding across your whole organisation?
- Do you have better relationships in some places or with some people, rather than others?
- How would communities describe their relationship to your organisation? And are there any differences between your perspectives?
- How do you enable, empower and resource your teams to build trusting relationships?

CASE STUDY FOR 'TRUSTING' – COMMUNITY CHAMPIONS

The Community Champions programme was a Government funded, short-term programme that became so much more. Delivered in collaboration with the voluntary sector, health organisations and the council, at its core was trust and communication.

Its primary aim was to promote covid safety and increase vaccine uptake within identified communities – Black, African and Caribbean communities, geographical areas with low take up, with South Asian communities, unpaid carers and people living with a disability.

From the start, the approach was flexible and adaptable – not prescriptive. We had a set of shared outcomes and trusted our voluntary and community sector to know what would work. Communities were empowered to drive their own change and placed value on local people and local knowledge.

Trust – in action. We learnt to genuinely recognise and work with each other's strengths.

The value of flexibility and adaptability in a fast paced and constantly changing scenario, was key. Groups found ways to work with the community that worked for them. They engaged within ever-changing regulation and guidelines and often changing target groups.

The importance of relationships, communication and conversation was fundamental.

Our Learning and Support network ensured voices were being heard; we were acknowledging and understanding challenges. New connections for VCS organisations were made – with GPs, primary care networks and pharmacies – and these were not one-off conversations, they created new and strong relationships.

- New possibilities and opportunities – for champions, VCS organisations and the council.
- Champion's self-esteem and confidence improved, and they gained new skills and employment.
- How we listen matters; the messenger is as important as the message.
- We saw the impact when communities take the lead and we collaborate.

INCLUSIVE APPROACH FIVE: CELEBRATING

The action of celebrating what communities and individuals achieve, all help to build a sense of belonging and trust. It also increases the sense of shared values and respect between communities and organisations, to acknowledge what is good in our places and what we can achieve together. It encourages and supports individuals and communities to continue contributing and be part of the changes they want to make in their communities. Evidence tells us where more people volunteer, communities benefit from closer social connections, higher trust in organisations and higher levels of optimism and resilience.

- 1. We will credit and celebrate the achievements of individuals and organisations. Contributors should be rewarded for their time and input (this does not always have to be monetary).**
- 2. We will encourage active social engagement and support volunteering (and seek to remove the barriers to people taking part).**
- 3. By using the arts, sport and other fields of activity, we will promote a shared vision of place.**

CHECKLIST: THIS CHECKLIST WILL ENABLE YOU TO COMPLETE THE SELF-ASSESSMENT TOOLKIT, AS WELL AS PROVIDING PROMPTS FOR DISCUSSION ABOUT EMBEDDING THIS APPROACH?

- Do you have a volunteer / recognition scheme?
- What volunteering / participation opportunities do you have?
- How did you check that events were culturally relevant i.e. food, timings, etc.?
- How do you make sure you get to hear about the good things happening in communities?
- When did you last celebrate something with local people? How did it feel?

CASE STUDY FOR ‘CELEBRATING’ – MAKE SPACE FOR US

Make Space for Us is a research project between Yorkshire Sport Foundation, Women in Sport, Make Space for Us and Kirklees Council (Parks and Everybody Active team).

The project aims to gain an understanding around teenage girls’ perceptions of being active in green spaces, in this case, Holroyd Park in Ravensthorpe. Similar projects are taking place in Burngreave (Sheffield) and Greensborough Park (Rotherham).

Ravensthorpe is a focus area for Yorkshire Sport Foundation due to data and insight around physical inactivity levels. Yorkshire Sport Foundation also wanted to work in an area where the potential of investment could be identified.

There have been two stakeholder workshops run by Yorkshire Sport Foundation and Women in Sport, with local authority partners. Local authority partners helped identify key schools and community groups within the local area. The schools and community groups identified teenage girls who were from Ravensthorpe, who were incentivised to take part with iTunes vouchers. The consultation was held face-to-face in Ravensthorpe, in a safe and trusted space, allowing the teenage girls to really express their thoughts and opinions.

The intention is that Holroyd Park will be used by teenage girls, which will improve inactivity levels, create a safe and welcoming space, reduce anti-social behaviour and develop an asset that is used by the community who helped shape the asset. The learning and approach from the research will also enable its use across other green spaces across Kirklees.

CASE STUDY FOR ‘CELEBRATING’ – WEST YORKSHIRE POLICE (WYP) – KIRKLEES DISTRICT REWARD AND RECOGNITION PRESENTATIONS

District celebration events are held twice a year, celebrating the achievements of police officers, support staff, citizens of policing, partners and members of our community, for ‘going the extra mile’ and ‘making a difference’.

The presentations reward and recognise the achievements and hard work, promoting joint working.

The benefits of holding inclusive DISTRICT presentations include:

- Sense of belonging.
- Increased partnership working.
- Community empowerment.
- Improved culture.
- Higher loyalty and satisfaction from employees and our community.
- Promotion of inclusivity: ‘Everyone is part of the team’.
- Increased productivity and engagement across the District.

WYP are proud to have ranked 20th in the most inclusive companies list. We would like to enhance our position, by continuing to forge even more effective relations, with all key stakeholders moving forwards.

LINKING THE FIVE INCLUSIVE APPROACHES TO COMMUNITY NETWORKS

By building on the ICF five inclusive approaches there is an opportunity for organisations to invest in a relationship with Community Networks, without knowing what the outcomes are going to be; to focus on relationships with people, rather than projects, services or programmes. Organisations should take this opportunity to invite themselves to consider how they ‘show up’ as contributors to these networks, as mutual spaces and as equal partners, trusting that the approach will help us all get to where we need to be.

The following table provides a summary of the learning taken from working alongside some of the Kirklees community networks during the covid-19 pandemic, showing what good looks like and highlighting how they relate to the ICF five inclusive approaches.

Learning	Inclusive Community Framework Approach	Learning from working with/alongside Community Networks during the pandemic
Importance of building relationships	Trusting Communicating	<ul style="list-style-type: none"> To work together across a place. To combine processes / systems / communication to act as one team, with one community response. That once engaged, networks want to be part of future dialogue, identifying opportunities for ways the council / health and other institutions can work together more.
To trust each other	Trusting Equalising	<ul style="list-style-type: none"> To trust each other, take risks and develop trusting relationships. To share power, resources and risks fairly and openly, learning when we get things wrong. Not all activity needs to be formalised or resourced – it’s the connection that matters.
How to communicate (manner and mechanism)	Equalising Communicating	<ul style="list-style-type: none"> The importance of neutral spaces to meet. To listen and learn – not try to control a Community Network or its activities. The value of external facilitation to help the council / health and other institutions, as well as enabling residents / groups to learn together. The council / health and other institutions do not need to respond immediately but instead, can listen to what is shared, reflect and respond later. That there are different ways to use online platforms to meet, communicate and collaborate, which are different to those most commonly used by council / health and other institutions e.g. WhatsApp, Zoom, Facebook groups, Cloud storage.

<p>Understand each other's strengths</p>	<p>Equalising Connecting Celebrating Communicating</p>	<ul style="list-style-type: none"> • Community Networks can act quickly and with ease, compared to the council / health and other institutions (speed of response). • How the council / health and other institution could / would want to shape future joint approaches to activity. • To bring the knowledge and information that exists within the council / health and other institutions to share with Community Networks. • The power of informal and hyper-local networks.
<p>Ways to reach and address inequalities</p>	<p>Trusting Equalising Connecting</p>	<ul style="list-style-type: none"> • That Community Networks offer new ways of working with / alongside local residents, to reach and address inequalities e.g. Community Champions project and Project Iroko. • That networks can find / identify those with previously hidden needs and act as a connector with formal services where needed.

SECTION 8 – MEASURES AND IMPACT

HOW WILL WE KNOW WE ARE MAKING A DIFFERENCE?

The absence of prescribed outcomes for partners within the ICF is deliberate, however, outcome-focused, self-evaluation, is a positive part of all our work with communities. As always – how and what we choose to and are able to measure, should be part of the initial planning for a piece of work.

We want to build on the measures which organisations in Kirklees already have, some of which are national and / or regulatory measures i.e. Ofsted, Police Performance Outcomes and Equality Impact Assessment.

We are all committed to working towards and achieving, partnership shared outcomes for the district: [Our Council Plan 2021/23 | Kirklees Council](#)

Many of us also have organisational measures, such as corporate plans or measures required by funders.

During the Design Circles, partners shared examples of how and what they measure to assess the impact of their work. Links to some of these are shared below for reference and inspiration.

From the discussions at the Design Circles, a set of methods for assessing our work and its impact has been developed.

We considered how our collective contributions and progress towards achieving inclusive communities could be tracked. This has led to the creation of a simple, self-evaluation tool, which allows for continuous learning and improvement. This in itself will also develop and change as we learn.

CASE STUDY – LOCAL SERVICES 2 YOU AND PARTNERS

ASHBROW COMMUNITY YOUTH SUPPORT STRATEGY

The area was experiencing a high level of gang related activity and violence, involving young people and although there was lots of positive activity taking place to try and counter this, the impact wasn't clear. A series of meetings were held involving ward councillors, residents, community groups, schools, Kirklees Council, the police and others.

From this, a community-based strategy to tackling the issue was developed. The purpose of this was to develop a way of working collaboratively with young people and communities in the locality, improving understanding, intelligence and the ability to meet needs and tackle the issues. It also aimed to support the community response and understand how agencies can best work together to engage, work with, support and respond to these locally identified needs.

From this work a local network of around ten community organisations has developed, which has led to greater collaboration and co-ordination of activity locally, with groups supporting each other. The voice of young people has informed the approach through those community groups and the Ashbrow Youth Panel, ensuring the insights of young people are central.

As well as ensuring a strong network of activities, the approach has also involved developing local learning, volunteering and employment opportunities to provide positive pathways for young people.

There is still more work to do to tackle the issue of serious violence in our community but the work to date provides a strong foundation on which to build.

METHODS FOR ASSESSING OUR WORK AND ITS IMPACT

There are challenges involved in deciding the appropriate measures to assess our work. What works for one piece of work may not be right for another, or we may have measures imposed upon us as a condition of funding. Careful consideration should be given to how we collect insight, intelligence and data (as well as when this should be done and by whom) so we can understand the difference our work has made to communities and how our work contributes to building inclusion.

Partners discussed these challenges during the development of the ICF, where they reached consensus and a shared understanding of the good practice considerations listed below. These build on the guiding principles and inclusive approaches within the toolkit and are our starting point when thinking about how to measure and evaluate our work with communities. They should be used alongside the self-evaluation tool.

TAKING THE TIME

- As we are planning and delivering work, we will build in time for the right kind of assessment methods, with a focus on ‘how will we know we have made a difference?’
- These are not afterthoughts or add-ons to be done hurriedly after the work is completed but an integral part of what we are doing.
- Whenever appropriate, we will make time for listening, reflection and relationship-building.

USING COMBINED APPROACHES

- We will gather and draw understanding from both quantitative and qualitative information. We will make use of the value that comes from both small-scale (intensive) and large-scale (extensive) assessment processes. This could include questionnaires and surveys, focus groups, anecdotal comments, mystery shopping, reporting mechanisms, demographic information and asking people to share their experiences through written stories or videos.
- In our engagement, assessment and evaluation work and in publicising and promoting our activities, we will use different channels and methods – face-to-face, online and paper-based, considering the principles of environmental sustainability.

SHARING WHAT WE KNOW

- People from different agencies and organisations, at different ‘levels’ within the organisations, will share information with each other as appropriate (whilst working in line with relevant data protection legislation and good practice on confidentiality). In this way, all of us will be able to make use of what each of us know.
- Using what is already there.

NOTICING ‘WHAT WE ARE NOT NOTICING’

- We will be alert to such questions as, “who is not in the room?” Are there people with an interest in the issues we are working on, who we feel we have not heard from?
- On this basis, we will take proactive steps so that people who have not so far been involved, can participate.

KEEPING IT SIMPLE

- During assessment and evaluation activities (as in our engagement and service delivery) we will keep the language simple and free of jargon.
- We will show what we mean by using examples and stories, not just data and concepts.

USING APPROPRIATE LANGUAGE

- We will use categories and language which will be recognised by the people we are talking about – and seen as respectful by them.

GETTING HOLD OF THE INTANGIBLES

- We want to be innovative and brave; we want to understand and get underneath the ‘hard to define’ challenges in local neighbourhoods and communities. This might include issues of trust, influence and leadership that can be complex and embedded.
- The quality and quantity of social connections; the levels and forms of social mixing between people from different groups, places and communities; attitudes towards difference, diversity and shared values, are all considerations in each piece of work.

‘MINDING THE GAP’

- We will notice differences and distances between the way that official organisations are talking about an issue and how community members see things (a recent example of this would be the extent to which community members are confident about the messages being used to promote the take up of the covid-19 vaccine and the successes of the champions model, using local trusted voices).

ACKNOWLEDGING THE PROBLEMS

- We will acknowledge the problems and challenges which we and our communities are facing – and the challenges we face together in addressing them.
- Honest discussions, listening to each other and working out who is best placed to make a difference, may be more impactful than: ‘doing what we always do and getting what we always get’.

CELEBRATING THE POSITIVES

- We will write up and promote good news stories, sharing the successes together (which will often be about how we are addressing the problems and challenges).
- We will organise celebration events and use other ways to highlight the positive steps we are all taking and the good work that is going on.

THE SELF-EVALUATION TOOL

By completing a self-evaluation of our work, we highlight what we have achieved, how well we have implemented the inclusive approaches, what we may do differently next time and what support we need for that.

The self-evaluation tool will help us understand the impact the ICF is having on Kirklees communities, by considering each approach and reflecting on how well we are incorporating them into our work. It is not a precise impact measurement tool but it does give us an indicator of how well we are doing, as well as both an organisational and partnership view of the actions we need to take to do even better.

We are asking that each organisation commits to carrying out the self-evaluation on an annual basis. Organisations could choose to use the tool more often or for individual activities and programmes of work.

See [Appendix V](#) for an overview of the self-evaluation questions.

The self-evaluation toolkit once completed will result in the following:

- An organisational high-level, self-evaluation score.
- An ICF Implementation and Support Plan for the next 12 months.

This information should be collated and submitted to the Communities Board for review and to support the development of the partnership ICF Implementation and Support Plan.

The scores and implementation plans are an important measure of progress and we have designed the process and tools to have a ripple effect. This will be through the process of self-evaluation and learning that we trust will raise awareness and galvanise commitment to building inclusive communities. There should be as much importance placed on the quality and value of the self-reflective dialogue as the actual scores.

Each organisation has its own leadership structures, governance and impact measures, so would need to work through how it can use the tool to arrive at high-level score as well as developing an Implementation and Support Plan for their respective organisation.

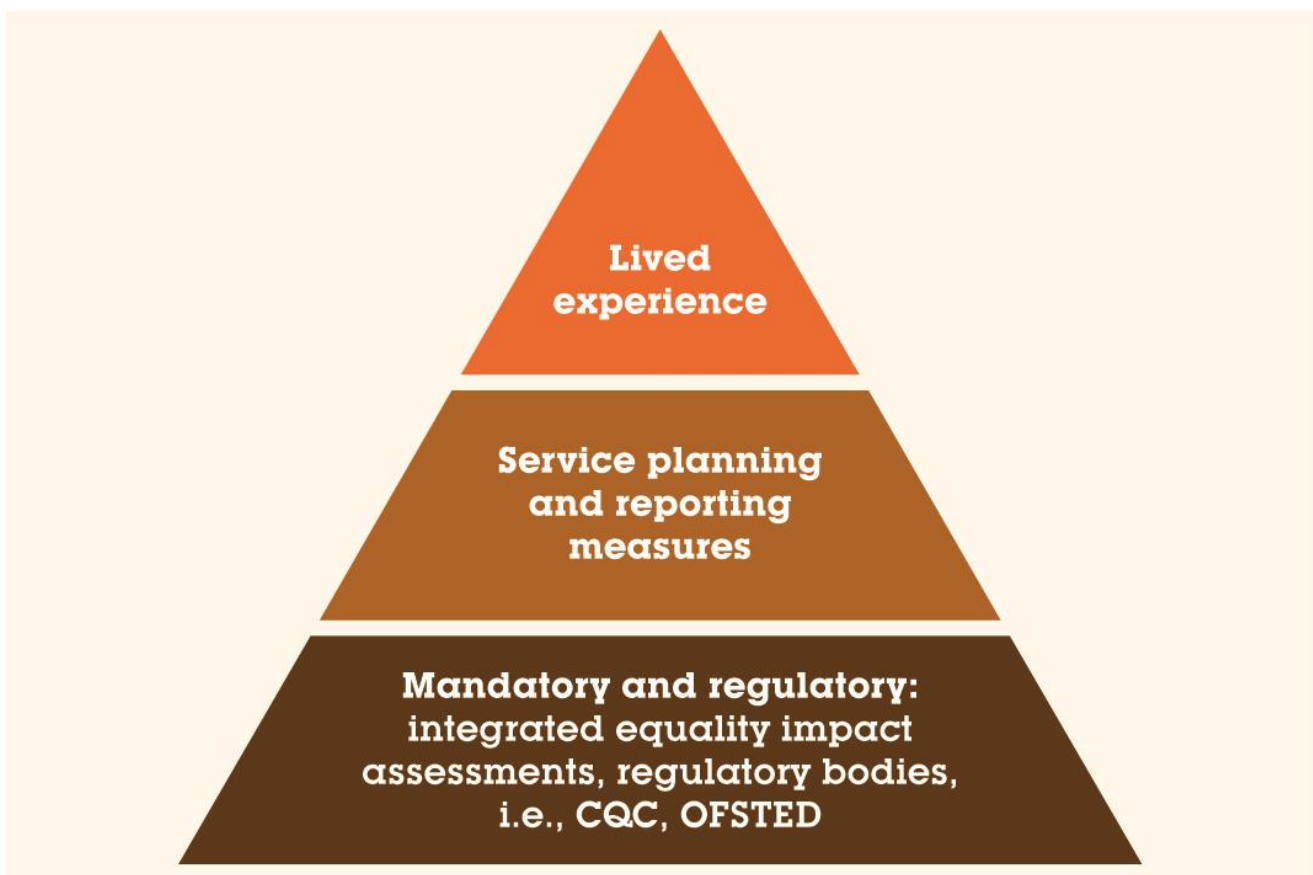
AN EXAMPLE OF HOW AN ORGANISATION SUCH AS KIRKLEES COUNCIL MAY GO ABOUT USING THE ICF SELF-EVALUATION TOOLKIT

The first year's evaluation will provide the baseline for monitoring progress in subsequent years. Self-evaluation against the ICF will be an annual exercise.

STEP 1: TO ESTABLISH EVALUATION SCORES AND IDENTIFY FURTHER ACTION:

- Hold an annual, directorate level meeting, for half a day.
- Review existing directorate outcome reporting and impact measures against the five inclusive approaches, using the self-evaluation tool.
- Existing evidence could be drawn from:
 1. The directorates mandatory and regulatory measures.
 2. Service reporting / impact measures.
 3. Lived experience – case studies, stories, feedback and consultations.

This will establish current self-evaluation scores and indicate compliance with regards the five inclusive approaches, including their levels of confidence in applying the inclusive approaches to their work.



The tool will also support the directorate to identify the actions they need to take over the next 12 months, to improve their practice and the support or learning need to achieve these. From these, the directorates are enabled to create their individual **ICF Implementation and Support Plan. We anticipate these will be embedded within the existing service planning processes.**

The Directorate Self-Evaluation will be submitted to the Executive Team (ET).

STEP 2: ORGANISATIONAL OVERSIGHT

The Executive Team would hold a focused annual ICF review of the five, Kirklees directorates' self-evaluation scores, action plans and support required. They would agree an organisational high-level score and **organisational ICF Implementation and Support Plan**.

This collated version would formulate Kirklees Council's submission to the Communities Board.

The Communities Board would review the self-evaluation submissions of all participating organisations, to monitor the impact of the ICF and commission an annual report on progress, with a set of summary recommendations.

The Communities Board would then share these plans back with participating organisations and make the required recommendations to the Communities Board and other relevant, key Kirklees partnership boards, to support the ongoing implementation of the ICF.



SECTION 9 – IMPLEMENTATION

THE ROLE OF LEADERS IN IMPLEMENTING THE ICF

Strong and shared or distributed leadership is needed to support our organisations and the staff in them, to make inclusive communities everybody's business.



When we think of systems of leadership, institutions generally operate within a vertical leadership model (hierarchical) whereas, communities generally have a more organic, horizontal leadership model. These differing models of leadership can create tension with each other.

What the organisations can do as supporters and enablers, is explore the 'space of opportunity' where both organisations and communities can come together, to discover what is possible when we meet as equals.

Developing inclusive communities fits in to this space of opportunity.

[Participatory Community Building Guidebook 2020](#)

Working in this space of opportunity is the **key leadership objective** and we need leaders at every level to demonstrate the following attributes in order successfully implement the ICF.

Accountability – committed to having a visible commitment to inclusion, hold themselves and others accountable for how they contribute to inclusive communities. Provide high challenge and high support to the work delivered by their organisation and others in communities and building positive relationships.

Responsibility – take responsibility for ensuring the system and processes are in place so that the ICF can be implemented fully. There is an expectation that partnership boards will regularly hold their partners to account and review how their collective work at the board is contributing to inclusive communities. Responding when things are not going well, making sure they do what they can to play their part because they care about the communities of Kirklees.

Understanding – leaders need to be curious about intelligence and insight, use listening to communities as an essential part of their origination data and intelligence, using this to inform their design, planning and delivery. Understand what cultural competence is needed to support staff to work effectively and to maximise the space of opportunity.

Collaborate – prioritise strong partnerships, use their own spheres of influence to drive and embed the ICF. Align resources, contributing to help create the conditions for inclusive communities. Strategic leaders will champion the ICF at every level, from implementation to championing the communities they work alongside.

COMMUNITIES BOARD – LEADERS OF CHANGE

The Kirklees Communities Board, is elected member led and works alongside the Kirklees Health and Well Being Board and the Children’s and Adults Safeguarding Boards, has a significant role in embedding the Inclusive Communities Framework across the district.

The Board and its partners are key to articulating and achieving the vision of the Inclusive Communities Framework, by using the language of inclusivity and role modelling the guiding principles and approaches within their respective organisations and services. They will take individual and collective responsibility for championing the approaches required to achieve the system change priorities needed to create the conditions for inclusive communities.

As well as driving behavioural change, the board will monitor the impact of the ICF, by evaluating their own work and having oversight of the work of others. They will provide high challenge and high support to organisations working alongside our communities across Kirklees and hold each other to account, building positive and authentic relationships.

SYSTEM LEADERSHIP – SHARED RESPONSIBILITY

Whilst none of us are formally ‘in-charge’, adopting the guiding principles, approaches and toolkit of the Inclusive Communities Framework, enables all of us to lead person-centred and community-orientated work, creating a wave of system leadership which inspires others to work in this way.

The ICF supports local leaders at all levels, to work alongside communities and to act in a way that embodies the three key pillars of building inclusive communities. They need to be active in building the story of our local areas, as welcoming, open places, where everyone is treated with dignity and respect and feels that they belong.

Working in this way will help to build competence, skills and knowledge across the system, strengthening local connections and trust within communities, giving us all the opportunity to contribute to developing and implementing inclusive communities and a shared vision of ‘place’.

IMPLEMENTATION AND SUPPORT

As part of the self-evaluation toolkit, there will be produced:

- An annual report on progress and a set of summary recommendations.
- A high-level progress report to the Partnership Executive.
- A Kirklees-wide Implementation and Support Plan.

This process will provide the key monitoring and review function for the ICF.

The scores, along with the Implementation and Support Plans, will be reviewed on annual basis, as part of continuous cycle of improvement.

The Implementation and Support Plan will provide the main monitoring function of how well the ICF is being implemented across Kirklees, providing tangible ways of making recommendations across partners and other partnership boards.

Using these documents, a set of implementation support workshops will be commissioned by the Communities Board. This will enable the ICF to be a dynamic framework and support ongoing learning and continuous improvement by:

- Routinely self-evaluating our work and relationships to communities.
- Connecting others to good practice.
- Delivering workshops on common themes identified by partners.

ICF workshops, for the first year of delivery, will focus on the foundational approaches to support organisations building their own understanding of these.

The Implementation and Support Plan will be updated annually.

SECTION 10 – APPENDICES

APPENDIX I – HOW WE DID IT

The Inclusive Communities Framework is a partnership commitment to inclusion across the district and as such, has been a collaborative process, co-created with partners and facilitated by 'Belong – The Cohesion and Integration Network'.

WHY A PROFESSIONAL FRAMEWORK

Following covid, there was a collective ambition across Kirklees to build on how organisations could further build on the power of communities that had been so evident during the pandemic. At the same time, there was a fast-emerging realisation across the UK that communities know themselves best and could bring about the best solutions to the challenges they face.

In Kirklees, we have a considerable community insight about what they have told us is important to them and how they want organisations to work alongside them. It is clear that the way we all worked together during the last two years has had a positive impact on relationships that we all want to retain.

This was in the context of challenging and divisive narratives, looking to apportion blame for the pandemic when a lack of trust in our leadership system became more evident and, at a time when long standing health inequality was amplified.

It is clear we need to change some of the ways in which we have been working as a system and as such, this framework has a primary focus on organisations within that system.

HOW WE WENT ABOUT IT

Diverse groups and organisations working across the district with different communities attended a series of half-day, virtual Design Circles, each of which focused on an element of working inclusively but also referenced the work which had gone before. A restorative approach was used. Partners contributed their insight, experience and reflections on what works well and what more could be done to create a sense of belonging and fairness; they were invited to provide their feedback on the content created from each Design Circle, which was shared between sessions. This approach was complemented by a broader engagement strategy, including discussions with a Strategic Reference Group, the Communities Partnership Board, members and other groups. We have also, through the Belong Network, reviewed existing and emerging, national best practice.

All of this feedback was used to triangulate and sense check what we were producing from the **Design Circles**.

DESIGN CIRCLE 1 – OCTOBER 2021

Design Circle 1 focused on what we all do to contribute to inclusive communities, with partners responding to the questions:

- “What is the most important thing that your organisation does which helps towards integration in Kirklees?”
- “As we develop and apply an Inclusive Communities Framework in Kirklees, what will this mean to our places and our people and what will we start to notice?”

From this, a set of draft principles were produced to describe what we need to have as a foundation when working with communities. These have been further distilled into the Kirklees Pillars of Working Inclusively, shared earlier in the framework.

DESIGN CIRCLE 2 – NOVEMBER 2021

Design Circle 2 focused on good practice in Kirklees, ensuring voices are heard, how to focus on the needs of and involve, particular people, groups or areas, the challenges to inclusive approaches and how to work through these.

The output from Design Circle 2 was a set of draft approaches, describing how we work inclusively.

These have been translated into a toolkit, providing simple checklists for us to reference our work against. Case studies have been provided to demonstrate the approaches in practice.

DESIGN CIRCLE 3 - FEBRUARY 2022

Design Circle 3 centred on how to assess our work in line with the draft principles and approaches developed in previous Design Circles and what else we could do, so that we know how we are making a positive difference and understand the impact of our work with communities.

Partners use a range of measures which feel proportionate and appropriate according to their work, the communities they work with and their capacity. It was agreed that having the flexibility and freedom to determine measures which feel ‘right’ is important, but organisations are often required to report on measures and impact, to satisfy the needs of funding bodies.

The output from Design Circle 3 was a draft set of methods for assessing our work and its impact. Using these and the toolkit elements developed in Design Circle 2, a simple self-evaluation tool has been developed.

APPENDIX II – KIRKLEES COMMUNITY DATA SITES

[Kirklees Observatory](#)

[Involve](#)

[Kirklees Joint Strategic Needs Assessment](#)

[Kirklees Communities Partnership Plan](#)

[CLiK \(Current living in Kirklees\) Survey 2021](#)

[Young Peoples Survey 2022](#)

[Place Standard - How good is our place?](#)

APPENDIX III - CONTRIBUTORS

DESIGN CIRCLES

- Belong – The Cohesion and Integration Network
- Healthwatch Kirklees
- Indian Muslim Welfare Service
- Kirklees College
- Kirklees Council Directorates (Corporate, Growth and Regeneration, Adults and Health, Children and Families, Environment and Climate Change)
- Locala
- LS2Y
- NHS Kirklees Clinical Commissioning Group
- Outlookers
- The Branch
- The Brunswick Centre
- Thornton Lodge Action Group
- Third Sector Leaders
- West Yorkshire Police
- West Yorkshire Combined Authority

STRATEGIC REFERENCE GROUP

- LCD West Yorkshire
- Healthwatch
- Clinical Commissioning Group
- South West Yorkshire Partnership NHS Foundation Trust
- Kirklees College
- West Yorkshire Police
- Third Sector Leaders
- Locala
- Kirklees College

PARTNERSHIPS

- Mental Health Alliance
- Health and Care Partnership
- JSMT
- CCG Partnership Forum

- Tackling Inequalities Partnership Board

COMMUNITIES PARTNERSHIP BOARD

Name	Position	Organisation
Amanda Evans	Service Director for Adult Social Care Operations	Kirklees Council
Jo Richmond	Head of Communities	Kirklees Council
Cllr Masood Ahmed	Labour, Dewsbury South, councillor and member of the PCC Panel	Kirklees Council
Cllr Cahal Burke	Liberal Democrat, Lindley, councillor and member of the PCC Panel	Kirklees Council
Cllr Mohan Sokhal	Labour, Greenhead, councillor	Kirklees Council
Cllr Carole Pattison	(Chair of Communities Board), Portfolio Holder of Learning, Aspiration and Communities	Kirklees Council
Cllr Naheed Mather	Portfolio Holder of Environment	Kirklees Council
Cllr Mark Thompson	Conservative, Birstall and Birkenshaw, councillor and member of the PCC Panel	Kirklees Council
Iain Yates	Delivery Manager (Policing and Crime)	West Yorkshire Combined Authority
Joanne Atkin	Head of Kirklees Probation Delivery Unit	Kirklees Probation Service
Val Johnson	3rd Sector Leaders Representative	TSL Kirklees
Louise Fletcher	Head of Nursing & Safeguarding	NHS Kirklees CCGs & Calderdale CCG
Jill Greenfield	Service Director Customer & Communities	Kirklees Council
Julie Kiddy	Operations Manager	Wakefield and Kirklees Victim Support
James Griffiths	Kirklees Divisional Commander	West Yorkshire Police
Lee Hamilton	Safer Kirklees Manager	Kirklees Council
Mel Meggs	Director for Children's Services	Kirklees Council
Rachel Spencer Henshall	Strategic Director – Corporate Strategy and Commissioning	Kirklees Council
Dale Gardiner	Kirklees District Commander	West Yorkshire Fire and Rescue
Jacqui Stansfield	Service Manager, Adults Safeguarding Board	Kirklees Council
Sharon Hewitt (TBC)	Board Manager, Children's Safeguarding Partnership	Kirklees Council

APPENDIX IV – RESTORATIVE PRACTICE CHECKLIST

Whether you are thinking about your service planning, beginning a new project, developing a strategy or simply reviewing the way you approach something in your work, the following prompts might help you to adopt a restorative approach.

Whatever it is you're working on, think about how you might ensure that it:

- Puts a focus on relationships – whether it's between managers and employees, between colleagues, between partners or between employee and service users or citizens:
 - Who are the people involved or impacted by this piece of work and how might relationships be strengthened?
 - Are there opportunities to promote stronger connections?
 - Do interactions promote care and respect?
- Supports a 'with' approach:
 - From the very beginning, does it incorporate curious listening to those impacted in order to really understand what is needed?
 - Does it empower people to make decisions based on their own needs?
 - Does it encourage accountability?
 - Where decisions are made by people in a position of power, have others had an opportunity to be listened to and their views considered?
 - Are expectations clearly communicated and does it allow for clarifying expectations?
 - Does it allow for everyone to be involved, whatever their connection to it might be?
 - Is there anything stopping certain people being involved?
- Includes ways to learn, grow and improve:
 - Does it promote reflection?
 - Does it allow for identifying what went well and what didn't go so well?
 - Does it allow for acknowledging when mistakes have been made?
 - Does it allow for safe and respectful challenge?
 - Are there opportunities and mechanisms for feedback, sharing lived experience and are these accessible? Are these encouraged? Will these be heard, and acknowledged? Will people be kept informed of outcomes, including changes?
 - Have connections with other parts of the system been identified and nurtured, so that learning can be shared and accountability understood?

APPENDIX V – SELF-EVALUATION

The 5 inclusive approaches	What actions did / will you take to align with this approach?	How have / will you measure this? How will you know you have made a difference?	How well have you aligned to this approach? Rate success from 1 poor to 5 high success)	How confident do you feel aligning to this approach? Rate success from 1 not confident to 5 extremely confident	What will you do differently to be even better next time?	Is there any support needed to provide better alignment to this approach?
Connecting						
Communicating						
Equalising						
Trusting						
Celebrating						

Pillars of working inclusively - Please reflect on how each pillar has underpinned your work	
Belief that communities hold solutions, with skills and knowledge that is valuable and will help us achieve our shared goals.	
Build belonging and trust with and between our diverse communities on shared interests and challenges, celebrating what is good in local places.	
Care about what matters to local communities and own our shared actions that give us a collective purpose to make a change.	

What is the most important learning point to share with others from this self-evaluation?

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Inclusive Communities Framework Self Evaluation

The self evaluation is designed to support the adoption of the Inclusive Communities Framework (ICF). The self evaluation will help to focus on the impact the ICF is having on Kirklees residents by taking into account each Inclusive approach, and reflecting on how the pillars of working inclusively have underpinned your work.

The 3 Pillars of working inclusively

Belief that communities hold solutions, with skills and knowledge that is valuable and will help us achieve our shared goals

Build belonging and trust with and between our diverse communities on shared interests and challenges, celebrating what is good in local places

Care about what matters to local communities and own our shared actions that give us a collective purpose to make a change

The 5 Approaches

Connecting	<ul style="list-style-type: none"> • We will strengthen local social infrastructure, through sharing and combining resources; bringing capacity together; minimising unnecessary duplication; organising and co-ordinating; and working collaboratively • Through connecting to communities, we will support our Kirklees wide partnership will establish a better and shared understanding of community assets and the role that they can play, as we marshal our resources towards our shared objectives for Kirklees • We will support people to come together focused on shared values, interests and priorities, we will make sure these spaces are inclusive and welcoming to people from different backgrounds
Communicating	<ul style="list-style-type: none"> • We will communicate in plain language that people understand. We will use stories, and not just statistics • We will seek out and be informed by community intelligence and take full account of how communities define the issues of most importance to them • We will be open and honest, listening to what the community needs instead of holding on to preconceived ideas, and making decisions 'for' them. We will be clear about what they can and cannot do, and manage expectations based on respect and transparency • In our work and consultations, we will make space for lived experience to be shared • We will develop and use effective approaches, including going out into the community physically to build trust; creating space and routes for everyone to feel that their voice is heard; and checking out and following up
Equalising	<ul style="list-style-type: none"> • We will make sure that access to resources such as our funding, grants, commissioning processes are accessible in ways which enable this equalisation of power • We value that communities have skills and expertise essential to being able to achieve our outcomes. We show this by resourcing sustainable solutions, including through community development, appropriate training. • We will support and champion a strong, connected, and diverse voluntary and community sector • We will deliver events, activities and services in ways which are accessible, culturally relevant, and take account of peoples' own identities • We will bring the community to decision-making tables • We understand inequalities and how they impact different communities and groups differently, and act to tackle deprivation, prejudice, discrimination, and division
Trusting	<ul style="list-style-type: none"> • We make sure our teams are supported to prioritise to build relationships with communities- we do what we say will we do • We are honest and open about what we have to do, what we can and cannot do in respect of our areas of responsibility, whilst listening to what this may mean for communities • We recognise that decisions are best made as close as possible to the communities they affect. Communities also come to trust that this will happen
Celebrating	<ul style="list-style-type: none"> • We will credit and celebrate the achievements of individuals and organisations. Contributors should be rewarded for their time and input • We will encourage active social engagement and support volunteering (and seek to remove the barriers to people taking part) • By using the arts, sport and other fields of activity, we will promote a shared vision of place

Inclusive Communities Framework - Self Evaluation

Organisation	
Overall role in building Inclusive communities	<i>Why we need to do this work / is needed?</i>
What are the intended outcomes?	<i>What is the difference you intend to make and to who? How will you know you have made a difference?</i>
What are the main activities to be carried out?	<i>What activities will you carry out to work towards the above outcomes?</i>

5 Approaches	What actions did/will you take to align with this Approach's statements?	How have/will you measure this? How will you know you have made a difference?	How well have you aligned to this approach? (Success rating 1-5) (1 being poor and 5 being success)	How confident do you feel to aligning to this approach? (Success rating 1-5) (1 = Not confident and 5 = extremely confident)	What will you do differently to be even better next time? This will inform your organisational action plan for next 12mths	Is there any support needed to provide better alignment to this approach? This will inform the ICF implementation plan including themed workshops of support
Connecting						
Communicating						
Equalising						
Trusting						
Celebrating						

Pillars of working inclusively - Please reflect on how each pillar has underpinned your work

Belief that communities hold solutions, with skills and knowledge that is valuable and will help us achieve our shared goals	
Build belonging and trust with and between our diverse communities on shared interests and challenges, celebrating what is good in local places	
Care about what matters to local communities and own our shared actions that give us a collective purpose to make a change	

What is the most important learning point to share with others from this self-evaluation?

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EIA STAGE 1 – SCREENING ASSESSMENT

PROJECT DETAILS

Name of project or policy:	
Kirklees Inclusive Communities Framework	
Directorate:	Senior Officer responsible for policy/service:
Customer and Communities	Jill Greenfield
Service:	Lead Officer responsible for EIA:
Communities	Jill Greenfield
Specific Service Area/Policy:	Date of EIA (Stage 1):
Inclusive Communities Framework	24/05/2022
Brief outline of proposal and the overall aims/purpose of making this change:	
Kirklees Inclusive Communities Framework is a professional facing, partnership commitment to inclusion across the district. It provides a set of guiding principles, inclusive approaches, a toolkit and a self-evaluation.	

ASSESSMENT SUMMARY

Theme	Calculated Scores						Stage 2 Assessment Required
	Proposal	Impact	P + I	Mitigation	Evidence	M + E	
Equalities	6	0	6	0	4	4	No
Environment		4.3	4.3	0	4	4	No

NATURE OF CHANGE

WHAT IS YOUR PROPOSAL?	Please select YES or NO
To introduce a service, activity or policy (i.e. start doing something)	YES
To remove a service, activity or policy (i.e. stop doing something)	NO
To reduce a service or activity (i.e. do less of something)	NO
To increase a service or activity (i.e. do more of something)	YES
To change a service, activity or policy (i.e. redesign it)	NO
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	NO

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...	Level of Impact Please select from drop down
Kirklees employees within this service/directorate? (overall)	Very Positive
Kirklees residents living in a specific ward/local area?	Very Positive
Please tell us which area/ward will be affected:	All
Residents across Kirklees? (i.e. most/all local people)	Very Positive
Existing service users ?	Very Positive

Each of the following groups? <i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both employees and residents - within these protected characteristic groups).</i>	Please select from drop down	
...age	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...disability	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...marriage/ civil partnership	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...pregnancy & maternity	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...race	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...religion & belief	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...sex	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...sexual orientation	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...those in poverty or low-income	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive
...unpaid carers	What impact is there on Kirklees employees /internal working practices?	Very Positive
	What impact is there on Kirklees residents /external service delivery?	Very Positive

WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		Level of Impact	
		Please select from drop down	
Kirklees Council's internal practices ?		Very Positive	
Lifestyles of those who live and work in Kirklees?		Positive	
Practices of suppliers to Kirklees council?		Neutral	
Practices of other partners of Kirklees council?		Very Positive	
Each of the following environmental themes ? (Please select from the drop down list)			
	People	Partners	Places
...clean air (including Climate Changing Gases)	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
...Clean and plentiful water	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
... Wildlife and habitats	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
...Resilience to harm from environmental hazards	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
... Sustainability and efficiency of use of resources from nature	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
...Beauty, heritage and engagement with the natural environment	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
... Resilience to the effects of climate change	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
...Production, recycling or disposal of waste	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2
... Exposure to chemicals	Neutral Score: 2	Neutral Score: 2	Neutral Score: 2

HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU? Please select YES or NO

Equality Themes	
Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?	No
...employees?	No
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	...Kirklees residents?
	...service users?
	...any protected characteristic groups?
Please list your equalities evidence/intelligence here [you can include hyperlinks to files/research/websites]: https://www.belongnetwork.co.uk/resources/beyond-us-and-them-societal-cohesion-in-britain-through-eighteen-months-of-covid-19/ Insight gained from organisations who supported the development of the ICF, and who work with communities Evaluation of the Kirklees Community Champions Programme 2021	

To what extent do you feel you are able to mitigate any potential negative impact of your proposal outlined on the different groups of people?	Please select from drop down FULLY
To what extent do you feel you have considered your Public Sector Equality Duty?	FULLY

Environmental Themes	
Have you taken any specialist advice linked to your proposal?	Yes
...Kirklees Council practices?	Yes
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	...resident and worker lifestyles?
	...Practices of Supplier to Kirklees Council?
	...Practices of other Kirklees Council partners?
Please list your environmental evidence/intelligence here [you can include hyperlinks to files/research/websites]: Discussion with Colin Parr, Strategic Director for Environment and Climate Change and Riognach Dewhirst, Environment Officer about how the ICF will apply to environmental work. Partners have been instrumental in the development of the ICF and how to apply the principles and inclusive approaches when working with communities. The ICF is as applicable to work centred on environmental issues as it is to any other work.	

To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the environmental issues identified?	Please select from drop down FULLY
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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 22nd February 2022

Present: Councillor Shabir Pandor (Chair)
Councillor Paul Davies
Councillor Eric Firth
Councillor Viv Kendrick
Councillor Musarrat Khan
Councillor Peter McBride
Councillor Naheed Mather
Councillor Carole Pattison
Councillor Will Simpson

Observers: Councillor David Hall
Councillor Andrew Cooper
Councillor John Taylor

Apologies: Councillor Cathy Scott

162 Membership of Cabinet

Apologies for absence were received on behalf of Councillor Scott.

163 Minutes of Previous Meeting

RESOLVED – That the Minutes of the Meeting held on 18 January 2022 be approved as a correct record.

164 Declarations of Interest

No interests were declared.

165 Admission of the Public

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

166 Deputations/Petitions

Cabinet received deputations from;

(i) Mike Prior and David Wyles, on behalf of Huddersfield Civic Society with regard to biodiversity net gain, specifically in relation to an identified gap between the Council's biodiversity strategy and its deployment within the planning application process.

A response was provided by the Cabinet Member for Regeneration (Councillor McBride)

(ii) Clare Walters with regard to the protection of wildlife at Laneside Quarry.

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A response was provided by the Cabinet Member for Environment (Councillor Mather)

167 Questions by Members of the Public

No questions were asked.

168 Questions by Elected Members (Oral Questions)

Cabinet received the following oral questions in accordance with Executive Procedure Rule 2.3;

Question from Councillor Cooper

“With regards to the deputation from Clare Walters, could Kirklees try and get the applicants to honour the commitment to have regular liaison meetings and real dialogue, and can we do more on enforcement to support ecologists to champion wildlife on the site?”

A response was provided by the Cabinet Member for Environment (Councillor Mather).

Question from Councillor D Hall

“With regard to the flooding this past weekend, would the Cabinet Member join me in thanking all of the staff that were working to assist with the flooding, and would she agree with me that, as the Cabinet are responsible for setting the resources available to tackle the flooding, and we were told in the Spen Valley that no sand bags would be available until properties were beginning to flood, that this is not a good policy? Could she clarify what the policy is and if that is not the policy could she urgently review the policy to ensure that we are getting the right answers on the ground?”

A response was provided by the Cabinet Member for Environment (Councillor Mather).

Question from Councillor J Taylor

“Does a business case exist for the acquisition of the George Hotel?”

A response was provided by the Leader of the Council.

Question from Councillor Cooper

“Do you agree with me that one of the ways of approaching the floods issue would be to provide vulnerable households with flood sacks so that those that are in imminent danger can protect their homes. If you believe that this is a good idea then pursue it, if you don't we'll buy them from ward budgets. So, is that something that the Council itself could provide or Newsome Members provide it directly?”

A response was provided by the Leader of the Council.

Question from Councillor D Hall

“With regard to sand bags, I am concerned that the policy isn’t working. When you do the review please ensure that there are enough people to take residents calls and enough people to deliver the resources.”

A response was provided by the Cabinet Member for Environment (Councillor Mather).

Question from Councillor J Taylor

“We all know that Planning staff are under pressure at the moment and that delays are arising as a result. These delays have an impact on peoples lives. I’ve been dealing with cases that have been outstanding for over a year. What is the administration doing to monitor (i) how many cases that are out of the standard time (ii) the longest time applications have been waiting and (iii) what are we doing, beyond trying to recruit more staff, to try and facilitate this?”

A response was provided by the Cabinet Member for Regeneration (Councillor McBride)

Question from Councillor Cooper

“Recently Climate Emergency UK provided a 0% score to Kirklees for its response to the Climate Emergency. Was a plan available before September 2021, is one available now, or is one planned and when will it be in place?”

A response was provided by the Cabinet Member for Culture and Greener Kirklees (Councillor Simpson)

169

Determination of school admission arrangements for 2023/24

Cabinet gave consideration to a report which sought to determine admission arrangements for all Kirklees Community and Voluntary Controlled Schools for the 2023-2024 year. It was noted that arrangements needed to be determined by 28 February 2022 in order to comply with the requirements of the School Admissions Code. The report advised that there were no proposed changes to co-ordinated admission schemes for 2023-2024 and confirmed the outcome of the statutory consultation process that had taken place between 22 November 2021 and 2 January 2022. Appendices to the report set out (i) how the published admission numbers are derived (ii) the admission arrangements for community and voluntary controlled schools for 2023-2024 and (iii) the published admission numbers for community and voluntary controlled schools for 2023-2024.

The report provided an overview of the outcomes of an appeal to the Schools Adjudicator which had resulted in changes to the organisation of both St. John’s CE(VC) Infant School and Westmoor Primary School. It was noted that, with regard to school organisation, there were no current outstanding statutory processes. The report set out a request for authority to approve applications to the Schools Adjudicator to be delegated in order to support situations when the authority has to be very responsive to requests.

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Cabinet were advised that, subject to approval, the arrangements would be published on the Council's website, and would inform the composite guide for parents to support applications for 2023-2024.

RESOLVED -

- 1) That approval be given to (i) the Kirklees co-ordinated admission schemes for 2023/2024, including in-year admissions, as set out at Appendix 2 (ii) admission arrangements for Kirklees community and voluntary controlled schools as detailed in Appendix 1c and (iii) the Published Admission Number for each school as set out in Appendix D, including the change to St John's CE(VC) Infant School.
- 2) That authority be delegated to the Service Director (Learning and Early Support), following consultation with the Cabinet Member (Learning, Aspiration and Communities), to approve applications to the Schools Adjudicator for variations in school admission arrangements or pursue such appeals against a determination of admission arrangements by an own admission authority, as the Service Director reasonably considers to be necessary.

170 **Catering Service Baseline Capital Plan - Proposed allocation of funding for the 21/22, 22/23 - 2 - year baseline programmes**

Cabinet gave consideration to a report which out details of a two year investment programme of £200k per annum to support the contract renewal business situation. The report sought approval for spending for 2022-2023 and 2023-2024 of £200k per annum for the programme as outlined within the considered report.

Cabinet noted that the school catering sector was now a highly competitive market and that the service needed to continue to invest in infrastructure to maintain a competitive edge to sustain existing business, bid for new business, increase uptake and continue to deliver surplus to the Council. The report advised that the benefits of continuing to invest would enable existing business to be maintained and to improve standards across all schools which the service holds contracts with. It was noted that the investment would include maintained schools and academies in order to ensure consistency of service across the district.

Cabinet were advised that, subject to approval of the proposed programmes, the Catering Service would work alongside external suppliers to ensure that projects were developed, designed, procured and implemented.

RESOLVED –

- 1) That approval be given to the proposed programmes of works and school catering equipment upgrades and replacement up to £400k maximum, as outlined in the considered report, for the two year baseline capital programme.
- 2) That authority be delegated, in accordance with Council Financial Procedure Rule 3.12, to the Service Director (Culture and Visitor Economy) to manage

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the implementation of the identified works within the respective agreed total programme budget.

- 3) That, pursuant to (2) above, the delegated powers include authority to (i) add new urgent projects to the programme without prior Cabinet approval providing that the total cost of the programme remains within the approved capital allocation set by the Council and (ii) slip or delete projects during the course of the financial year to enable the effective management of the programme concerned.

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Tuesday 8th March 2022

Present: Councillor Shabir Pandor (Chair)
Councillor Paul Davies
Councillor Eric Firth
Councillor Viv Kendrick
Councillor Musarrat Khan
Councillor Peter McBride
Councillor Naheed Mather
Councillor Carole Pattison
Councillor Cathy Scott
Councillor Will Simpson

Observers: Councillor Adam Gregg
Councillor John Taylor

171 Membership of Cabinet

All Cabinet Members were present.

172 Declarations of Interest

No interests were declared.

173 Admission of the Public

No interests were declared.

174 Deputations/Petitions

No deputations or petitions were received.

175 Questions by Members of the Public

No questions were asked.

176 Questions by Elected Members (Oral Questions)

Cabinet received the following oral questions in accordance with Executive Procedure Rule 2.3;

Question from Councillor Gregg

“Would the Leader agree with me that political parties should not be using taxpayers money for their own benefit?”

A response was provided by the Leader of the Council.

Question from Councillor J Taylor

“Can we review the policy regarding provision of support to Councillors to make sure that things aren’t being done in an underhand way, and perhaps if they have been we ought to be asking for the money to be refunded that has been incurred at taxpayers expense?”

A response was provided by the Leader of the Council.

Question from Councillor J Taylor

“With regards to the proposals for accepting plastic tubs, trays and pots into recycling, I am happy to support publicising this. It is clear that the comms strategy isn’t fit for purpose as there is no information available to enable members to be able to communicate this via social media. Could the Cabinet Members comment on this?”

A response was provided by the Cabinet Member for Culture and Greener Kirklees (Councillor Simpson) and the Cabinet Member for Environment (Councillor Mather).

Question from Councillor J Taylor

“With regard to the energy bill rebate, it would be helpful if elected members could have information in a format that can be shared on social media etc to help people that are going to have to apply for it. We need to share the information as widely and quickly as we can.

A response was provided by the Cabinet Member for Corporate Services (Councillor P Davies).

177 Annual RIPA Update

Cabinet received the annual update on the use of Regulation of Investigatory Powers Act (RIPA) 2000 pursuant to the previous update in January 2021. The report advised that there had been no incidents within this period which required RIPA to be used and there had therefore been nil authorisations granted.

It was noted that the Council’s annual return to the Investigatory Powers Commissioner’s Office had been completed.

RESOLVED – That the Annual RIPA Report be noted.

178 Proposed changes to West Yorkshire Joint Services (WYJS) Agreement

Cabinet gave consideration to a report which set out proposals for changes to the West Yorkshire Joint Services legal agreement. The report advised that the West Yorkshire Joint Services Committee had recommended the adoption of a streamlined governance model to deliver its statutory functions whilst minimising bureaucracy and increasing accountability.

The report advised that in January 2021 the Committee had considered a report which set out the findings of a governance review that had been undertaken

following changes to the operation and closure of some non-statutory functions of the organisation. Pursuant to this it had been agreed that the Joint Services Agreement and Memorandum of Understanding be refreshed and the amended versions were attached at Appendices A and B of the report. The report indicated that the principal amendment was to reduce the number of members from each Council on the Committee from 4, including the Leader, to 2.

Cabinet noted that it was essential that governance arrangements for West Yorkshire Joint Services were up to date and appropriate in order to enable effective partnership working across the five West Yorkshire Councils.

RESOLVED –

- 1) That approval be given to the changes as set out within the considered report and the amended Joint Services Agreement.
- 2) That the Service Director (Legal, Governance and Commissioning) be authorised to enter into the revised Joint Services Agreement.

179

Specialist Accommodation Strategy 2022-2030

(Under the provision of Council Procedure Rule 36(1) Cabinet received a representation from Councillor J Taylor).

Cabinet received the draft Specialist Accommodation Strategy 2022-2030 for consideration. The report set out the importance of quality housing and the impact that it has upon individuals and their wellbeing, and explained how demographic, technological and consumer trends which are already impacting the market are likely to continue over the period of the strategy. The strategy outlined how the shape of specialist accommodation would change over the next eight years and what key actions would be required to support these changes. Cabinet were advised that the strategy would form part of the Council's Housing Strategy 2018-2023.

It was noted that the strategy had been revised to take into account consultation responses and that the approval of the strategy would enable services and partners to build upon the foundations outlined and being delivered as part of the Kirklees Housing Strategy.

RESOLVED –

- 1) That the findings of the non-statutory consultation on the proposed draft Specialist Accommodation Strategy 2022/2030 be noted.
- 2) That approval be given to the Specialist Accommodation Strategy 2022/2030.

180

Cross Council Corporate Safeguarding Policy

Cabinet gave consideration to the refreshed Cross Council Corporate Safeguarding Policy. The report advised that the policy aimed to demonstrate the Council's commitment to corporate safeguarding and enable all employees of the Council to understand their role and responsibilities in relation to safeguarding concerns. It set out the expectation of staff, councillors and volunteers to (i) identify areas where there are concerns and take action to address them in partnership with other agencies (ii) prevent unsuitable people from working with children, young people and adults at risk (iii) ensure the whole workforce understands safeguarding and

their accountabilities and responsibilities and (iv) promote safe practice and challenge poor and unsafe practice.

Cabinet noted that the policy, which was appended to the considered report, set out a preventative approach to ensure that safeguards are proactively put in place to prevent abuse and neglect occurring.

RESOLVED –

- 1) That the refreshed Corporate Safeguarding Policy be approved and adopted.
- 2) That authority be delegated to the Strategic Director with responsibility for Corporate Safeguarding Oversight Group, in conjunction with the relevant Cabinet Member, and with the Corporate Safeguarding Oversight Group, to review the policy and guidance annually and to make any technical amendments as appropriate, allowing engagement to take place with stakeholders.
- 3) That if any new legislative requirements require a fundamental change, the policy be resubmitted to a future meeting of Cabinet.
- 4) That the Corporate Safeguarding Policy be included on the Policy Framework, and that Council consider this and the draft policy in the 2022/2023 municipal year.

181

Leeds City Region (LCR) Business Rates Pooled arrangements for 2022/23

Cabinet received a report which sought to ratify the Council's membership and arrangements for the operation and governance of the Leeds City Region Business Rates Pool 2022/2023.

The report indicated that a decision had been taken previously to apply to be part of the 2022-2023 Leeds City Region Business Rates Pool, which acknowledged the continuing impact of covid upon the economy and the consequential increased volatility on forecast retained levies by the prospective Leeds City Region Pool in 2022-2023. Cabinet were advised that further financial modelling would be undertaken by Leeds City Council, who would administer the regional pool, prior to any final decision being taken. It was noted that the Government's provisional 2022-2023 financial settlement had been made in December, and that no prospective member of the pool had indicated an intention to withdraw, and that the final settlement had been passed on 9 February 2022, including confirmation of the business rates pool for 2022-2023.

The report advised that specific proposals for the allocation of any retained levies would be considered through the Leeds City Region Business Rates Joint Committee, the terms of reference for which were set out at Appendix A to the report. Appendix B to the report set out the draft Memorandum of Understanding (Governance) agreement for operational arrangements.

RESOLVED –

- 1) That approval be given to the Council's membership of the Leeds City Region Business rates pool for 2022/2023.
- 2) That the revoking of the existing North and West Yorkshire Pool on 31 March 2022 be noted.

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- 3) That approval be given to the formation of a new joint committee to oversee the operation of the Leeds City Region Pool for 2022/2023.
- 4) That the draft terms of reference and memorandum of understanding (governance) agreements for the Leeds City Region Pool Joint Committee, as set out at Appendices A and B of the report, be noted.
- 5) That authority be delegated to the Service Director (Legal, Governance and Commissioning), in conjunction with the Service Director (Finance), to sign any documents relating to the Leeds City Region business rates Pool Joint Committee.

182 **Strategic Investment in Town Halls - 2021/22 - 2025/26**

(Under the provision of Council Procedure Rule 36(1) Cabinet received a representation from Councillor J Taylor).

Cabinet gave consideration to a report which set out a strategic case for additional capital investment for equipment, furnishings and decorative items in town halls that would enhance both the commercial appeal of the building and customer experience and maximise sustainable income generation opportunities. The report advised that a capital plan allocation of £2.235m had been agreed by Council in February 2020 for the strategic development of town halls and that £400k had been drawn down in the past 12 months to take advantage of lockdown closure and complete works that had been scheduled at a later stage at Batley and Dewsbury Town Halls. The report set out a programme for the remaining £1.835m and advised that the original capital plan annual allocations would be revised to reflect updated investment themes.

Cabinet were asked to give approval to the baseline programme for the capital allocation, together with themes of investment as set out at Appendix A to the report and to delegate authority for the programmes to be managed, providing flexibility to identify, design and deliver priority projects across multiple sites. It was noted that the proposed themes for investment included (i) accessibility (ii) reconfiguration of commercial space (iii) refurbishment and redecoration (iv) furniture and fittings and (v) technical equipment, which aimed to achieve a balance of corporate and commercial activity across the portfolio of buildings, while recognising the potential of each site within its locality.

RESOLVED -

- 1) That approval be given to the Town Hall Strategic Investment themes of work for 2021/2022 to 2025/2026, as set out at Appendix A of the considered report, and the associated capital allocation, up to £1,835,000 max for the rolling 5 year period, in order to deliver commercial, community and building conditions.
- 2) That Officers be authorised to identify, design, tender and implement the delivery projects aligned with the work themes as identified in Appendix A of the considered report, within the agreed budget.

183 **Corporate Financial Monitoring Report Quarter 3 for 2021-22**

(Under the provision of Council Procedure Rule 36(1) Cabinet received a representation from Councillor J Taylor).

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Cabinet received a report which set out financial monitoring information for General Fund Revenue, Housing Revenue Account and Capital Plan, as at Quarter 3 (Month 9) 2021-2022. The report advised that the Council's revised general fund controllable (net) revenue budget for 2021-2022 was £325m, including planned (net) revenue savings in-year of £1.8m. It was noted that there was a forecast overspend of £0.9m against the £325.0m revised budget at Quarter 3, equating to 0.3%, and that there had been a net reduction of £0.3m in the forecast overspend position since Quarter 2.

The report provided an overview of 2021-2022 forecast revenue outturn position at Quarter 3, along with information regarding covid impacts, forecast covid pressures, updates for service directorates, general fund reserves, the collection fund, housing revenue account, capital and a number of specific capital proposals in line with 2021-2022 budget proposals which related to (i) Red Laithes Court and Havelock Street, Ravensthorpe (ii) Adult Care Homes Infection Prevention Control and (iii) Property Investment Fund – 103 New Street).

RESOLVED –

- 1) That with regards to the General Fund, the (i) forecast revenue outturn position at Quarter 3 (ii) forecast year end position on corporate reserves and balances at Quarter 3 and (iii) the regular monitoring and review of corporate services in 2021/2022 reported to Cabinet be noted.
- 2) That the Collection Fund position as at Quarter 3 be noted.
- 3) That the Quarter 3 Housing Revenue Account position and forecast year-end reserves position be noted.
- 4) That with regards to Capital (i) the Quarter 3, the forecast capital monitoring position for 2021/2022 be noted (ii) approval be given to re-profiling of the capital plan across future years (appendix 6 refers) (iii) approval be given to the capital scheme amendments as noted in paragraphs 1.12.7 to 1.12.13 of the report (iv) that approval be given to offering HD1 Living Ltd an additional loan from the Property Investment Fund up to £2.5m to support the redevelopment of 103 New Street, Huddersfield, subject to due diligence being carried out (v) the Strategic Director (Growth and Regeneration), in consultation with the Cabinet Member (Corporate Services), having sought advice from the Service Director (Legal, Governance and Commissioning) and the Service Director (Finance) be authorised to carry out appropriate due diligence on the proposal to offer an additional loan from the Property Investment Fund and (vi) the Service Director (Legal, Governance and Commissioning) in consultation with the Service Director (Finance) be authorised to enter into any documentation required to agree the additional Property Investment Fund loan and to protect the Council's position as lender.

184

Disposal of Open Space at Carrside Crescent, Batley
Agenda Item withdrawn.

Contact Officer: Yolande Myers

KIRKLEES COUNCIL

CABINET

Tuesday 5th April 2022

Present: Councillor Shabir Pandor (Chair)
Councillor Eric Firth
Councillor Viv Kendrick
Councillor Musarrat Khan
Councillor Peter McBride
Councillor Naheed Mather
Councillor Carole Pattison

In attendance: Councillor Donna Bellamy
Councillor Adam Gregg
Councillor David Hall
Councillor John Taylor

Apologies: Councillor Paul Davies
Councillor Cathy Scott
Councillor Will Simpson

185 Membership of Cabinet

Apologies for absence were received on behalf of Councillors P Davies, C Scott and W Simpson.

186 Minutes of Previous Meeting

RESOLVED – That the Minutes of the Meeting held on 22 February were approved as a correct record.

187 Declarations of Interest

No interests were declared.

188 Admission of the Public

It was noted that Agenda Items 14 and 15 were exempt from publication (Minute Nos. 198 and 199 refers).

189 Deputations/Petitions

A deputation was received on behalf of the residents of Smallwood relating to a request to Kirklees Council for additional parking.

190 Questions by Elected Members (Oral Questions)

Cabinet received the following questions in accordance with Executive Procedure Rule 2.3;

Question from Councillor Bellamy

Cabinet - 5 April 2022

“There is a problem with HGV’s going down Outlane on roads which are unsuitable for HGV’s, with several getting stuck, including one recently for over eight hours. Can the weight and length limit signs be looked at again?”

A response was provided by the Cabinet Member for Environment (Councillor Naheed Mather).

Question from Councillor Gregg

“Is there enough parking in Huddersfield Town Centre, and what is being done to mitigate the Council’s U-turn on the temporary car park on the old Queensgate site?”

A response was provided by the Cabinet Member for Environment (Councillor Naheed Mather).

Question from Councillor J Taylor

“I’ve heard it said that there is enough parking in Huddersfield Town Centre, and so I would like to see the evidence for that. I’ve also heard that people are avoiding coming into the Town Centre, so can the evidence be shared more widely?”

A response was provided by the Cabinet Member for Environment (Councillor Naheed Mather).

Question from Councillor Bellamy

“Residents from New Street in Slaithwaite have contacted me regarding their bin collections as they have received letters informing them that they need to present their bins somewhere else. There have been problems as residents have not had their bins collected for four weeks. Previously to this, there have been no difficulties with collections. The residents have contacted Kirklees Council who advised that the Council have no way of telling the refuse collectors how and when they should complete their routes. Can you advise whether the refuse collectors make their own routes and timings for bin collections?”

A response was provided by the Cabinet Member for Environment (Councillor Naheed Mather).

Question from Councillor J Taylor

“I have previously asked questions around the affordability of the Huddersfield Blueprint proposals given the significant increase in costs that we’ve seen recently. I recently found out that some contractors are only providing quotes with a guarantee of three weeks due to rising costs. Will the Council be borrowing more money to finish the project, or is the intention to reduce the scope?”

A response was provided by the Cabinet member for Regeneration (Councillor Peter McBride).

191 Adult Services Capital Investment Programme - Construction for Knowl Park House/ Centre of Excellence scheme

Cabinet considered a report which sought to increase the budget allocated for the new Dementia Day Care centre and the Kirklees Living Well Centre (KLWC – previously referred to as the Centre of Excellence) enabling the appointment of the successful tenderer to deliver the project.

In September 2021 Cabinet approved a proposal to increase the budget to £6.3m and for the scheme to progress to tender. Market conditions in the construction world remained volatile and difficult which resulted in the successful tender bid being higher than anticipated. This has meant that the total budget required to deliver this scheme had increased from £6.3m to £8.21m. This was inclusive of all internal and external professional fees and capitalised salaries, furniture, and equipment.

RESOLVED – That approval be given to increase from £6.3m to £8.21m the total budget required for the project, to be funded from within the Adults Service existing capital programme, to enable the award of the construction contract to the successful tenderer thereby facilitating the delivery of the new facilities.

192 2022/23 Council Capital Plan - Proposed allocation of 2022/23 capital funding from the Directorate for Children's Achieve & Aspire Capital Maintenance baseline section of the Capital Plan

Cabinet considered a report which identified potential projects, to be funded from the 2022/23 Achieve & Aspire Capital Maintenance section of the Capital Plan to address urgent condition related needs in maintained schools. The report also sought delegated authority for the Service Director – Learning and Early Support to manage the implementation of the identified works within the respective agreed total programme budget.

The report advised that the Capital Maintenance programme for Schools primarily aimed to address the backlog of condition works in the Council's schools' estate. The proposed programme of works primarily consisted of (i) replacement of life expired flat and pitched roofs (ii) whole or partial school electrical re-wires (iii) replacement of obsolete boilers and heating distribution systems (iv) urgent health and safety works including fire safety improvements and structural repairs.

RESOLVED –

- 1) That approval be given for the business case detailed at Appendix A of the report which outlined the (i) rationale for the schools' condition works programme, (ii) the availability of funding, (iii) the selection process, and (iv) the main categories of work, thereby enabling the projects concerned to be designed, procured and implemented.
- 2) That approval be given for the detailed list of proposed works in schools for 2022/23, as detailed in Appendix B.
- 3) That authority be delegated in accordance with the Council's Financial Procedure Rules to the Service Director – Learning and Early Support to

manage the implementation of the identified works within the respective agreed total programme budget.

- 4) That, pursuant to (3) above, the delegated powers include authority to (i) add new urgent projects to the programme without prior Cabinet approval providing that the total cost of the programme remains within the approved capital allocation set by Council & transfer resources to or from any unallocated resources within a programme area without restriction (ii) slip or delete projects in response to operational need and reallocate budget between projects during the course of the financial year 2022/23 providing that the total cost of the programme remains within the approved capital allocation to enable the effective management of the programme, and (iii) transfer resources between any project or programme area up to a maximum of £2,000,000 in any financial year.

193 COVID-19 Additional Relief Fund

Cabinet gave consideration to a report which sought to establish a COVID-19 Additional Relief Fund business rates relief scheme in Kirklees, for the 2021/22 financial year. The scheme would provide retrospective rates relief for businesses in sectors that had been impacted by the pandemic but were ineligible for the Expanded Retail Discount, Nursery Discount or other national rate relief schemes that has been established by the Government.

The report advised that the Council's assessment of need for the scheme was based on its extensive experience of administering COVID business grant schemes since the start of the pandemic, including the discretionary Additional Restrictions Grant scheme.

RESOLVED –

- 1) That approval be given for the establishment of the COVID-19 Additional Relief Fund, including the proposed eligibility criteria for applicants and the amounts of rate relief to be awarded as detailed in the report.
- 2) That authority be delegated to the Strategic Director Growth and Regeneration and the Service Director Finance to implement and monitor the COVID-19 Additional Relief Fund scheme.
- 3) That authority be delegated to the Strategic Director Growth and Regeneration and the Service Director Finance, in consultation with the Portfolio Holder for Corporate, to vary the eligibility criteria for the COVID-19 Additional Relief Fund and to make further changes to the scheme as required.

194 Government proposals for additional Household Support in 2022/23

Cabinet considered a report which set out proposals to provide support for households in 2022/23 in accordance with funding and associated guidance issued by the Government.

The report sought delegated authority for the Strategic Director for Corporate Strategy, Commissioning and Public health and Service Director for Children's Services, in consultation with the Corporate portfolio holder, Learning, Aspiration & Communities portfolio holder and Service Director Finance, to direct the resource to

Cabinet - 5 April 2022

appropriate interventions through 2022/23 through the Council's existing Local Welfare Provision scheme which supported the Council's most vulnerable families and individuals across the borough.

RESOLVED –

- 1) That it be noted that the Rebate Fund consists of two cohorts and that the work required to make payment to those paying by Direct Debit would commence immediately after 01 April 2022, taking into account the requirements of the scheme.
- 2) That it be noted that those eligible under the Rebate Fund required to make an application should be given the choice to receive payment or credit to their Council Tax account as appropriate.
- 3) That where no application has been made by 16th August 2022, the Council Tax account of the liable party should be credited with £150 as a backstop position, allowable within Government guidance.
- 4) That the Council would seek to maximise the number of applications from those entitled by establishing a publicity and take up campaign that would target them specifically by whatever means were appropriate including working across services and with partner organisations.
- 5) That the Council adopts the Discretionary Fund eligibility criteria as detailed in the report and that implementing and monitoring the Discretionary Fund based on the criteria, be delegated to the Strategic Director for Corporate Strategy, Commissioning & Public Health and the Service Director Finance.
- 6) That authority be delegated to the Strategic Director for Corporate Strategy, Commissioning & Public Health and Service Director Finance, in consultation with the Corporate portfolio-holder, to vary the eligibility criteria for the Discretionary Fund and to make further changes to the scheme as required to achieve the objectives of the Fund within available means.
- 7) That it be noted that the Government extended the Household Support Funding support to Councils for 2022/23, and the Council's anticipated share was £3.702m.
- 8) That authority be delegated to the Strategic Director for Corporate Strategy, Commissioning and Public Health and Service Director for Children's Services, in consultation with the Corporate portfolio holder, Learning, Aspiration and Communities portfolio holder, and Service Director-Finance; to direct the Council's newly announced 2022/23 Household Support Fund allocation to appropriate interventions within the range of anticipated eligibility criteria as detailed in the report, through the Local Welfare Provision scheme.

195 Contract Award; Fire Safety improvements to low rise residential blocks district wide

Cabinet gave consideration to a report which outlined the outcome of a tender evaluation to undertake fire safety improvements to 865 low rise blocks across the district, to recommend acceptance of a tender and to appoint the preferred bidder.

Cabinet noted that Kirklees Council was wholly accountable as the landlord and Registered Provider for the safety of council housing residents and therefore should be fully sighted on all risks associated to building safety with the potential to cause injury, harm or inconvenience; it was therein duty bound to ensure existing and

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proposed arrangements were adequate and proportionate with respect to tenant safety.

Cabinet was advised that the tender process and subsequent evaluation of tenders submitted had received thorough due diligence, was compliant with the procurement regulations currently in force and in accordance with the council's Contract Procedure and Financial Procedure Rules.

RESOLVED –

- 1) That approval be given to the appointment of Fortem Solutions Limited for fire safety improvements to low rise residential blocks within Kirklees District.
- 2) That authority be delegated to the Service Director Homes and Neighbourhoods to sign off the final contract sum within a tolerance of 5% of the approved tender sum.

196 Update on the Low Carbon Housing Pilot Project

Cabinet considered a report which outlined the context and background to a Low Carbon Housing Project in relation to fuel poverty, energy price rises, and reducing the carbon footprint in housing.

The report advised that the Low Carbon Housing Project was a direct response to the cost-of-living crisis, the climate emergency, and broader regulatory changes. The pilot project, as well as delivering more quality affordable, warm homes and places, would secure learning and best practice – from design and planning right through to occupation and management.

Cabinet was advised that lessons gleaned from the project would enable the council to identify the skills needed in the workforce to ensure sustainable development became mainstream and scalable and would underpin social value outcomes in particular apprenticeships and training opportunities.

RESOLVED –

- 1) That approval be given to the appointment of ECD Architects Ltd to provide architectural, planning and development services in designing, costing, and obtaining an implementable Full Planning Permission for low carbon and Passivhaus residential development at the former RM Grylls school site, and which shall be capable of implementation, as described in the tender exercise as detailed in the report and Private Appendix.
- 2) That authority be delegated to the Service Director - Legal, Governance and Commissioning in consultation with the Strategic Director Growth and Regeneration, to enter into and execute a contract with ECD Architects Ltd to provide design, cost, and planning services to the council in developing the proposals and securing an implementable planning permission.

197 Exclusion of the Public

RESOLVED – That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during the consideration of the following item of

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business, on the grounds that it involves the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act

198 Contract Award; Fire Safety improvements to low rise residential blocks district wide

The exempt information was considered prior to the determination of Agenda Item 11 (Minute No 195 refers).

199 Update on the Low Carbon Housing Pilot Project

The exempt information was considered prior to the determination of Agenda Item 12 (Minute No 196 refers).

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Contact Officer: Yolande Myers

KIRKLEES COUNCIL

CABINET

Tuesday 14th June 2022

Present: Councillor Shabir Pandor (Chair)
Councillor Eric Firth
Councillor Viv Kendrick
Councillor Naheed Mather
Councillor Carole Pattison
Councillor Cathy Scott
Councillor Will Simpson

Apologies: Councillor Paul Davies
Councillor Musarrat Khan
Councillor Graham Turner

1 Membership of Cabinet

Apologies for absence were received on behalf of Councillors P Davies, M Khan and G Turner.

2 Minutes of Previous Meetings

RESOLVED – That the Minutes of the Meeting held on 8 March 2022 and 5 April 2022 were approved as a correct record.

3 Declarations of Interest

No interests were declared.

4 Admission of the Public

It was noted that no agenda items would be considered in exempt session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Questions by Members of the Public

No questions were asked.

7 Questions by Elected Members (Oral Questions)

Cabinet received the following oral question in accordance with Executive Procedure Rule 2.3;

Question from Councillor Scott

“At the final meeting of Cabinet in the last municipal year, Councillor Bolt asked Councillor Simpson what seat he would be standing in when we lost the Denby Dale ward. Perhaps you could enlighten us Councillor Simpson?”

A response was provided by the Cabinet Member for Culture and Greener Kirklees (Councillor Simpson).

8 Appointment of Cabinet and Portfolios (Notice Under Article 7)

Cabinet received notice from the Leader of the Council of the Membership of Cabinet, in accordance with articles 7.2.4 and 7.3.4 of the Constitution.

RESOLVED -

That the Membership of Cabinet, as appointed by the Leader of the Council under Articles 7.2.4 and 7.3.4 of the Council’s Constitution, be noted.

9 Digital Switch-over - Replacement of Analogue Carephones

Cabinet considered a report which sought Capital investment of £1.381m to switch 3,500 analogue Carephones units to digital units to prevent loss of service and support to vulnerable citizens impacted by the digital switchover.

Cabinet was advised that Openreach, the UK’s digital network delivery provider, was working through its plan to retire the UK analogue telephone network by the end of 2025. The Carephone Home Safety Service was the Kirklees Council in-house telecare provider that supports approximately 7,000 vulnerable citizens to stay independent for longer in their own homes through a range of assistive technology. 3,500 of these citizens had analogue units which would be affected by the digital switchover.

The report sought to secure resources to upgrade to digital, all Carephone equipment in a planned way so that as more local exchanges upgraded to fully fibre, Carephone users would already have the right equipment in place. It was anticipated that this work would take 18 months to complete (June 2022 to December 2023).

RESOLVED -

- 1) That the proposed capital investment of £1.381m to be funded from within the Adults Service existing capital programme, to enable the timely delivery of the digital switchover by December 2023, be approved.
- 2) That authority be delegated to the Strategic Director for Adults and Health to enter into and execute a contract with the chosen suppliers of the digital replacement of analogue Carephones in order to provide continuity of service for Carephone users.

10 Council support for the Kirklees Health and Care Place Based Partnership Collaboration Agreement

Cabinet considered a report relating to the new health and care partnership arrangements which were being established in response to the Health and Care Act 2022.

The report advised that from the 1 July 2022 the statutory responsibilities of Clinical Commissioning Groups in West Yorkshire would transfer to the new Integrated Commissioning Board, and its 5 place-based sub-committees. To support this transition, a 'collaboration agreement' had been prepared by Hill Dickinson solicitors on behalf of the 5 areas in West Yorkshire. Each area was adapting the template agreement.

Cabinet was informed that although the Collaboration Agreement was a 3-year agreement, it would be reviewed at 6 months and 1 year in recognition of the formative stage of all the changes.

RESOLVED - That approval be given to Richard Parry, Strategic Director for Adults and Health, to sign the Collaboration Agreement on behalf of the Council.

11 Corporate IT Capital Refresh Budget 2022-2025

Cabinet considered a report which sought approval for capital expenditure of £900k pa to support the delivery of the Technology Strategy, the ongoing refresh of technology across the Council, supporting the Council's recovery.

The report informed Cabinet that the Technology Strategy laid out the Council's ambitions and plans for the next five years which were (i) Getting the basics right (ii) Enabling resilient and available infrastructure (iii) Commissioning applications fit for the future (iv) Using data intelligently and securely (v) Developing inclusive technology and skills (vi) Connecting people, business and technology and (vii) Delivering class leading internet services.

Cabinet was advised that the capital investment of £900k per annum would be funded from prudential borrowing, self-funding, and the associated funding included in the IT revenue budget.

RESOLVED –

- 1) That the five year capital plan of £900k per annum, covered by prudential borrowing, be approved.
- 2) That authority be delegated to the Head of Technology to make relevant decisions and actions in accordance with the council's financial procedure rules, for the 5 year life of the capital plan.

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Contact Officer: Jodie Harris

KIRKLEES COUNCIL

CABINET COMMITTEE - LOCAL ISSUES WEDNESDAY 24TH NOVEMBER 2021

Present: Councillor Peter McBride (Chair)
Councillor Paul Davies

In attendance: Ken Major, Principal Engineer - Environment Services
Philip Waddington, Group Engineer – Commercial,
Regulatory and Operational Services.

Apologies: Councillor Naheed Mather

1. **Membership of the Committee**
Apologies were received from Councillor Naheed Mather
2. **Minutes of the Previous Meeting**
The Committee approved the Minutes of the meeting held on 8 October 2021 as a correct record.
3. **Interests**
Cllr Davies declared an interest as the cabinet member already briefed on, asked if can vote.
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. **Member Question Time**
No member question were asked.
8. **Objection to the proposed traffic calming features on the junction of Crosland Road and Cowrakes Road, Lindley, Huddersfield.**

The Committee considered a report presented by Ken Major, Principal Engineer – Environment Services and Phil Waddington Group Engineer – Commercial, Regulatory and Operational Services, in respect of 2 objections received to: The Flat

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– Topped Plateau Road Hump to be formed at the junction of Cowrakes and Crosland Road, Lindley, Huddersfield.

The Committee were informed that Cowrakes Road and Crosland Road junction had been identified as a cause for concern regarding personal injury collisions. As a result, funding had been identified within the capital budget to address the collisions through the introduction of traffic calming measures to reduce the speeds of vehicles approaching the junction.

As a part of the investigation, it was identified that a flat-topped road hump was the best solution for the junction. Residents were consulted on the proposed scheme from Wednesday 21st July 2021 through to Wednesday 11th August 2021. The Traffic calming proposals as shown on the Plan were formally advertised between 24 September 21 and 22 October 21, and during that period two objections and one comment were received.

The objections/ comment referred to the best solution for the junction suggesting traffic signals or a mini roundabout as a better alternative to slow down traffic and reduce confusion at the busy junction during peak times.

In response, it was explained that prior to suggesting the flat-topped road hump as a solution, investigation was undertaken into the possibility of traffic signals or a mini roundabout. The traffic signals were rejected, as this option would result in longer delays at the junction, and the mini roundabout was rejected as the dominant direction of traffic flow would mean that any other vehicles from opposing directions would be unlikely to get a safe opportunity to exit increasing the potential for collisions.

The Officers recommendation, which was supported by the Cabinet Portfolio Holder for Environment, was that the objections to the installation of the proposed traffic calming features were overruled, and the proposals were implemented as advertised, to allow the proposed road safety benefits to be realised.

Having considered the information presented both verbally and in writing the committee:

RESOLVED – That the objections be overruled, and the traffic calming measures and TRO proposals are implemented as advertised.

Contact Officer: Jodie Harris

**KIRKLEES COUNCIL
CABINET COMMITTEE - LOCAL ISSUES
WEDNESDAY 24TH FEBRUARY 2022**

Present:

Councillor Peter McBride
Councillor Paul Davies
Councillor Naheed Mather

In Attendance:

Ken Major, Principal Engineer – Environment Services
Karen North, Principal Technical Officer, Highways and Streetscene

Apologies: N/a

1. Membership of the Committee

No apologies were received.

2. Minutes of the Previous Meeting

The Committee were advised that the Minutes of the meeting held 24 November 2021 would be submitted for approval at the next meeting of the Committee.

3. Interests

No interests were declared

4. Admission of the Public

All agenda items were considered in public session

5. Deputations/Petitions

The Committee received a petition from residents of Luck Lane in support of the objection to the length of the double yellow lines in the proposed Luck Lane parking scheme.

RESOLVED: That the petition be registered.

6. Public Question Time

No public questions were asked

7. Member Question Time

No member questions were asked.

**8. Objection to the proposed extension to the 30mph speed limit on
Cumberworth Road and Ponker Lane, Skelmanthorpe.**

The Committee considered a report presented by Ken Major, Principal Engineer – Environment Services, in respect of 1 objection received in response to: the public advertisement of the traffic regulation order for the extension to the 30mph speed limit, and the consequent changes to the start point of the national speed limit, on Cumberworth Road/Ponker Lane, Skelmanthorpe.

The Committee were informed that planning permission was granted, in July 2020, for the erection of 190 dwellings and the associated landscaping and infrastructure at Land to the north of Cumberworth Road, Skelmanthorpe. The planning condition (no. 26) stated that before any dwelling was occupied a detailed scheme for the provision of the new relocation of the 30mph speed limit and any additional traffic calming provision should be submitted to, and approved, in writing by the Local Planning Authority.

The speed limit change proposals were formally advertised between 16 November 21 and 14 December 21, and during that period 1 objection was received. The main concerns raised in the objection were in relation to the current lack of adherence to the 30mph speed limit, and the lack of adherence in the future despite the proposed extension. The objector explained that they believed this was due to the 60mph section of the road and proposed that the 30mph restrictions instead be increased to the full length of the road.

In response, Ken Major explained that the extension of the 30mph section by a distance of 100 metres was specifically to move the start of the speed limit to an appropriate point before the new access road into the housing development. The position of the new speed limit change was to be outside the built-up area and placed at the transition point between a rural road and the village. The remainder of Ponker Lane was intended to remain national speed limit and under Department for Transport guidance – Setting Local Speed Limits - 01/2013, this was the appropriate speed limit for a road of such nature.

The Officers recommendation was that the proposed extension to the 30mph speed limit was to facilitate the safe operation of the access to the new housing development site, and to ensure that it was located within a suitable distance beyond the start of the 30mph. For these reasons, the Officer recommendation was that the objection to the extension be overruled, and the proposals be implemented as advertised.

The Committee confirmed that national Department for Transport Guidance was being applied and the Officer recommendations, supported by the Cabinet Member for Environment, would allow the road safety benefits to be realised. Having considered the information presented both verbally and in writing the committee:

RESOLVED: That the objection to the extension be overruled, and the proposals are implemented as advertised.

9. Objection to the proposed parking permit parking and 'no waiting at any time restrictions on Luck Lane, Huddersfield.

The Committee considered a report presented by Ken Major, Principal Engineer – Environment Services, in respect of one objection received to the double yellow lines, and consequently the remaining space for the permit parking bay, on Luck Lane, Huddersfield.

An application was made by the residents of Luck Lane for the introduction of a residents only permit parking bay outside their properties to help with the problem of parking due to people visiting and working in the shops on New Hey Road and the mill building on Luck Lane. The application was approved and in addition to this, new sections of double yellow line restrictions were included in the scheme to prevent any displaced parking in unsafe locations such as around the various accesses off Luck Lane.

The traffic regulation order was advertised in the local press, notices were placed on site and on the Councils website. The objection period covered 20 August 2021 to 20 September 2021, during which time 1 objection was received.

The Objector, David Richardson was in attendance and was invited by the Chair to explain their reasons for the objection. The Committee were informed that the objection related mainly to the double yellow line's element of the scheme, due to the consequent shortening of the available parking area. The Objector highlighted that 'Keep clear markings' were a preferred alternative measure for Luck Lane. It was further requested, if possible, that the Committee direct highways to revisit the scheme as residents felt that the proposed scheme no longer met their needs.

Ken Major responded to advise that 'Keep Clear Markings' were partially effective, but there was opportunity to implement double yellow lines and those parking restrictions would be enforceable by Kirklees's own enforcement team. Whilst accepting that this would shorten the available parking, the double yellow lines alongside the permit scheme would guarantee a degree of parking. In accordance with guidance in the highway code the 10-metre length would be required to achieve visibility from the accesses, and to prevent parking too near too them.

The Committee confirmed that in the officers view the double yellow lines were necessary for the scheme to be implemented. Ken Major confirmed and added that to amend the scheme, a new order with new information would need to be formally advertised.

The Committee further highlighted that the scheme safeguarded the visibility and ensured enforcement opportunities but did acknowledge that there was always an element of compromise required when implementing new schemes.

Upon hearing the Committee and officers' comments, the objector advised that residents of Luck Lane may prefer not to have a permit parking scheme. This was supported by a petition signed by residents of Luck Lane which was submitted to the Committee (under item 5) supporting the objection to the proposed double yellow lines and by alliance the parking permit scheme which included them.

The Committee felt that the decision to implement the scheme or not should be made following further consultation with residents highlighting that the scheme was requested by residents, and therefore it was important to get it right.

Karen North Principal Technical Officer, Highways and Streetscene agreed that further consultation was to be held with affected residents that set out clear details of the scheme and asked again if the resident was in favour of the scheme or not. The details of the consultation would then be presented to the Cabinet.

Having considered the information presented both verbally and in writing the committee:

RESOLVED: Agreed that the scheme be deferred until further consultation be held with residents and that the details of the consultation should be provided to the Cabinet.

Contact Officer: Leigh Webb

KIRKLEES COUNCIL

CORPORATE GOVERNANCE AND AUDIT COMMITTEE

Friday 11th March 2022

Present: Councillor Yusra Hussain (Chair)
Councillor Paola Antonia Davies
Councillor Steve Hall
Councillor Susan Lee-Richards
Councillor Kath Pinnock
Councillor John Taylor

Apologies: Councillor Melanie Stephen
Councillor Paul Davies (ex-Officio)

1 Membership of the Committee

Apologies for absence were received on behalf of Councillor Paul Davies and Councillor Mel Stephens.

2 Minutes of Previous Meeting

That the Minutes of the previous meeting, held on 11 February 2022 be approved as a correct record.

3 Declarations of Interest

There were no declarations of interest.

4 Admission of the Public

It was noted that all agenda items would be discussed in public.

5 Deputations/Petitions

There were no deputations or petitions received.

6 Public Question Time

No public questions were submitted.

7 Democracy Commission Update

The Committee received an update on behalf of the Chair of the Democracy Commission which advised that the first Democracy Commission meeting had taken place with the following outcomes:

- The terms of reference set by Corporate Governance and Audit were noted,
- A project plan was agreed setting out who the Commission wished to hear from as part of their review. This included Local Authorities who had changed their governance arrangements, partners and internal witnesses.
- Jacqui Gedman would attend Commission meetings on invitation,

Corporate Governance and Audit Committee - 11 March 2022

- Mark Edgell would be invited to evidence-based sessions,
- Councillor Liz Smaje would be invited to attend all Commission meeting as an observer.

Four Local Authorities with a range of governance arrangements had been contacted to arrange evidence-based meetings. The next meeting of the Democracy Commission would be to identify key lines of enquiry in relation to meeting with the Local Authorities.

During discussion of this item, concerns were raised around timescales and work to be completed by the Commission. The Committee also raised concerns with regards to the outcome should the work not be complete by Annual Council May 2022. Councillor John Taylor enquired whether an Extra Ordinary Council meeting could take place which could provide an update of intention, with a decision made at Annual Council in May 2023. Julie Muscroft undertook to provide a response to this issue at the next meeting of the Corporate Governance & Audit Committee in April 2022.

RESOLVED:

- (i) That the Democracy Commission update be received and noted,
- (ii) That Julie Muscroft provides information regarding an update on intention at an Extra Ordinary Council meeting to the Committee in April 2022.

8 Draft Auditors Annual Report

The Committee received the Draft Auditors Annual Report for 2020-21, as submitted by Grant Thornton.

The report highlighted that under the National Audit Officer the auditors were required to consider whether the Authority had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. The auditors were no longer required to give a binary qualified/unqualified value for money conclusion. Instead, auditors reported in more detail on the Authority's overall arrangements, as well as key recommendations on any significant weaknesses in arrangements identified during the audit.

Auditors were required to report their commentary on the Authority's arrangements under specified criteria. As part of the work, the auditor considered whether there were any risks of significant weakness in the authority's arrangements for securing economy, efficiency and effectiveness in its use of resources.

It was confirmed that the report had been finalised and was no longer a draft report.

In discussion of this item, concerns were raised around increased inflation costs and interest rates. Concerns were also raised regarding the George Hotel purchase and Dedicated Schools Grant with regards to High Needs.

RESOLVED:

- (i) That the Auditors Annual Report be received and noted.

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- (ii) That the Finance team be congratulated on the prompt turnaround of the Covid 19 grants.

9 Dates of Council Meetings - 2022 to 2023 Municipal Year

The Committee received a report which set out a provisional schedule of Council meeting dates for the 2022-2023 municipal year. The report sought endorsement of the schedule for submission to the meeting of Annual Council on 25 May 2022.

RESOLVED – That the schedule of Council meetings for the 2022-2023 municipal year be submitted to the meeting of Annual Council on 25 May 2022 with a recommendation of approval.

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Contact Officer: Yolande Myers

KIRKLEES COUNCIL

CORPORATE GOVERNANCE AND AUDIT COMMITTEE

Friday 22nd April 2022

Present: Councillor Yusra Hussain (Chair)
Councillor Paola Antonia Davies
Councillor Susan Lee-Richards
Councillor Kath Pinnock
Councillor John Taylor

Observers: Councillor Elizabeth Smaje (Ex Officio) – Chair of
Overview and Scrutiny Committee

Apologies: Councillor Steve Hall
Councillor Melanie Stephen
Councillor Paul Davies (ex-Officio)

1 Membership of the Committee

Apologies for absence were received on behalf of Councillor Paul Davies, Councillor Steve Hall and Councillor Mel Stephens.

2 Minutes of Previous Meeting

That the Minutes of the previous meeting, held on 11 March 2022 be approved as a correct record.

3 Declarations of Interest

No interests were declared.

4 Admission of the Public

It was noted that Agenda Item 16 would be considered in private session.

5 Deputations/Petitions

There were no deputations or petitions received.

6 Committee System Proposal - Democracy Commission Update

The Committee received an update on behalf of the Chair of the Democracy Commission. The Commission had identified several local authorities they wished to hear from and had looked to achieve a balance between those Council's operating under a Leader and Cabinet Model and those operating under a Committee System model. Approaches had been made to; (i) Brighton and Hove, (ii) Wirral and Cambridgeshire (iii) Nottinghamshire County Council, (iv) Newark in Sherwood and (v) Plymouth and Basildon.

The Democracy Commission had recognised that exploring and considering the terms of reference in an arena of considering different avenues of governance was

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an extremely large piece of work in a complex area and had concluded that it was not realistic to complete this work in advance of the 2022 Annual Meeting.

The Committee considered the indicative timeline as set out at Appendix 2 of the report which had been developed to allow for scheduling of a large number of witnesses as set out at Appendix 3. A final report back to the Committee was planned for the late Autumn/Winter.

RESOLVED – That the update and indicative timeline and witness list be noted.

7 **Changes to the Council's Constitution (Reference to Annual Council)**

Item withdrawn.

8 **Proposed Revisions to Contract Procedure Rules (Reference to Annual Council)**

The Committee received a report on the proposed changes to Contract Procedure Rules (CPR) for the municipal year 2022/23. The areas proposed for amendment related to; some restructuring to make it easier to follow and locate appropriate rules in relation to preparation and process; an updated table on procurement process to reflect UK procurement thresholds and highlighting the requirement to engage with other corporate services as appropriate, a refreshed section on tender receipt following a review of the tender opening process, an addition to include novation of contracts and updated procurement thresholds.

The Committee noted that a more fundamental review of the CPRs would be undertaken at the appropriate time in line with any legislative changes relating to the outcome of Green Paper; Transforming Public Procurement. A report back to the Committee was planned following this further review.

RESOLVED - That the proposed amendments to Contract Procedure Rules, as summarised in Appendix 1, be endorsed and referred to the meeting of Annual Council on 25 May 2022 with a recommendation of approval.

9 **Proposed Revisions to Financial Procedure Rules (Reference to Annual Council)**

The Committee received a report regarding proposed changes to Financial Procedure Rules (FPR) for the municipal year 2022/23.

The Committee was advised that as the Council Corporate Plan now determined the strategic outcomes, and individual budgets no longer included linked Service Plans as a part of the budget in the way referred to in the FPRs, the reference to them had been deleted, with emphasis on activity (which was typically a service area). There were some other revised definitions (with commensurate revision to words in the rest of the text) and minor changes to wording in relation to internal audit, purchasing cards and grants.

The wording of rights to execute virement by strategic directors and cabinet was unclear, and the threshold sum of 10% of the gross budget or £1m (Strategic directors) or £2m (Cabinet) (whichever was the smaller), meant that in practice the

Corporate Governance and Audit Committee - 22 April 2022

sum of £1m/£2m applied in all cases. It was recommended that strategic directors (in consultation with executive members) should be granted authority to carry out within a strategic directorates virements of up to £1m cumulatively, and Cabinet cross strategic directorate Virements, but subject to a limit of £2m per strategic directorate.

The Committee noted that the FPR report in 2021 suggested that there may be a further report on revenue and capital budgeting rules. Further analysis identified that there was no current need for fundamental changes, although there were a small number of changes recommended as a part of the 2022/23 update.

RESOLVED – That the proposed changes to Financial Procedure Rules be endorsed and referred to the meeting of Council on 25 May 2022 with a recommendation of approval.

10 **Gaining Assurance**

The Committee considered a report which set out information about the theory of assurance, the ways in which it could be obtained, the current arrangements for gaining that assurance, and requested the Committee to consider if these should be enhanced.

The Committee raised a number of areas of consideration for future assurance being (i) the rising costs in the current climate, and where discussions around this would take place (ii) how Homes and Neighbourhood Boards could have more direct involvement from Councillors (iii) whether items on the Cabinet Assurance Board would be considered by Scrutiny (iv) whether the Democracy Commission should be the mechanism to consider accountability and assurance.

RESOLVED –

1. That the report be noted.
2. That officers would consider the areas identified with a report back to the Committee.

11 **Informing the Audit Risk Assessment**

The Committee received a report, requested by the External Auditors, Grant Thornton asked that council officers complete 'Informing the Audit Risk Assessment for Kirklees Council 2021/22' which was attached to the report at Appendix A.

Grant Thornton had also requested that officers complete the 'Accounting Estimate Management Summary Letter' (Appendix B). This covered the use of accounting estimates across key accounting areas. The Committee noted that the external auditor External Audit would use the assurance letters to support their overall opinion on the Audited Statement of Accounts and Annual Governance Statement which would be presented to a later meeting of this Committee for approval.

RESOLVED – That the Committee receive and note the report and appendices, was satisfied the assertions to be true (or had no reason to believe they were untrue) and agree to submit the risk assessment document to the external auditors.

12 Audit Progress Report and Sector Update

The Committee received the Audit Progress report for Year ending 31 March 2022 from the External Auditors. The report included a summary of emerging national issues and developments that may be relevant to the council and included several 'challenge questions' in respect of these emerging issues.

The Committee noted that the detailed 2021/22 Audit plan, setting out the proposed approach to the audit of the Council 2021/22 financial statements would be brought to a further meeting of this Committee.

RESOLVED – That the External Progress Report April 2022 be noted.

13 Annual Report of Internal Audit 2021/22 & Issues for 2022/23

The Committee received a report which provided information about Internal Audit activity and the effectiveness of the system of internal control, and conclusions on the control environment and assurance provided in 2021/22, and on matters that relate to Internal Audit activity in 2022/23. The Committee noted that following the substantial disruptions in 2020/21, the year 2021/22 saw a return to a more routine distribution of planned and reactive work. There continued to be a use of audit resource to support organisational initiatives, particularly related to business grants (and the investigations related thereto).

The Head of Internal Audit advised the Committee that he concluded, on the basis of work carried out on the Council's framework of governance, risk management and control, that overall, the Council had sound arrangements to operate its business effectively.

The Committee acknowledged that audit activity in 2022/23 would need to concentrate on major areas of risk and control, based on a prioritised risk assessment. Resources would remain available to investigate significant areas of concern on a reactive basis.

RESOLVED –

1. That the Committee is content with the (i) effectiveness of its Internal Audit function, noting its conformance with Public Sector Internal Audit Standards and Code of Ethics (ii) effectiveness of the Council's overall system of internal control (iii) effectiveness of the broader control environment, risk management and governance arrangements of the Council (subject to the observations contained within the report). (iv) the 2022/23 Internal Audit Strategy and Charter (v) the proposed Audit Plans for 2022/23;
2. That authority be given for the Head of Internal Audit to vary the proposed audit plan as is considered necessary, subject to reporting back as a part of the quarterly review process

14 Quarterly Report of Internal Audit Q4 2021/22 January 2022 to March 2022

The Committee received a report which set out the activities of the Internal Audit in the final quarter of 2021/22.

Corporate Governance and Audit Committee - 22 April 2022

The report provided information about two investigations regarding the cumulation of a significant business rate grant fraud investigation, and allegations about a contractor. There were 17 formal completed pieces of work, which included 6 schools (all substantial assurance) and 5 follow ups (intro areas such as community grants, bank reconciliation) all with positive assurance outcomes. Of the new work there were positive outcomes in most areas (including residential placements, climate change actions, and It networks), but a need for improvement in relation to aspects of adult's emergency duty services and school transport.

The Committee acknowledged that there had been no Regulation of Investigatory Powers Act activity during the period quarter 4 2020/21.

RESOLVED – That the Q4 Internal Audit Report 2010/21 be noted.

15 **Exclusion of the Public**

RESOLVED – That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during the consideration of the following item of business, on the grounds that it involves the likely disclosure of exempt information, as defined in Part 1 of Schedule 12A of the Act.

16 **Quarterly Report of Internal Audit Q4 2021/22 January 2022 to March 2022** (Exempt information within Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information (Variation) Order 2006, namely Information relating to the financial or business affairs of any particular person (including the authority holding that information).

The Committee noted the exempt information, which was an appendix to Agenda Item 14.

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Contact Officer: Yolande Myers

KIRKLEES COUNCIL

CORPORATE GOVERNANCE AND AUDIT COMMITTEE

Friday 13th May 2022

Present: Councillor Yusra Hussain (Chair)
Councillor Paola Antonia Davies
Councillor Steve Hall
Councillor Susan Lee-Richards
Councillor Kath Pinnock
Councillor Melanie Stephen
Councillor John Taylor

Observers: Councillor Paul Davies (Ex Officio) – Cabinet Member
Resources

1 Membership of the Committee

No apologies for absence were received.

2 Minutes of Previous Meeting

That the Minutes of the previous meeting, held on 22 April 2022 be approved as a correct record.

3 Declarations of Interest

Councillor Yusra Hussain declared an interest on agenda item 7 as she is employed by the NHS in another Local Authority area.

4 Admission of the Public

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

5 Deputations/Petitions

There were no deputations or petitions received.

6 Public Question Time

No questions were asked.

**7 Report of the Members' Allowances Independent Review Panel (MAIRP)
(Reference to Annual Council)**

The Committee considered a report which set out the outcome of the Members Allowances Independent Review Panel.

The Committee noted that the Review Panel recommended a Special Responsibility Allowance for a new Lead Councillor: Primary Care Networks and Local Health Improvement. The Committee noted that the new role was the evolution of the Place Partnership Lead Member role, with a proposal to create nine roles to mirror the number of Primary Care Networks.

Corporate Governance and Audit Committee - 13 May 2022

The Committee discussed at length the new role of Lead Councillor for Primary Care Networks and how it would be an evolution of the Place Based Partnership Lead Member roles. The Committee had concerns that the role would be one that was particularly technical and could become very time consuming. Richard Parry, Strategic Director Adults and Health informed the Committee that officers from Public Health would provide guidance and training, including a data pack for Lead Councillor consideration.

The Committee concluded that there should be a review and accountability structure along with a review of the roles after 6 months.

RESOLVED –

1. That the Committee conveys thanks to the Members Allowances Independent Review Panel for their work and notes the outcomes of the Panel, as attached at Appendix A of the report.
2. That a review of the new role profile be undertaken after 6 months. The review will include the accountability of those in lead roles having regard to any learning from the Place Based working role which this new Lead Councillor role is intended to replace, [and any work already done to consider that already] with a report back to this committee.
3. That the Committee recommends that Council approves and adopts the recommendations with effect from 25 May 2022, and that the 9 Lead Councillor – Primary Care Networks and Local Health Improvement role be incorporated into the Members Allowance Scheme.

Under the provision of Councillor Procedure Rule 24(5) Councillor John Taylor asked that their vote against the motion be recorded. Councillor Mel Stephen asked that their abstention be recorded.

8 Changes to the Council's Constitution (Reference to Annual Council)

The Committee received a report setting out proposed changes to the Council's constitution as detailed in the Appendices. The report also provided a summary of changes to the Constitution made by the Monitoring Officer using delegated powers.

The Committee noted that it was essential the Council's Constitution be regularly reviewed and updated to ensure that it remained fit for purpose and enabled Council meetings to be conducted in a fair, business like and effective manner. It was also essential that the Constitution complied with current legislation. Failure to do so could lead to challenges, unnecessary procedural delays, and less transparency in the Council's democratic process.

RESOLVED – That the Committee:

1. Notes the changes made to the Constitution in 2021-2022 as listed in Appendix 1 of the report and notes the Cabinet approval of the Safeguarding Policy, set out in paragraph 2.04.

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2. Approves the amendment to the Policy Framework at paragraph 2.04 in the event that Council considers and adopts the Council Corporate Safeguarding Policy referred to in that paragraph.
3. Approves the proposed changes to the Councils constitution as set out in paragraphs 2.08, 2.11, 2.12, 2.13, 2.14, 2.15, 2.16, and 2.22 and the accompanying relevant Appendices.
4. Notes the further work proposed to keep the Council's Constitution under review.
5. Notes the proposed further work in respect of standards.
6. Recommends that Council approves and adopts the recommendations with effect from 25 May 2022, and delegate authority to the Service Director – Legal, Governance and Commissioning to make appropriate amendments to the constitution which may be agreed by Council as well as any consequential amendments to the constitution to reflect the changes agreed.

9 Corporate Customer Standards Interim Report 2021-22 Item withdrawn.

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Contact Officer: Jodie Harris

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Tuesday 11th January 2022

Present:

- Councillor Carole Pattison
- Councillor Richard Smith
- Councillor Elizabeth Reynolds
- Councillor Andrew Marchington (ex-officio)
- Councillor John Lawson
- Councillor Karen Allison
- Elaine McShane, Service Director - Family Support and Child Protection
- Janet Tolley, Virtual School Headteacher
- Tom Brailsford, Service Director (Resources, Improvement and Partnerships)
- Ophelia Rix, Head of Service for Children in Care, Care Leavers and Looked After Children
- Colleen Kenworthy - Kirklees Fostering Network
- Barry Lockwood - Kirklees Fostering Network
- Dale'O Niell – Children's Scrutiny Panel Co-optee

In attendance: N/a

Apologies:

- Councillor Viv Kendrick (Chair)
- Christine Carmichael - Kirklees Fostering Network
- Stewart Horn, Head of Joint Commissioning - Children and Families
- Jo-anne Sanders, Service Director – Learning and Early Support
- Sara Miles, Head of Service – Resources, Improvement and Partnerships
- Gill Addy, Designated Nurse for Looked After Children
- Keely Lucas- Care leaver Representative
- Keith Fielding – Kirklees Fostering Network
- Stewart Horn – Head of Joint Commissioning Children and Families

1 **Membership of the Board/Apologies**

Apologies had been received from Councillor Viv Kendrick, Chair of the Board. The Board were invited to nominate a Chair to preside over the meeting. Councillor Carole Pattison was nominated by Councillor Karen Allison, seconded by Councillor Elizabeth Reynolds.

Apologies had also been received from Christine Carmichael, Kirklees Fostering Network, Keith Fielding, Kirklees Fostering Network, Stewart Horn, Head of Joint Commissioning – Children and Families, Jo-Anne Sanders, Service Director – Learning and Early Support, Gill Addy, Designated Nurse for Looked After Children, Sara Miles, Head of Service – Resources, Improvement and Partnerships and Keely Lucas- Care Leaver Representative.

The Board were advised that Farrah Munir was to join the Boards Membership as a Care Leaver Representative.

RESOLVED: The Board noted the Membership of the Board/Apologies, and it was agreed that Councillor Carole Pattison preside as Chair for the meeting.

2. **Minutes**

The Board considered the Minutes of the last meeting held on the 23rd November 2021.

RESOLVED- That the Minutes of the previous meeting be approved as a correct record.

3. **Interests**

No interests were declared

4 **Admission of the Public**

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

5 **Deputations/Petitions**

No deputations or petitions were received.

6 **Public Question Time**

No questions from the public were received.

7. **Children's Performance Highlights Report**

The Board considered the latest reports giving key highlights on Performance Monitoring data for Children's Services up to the end of November 2021.

Ophelia Rix, Head of Service for Children in Care, Care Leavers and Looked After Children presented the key highlights arising from the data relating to 'children entering care, children in care and placement stability'. It was noted that:

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- As of November 2021, there was 119 children looked after (CLA), within this cohort, there were 149 males and 116 females and the highest ethnic group White British at 71.9% .
- As part of scrutiny and oversight, weekly Permanence Panel planning meetings took place to identify where children could remain with connected families and communities where it was safe to do so.
- There had been a positive increase in placement with parents, achieved through supporting families within communities and engaging with the family group conferencing service.
- The data showed that children were been seen in a timely manner and work was ongoing to ensure the timely recording and presentation of data.
- Ophelia Rix regularly interrogated the data and was assured that all young people had been seen by their social worker or supervisor.
- There had been an increase each year in the number of Special Guardianship Orders (SGO's), and recent analysis of the data identified that Kirklees Council had the highest number of SGO's regionally.
- Work was ongoing to continue to support and promote applications for Special Guardianship's.
- The next update to the Corporate Parenting Board would include a focus on work undertaken in relation to care experienced young people.

The Board asked a question in related to the number of children (75) placed outside 20 miles of Kirklees. In response Ophelia Rix advised this was a result of the availability of Foster Placements.

The Board requested a breakdown of stability data to identify, for example, where children had moved back home. A further question was also asked in relation to the reasons for the increase in changes in social workers (i.e.- sickness, placement break down, children with additional needs).

In response, Ophelia Rix advised that there was a natural change in social worker within the process as a child moved from the Assessment and Intervention Team. To manage this transition, joint visits were made prior to the change to build the relationship between the young person and the new social worker and minimise any disruption. There had also been some staff sickness and resignations that had resulted in some increase in the number of changes of social workers. Ophelia Rix reassured the Board that as Head of Service she maintained oversight in relation to changes to ensure that any disruption was minimised.

Elaine McShane, Service Director - Family Support and Child Protection added that the increase was closely related to the challenging circumstances of the Covid-19 pandemic. It was also important to note that in some circumstances social workers were dually allocated to help minimise disruption.

Janet Tolley, Virtual School Headteacher presented the data in relation to Children Looked After Education Outcomes and highlighted that:

- The Virtual School continued to work with and support all young people from the age of 3 to 18 and 18 plus (with consent).
- The approach included bringing together all the professionals surrounding a young person to examine the individual's current situation and provide the correct support that the young person might need to accelerate their progress, as well as funding through the pupil premium.
- This was extremely important during the Covid-19 pandemic, where young people had missed school missing education.
- 100% of Personal Education Plan's (PEPs) had been completed within the Autumn Term in-line with the termly processes.
- The Virtual School was currently leading on all PEPs since the Covid-19 lockdowns began in March 2020. These were currently virtually held meetings.
- 100% of initial PEPs were completed within 10 school days of a child coming into care since 01/09/2021.
- 97% of school moves since the start of the academic year had been carefully planned across the service to ensure a smooth transition with no break in provision.
- Covid-19 continued to impact on Persistent Absence data, and it was important to note that there was no comparative national data since 2018/2019 (pre-pandemic).
- Addressing Persistent Absence remained a high priority, and the Virtual School continued working closely with social workers and parents to ensure support back into education.
- The Virtual School was taking a proactive approach to exclusions and suspensions, working closely with schools to implement preventative measures to ensure children stayed in education.
- As a result of high numbers of local Omicron (Covid-19 variant) infections there were some concerns about staff absence.
- Government Guidance stipulated that those children classified as vulnerable should remain in school.
- It was the Virtual School's role to challenge where that was not the case, and to provide support in the exceptional circumstances where the child was to be educated at home in the short term.

Responding to a question from the Board about the benchmarking of data, Janet Tolley advised that due to the lack of national comparative data that it was anticipated the impacts of the pandemic, on areas such as attainment and persistent absence, would begin to show over the next 6-12 months.

The Board agreed that this was an important area to continue to monitor, and further commented that the Winter term may begin to highlight new challenges and issues for young people. Janet Tolley responded to advise that the approach to children's physical attendance to school was to be fluid and responsive to new Covid-19 variants as they arise, enabling the best response for young people and their education.

The Board agreed this was the best approach to take highlighting how the virtual school's preparedness in relation to online working had built resilience for the future and had effectively allowed involvement with more young people.

Tom Brailsford, Service Director (Resources, Improvement and Partnerships) presented the data in relation to Looked After Children Health and highlighted that:

- Dental Checks within the previous 10-12 months for Looked After Children had increased by 61.9%, this was above statistical neighbour and national averages of 40%.
- Performance for Initial Health Assessments remained high with Kirklees Local Authority rolling 12-month data showed that 86.7% were completed in the statutory 20 working day timescale, and Locala monthly data showed that 100% were completed in timescales for November.
- In relation to Review health assessments Kirklees rolling 12-month data showed that 89.1% and 91.6% of the 'Developmental' assessments (under 5years old) and 'Annual' assessments (over 5 years old) were completed within the statutory timescales.
- The data showed a positive trend in relation to Looked After Children Health, but it was important to consider how the pandemic was affecting staffing and the redeployment of staff.

The Board noted the data in relation to Looked After Children Health, commenting that it showed a positive trend, but that there had been some challenges around obtaining data as the information wasn't shared in a central database. In response Tom Brailsford confirmed that further work would be undertaken to investigate and address any delays in obtaining data.

RESOLVED: The Board noted the Children's Performance Highlights Report and it was agreed that that further work would be undertaken to investigate and address any delays in obtaining data in relation to Looked After Children Health.

8. Complaints and Compliments for Children in Care Annual Report

The Board considered the Complaints and Compliments for Children in Care Annual Report presented by Tom Brailsford, Service Director (Resources, Improvement and Partnerships) who gave an overview of the report and highlighted that:

- The report related to complaints and compliments made by Foster Carers, Children Looked After (CLA) and Care Leavers under the statutory complaints procedure within the Children Act 1989.
- The statutory complaints procedure included three stages:
 - Stage One: Complaints should be responded to by the relevant responding manager within 10 working days (automatic extension of a further 10 working days where necessary).
 - Stage Two: Implemented when a compliant was dissatisfied with findings at stage 1 and involved an independent investigation usually conducted by an independent person appointed to the investigation.
 - Stage Three: At this stage the Local Authority was required to establish a Complaints Review Panel (made up of 3 independent panel members)

to make recommendations to the Service Director who would decide on the complaint and any action to be taken.

- Most complaints were resolved either at stage 1 which showed the effectiveness of the restorative approach.
- It was important to make sure that key learning points arising from complaints were reported back to the Quality Assurance Panel and analysed.
- Key objectives were to ensure responses to complaints were made in a timely manner using clear and understandable language; to ensure that positive feedback was collated and shared to enable learning from best practices; and to improve the feedback loop from complaints to facilitate learning from children and families' experiences of services.

The Board highlighted that the compliments showed that the approaches taken to service delivery were effective in many ways. The Board also noted the importance of understanding and learning from positive feedback to share best practices and learning from any complaints was equally as important.

The Board were pleased to note that most complaints were dealt with within the statutory timescales but asked about the process for where there was a delayed response and if there was an independent review undertaken.

Tom Brailsford advised that where a response to a complaint was delayed that it was sent to a Head of Service/Strategic Director for analysis which ensured a level of independence. Further to this, in progressing through the stages of the statutory procedure a complaint would be reviewed by different Managers maintaining independence. In response, the Board were satisfied that the approach used the correct balance of internal oversight and independent review.

The Board noted that reducing the delay in implementing the policies was essential to reducing foster carers concerns around finances.

In response to a question from the Board about the timeliness of implementing staying put arrangements for Foster Carers, Ophelia Rix agreed that it was important to make sure that early conversations about staying put arrangements took place and advised that there were plans to address the challenges in implementing the policy such as maintaining communication with staff through regular briefing sessions and setting clear expectations of timescales. It was anticipated that there would be a reduction in concerns as the implementation of the policy progressed.

RESOLVED: The Board noted the Complaints and Compliments for Children in Care Annual Report, and it was agreed that a meeting be arranged with the Kirklees Fostering Network about the implementation of the staying put arrangements.

9. Virtual School Governing Body

The Board considered a verbal update on the work of the Virtual School Governing Body presented by Councillor Carole Pattison and Janet Tolley, Virtual School Headteacher who explained that:

- The Virtual School Governing Body met regularly with a cross section of representation that holds the Virtual School to account through supportive and challenging meetings.
- The Virtual School Governing Body had met on the 15th December 2021 to discuss the Annual Virtual Headteachers Report.
- Key areas of focus arising for the Virtual School included Key Stage 2 Outcomes, lowering the age range of Children accommodated for to ensure access to appropriate nursery provision and increasing involvement supporting young people with further education post 18.
- There was a new statutory duty and responsibility for advice and information for any young person previously looked after.
- Additional capacity had been created by appointing team managers on an honorarium basis to work strategically across services to focus on the new duty whilst maintaining support to the children currently within the Virtual School.

The Board commented that the new duty was a positive way forward and looked forward to further updates.

RESOLVED – The Board noted the Virtual School Governing Body Update.

10. Children’s Ambition Board Update

The Board considered a verbal update on the work of the Children’s Ambition Board presented by Elaine McShane, Service Director - Family Support and Child Protection who advised that the Ambition Board now included a wide range of services within its remit and proposed that a thematic approach was taken to future updates to the Corporate Parenting Board.

The Board noted that last meeting of the Children’s Ambition Board had been cancelled and the next update would be given at the next meeting of the Corporate Parenting Board to be held on the 15th February 2022.

RESOLVED – The Board noted the Children’s Ambition Board Update, and it was agreed that a thematic approach be taken to future updates to the Board.

11. Update from Board Members on interaction with services.

Board members shared updates following key interactions with services.

The Board noted that Councillor Lawson had proposed during a meeting of the Council that young carers be considered as allies in Corporate Parenting. In response, Elaine McShane, Service Director - Family Support and Child Protection reassured the Board that young carers received full assessment to ensure their needs

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were met. It was also suggested that a piece of communications work be undertaken using different forums, such as GP surgeries, to raise the profile of work carried out in relation to young carers and private fostering.

RESOLVED – The Board noted the Update from Board Members on interaction with services and it was agreed that communications work be undertaken to raise the profile of work carried out in relation to young carers and private fostering.

12. Corporate Parenting Board Work Programme and Agenda Plan for 2020/21.

The Board considered the Work Programme and Agenda Plan for 2020/21.

RESOLVED –

1. The Board noted the forward work programme for the 2021/22 municipal year.
2. It was agreed that the Samantha Sykes Foundation Trust be invited to a meeting of the Board to provide an update on their work.
3. That regular reports in respect of implementing the Staying Put Policy be added to the Boards work programme for 22/23.

Contact Officer: Jodie Harris

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Tuesday 15th February 2022

Present: Councillor Viv Kendrick (Chair)
Councillor Richard Smith
Councillor Elizabeth Reynolds
Councillor Andrew Marchington (ex-officio)
Councillor Carole Pattison
Tom Brailsford, Service Director, Resources, Improvement and Partnerships
Ophelia Rix, Head of Service for Children in Care, Care Leavers and Looked After Children
Jo-Anne Sanders, Service Director, Learning and Early Support
Gill Addy, Designated Nurse for Looked After Children
Sara Hions, Virtual School Team Manager
Barry Lockwood, Kirklees Fostering Network

In attendance: Beverly McClure, Service Manager Care Leavers Service
Anna Gledhill, Service Manager, Quality Assurance and Safeguarding
Steve Colley, Interim Service Manager, Placements Team
Dale'O Niell, Children's Scrutiny Panel Co-optee
Ian Mottershaw, Head of Service, Contextual Safeguarding and Y.E.S
Carol Mckenna, Chief Officer, Kirklees Clinical Commissioning Group

Apologies: Councillor John Lawson
Councillor Karen Allison
Elaine McShane, Service Director, Family Support and Child Protection
Janet Tolley, Virtual School Headteacher
Stewart Horn, Head of Joint Commissioning, Children and Families
Sara Miles, Head of Service, Resources, Improvement and Partnerships
Keith Fielding- Kirklees Fostering Network
Coleen Callaghan - Kirklees Fostering Network

1. Membership of the Board / Apologies

The Chair welcomed Board Members to the meeting.

Apologies had been received from Councillor Karen Allison, Councillor John Lawson, Coleen Callaghan - Kirklees Fostering Network, Keith Fielding- Kirklees Fostering Network, Elaine McShane- Service Director, Family Support and Child Protection, Janet Tolley, Virtual School Headteacher and Sara Miles Head of Service, Resources, Improvement and Partnerships.

2. Minutes of Previous Meeting

The Board considered the minutes of the last meeting held on 11th January 2022.

RESOLVED: That the minutes of the previous meeting be approved as a correct record.

3. Interests

No interests were declared.

4. Admission of the Public

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

5. Deputations / Petitions

No deputations or petitions were received.

6. Public Question Time

No questions from the public were received.

7. Update on the Role of Corporate Parent

The Board considered a verbal update on the Role of the Corporate Parent presented by Carol McKenna, Chief Officer, Kirklees Clinical Commissioning Group (CCG) which highlighted the following key points:

- There was a collective responsibility across a range of organisations to safeguard and promote the life chances of Children Looked After and Care Leavers.
- There was a commitment to hear the voice of the child / young person and to meet their health needs.
- There were statutory responsibilities to meet the needs of Children Looked After and Care Leavers through commissioned services, both universal and more bespoke packages of care.
- There was a responsibility to meet the needs of Kirklees children living out of area, as well as children coming into Kirklees.
- Work was being done with the public health team to help with profiling and identifying the health needs of the Children Looked After population.
- Collaborative working with partner agencies would ensure effective support was provided to children / young people.
- Monitoring of activity would ensure statutory responsibilities were fulfilled.
- Some statutory services for Children Looked After were commissioned from local providers.
- There was a full safeguarding team for both adults and children within the Clinical Commissioning Group.
- The Designated Nurse and Children Looked After Team were responsible for:
 - initiating and co-ordinating health assessments within 20 days of a child being received into care.
 - reviewing health assessments, 6 monthly for children under 5 and annually for children above 5.
 - providing training and support to other practitioners.
 - providing health advice and support to a range of people and services.
- There were robust governance arrangements in place within the Clinical Commissioning Group which included reporting to the Locala safeguarding committee and regular reporting to the Corporate Parenting Board.

- There was also a quality committee within the Clinical Commissioning Group where the annual report for Children Looked After was shared.
- There were a range of multi-agency arrangements in place as well as more specialist arrangements in relation to emotional and mental health, particularly for unaccompanied asylum seeker children.
- There were a range of Key Performance Indicators (KPI's) in place in relation to Children Looked After and audit work had been carried out in relation to quality and improvement.
- There were pressures on the CAMHS services. Dedicated clinicians worked within the placement support team but there had been some challenges in relation to the recruitment and retention of staff.
- An improvement plan was being developed jointly between CCG commissioners and the placement support team.
- There was a clear understanding of where further improvements were needed and how services were operating.
- Commissioned services were effective and had a positive impact, services were accessible and supported health needs to be met.

The Board acknowledged the presentation and the complexities of the information shared. The Board highlighted that the health needs of children and young people had been addressed but questioned how Care Leavers were ensured education, training or employment and what opportunities could be provided?

Carol McKenna responded and shared conversations were ongoing in relation to what more could be done to support children and young people and to provide those educational opportunities as well as growing the workforce. Gill Addy, Designated Nurse for Looked After Children further shared how the Clinical Commissioning Group and Health Teams worked together and advised that co-location with the Local Authority enabled good communication and understanding of what the services were doing and how they were working. The Board agreed this was a good model of partnership work, highlighting that it wasn't static, which made it a strong multi agency approach.

RESOLVED: The Board noted the update on the Role of the Corporate Parent and thanked Carol McKenna, Chief Officer, Kirklees Clinical Commissioning Group (CCG) for attending.

8. Virtual School Governing Body Update

Councillor Pattison advised that the last Governing Body meeting was cancelled, mainly due to the Special Educational Needs and Disability (SEND) inspection. Therefore, no update was given.

Councillor Pattison shared that a new duty had been put upon the virtual school, which expanded its responsibilities. Sara Hions, Virtual School Team Manager further added that the project was showing sustainability and was making good progress. Sara also shared that the virtual school had been involved in the evaluation from the Department for Education (DfE) which was positive in terms of highlighting good practise and how to move forward as a Local Authority.

RESOLVED: The Board agreed that a verbal update on the virtual school governing body be given at the next meeting of the Corporate Parenting Board.

9. Children's Performance Highlights Report

The Board considered the latest reports giving key highlights on Performance Monitoring Data for Children in Care.

Ophelia Rix, Head of Service for Children in Care, Care Leavers and Looked After Children provided data relating to children in care. It was noted that:

- The overall number of Children Looked After as of December 2021 was 617 which was a decline on previous months. However, the figure had since increased to 626 and continued to increase.
- A breakdown of the overall numbers identified that 148 Looked After Children were males aged between 10 to 15 years and 113 were females aged between 10 and 15 years, the highest number of children were within that age bracket.
- In terms of ethnicity, 71.5% were White British and there had been an increase in the number of children becoming Looked After who were of Asian ethnicity. In December 2020 the figure was 7.5% and in December 2021 it had increased to 9.1%.
- Further work needed to be undertaken to understand and interrogate the data and it was suggested that a full report be presented to the next meeting of the Corporate Parenting Board.
- Social work visits had continued but there had been a decline in December 2021 as a result of the COVID-19 pandemic and children and foster carers testing positive. Children were still contacted but not seen face to face and all children had been visited since.

In relation to Children Looked After Educational Outcomes, Sara Hions, Virtual School Team Manager highlighted that:

- 100% of (Personal Education Planning) PEPs had been completed within the Autumn Term and 100% of initial PEPs have been completed within 10 school days of child coming into care since 01/09/2021.
- The Virtual school lead all PEP reviews in conjunction with social care and other professionals involved which were currently taking place virtually.
- Persistent absence (PA) remained a high priority for all pupils with attendance less than 90% and the Virtual School Continued to monitor individual attendance closely and work to support young people on an individual basis.
- Mid-Year School Moves were only actioned if necessary, and were supported to ensure no break, or a minimal break in provision.
- 97.2% of school moves since the start of the academic year were carefully planned across the service to ensure a smooth transition with no break in provision.
- A key aim was to maintain success rates across the key performance indicators.
- Emotional well-being was impacting on children / young people and there was a need to improve partnership working to offer support around this.
- The impact of Covid was still having an impact in terms of capacity and staffing.

The Board noted the information and referring to the persistent absence data highlighted that benchmarking for statistical neighbours and England was for the year 2018/19. Sara

Hions responded to explain that reporting on benchmarks had stopped nationally until clearer and more robust data could be provided for comparisons.

Gill Addy, Designated Nurse for Looked After Children provided the data relating to Children Looked After Health and highlighted that:

- Initial Health Assessments: Kirklees Local Authority (LA) rolling 12-month data showed that 85.3% of Initial Health Assessments were completed in the statutory 20 working day timescales and Locala monthly data showed that 100% were completed in timescales for December.
- Review health assessments: 84.4% and 89.3% of the 'Developmental' assessments (under 5yrs old) and 'Annual' assessments (over 5 yrs. old), were completed in statutory timescales. Locala monthly data showed that there was also a reduction in the recording of assessments completed by the exact date,
- Breach reasons were largely due to team capacity and additional pressures on the team which included:
 - an increase in complexity of children's needs.
 - access to more information which informed good quality assessments.
 - Nurses becoming more accessible for advice.
 - undertaking assessments on behalf of other Local Authorities for children who had moved into Kirklees, some of whom had extreme health histories.
- Monthly dental checks showed that between 90 to 98% of children / young people had attended a dentist at the point of their review health assessment.
- This was slightly better than pre-pandemic levels and was due to the flexible commissioning services that ensured a small number of dental surgeries provided dental services for Children Looked After.
- The figure for substance misuse remained the same. 7 young people had been introduced to services to support them.
- Any person who declined a review health check would be assessed further to check for substance misuse issues and if there were concern around substance misuse (on any level) the child/young person would be offered support.

The Board noted the positives of the Flexible Commissioning Service and requested more information on its progress and who the providers were. Gill Addy responded to advise that the project was ongoing and there were a small number of dentists registered within Kirklees.

Ian Mottershaw, Head of Service, Contextual Safeguarding and Y.E.S shared the data in relation to Looked After Children Convictions and highlighted that:

- The number of Children Looked After with convictions was significantly low.
- 0.5% of Children Looked After had received a conviction in the last quarter which was lower than the national average and compared with statistical neighbours.
- The Youth Justice Service worked with 103 young people in 2021, 15% of which were Children Looked After. The previous year's figure was 12% which was slightly lower.
- The largest proportion of young people who were involved in the Youth Justice System were from a residential care setting.
- The largest proportion of interventions and orders that were placed on young people fell into out of court disposal, such as community resolutions, cautions, referral orders etc...

In relation to adoption, the Board highlighted their concerns regarding the average timescale for a child coming into care and being placed with an adopter. Ophelia Rix responded and advised that she was proposing to bring a detailed report to the Board in relation to Looked After Children and within the report would include a section on adoption, which would highlight the key issues and proposals to address key issues.

Anna Gledhill, Service Manager, Quality Assurance and Safeguarding provided an update on Fostering, and highlighted that:

- In December 2021 there were 6 carer approvals, 3 of which were in house. This was a decrease from the previous month but there was an overall net gain of 14 foster families over the last 12 months.
- Recruitment and retention of foster carers was a priority within the fostering service.
- There was a need to increase the number of foster cares within Kirklees so that Kirklees children could be placed with Kirklees carers and remain within the area.
- There were 173 placements with independent fostering agencies which was positive and showed the number had continued to decrease.
- There had been one in house fostering de-registration and a review of resignations was taking place to identify key learning points.
- There had been 17 recorded resignations of foster carers in 2021, which had been looked into further and provided some assurances in that:
 - 11 were connected carers whose resignations related to a change of legal order or a change of care plan.
 - 6 resigned were for various reasons including changes in personal circumstances, bereavement, retirement, moving out of area, health reasons etc.
- 200 children / young people were placed with Kirklees foster carers and the figure had changed very little over the last quarter.
- 106 children / young people were in connected placements and the figure had remained stable.
- A modernisation plan would be implemented to support the improvement of line management, performance management and work with placement support services.
- Foster carers and the children / young people placed with them would receive the right level of support in terms of induction, training, and the review process.
- There was a new website for foster carers which was live.
- The mockingbird hub and 1hub were up and running and conversations were ongoing in terms of developing the next hub, taking into account lessons already learnt.

The Board noted the update and suggested the findings of the review of the mockingbird hub be provided to the Board.

The Board asked for more information in relation to the new website and wanted to know whether this was a part of the Kirklees website, and if it was promoted on social media. Anna Gledhill responded to advise that the website was designed to attract prospective foster carers to Kirklees and in a way in which the key information more accessible than previously. The website was standalone, and that there was a marketing officer within the fostering service who planned to work on promoting Kirklees's offer and targeting foster carers.

Tom Brailsford, Service Director, Resources, Improvement and Partnerships highlighted that there was a good marketing strategy in place as well as a strong offer to perspective foster carers in terms of pay, paid annual leave, skill support and placement support, but also acknowledged the need to continue to build on what could be offered to foster carers.

In relation to feedback received from Kirklees Fostering Network, the Board raised concerns about further potential resignations highlighting the importance of addressing common issues before reaching that stage.

In response, Tom Brailsford advised that meetings took place with the Kirklees Fostering Network monthly to address common issues. Further to this, where a foster carer was considering resigning, a conversation was offered with a head of service to provide senior oversight and understanding. This conversation would then be followed by an exit interview. Anna Gledhill added that an exit interview policy was being developed to help gain an understanding of current issues so that these could be acted upon.

RESOLVED: The Board noted the Children's Performance Highlights Report, and it was agreed that:

1. Information in relation to the increase of Children Looked After who were of Asian ethnicity be presented to the Corporate Parenting Board.
2. A detailed report in relation to Looked After Children and adoption be presented to the Corporate Parenting Board.
3. The findings of the review of the mockingbird hub be provided to the Board.

10. Care Leavers Overview Report

The Board considered the Care Leavers Overview Report presented by Ophelia Rix, Head of Service for Children in Care, Care Leavers and Looked After Children who explained that:

- The report set the key objectives of the care leavers service, the role of the Personal Advisors and the categories of care in terms of eligibility, relevance and qualifying as defined in the Leaving Care Act 2000.
- All care experience young people had an allocated social worker up until the age of 18.
- At the age of 18 they were allocated a Personal Advisor whose role was to support, assist and advise young people to continue to develop their independent living skills.
- Personal Advisors were now allocated at the earlier age of 17; this helped build earlier relationships, between the young person and the Personal Advisor, and enabled Personal Advisors to work jointly with social workers to gain an earlier understanding of the young person's needs and focus on areas in relation to education, training and employment.
- 54.9% of young people were in education, employment or training which was an area of concern.
- There was ongoing work with business networks to help create opportunities for young people as a part of the pathway planning.
- Data showed that Pathway Plans were being completed but were not being recorded in a timely manner, which was a was a piece of work to improve on.
- 86.5% of children / young people were in suitable accommodation. 14 of which were within a custodial setting which was defined as unsuitable accommodation.

- Personal advisors were continuing to keep in touch with young people, but more work needed to be done.
- The minimum standard for seeing young people was every 8 weeks, with the view that it should happen more frequently for those who wanted it.
- In cases where the young person did not want to be seen, they would still be contacted via letter and made aware of the services they were entitled to.
- The biggest challenge was young people who were not in education, training or employment, and the importance of working together to address the issue and create opportunities for young people.

The Board acknowledged the importance of strong partnerships with other organisations and services, and the responsibility of ensuring young people were provided with opportunities for education, training, and employment.

In response to the Boards comments, Sara Hions, Virtual School Team Manager, highlighted that the virtual school, with consent, would also remain involved in the young person's educational journey post 18. Ophelia Rix further added that a panel of key agencies was being created to look at work around adult learning in terms of identifying how to improve opportunities, including links to housing and careers. Ophelia also shared that the careers advisors, personal advisor and social worker would be invited to attend the young person's PEP review at the age of 17 to allow individual conversations to take place with the young person in relation to their needs, so that opportunities could be created for them with the aim being to enable Care Leavers to become successful adults who could live independently.

The Board raised a concern regarding suitable accommodation and the pressure on Care Leavers to accept an offer, which had resulted in some Care Leavers being placed in housing that was geographically far away for their connections and had resulted in them becoming isolated. The Board stressed the importance of this issue to be addressed.

Ophelia Rix responded to reassure the Board that the service was advocating for children and young people to remain in the area that they were familiar with. Ophelia further advised that the staying put policy had been amended and updated, making it more viable so that children / young people were not disadvantaged, given choices, and supported to develop life skills.

RESOLVED: The Board noted the Care Leavers Overview Report.

11. Statement of Purpose for Children's Homes (Annual Report)

Steve Colley, Service Manager for Placement and Residential presented the Statement of Purpose for Children's Homes (Annual Report). The Board noted that:

- The statement of purpose set out what was to be achieved in terms of the ethos of the home and what it offered.
- There were 5 children's homes within the Authority that were regulated by Ofsted.
- The report contained clear guidance in relation to what each home did, how many children / young people could be accommodated and the needs of the children / young people that could be accommodated.
- There were two mainstream children's homes and two disability children's homes, one of which offered short breaks provision.

- There was a third mainstream children's home which operated Multi-Systemic Therapy (MST) and an integrated model of working with children / young people and their families to support them back into their family home.
- There was a new home due to open late spring / early summer 2022 which had a social pedagogy ethos.

The Board noted the update, highlighting the work undertaken in relation to MST and requested that the outcomes be shared with the Board in the future. Tom Brailsford, Service Director, Resources, Improvement and Partnerships further highlighted that there had been changes in residential provision and the model of care across the homes, suggesting it would be useful to present an update to the Board to share some of the plans.

RESOLVED: The Board Members noted the Statement of Purpose for Children's Homes (Annual Report), and it was agreed that:

1. The outcomes of the Multi-Systemic Therapy approach be provided to the Corporate Parenting Board.
2. An update on the changes to residential provision and the model of care be provided to the Corporate Parenting Board.

12.Children's Ambition Board Update

Tom Brailsford, Service Director, Resources, Improvement and Partnerships advised that the last meeting of the Children's Ambition Board was cancelled due to the SEND inspection so there was no update. The Board noted that it would be helpful for the outcomes of the SEND inspection to be provided to the Board.

RESOLVED: The Board noted the Children's Ambition Board update and agreed that:

1. An update would be provided to the Corporate Parenting Board following the next Children's Ambition Board.
2. The outcomes of the SEND inspection be reported to the Corporate Parenting Board in the next municipal year.

13.Updates from Board Members on Interactions with Services

The Board shared a verbal update on the Kinship carers pantomime and Christmas party and highlighted that it was hugely successful, enjoyable and attended by many families.

RESOLVED: The Board noted the update on Interactions with Services.

14. Corporate Parenting Board Agenda Plan 2021/22

The Board considered the work plan for 2021/22.

RESOLVED: The Board noted the work programme for the 2021/22 municipal year.

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Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

HEALTH AND WELLBEING BOARD

Thursday 31st March 2022

- Present: Councillor Viv Kendrick (Chair)
Councillor Carole Pattison
Councillor Mark Thompson
Councillor Kath Pinnock
Carol McKenna
Dr Khalid Naeem
Richard Parry
Rachel Spencer-Henshall
Karen Jackson
Beth Hewitt
- In attendance: Colin Lynch, Locala
Sean Rayner, Director of Provider Development, South
West Yorkshire Partnership NHS Foundation Trust
Catherine Riley, Calderdale and Huddersfield Foundation
Trust
Emily Parry-Harries, Kirklees Council
James Griffith, West Yorkshire Police
Phil Longworth, Senior Manager, Integrated Support
Alex Chapman, Kirklees Council
Cllr Habiban Zaman, Lead Member for Health and Adult
Social Care Scrutiny Panel
Owen Richardson, Intelligence Lead, Public Health
Mike Houghton-Evans, Former Chair of Kirklees
Safeguarding Adults Board
Rob McCulloh-Graham, Current Chair of Kirklees
Safeguarding Adults Board
Jacqui Stansfield, Service Manager, Commissioning,
Quality and Performance
- Apologies: Mel Meggs
Jacqui Gedman

47 Membership of the Board/Apologies
Apologies were received from Mel Meggs and Jacqui Gedman.

48 Minutes of previous meeting
That the minutes of the meeting held on the 20 January 2022, be approved as a correct record.

49 Interests

No interests were declared.

50 Admission of the Public

All agenda items were considered in public session.

51 Deputations/Petitions

No deputations or petitions were received.

52 Covid update

Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health, provided an update on the current position regarding Covid-19 in Kirklees. In summary, the Board was informed that there are significant changes that have come effect, including the end of the requirement to self-isolate, the end of vaccine passports and there will no longer be universal free lateral flow testing across the country. Communication is being prepared aimed at providing information to support people going forward to enable them to live as safely as possible with COVID.

The Board was informed that in terms of the data that is usually presented at the meeting, the reporting has not been as comprehensive as it has been, and while there are some figures on what cases look like in Kirklees at the moment, it may not be accurate enough to be able to make that judgement. The population level studies that are carried out suggest that currently approximately one in 16 people across the UK may have Covid.

Acute trust colleagues will reflect that there is now an increasing pressure on the NHS system which may also be showing through into primary care. The data does, however, suggest that there is no increase in the numbers of people in intensive care as a result of Covid which reinforces the fact that the vaccination programme is preventing serious illness and death amongst the most vulnerable.

The important message is that people should still get the vaccine even if they have not yet had the vaccine, it is an evergreen offer. The booster programme will shortly be launched and anyone in the over 75 cohort and have had their vaccine longer than six months can book now to get their springtime booster and those who are in a clinically vulnerable group can also access the booster.

The vaccine is key however, it is also important that people continue to wash their hands. When looking at all infectious diseases whilst dealing with Covid the numbers had reduced, and that was because people's hygiene was generally better and washing hands is an effective way of protecting from a range of infectious diseases.

The challenge now is that there will no longer be access to testing in the same way as before, therefore it will be difficult for a person to know if they have Covid or not. Although the NHS website still refers to the cough and the temperature, through anecdotal information the symptoms being experienced by individuals who have Covid have been very varied. The important position for people to take is that if they have respiratory symptoms, such as coughing and sneezing then it could be Covid

and therefore if they are able, they should stay at home and isolate for five days. That may not be possible for everyone, however if they do need to go out, they should think about the vulnerability of others and wear a face covering and try to keep a safe distance.

In reference to the health and care system, guidance has been published about the testing regime that will come into effect for health and social care staff. They are still working through some of the specifics however, to give some reassurance, that there will be an expectation that health and social care testing will continue, particularly, for those that work in care homes. If there was an outbreak in one of the settings, testing would be implemented to identify any potential new variants. There is still the risk that, the current Omicron variant may change and there is likely to be another mutation, which is important to keep an eye on when that happens.

The important message is:

- get the vaccine,
- keep hand washing,
- if you have any respiratory symptoms, just think about how to potentially protect other people, and stay at home if possible

In response to the information presented a number of questions asked as follows:

- regarding the evergreen offer for vaccinations, is it evergreen in the sense of that will be the new norm and that will continue forever or is there an expectation that that would lessen off at some point?
- the price of the testing kits will be beyond the means of a lot of people, what availability is there for the Council to provide some form of free testing where there is an outbreak for example in a place of work or, nursery?

RESOLVED

That Rachel Spencer-Henshall be thanked for providing an update of Covid-19 in Kirklees

- 53** **Director of Public Health Annual Report 2022**
Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health, provided an update on the Director of Public Health Annual Report, entitled the first 1000 days.

In summary, the Board was informed that last year's annual report was focused on tackling inequalities which was timely in terms of the pandemic and the impact that had on exacerbating those inequalities. The focus of this year's annual report is on the first 1000 days of a child's development and the importance of this period in anyone's life.

There is a well-established evidence base, demonstrating the importance of the first 1000 days that is from conception to the age of two and the impact those days has on the outcomes for the rest of their lives. The development, that occurs in those

Health and Wellbeing Board - 31 March 2022

thousand days it is still unmatched at any other time of life and development during this time is key. The 'best start in life' is one of Kirklees' shared outcomes.

The Board was informed that the aim in this year's annual report is similar to last years, which has been to pull together in a slide set which summarises the factors that are associated with the best child outcomes, using narrative from Kirklees families as well as the professionals providing care and support to families, in addition to supporting data.

The aim is to look at the issue based on what the local population is saying and what the professionals that work with them are saying to see whether there are clear set of recommendations that can be taken forward. Inequality data will form part of the picture as it is recognised that not all groups in Kirklees are the same and consideration will need to be given to doing things differently to support the diverse population.

The Board was informed that the different organisations that make up the Health and Wellbeing Board would not carryout this work as separate organisations and the work being undertaken around children and families demonstrates a cohesive working relationship. Colleagues in Locala are doing excellent work on the Thriving Kirklees Programme and the partners involved in that include NHS maternity services, and the public health team, and they are doing a phenomenal job in terms of making a difference to the lives of children and parents. This is a reflection of partnership working.

The Board was informed that:

- in terms of being born in Kirklees, the headline numbers shows that the general fertility rate in Kirklees is declining
- life expectancy is significantly lower in Kirklees than the England average for males and females and life expectancy has reduced. This is not unsurprising given the excess deaths seen during Covid
- the age of mums is increasing with fewer deliveries to teenage mothers which is similar to what is happening nationally
- Nationally, there is a higher proportion of babies born to mothers of non-white British ethnicity than perhaps across the rest of the country. However, these mothers tend to live in more deprived areas therefore, in terms of the factors that contribute to healthy pregnancy, it's ensuring that those outcomes are not affected by deprivation

The Board was informed that the format of how the report is put together is that there are five developmental stages, preconception, pregnancy, labour and birth, infancy, and toddlerhood. Each development stage includes the perspective of the parent, the child, and the professional. It allows users to navigate in the order of the development stages or look specifically at a stage, giving the user the option to choose a particular area of interest.

Health and Wellbeing Board - 31 March 2022

In terms of pre-conception the aim was to talk about what good looks like. In each of the development stages there are ten factors which essentially are ten things that will have an influence on outcomes and there is data that underpins the information.

For example, preconception includes mums and dads staying fit and healthy, eating the right foods, exercising, stopping smoking, reducing alcohol consumption, and taking folic acid which is hugely important during pregnancy. Any pre-existing health conditions will need to be managed effectively by their appropriate health professionals because it is important that all the checks are done as well as booking in early with maternity services.

Kirklees has a higher proportion of obesity, than national data and the rate of obesity in early pregnancy has increased quite dramatically. The 2018/19 figure was 23.6% compared to the 2021 figure of 35.9% which is a significant increase. Attempts have been made to carry out a survey, to get an understanding about women's health or perceptions about their health before pregnancy. The last survey was carried out in 2018. The challenge with this is that mothers were more likely to cease or reduce unhealthy behaviours, while their partners often seemed to increase their unhealthy behaviours which is an interesting dynamic.

It is important to inform parents about the healthy start vitamins scheme, and how to help people make those lifestyle changes and there is a tool that people are being signposted to called 'Planning for Pregnancy'. Examples were given of the information provided under each development stage.

The Board was informed that this is still being finalised, however it is a recognition of excellent system that is in place to support those starting or expanding their family and the support provided during the first thousand days. The key recommendations include:

- Preconceptionally, is for both partners to lead as healthy life as possible, keep any pre-existing conditions controlled and take folic acid
- Pregnancy, looking after yourself, avoiding alcohol, and staying active and being able to move around is important and becoming familiar with the movement of the baby and seek help if anything feels out of the ordinary
- early years in terms of post birth try to initiate breastfeeding if possible, however, do not become distressed if it is not possible to breastfeed, make sure the child is immunised, follow safe sleeping practices and self-care is important

Acknowledgements were made to the people who contributed to the annual report, which reflects good partnership working. In terms of next steps, the Board was advised that a few final tweaks and final checks will be made and both versions of the report should be available by mid-April.

The Board commented that the use of infographic was a good way of presenting information.

RESOLVED

- a) Rachel Spencer-Henshall be thanked for providing information on the Director of Public Health Annual Report
- b) Board members will make use of the DPH report to inform decision making and commissioning to help reduce health related inequalities and improve early years outcomes

54 Kirklees Joint Strategic Assessment update, 2022 Pharmaceutical Needs Assessment update and 2021 CLiK Survey update

Owen Richardson, Intelligence Lead, Public Health provided an update on the Kirklees Joint Strategic Assessment, 2022 Pharmaceutical Needs Assessment and the 2021 CLiK Survey.

Kirklees Joint Strategic Assessment (KJSA)

The Board was informed that the pandemic had shifted focus over the last two years in terms of response to the pandemic and supporting people through it, therefore there has not been the opportunity to keep the KSJA up to date. Regular work is resuming, and people are once again looking to the KJSA for up-to-date local intelligence to inform commissioning decisions.

The proposal being put to the Board is that the out-of-date content on the KJSA website is temporarily archived and replaced with a ready-made profile that was produced by the Local Knowledge and Intelligence Service. The data within that profile mirrors to some extent the data within the KJSA. It contains sections regarding the different factors considered within the KJSA, it has local authority level data including Kirklees data and has comparisons with regional and national figures also.

Subject to agreement from the Board the out of data content will be archived and replace with the profile information. A KJSA steering group will work on a design of a new KJSA site and will look at what sections to include in a new version and start to refresh all the data, which will be published in due course.

Pharmaceutical Needs Assessment (PNA)

Work is being undertaken collectively across West Yorkshire with the five local authorities and the Public Health Intelligence Teams pooling resources to work on the PNAs, which will be bespoke and tailored to each local authority's needs. It is currently at the stage where the draft is to be signed off in order for it to go out to consultation, it will need to go out for sixty-day consultation and to receive feedback. The deadline for publishing the PNA will be the 1st October 2022. The Board was informed that that draft will be shared with Board members with the ask that it is signed off ahead of the consultation period which is aimed to start in mid-April.

CLiK Survey

The Board was informed that the CLiK Survey is the adult population survey that is periodically run, usually around every four years. The last survey ran from November through to December 2021, and some of the data has been received and is being analysed, the headlines are being finalised and work is being undertaken putting together a communication programme. In response to the survey, there were approximately 6000 responses which is a good-sized data set and will provide useful insight which all partners will be able to use.

RESOLVED

That;

- a) The Board endorses and supports the proposal to replace the KJSA content site
- b) Owen Richardson, Intelligence Lead Public Health be thanked for providing an update the Kirklees Joint Strategic Assessment, 2022 Pharmaceutical Needs Assessment and the 2021 CLiK Survey

55 Adult Safeguarding Annual Report

Rob McCulloch-Graham, Chair of the Kirklees Adult Safeguarding Board (KASB), presented the Adult Safeguarding Annual Report to the Board advising that he has been in post for 12 months and the report was prepared under the watch of the former Chair, Mike Houghton-Evans.

Mike Houghton-Evans informed the Board that during his ten years as chair, hard work has been undertaken to make sure that the Safeguarding Adults Board is seen as a true strategic partnership. It is hosted by the local authority, and not a direct function of the local authority like some other boards, this has enabled good engagement from partners. Partners chair all the sub-groups and have been active in taking forward the Boards agenda.

The KASB should be proud of the strides it has made to engage with other strategic partnerships in Kirklees, primarily Children's, Community Safety and the Health and Wellbeing Board. The strong message is "you achieve your work through collaboration, not through isolation".

The Board was informed that the appended report refers to the challenge session which happens every year, where chair and the lay member lays down challenge questions to members of the Board such as "what are we doing well and what do we need to do better?" The session was particularly useful session midway through the pandemic because through the pandemic a risk register was developed, which highlighted areas where safeguarding needed particular attention.

KSAB is well supported by Jacqui Stansfield, Service Manager and colleagues.

RESOLVED

That:

- a) The information in the Kirklees Safeguarding Adults Board Annual Report be noted by the Board
- b) Rob McCulloch-Graham and Mike Houghton-Evans be thanked for presenting the annual report

56 Transition to West Yorkshire Integrated Care System and Kirklees Place-based Partnership

Carol McKenna, Chief Officer NHS Kirklees CCG, provided a brief update on the transition to West Yorkshire Integrated Care System and Kirklees Place-based Partnership. The Board was informed that work is being undertaken on the assumption that it will get through Parliament in time for the revised start date, 1st of July. The original timescale for the new arrangement to begin on the 1st April was delayed, therefore several aspects of the new arrangements are currently working in shadow form.

The Board was reminded that the last update included information on the name of the partnership, the work being undertaken on a collaboration agreement to support the place-based partnership and the recruitment process that was about to take place to recruit to some of the independent posts on the committee in Kirklees.

The work on the collaboration agreement continues, it is not yet complete, however there will be another update at the Partnership Forum in a weeks' time. The collaboration agreement is a document that underpins the way in which partners will work together. It is not legally binding and that was a strong view of the partners that it should not be legally binding it is the spirit and values that will underpin the local partnership in Kirklees. That should come to a conclusion shortly.

In terms of recruitment the Board was informed that it is nearing the end of the process for appointing the independent chair of the committee of the ICB in Kirklees and the independent members. There are preferred candidates for those roles and currently working through the usual employment checks. An announcement on the appointments will be made in due course.

The ICB Committee in Kirklees, in addition to having independent members would also be made up of a number of partner members, including people from the council, the trusts, Locala, mental health trust and general practice. Representatives from these organisations will be confirmed shortly. The intention is to start holding shadow meetings of the Committee in Kirklees from April through to June with the focus being on development to enable people to get to know each other, understanding the role and information sharing.

RESOLVED

That Carol McKenna be thanked for providing an update on the transition to West Yorkshire Integrated Care System and Kirklees Place-based Partnership

57 Terms of Reference and membership for 2022/23

Phil Longworth, Senior Manager, Integrated support provided an update on the work being undertaken to update the terms of reference and membership in light of the changes. An initial draft of the revised terms of reference has been shared with key officers and further work will be done to ensure it reflects the legislation once it has been passed.

The draft terms of reference will be shared with the Health and Wellbeing Board at the first meeting of the municipal year, where members will be asked to comment and give formal agreement to recommend the terms of reference to council for ratification.

RESOLVED

That Phil Longworth, Senior Manager, Integrated support be thanked for providing an update on the proposals to revise the terms of reference and member of the Board

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Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

LICENSING AND SAFETY COMMITTEE

Wednesday 2nd March 2022

Present: Councillor Amanda Pinnock (Chair)
Councillor James Homewood
Councillor Mohan Sokhal
Councillor Adam Gregg
Councillor Michael Watson
Councillor Paola Antonia Davies
Councillor Andrew Marchington
Councillor Karen Allison
Councillor Carole Pattison

In attendance: Russell Williams, Operational Manager, Public Protection
Fiona Goldsmith, Public Protection Group Leader
Martin Wood, Acting Head of Public Protection

Observers: Cllr Habiban Zaman
Cllr Fazila Loonat

Apologies: Councillor David Hall
Councillor Kath Taylor
Councillor Terry Lyons

11 Membership of the Committee

No substitute members were in attendance.

12 Minutes of Previous Meeting

That the minutes of the meeting held on the 4 August 2021, be approved as a correct record.

13 Interests

No interests were declared.

14 Admission of the Public

To determine that the public be excluded from consideration of agenda item 11.

15 Deputations/Petitions

The Committee received the following deputations:

Licensing and Safety Committee - 2 March 2022

- a) Mr Akooji Badat representing Hackney Carriage and Private Hire vehicles in respect of the Suitability and Convictions policy; and
- b) Mr Hasan Badat community representative in respect of the Suitability and Convictions policy

RESOLVED

That in response to the deputations received a written response would be provided by the Chair of the Committee.

16 Public Question Time RESOLVED

That written responses would be provided to the public questions that were asked during the meeting.

17 Licensing Service - Update Report

The Committee considered a report which provided an update on the activities undertaken by the Licensing Department to discharge the Council's licensing functions from 1st April 2021.

The Committee was advised that since the introduction of the Service Standards, the department has been working hard to ensure the guidelines set out in the standards are achieved. Monitoring the standards commenced in October 2021 and members will note from the appended report the following:

- between October to December, the department was working to 97% in target for driver applications
- 76% in target for vehicle applications
- 100% in target for operator applications

The Committee was informed that at that time, the service was adapting to the new standards following changes to process in order to streamline the way in which work was undertaken. Staff within the department also worked to ensure that over the Christmas period, all the drivers, vehicles and operators that were due to expire up to and during the Christmas period had been dealt with allowing the staff team to take a well-deserved break. This ensured that no member of the taxi trade was left without a licence during that period and no report was received to say that any driver was out of work during the Christmas period.

Between January and February 2022, Committee members will note from the appended report the following:

- 98% of driver applications within the targets
- 97% for vehicle applications
- 100% for operator licence applications

Licensing and Safety Committee - 2 March 2022

Fiona Goldsmith, Group Leader, Licensing informed the Committee that the team are to be commended for the way they have managed to change and adapt in order to ensure that the targets are being met.

The Committee was informed that in relation to the Department for Transport (DfT) consultation, the consultation has been extended to the 30th March 2022, in order to maximise the opportunity for more people to respond to the survey. To date 359 responses have been received and since January a further 135 responses have been received.

The online DBS update service has gone live, and a full step-by-step guide and details have been sent out to all licensees regarding the new process. The move to the online update service will be a positive move for both the service and the drivers and it should alleviate any needless delays in the processing of renewal applications.

In relation to application numbers, the Committee was informed that there has been a reduction in numbers coming through the service in the last two years, partly due to the pandemic as the service ceased to accept applications for new drivers during that period. The application process has resumed, and the department is helping to guide new applicants through the process and there is a steady increase in numbers once again.

Information provided with regard to vehicle testing data, the Committee will be provided with comparison data going forward and the reports will align to become more comparison based. In addition, a review of the vehicle policy will commence shortly, which will be presented to Committee following engagement with the trade and other stakeholders.

The Committee was informed that in relation to the Licensing Act 2003, during the pandemic the hospitality business were faced with the most restrictions and as a result there was a decline in the number of applications coming through the service. However, there has been an increase in numbers under the Licensing Act and since the 1st January 2022, fifteen new premises licences applications have been received and fifty five Temporary Event Notices.

The Licensing Department is currently working with partners on the 'Ask for Angela' campaign, which is a positive way for the Council and its partners to promote public safety and prevent sexual violence and vulnerability for those who want to use the hospitality that the borough has to offer.

In the last 12 months, a new licensing liaison meeting has been introduced, which includes officers and partners to work together. The aim of the group is to problem solve and collaboratively work within the authority to ensure that issues are being highlighted and dealt with in the most effective and efficient way.

Staffing with the service has seen a number of staff leave to progress their careers with the majority staying within the authority. New staff have been appointed within the team and the aim is to be up to full strength within the next few months.

Licensing and Safety Committee - 2 March 2022

In response to the information presented the Committee asked a number of questions including the following:

- The consultation on the statutory standards closes on the 30th March, is there a potential meeting date in mind to come back to Committee?
- Is there any way to improve the system and make it less onerous for taxi drivers who have travelled abroad, maybe for family reasons and get delayed and cannot return in time to renew their licence?
- The consultation has been extended on two occasions to maximise the opportunity for more people to respond to the survey, which suggests that there hasn't been much of a response, what is the reason for continually extending it?

RESOLVED

That the Licensing Service update report be noted by the Committee.

18 New HM Revenue and Customs (HMRC) - Requirements for Taxi, Private Hire and Scrap Metal licence holders

The Committee was informed that from the 4th April 2022, HMRC has put in a new legal requirement for all existing licensed drivers, licence operators and scrap metal license holders must complete a HMRC tax check upon renewal. In addition, all new applicants are to be made aware of their tax responsibilities when submitting an application to the department.

This is a national requirement, and the license authority did not have any input into this and therefore cannot grant or refuse any application without being in receipt of the tax check upon renewal.

Licence holders will need to have or register for a 'Government Gateway' account and once registered, the licence holder will need to answer a short questionnaire on how they pay any tax that may be due and will be issued with a code. When they submit their licence renewal application to licensing, they will need to provide the service with the code.

Communications have gone out to the affected licence holders and the websites have been updated with all the relevant information.

The Committee questioned the timescale for this as it is approaching the end of the financial year. The Committee further commented that timely communications is important and may need to go out on more than one occasion to ensure that license holders are fully aware and can fully comply with HMRC stipulations.

RESOLVED

That the New HM Revenue and Customs (HMRC) - Requirements for Taxi, Private Hire and Scrap Metal licence holders report be noted by the Committee.

19 Delegated Officer Decisions (Licensing)

The Committee was advised that the information being presented was a positive report which outlines the decision taken by officers with regard to the enforcement activities that have taken place within the licensing service.

Committee members stated that the information shows the excellent work being undertaken by officers in applying the policies and principals given to them by the Licensing and Safety Committee and this work should be promoted. The report evidences, and explains the work carried out by officers and there should be some way of ensuring that this is in the public domain. Committee members further commented that there has been some excellent work which provides an understanding of how the criteria has been applied.

There was general consensus that it was important that the public are made aware of the actions being taken to safeguard them and asked officers to consider how the information to be considered under exclusion of the public could be appropriately presented in public session. In response officers gave a commitment to work with Information Governance on how this could achieved.

RESOLVED

That:

- a) the Delegated Officer Decision report be noted by the Committee

20 Exclusion of the public

RESOLVED

That the public be excluded from consideration of agenda item 11.

21 Delegated Officer Decisions (Licensing)

The Committee assured officers that the Fitness and Suitability Policy was being applied, completely in-line with what the Committee had directed.

RESOLVED

That

- a) the information presented to Committee be noted
- b) that officers be thanked for the excellent work being undertaken discharging the Committees' policies

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

LICENSING AND SAFETY COMMITTEE

Wednesday 25th May 2022

Present: Councillor Amanda Pinnock (Chair)
Councillor Ammar Anwar
Councillor Moses Crook
Councillor James Homewood
Councillor Jo Lawson
Councillor Mohan Sokhal
Councillor Adam Zaman
Councillor David Hall
Councillor Adam Gregg
Councillor Michael Watson
Councillor Andrew Marchington
Councillor Karen Allison
Councillor Carole Pattison

Apologies: Councillor Kath Taylor
Councillor Paola Antonia Davies

- 1 Admission of the Public**
RESOLVED – That the business for the meeting be considered in public.
- 2 Appointment of Licensing Panel and Regulatory Panel**
RESOLVED –
(1) That the Licensing Panel and Regulatory Panel be appointed for the ensuing municipal year, that the representation of political groups on the Licensing Panel and the Regulatory Panel shall not be in accordance with the requirements of Section 15 and 16 of the Local Government and Housing Act 1989 but that Membership of the Panel will be drawn from the Membership of the Licensing and Safety Committee.

(2) That the Chair of Licensing and Safety Committee be appointed as Chair of Licensing Panel and Regulatory Panel for the ensuing year.

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Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Thursday 3rd February 2022

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

In attendance: Councillor Shabir Pandor, Leader of the Council
Councillor Carole Pattison, Cabinet Member for Learning,
Aspiration and Communities

51 Membership of Committee

All Members of the Committee were in attendance.

52 Minutes of Previous Meeting

The Minutes of the meeting of the Committee held on 21st December 2021 were agreed as a correct record.

The Chair provided updates as follows:

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

The Kirklees Air Quality Annual Status Report was due to be published on the Council's website in the next few days.

(ii) Strategic Intelligence Assessment/ Communities Partnership Plan (Minute 37)

The further detail requested by Members, in respect of the domestic abuse figures and mortality related to alcohol and drugs, had been collated and would be circulated prior to the next meeting of the Committee.

53 Interests

No interests were declared.

54 Admission of the Public

All items were held in public session.

55 Deputations/Petitions

No deputations or petitions were received.

56 Public Question Time

No questions were received.

57 Leaders' Priorities Update

Councillor Pandor attended the meeting to discuss his portfolio priorities for 2021/22 and highlighted the following points:

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- The refreshed Council Plan had been approved by full Council in October and set out the vision for the future.
- The previous plan had contained over 100 priority actions, 90% of which had been delivered or were on target.
- Thanks were expressed to all the Council's staff for their hard work, particularly during the pandemic.
- The actions focused on what matters to residents.
- Updates were given under each of the following outcome headings:
 - Sustainable Economy:** the transformation of Huddersfield Town Centre was progressing with Gateway One having been signed off and the move towards Gateway 2; the business case for Dewsbury Town Centre had been submitted to the Government; engagement had been undertaken in relation to funding for smaller town centres; and plans to modernise transport infrastructure were in progress.
 - Best Start:** an inclusion support offer had been delivered in schools; the early intervention service had been widened to parents and carers; and a plan to increase the number of places for children in special schools had been approved.
 - Aspire and Achieve:** a new Learning Strategy had been produced, with a particular focus on children who were most at risk of being marginalised; and an Employment and Skills Strategy was in development.
 - Well:** health checks were being undertaken for those most at risk; work was being undertaken to tackle obesity; and a focus had been placed on mental health using the Community Champions.
 - Independent:** a new Kirklees Care Association had been established to bring together partners; and progress had been made in relation to an improved Aids and Adaptations Policy and the provision of more Extra Care housing.
 - Safe and Cohesive:** fire safety work was ongoing in the high-rise blocks, with a focus on full engagement with tenants.
 - Clean and Green:** the new Waste Strategy had been adopted by Council and was now being delivered, with action having been taken in respect of bulky waste and initiatives in relation to fly tipping and glass collection programmed for later in the year; and progress was being made towards achieving net-zero, with a road map being developed for the next phase.
 - Shaped by People:** the new Homes and Neighbourhoods Service was leading the way in engagement with residents; and Place Standard engagement had been undertaken with communities in Batley, Heckmondwike and Cleckheaton.
 - Efficient and Effective:** a new careers website had been launched; and work had been undertaken to transform Special Educational Needs and Disabilities (SEND) services.

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

- The budget would be set by the Council in February and the issues associated with the current cost of living crisis would be addressed within the proposals, through local welfare provision and support for the voluntary and community sector. The Combined Authority would be considering opportunities from levelling-up funding and the Council would work together with the private sector, the Health and Wellbeing Partnership and healthcare agencies to make best use

Overview and Scrutiny Management Committee - 3 February 2022

of available funding. This was a priority issue that would be given consideration going forward.

- Questions in respect of community safety and the priorities and role of the Council in areas such as the criminal exploitation of young people, and feedback from the Climate Commission could be discussed with the relevant Portfolio Holders.
- In respect of partnership working with other organisations, with particular reference to the regeneration of Huddersfield Town Centre, it was noted that decisions had to take account of impact on local taxpayers. There may be lessons to be learned, and wider engagement and discussions would take place as the programme moved towards Gateway 2.

Councillor Pandor was thanked for attending the meeting to discuss his portfolio priorities and it was noted that he would be invited to a future meeting of the Committee to provide an update.

58 **Corporate Safeguarding Policy**

The Committee received a report in respect of the refreshed Cross-Council Corporate Safeguarding Policy.

Councillor Pattison – Portfolio Holder for Learning, Aspiration and Communities introduced and welcomed the refreshed and strengthened policy, which clearly established safeguarding as being the responsibility of everyone across the Council. She looked forward to the policy being disseminated throughout the organisation and the rollout of the associated training.

Alexia Gray – Head of Quality Standards and Safeguarding Partnerships and a member of the Corporate Safeguarding Oversight Group (CSOG) and Carol Gilchrist – Head of Local Integrated Partnerships and Chair of the CSOG attended to introduce the report.

Their presentation covered: the role of the Corporate Safeguarding Oversight Group; the background to the refresh; the key message and focus of the policy; the content and main updates; the engagement undertaken and feedback received; and the forward plan including submission to Cabinet for approval and the development of a communications plan, training programme and performance monitoring.

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

- This policy did not cover the issue of child criminal exploitation and the role of the Council specifically but if a member of staff had a concern in respect of any kind of exploitation they should report it to their line manager. There were a number of initiatives that the Council was undertaking in respect of sexual exploitation and working with the community.
- The National Independent Inquiry into Child Sexual Exploitation had just released its eighteenth report, which contained a number of recommendations for local authorities. It was suggested that it would be helpful for Elected Members to receive a summary of the report and what Kirklees would do to respond to the recommendations. It was expected that the Safeguarding

Overview and Scrutiny Management Committee - 3 February 2022

Children Partnership would take a lead in looking at those recommendations, with oversight from the Communities Partnership.

- It had been recognised that the CSOG had a role in sharing learning points from reviews and disseminating messages more widely than those staff that had been directly involved.
- The next full review of the policy was scheduled for 2025. The policy provided the framework for the work with partners and the work programme, which would be reviewed by the CSOG on a regular basis; and if any necessary amendment to the policy was identified as part of this process this would be done.
- The training would include discussion of the role of the Council as a regulator working in the community.
- The Council's Third Sector Team took the lead in respect of volunteers working with the Council and in supporting third sector organisations. The manager of this team attended the CSOG to ensure consistency of approach. The Council's volunteers would be able to access training to the same standards as that provided for staff and work was being done to ensure robust safeguarding policies were in place for volunteers across services and that safeguarding was part of management and supervision. This team also worked with Third Sector Leaders and other anchor organisations to ensure that the necessary information was available and easily accessible to other volunteers. Assurances were required that groups had safeguarding policies and procedures in place as part of the registration process.
- It was noted that the Children's and Health and Adult Social Scrutiny Panels had an ongoing overview of safeguarding responsibilities.

RESOLVED -

- 1) That the detailed and comprehensive policy and the adoption of a corporate approach be welcomed, and that the officers involved be thanked for their work.
- 2) That a further report be provided for the Committee, following the rollout of the refreshed policy, to include an update on how it has worked in practice, the outputs, and feedback in respect of the training.

59 Work Programme 2021-22

A copy of the current Work Programme had been circulated.

The next meeting would take place on 15th March 2022 with the following items scheduled for consideration:

- (i) Annual Review – Local Flood Risk Management
- (ii) Domestic Abuse Strategy.

60 Any Other Business

The Chair reported that an urgent decision had been taken at Cabinet, on 18th January 2022, in relation to the grant of consent in principle to regulations to provide the Combined Authority with the powers to borrow for non-transport related functions. It had been agreed that call-in could be waived, as it was necessary for the decision to be reported to the Government by 20th January 2022

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Tuesday 15th March 2022

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

Apologies: Councillor Harpreet Uppal

61 Membership of Committee

Apologies were received from Councillor Uppal.

62 Minutes of Previous Meeting

The Minutes of the meeting of the Committee held on 3rd February 2022 were agreed as a correct record.

The Chair provided an update, as follows:

The Corporate Safeguarding Policy, which had been considered by the Committee on 3rd February, had been approved at the meeting of Cabinet held on 8th March 2022. The policy would be included in the Council's Policy Framework and would be reviewed on an annual basis, along with the associated guidance (Minute 58).

63 Interests

No interests were declared.

64 Admission of the Public

All items were held in public session.

65 Deputations/Petitions

No deputations or petitions were received.

66 Public Question Time

No questions were received.

67 Low Carbon Housing Pilot Project

A report was submitted in respect of the development of a Low Carbon Housing Pilot Project.

A report seeking approval to move forward with the project, specifically to appoint a specialist design team, was to be submitted to Cabinet on 5th April 2022.

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Naz Parkar, Service Director – Homes and Neighbourhoods and James Hinchliffe, General Manager – Development attended the meeting to introduce the report and gave a presentation covering the following:

- The context and background to the project and the associated challenges, from both a local and national perspective. This included: fuel poverty, the impact of the rising cost of living, addressing the climate emergency, inefficient older stock, provision of healthy living conditions, the drive for sustainable standards, volatility within the energy market, and regulatory changes.
- The approach to achieve the necessary behavioural change.
- Details of the project to construct 125 homes on a site in Liversedge, with a minimum of twenty units to Passivhaus standard, one zero-carbon house and the remainder achieving a minimum 31% reduction in carbon emissions on current building regulations. There was an intention to incorporate modern methods of construction and the scheme would also allow the Council to share learning, to assist in raising design standards for the future.
- A summary of the Passivhaus approach.
- The Forward Plan; including a start on site in 2023 with completion by 2026.

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

- The specification for a minimum of 31% carbon savings would apply to all the units on the site other than the zero-carbon and Passivhaus units. It was anticipated that the specialist design team may be able to assist in achieving an improvement on this figure. By 2025 the Government would require all new homes to produce 75 to 80% fewer carbon emissions, however the technical guidance had not yet been published and this proposal had been put forward in anticipation of this change.
- Significant exploratory work had been undertaken through talking to, and visiting, those authorities and designers that had already undertaken such projects, in order to benefit from their knowledge and experience, and research undertaken in relation to off-site manufacturing methods.
- The sharing of information and learning, both internally and externally, was important; the ambition was to share learning with the wider market and local contractor base and to develop construction skills and techniques to support new approaches to housebuilding in the future.
- It was questioned whether the proposed numbers of Passivhaus (20) and zero-carbon units (1) would be sufficient to provide the necessary data and demonstrate the principles and benefits that the Council was hoping for. In response it was explained that the stated numbers were a minimum and it was believed that they would be adequate to test the principles. The Council would take advice from the design team, once appointed, to assess if this could be increased. The scheme was at an early stage and the Council was open to testing different technologies and approaches to achieve the goals, with the focus being on outcomes rather than accreditation.
- It was agreed that proven outputs should be the primary focus. It was questioned whether air pressure testing would be undertaken as standard, in order to ascertain how energy efficient the units were, as there was a concern about the potential performance gap between the specified build standard for a unit and

Overview and Scrutiny Management Committee - 15 March 2022

what was actually achieved. It was explained that the specialist design team would advise on dealing with performance gaps and building-in tolerance.

- In terms of the need to build capacity to undertake such work, this project was intended as a starting point, to test the principles and the concept and get the right model and measures in place which should then allow the development of such schemes to be quickly expanded.
- The necessary expertise for this project would be commissioned, and the report to Cabinet was seeking authority to take this forward.
- External water management for a Passivhaus build would be undertaken through the use of more passive methods, such as swales, rather than traditional methods.
- In order to try and encourage active travel and reduce reliance on carbon-using transport, liaison would be undertaken with bus operators serving the site and electric vehicle charging points would be provided.
- Further thought was needed around how the excess power generated from zero-carbon homes would be used and who would benefit from this, and advice would be sought from the specialist design team.
- A scheme in Sheffield had used a community solar panel system to supply a group of homes and this sort of practice should be given consideration. Arrays of panels could achieve economies of scale.
- Work would be undertaken with the new/prospective occupiers in respect of the lifestyle changes and adaptations needed to live in these new homes.
- Reference was made to the report of the Working Group on Passive Housing and the progress since that point. It was explained that the Council had gone to the market with a proposal for a Passivhaus development in 2016 but the costs at that point in time had meant that it was not taken forward.
- The objectives in terms of addressing the climate emergency and fuel poverty aligned, for example making a house more efficient would lower bills and making a contribution to energy generation meant less reliance on other technologies.

Resolved -

- 1) That the Low Carbon Housing Pilot Project be welcomed.
- 2) That the following points be taken into account in moving forward:
 - The ambition should be to achieve more than the minimum number set out in the design brief.
 - Consideration should be given to whether the numbers of Passivhaus and zero-carbon homes proposed in the pilot will be sufficient to gather the necessary data and demonstrate the principles and benefits.
 - The alignment between addressing the climate emergency and fuel poverty should be acknowledged.
 - Clarity is needed in respect of how the data will be collected and the skills and learning shared.
 - The focus should be on the outputs achieved and outcomes should be specified.
- 3) That the proposal to consult the Ward Councillors be noted.

68

Local Flood Risk Management - Annual Review

A report was submitted which considered progress against the Action Plan of the Kirklees Local Flood Risk Management Strategy, during the previous twelve-month period.

Rashid Mahmood, Flood Manager, Planning and Development introduced the report and Chris Johnson, Operational Manager, Highways was also in attendance to answer questions. The following points were highlighted:

- The delivery of works, funded by the Department for Environment, Food and Rural Affairs Property Flood Resilience Grant, to protect properties and reduce internal flooding was progressing well.
- The £1.3 million Kirklees Culverts Project was on track for completion by 31st March 2022 and there may be potential for it to be extended into a second phase.
- A successful bid had been made for funding for a review of high-risk debris screen assets and this would commence in the new financial year.
- New software had been purchased to improve the Authority's local flood warning system by providing early intelligence of problems in the district.
- Springboard funding had been achieved for an innovation programme at regional level to increase resilience.
- The Community Flood Risk Education Programme had been completed.
- Work was progressing in respect of the development of a new Flood Risk Management Strategy, which would include a focus on nature-based solutions, community resilience, and how to manage the impact of climate change.
- The impact of, and response to, the recent storm events.

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

- In terms of adapting to worsening conditions, the Authority was keen to pursue nature-based solutions and work was ongoing with local groups together with the National Trust, Yorkshire Water and the Peak District National Park to address leaks and slow the flow. There was a need to scale up this work and a bid had been made to allow further mapping to be undertaken. In addition, climate science continued to develop, the Government had issued new climate change allowances that would be taken into consideration when assessing planning applications and projects, and new national models were being looked at.
- Had consideration been given to the use of more community-based approaches such as flood sacks, which were filled with water, so that people did not have to wait for a response to be able to take action.
- Since the report to the Committee in 2021, sandbags had been deployed in advance to ten areas that had been identified as being at risk. Approximately 150 gullies, that were known to have caused flooding to properties, had been added to the Pre-Flood Operational Plan and the highest risk gullies had been targeted prior to the recent storm events.
- In respect of a specific incidence in Albert Street, Huddersfield, it was explained that this had been an unusual occurrence and illustrated the challenges faced in trying to predict flooding.

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- The list of priority gullies did evolve and the data was reviewed but if the list became too large it would not be possible to get to all of them in the limited time available.
- It was suggested that circumstances could be altered in an area as a result of development and checks should therefore be undertaken post-completion, in case the nature of the drainage had changed.
- The Council worked closely with the Canals and Riverside Trust (CART).
- The response during the recent storm events had been good; it was considered that the teams had been well prepared and there had been good communication with residents.
- It was suggested that if officers experienced problems with access when clearing gullies, for example due to parked cars, that contact be made with the Ward Councillors who may be able to assist.
- In respect of engagement with smaller landowners on the implementation of natural flood management, and capacity to develop business cases, it was explained that a member of the team had taken on a role as natural flood management co-ordinator and was developing a partnership approach with various partners including the Aire and Calder Trust. Business cases were being developed and submitted and the necessary skills were being developed in-house; it was recognised that this was a key area of work to generate investment into the district.
- Four thousand priority gullies had been cleared to prepare for the winter season, with approximately 150 done in preparation for the recent storm events. In respect of more regular checks of gullies; there were eighty thousand gullies on the network and the level of available resources had necessitated a move to a risk-based approach to clearance in 2018. This approach was based on the gritting routes and encompassed thirty-five thousand gullies which were cleared once per annum, with the remainder done on a reactive basis with notification being provided by members of the public.

Resolved –

That officers be thanked for the annual progress report and that consideration be given to the following recommendations:

- Ward Councillors be contacted if problems are experienced with access when undertaking gully clearing, with parked vehicles for example, to see if they can provide assistance.
- The checking of high-risk gullies on a more regular basis.
- An assessment of the area in the vicinity of a development site post-completion, to ascertain if there have been changes to the drainage that would impact on flood risk.

69 **Kirklees Domestic Abuse Strategy 2022-27**

A report was submitted in respect of the Kirklees Domestic Abuse Strategy 2022-27.

Councillor Carole Pattison, Cabinet Member for Learning, Aspiration and Communities, was in attendance and introduced the strategy, developed with the Domestic Abuse Strategic Partnership, explaining that it covered a five-year period and took a whole family approach. The breadth of this strategy had been facilitated

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by the preceding strategies, which had enabled the establishment and development of the necessary resources to address domestic abuse. She noted that the impacts of domestic abuse were felt not just by an individual or a family but the whole community and there would be a strengthened approach to dealing with perpetrators.

Jill Greenfield, Service Director Customer and Communities, Jo Richmond, Head of Service, Communities and Chani Mortimer, Service Manager Domestic Abuse and Safeguarding Partnerships attended to present the report and answer questions. They highlighted the following points:

- There was a strong partnership in place and this provided a robust basis for launching a new strategy.
- It was recognised that there were still some barriers to accessing support and that navigating support could be a challenge for local people.
- The objective of the strategy was to provide a consistent, co-ordinated and high-quality approach regardless of the point at which someone accessed the system.
- Delivery of the new statutory duty linked to safe accommodation had been incorporated within the strategy.
- The delivery plan was being developed and scrutiny's input would be welcomed.
- The key themes running through the strategy included: responding to lived experience and providing feedback loops; intelligence-led resourcing, as and when needed, not just for 'hotspots' but also where there were few reports; supporting and increasing the skills of the workforce to ensure that they were equipped to respond in appropriate manner; how to support local specialist services to ensure that they are sustainable and embedded in the community; working directly with the community to understand impact and how this can be addressed; and agreeing individual partnership commitments.

The strategy was a partnership document and the Committee also welcomed Stuart Bainbridge from West Yorkshire Police and Denise Phillip, from NHS Kirklees Clinical Commissioning Group.

Stuart explained that:

- from the Police perspective the partnership approach was key, through the Kirklees Daily Risk Management Meetings (DRAMM) and Multi-Agency Risk Assessment Conference (MARAC) and third-sector partners.
- Domestic abuse was a primary function for West Yorkshire Police and was, unfortunately, a growth area.
- The partnership approach would help support victims and direct perpetrators.
- The Mayor, Deputy Mayor and the Chief Constable had a strong understanding of domestic abuse and how a partnership approach would support the response. Resources had been focussed on domestic abuse and safeguarding and there had been an increase in staff and the development of new areas of work, such as the domestic abuse offender management team.
- The need to work collaboratively was acknowledged and understood.
- The Partnership Intelligence Portal would increase effectiveness and assist in filling the gaps in intelligence.

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Denise explained that;

- Domestic abuse was a priority across the health organisations. It had been recognised that, during the pandemic and lockdown, it had become an increasing concern nationally, and this was reflected locally.
- Work had been done on gap analysis and how to support progression for funding streams.
- Training had been provided for GPs on how to respond and additional funding allocated to acute providers to provide appropriate support for people presenting with disclosure of domestic abuse.
- There was a strong collective commitment to work together to have a domestic abuse informed system, with all parties to the partnership having an equal voice.

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

- The Ministry of Housing, Communities and Local Government funding for the advanced practitioner roles based within a refuge had ceased but an alternative source of funding had been identified, thus allowing this service to continue.
- A key part of the work was the focus on children and young people and there were established links with education and safeguarding colleagues. A recent pilot training programme in a local school had been received positively, with students being very engaged with the subject, and there were plans to roll this out more broadly.
- There was a need to work within localities and communities to raise awareness of what is classed as abuse and its impact, and to instil the confidence to report. Work was ongoing in this regard and there was a desire to find a way of engaging with boys and men and to continue to build on work such as the White Ribbon Campaign. The partnership would be mindful of this in developing the delivery plan and this would include raising awareness about non-physical forms of abuse.
- A request was made for timescales to be established for the community engagement activity and for this work to be specifically included in delivery plans. An update would be taken to Place Partnership Board on 23rd March and further feedback could be provided. Links could also be made between Elected Members and the local domestic abuse leads on request.
- There was refuge provision within the district and also access to external provision. Within Kirklees the provision was 'women only', and consideration was being given to how a range of accommodation options might be provided, without the communal living aspect, as there were a number of reasons why this might be unsuitable in some cases.
- Meeting the need for long-term sustainable housing was a challenge and models were being developed. Although it was acknowledged that this was a significant, potentially lengthy, piece of work there was a commitment to find better options than refuge or bed and breakfast accommodation.
- In terms of accessing information outside the abusive environment and building this back up further to the pandemic, a toolkit of resources was being pulled together to share with the community. Intelligence would be used to inform the establishment of links with the places where people go, and to ensure resources were available as and when needed. There were also innovative ways that information could be shared in a discreet manner, alongside the traditional

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methods that were also still in use, the use of virtual information, campaigns and through the Community Safety Officers and partners.

- Chani participated in the West Yorkshire Board and met with counterparts from the other local authorities in the region and they considered alignment of priorities and resources and the potential opportunities for joint commissioning. The Board was also working closely with the Mayor's Office to ensure alignment with the Mayor's Policing and Crime Plan, to contribute to the development of a specific strategy focussing on violence against women and girls, and to undertake joint working on commissioning and funding arrangements.

Resolved –

- 1) That the representatives of the Police and Health and officers be thanked for attending the meeting to present the new Domestic Abuse Strategy 2022-27.
- 2) That it be recommended that timescales be established for the community engagement activity around raising awareness of what is classed as abuse and its impact, and building confidence in reporting, and that officers be asked to ensure that this work is included in the delivery plan(s).

70 Appointment of Co-optees

The Committee was asked to appoint additional voluntary co-optees so that necessary preparatory work could be undertaken to ensure that they would be ready for allocation to the standing scrutiny panels in the 2022/23 municipal year.

The Chair took the opportunity to thank all the scrutiny co-optees for their valuable contributions to the work of scrutiny, particularly those who would be retiring at the end of the municipal year.

Resolved –

That the applicants set out in paragraph 1.4 of the report be appointed as co-optees, in preparation for involvement in the 2022/23 municipal year.

71 Work Programme 2021-22

A copy of the current Work Programme had been circulated.

The next meeting would take place on 19th April 2022 with the following item scheduled for consideration:

- Employment & Skills Strategy

and an informal session to consider the possible scope for a piece of work in respect of social isolation and loneliness.

72 Any Other Business

Members recalled that the new Inclusion and Diversity Strategy had been discussed at an informal meeting held on 25th November 2021. The Chair reported that:

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- The Strategy had been considered by Cabinet, on 14th December, where it had been endorsed and referred to Council. It would be submitted to the Council meeting on 16th March.
- A number of the points and issues raised by the Committee had helped to shape the final version, such as the development of a communications plan to engage with internal and external stakeholders and the inclusion of an outcome-based action plan, with impact measures and implementation timescales.
- In terms of integrating inclusion and diversity into each Council service, Priority One of the Strategy – ‘Inclusion First’ would ensure that all services considered inclusion and diversity in everything they do. The emphasis going forward was on services regarding Independent Impact Assessments as ‘living documents’ that should be revisited and revised as service designs or changes were put into effect.
- A learning and development package was being produced to support staff in becoming culturally confident, as part of the People Strategy, and this would benefit implementation of the Inclusion and Diversity Strategy and link the two strategies.

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Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Tuesday 19th April 2022

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

73 Membership of Committee

All members of the Committee were in attendance.

74 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 15th March 2022 were approved as a correct record.

The Chair provided an update as follows:

On 5th April 2022, Cabinet had approved the appointment of a specialist company to design, cost, and obtain an implementable full planning permission for the low carbon housing pilot project. The comments made by this Committee, at the meeting on 15th March, had been included within the report. (Minute 67)

75 Interests

No interests were declared.

76 Admission of the Public

All items were held in public session.

77 Deputations/Petitions

No deputations or petitions were received.

78 Kirklees Employment and Skills Plan 2022-2025: 'Aspire, Achieve and Include'

A report was submitted seeking feedback from the Committee in respect of the Kirklees Post-16 Employment and Skills Plan 2022-2025: 'Aspire, Achieve and Include'.

Gillian Wallace, Head of Employment and Skills and David Shepherd, Strategic Director - Growth and Regeneration attended the meeting to introduce the report and gave a presentation highlighting the following:

- This was a co-produced, locally specific plan, which set out how the Council would work with employers and key partners to develop the local employment and skills system over the next three years. The plan aimed to build upon the work already being done and would help to maximise the opportunities arising from devolution and the Levelling Up White Paper.

- The Cabinet Member was unable to attend this meeting but was in full support of the plan.
- The plan aimed to ensure that residents of the district had access to the relevant skills pathways and that the workforce needs of Kirklees' employers were met. The plan was expected to evolve over its lifespan; being amended and updated as the work progressed.
- Whilst the pandemic had delayed the production of the plan it had also allowed for a period of reflection and consideration to ensure that the priorities and proposals were the right ones, both for the present and the future.
- This was not an implementation plan; it established a list of priorities and actions, agreed with partners, to act as a focus for a collaborative approach to delivery and the achievement of the vision for Kirklees.
- An outline of the context and background, including linkages and alignment with the Economic Strategy, Kirklees Futures and other Council strategies and plans, and the wider regional structure.
- The timeline and next steps.
- How the plan had developed, drawing on engagement with key stakeholders, including a number of local businesses and education providers, and using data led intelligence.
- The challenges and the need for a collaborative approach, alongside key stakeholders, to successfully address them.
- The four key priority areas; Empowering Our Young People; Digital Inclusion; Supporting Our Communities to Learn; and Progress and Skills for the Future.
- The mechanism for delivery and measurement of outcomes; including the establishment of a Partnership Board.

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

- In respect of the development of 'green skills' to assist in achieving the mayoral pledge to build 5000 sustainable homes; a definition of 'sustainable' would be helpful, to provide clarity and ensure that training was provided to the appropriate level and standards. It was noted that there was a wide range of skill sets associated with this area of growth, ranging from construction techniques to behavioural coaching and financial services and with the correct skills pathways in place, Kirklees residents would be able to benefit from this.
- Retrofitting was considered to be a huge area of demand that could be exploited to provide long term jobs, if the necessary skills were increased.
- There was a general lack of provision of education in respect of money management and life skills.
- The development of the necessary technical expertise to fill Council vacancies where there was a shortage in supply, such as highway engineers, aligned more closely with the Council's Workforce Plan, whereas this plan aimed to increase skills, particularly at Levels 2 to 4, where there were gaps. It was suggested, however, that the opportunity could be taken to raise awareness and to encourage consideration of roles such as this as a potential future career.
- In respect of how the plan and partnership might be used to promote and encourage adoption of the real living wage, it was considered that, in order to drive wages upwards, it was crucial that employers were consulted and engaged so that they felt that they were able to sign up to the plan. Work was being

undertaken at a regional level in respect of a Fair Work Charter and consideration would be given to how Kirklees and its businesses could benefit from this. The Council was in a strong position to demonstrate 'what good looks like' and to support other employers to reach that standard.

- The key to higher pay was skills development and progression.
- There was also a need for fairness in terms of earnings and conditions regardless of the level of skills/employment.
- Transport was a key issue so that people were able to access jobs and training opportunities across the district. This plan would sit alongside the Kirklees Transport Strategy, which was to be brought forward later in 2022 and which would align with the West Yorkshire Transport Strategy.
- Assurance was given that officers worked very closely with colleagues from across West Yorkshire to ensure that there was a regional picture.
- It was suggested that there should be representation from young people on the Partnership Board, perhaps a current or recent apprentice, and that thought should be given about how to engage young people about their needs.
- Concern was expressed in respect of how it would be possible for those businesses on the Board to represent the wide range of businesses across Kirklees.
- It was acknowledged that it would be difficult to achieve Board representation for all businesses and that it was therefore important to ensure that all voices were heard either through the work of the Board or the arrangements within the decision-making process. Time to attend meetings was an issue for many businesses; there was a need to make it easy for them, as well as young people, to engage and to ensure that their voices were heard and acted upon.
- The work was data and intelligence-led with skills audits, economic analysis at local and national level, work undertaken by the Combined Authority on growth sectors, and work on re-skilling, at both national and local level, all feeding in.
- This three-year plan needed to fit within a longer-term strategy.
- Consideration could be given to ways in which local employers might be supported to benefit from apprenticeships and achieve positive outcomes for business and young people. If the challenges with apprenticeships for businesses and education/training providers were acknowledged and addressing them was agreed as a priority it would enable a commitment to be given to finding collective and collaborative solutions.
- It was important to ensure that different sizes of business were represented on the Board, that there was a balance between business and learning providers and that a whole system approach was taken, including health and social care representation, in order to provide a proper understanding of barriers.
- Libraries had previously provided assistance to people in accessing digital services and improving digital skills, but also helped to build the confidence to apply for jobs and this was an important element.
- The need to achieve reach across all Kirklees communities, particularly those that might be more excluded, was recognised. There was a need to ensure that there were a number of different pathways available for people, through a range of providers and employers, to achieve a good fit for all, including providing alternative learning opportunities for those that had found that the traditional school environment had not worked for them.

- It was noted that a very good range of providers already existed in Kirklees, undertaking work across a range of groups with different needs. C&K Careers was currently undertaking a project to understand and identify the specific needs of young people who were not in education, employment or training (NEET) in the local area.
- The proposed governance arrangements should ensure continued dialogue and a continuous improvement approach.
- In respect of the offer for older people and those who had been out of work for a prolonged period, and who may have difficulty with digital skills, it was noted that there were current programmes working with groups, such as the over-50s, but the need to establish these individuals as a priority group would be considered. It was acknowledged that the numbers had increased and this had become a higher priority as a result of the pandemic.
- The plan set out an agreed list of priorities and actions but did not provide detail of implementation. The next stage was to develop the delivery and action plans, taking account of current programmes of work and how to build on them, with consideration also being given to funding for successful programmes and activities. European funding would be accessed until 2023. Details of the Shared Prosperity Fund had only recently been released and work was being undertaken with colleagues in West Yorkshire to assess the implications and to establish how Kirklees could benefit.
- Clarity was requested in respect of whether the Board would be working to the outcome measures, or the Action Plan, or both and an undertaking was given to check the cross-referencing in the plan. It was considered that if the actions were delivered then progress would be seen on the measures. It was explained that it was likely that further measures would be introduced as the delivery of the plan progressed.
- The Plan referred to the Board considering 'the sustainability of the actions in this strategy, especially those supported by short-term funding' and it was questioned whether this would apply only to those with short-term funding.
- In response to a question about linkages with the Trans-Pennine route upgrade, assurance was given that regular dialogue took place with Network Rail as well as the Combined Authority in respect of large-scale investment programmes. Network Rail expected the Council to set out, in the plan, the benefits for Kirklees communities to become involved and to deliver a training and construction programme. The Trans-Pennine route upgrade was considered to provide real opportunities for Kirklees, including the potential for local people to access employment throughout the programme.
- Construction was expected to increase significantly over the next few years and the Council was engaged in a number of construction programmes, either directly or indirectly, across district. The plan aimed to ensure that employers would be able to recruit local people.
- It was considered that linkages to specialist discussion groups, to illustrate the involvement of wider representation than those who were part of the Partnership Board, were not reflected in the plan.
- The plan would be progressing to Cabinet at the earliest opportunity and the Committee's comments would be communicated in the report.

RESOLVED -

That the points and suggestions raised by the Committee, including those noted below, be taken into account in the development of the Kirklees Employment and Skills Plan 2022-2025:

- The need for clarity in the definition of sustainable homes, to ensure that training is provided to the appropriate level and standards.
- Consideration should be given to the provision of money management and life skills.
- The importance of building capacity; reach across communities; skills progression; upskilling; and the sustainability of jobs.
- Consideration should be given to the provision of support for local employers in respect of apprenticeships.
- The need for a balance of representation on the Partnership Board, a whole-system approach and to hear the voice of different businesses of all sizes.
- The importance of the engagement with young people.
- Prioritisation of unemployed people over the age of 50 as a group.
- Reference to the linkages to specialist discussion groups.

79 Establishment of Ad Hoc Scrutiny Panel

The Committee considered a proposal to establish an Ad Hoc Scrutiny Panel to facilitate effective scrutiny of a number of the Council's ongoing regeneration projects:

- Huddersfield Blueprint
- Cultural Heart
- Dewsbury Blueprint
- The Small Centres Programme

It was noted that these projects would be take place over a lengthy timescale and it was anticipated that the Panel would facilitate pre-decision, in-depth, scrutiny.

RESOLVED -

That an Ad Hoc Regeneration Scrutiny Panel be established with the Terms of Reference set out in the report, on the basis of a cross-party membership with a 1:1:1:1 ratio.

80 Work Programme 2021-22

The current Work Programme had been circulated.

A schedule of meetings for the new Municipal Year would be sent out shortly after the Annual Meeting of Council on 25th May 2022.

As this was the last meeting of the Municipal Year, the Chair took the opportunity to thank all the Members of the Committee, for their contributions over the last twelve months, and the Governance Officer for the support provided to the Committee.

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Wednesday 25th May 2022

Present: Councillor Elizabeth Smaje (Chair)
Councillor Yusra Hussain
Councillor Jackie Ramsay
Councillor John Taylor
Councillor Andrew Marchington

1 Admission of the Public

RESOLVED – That the business for the meeting be considered in public session.

2 Appointment of Overview and Scrutiny Committees and Panels

RESOLVED -

(1) That the appointment of the following Panels/Sub Committees be approved; (i) Calderdale and Kirklees Joint Health Scrutiny Committee (ii) West Yorkshire Joint Health Overview and Scrutiny Committee (iii) Health and Adult Social Care Scrutiny Panel (iv) Children’s Scrutiny Panel (v) Economy and Neighbourhood Scrutiny Panel (vi) Corporate Scrutiny Panel (vii) Ad Hoc Scrutiny Panel – Residential Housing Stock Health and Safety Compliance and (viii) Ad Hoc Scrutiny Panel – Regeneration.

(2) That the Panels and Sub Committees as set out at (1) above shall not be in accordance with the requirements of Section 15 and 16 of the Local Government and Housing Act 1989.

(3) That the Ad-Hoc Scrutiny Panel – Residential Housing Stock Health and Safety Compliance be the same membership as the 2021/2022 municipal year to enable continuity and that the re-appointment of the co-opted member be approved.

(4) That the Ad-Hoc Scrutiny Panel – Regeneration be re-established on a ratio of 1:1:1:1 and that the appointment of Members be delegated to Group Business Managers.

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

PERSONNEL COMMITTEE

Monday 14th March 2022

Present: Councillor Shabir Pandor (Chair)
Councillor Paul Davies
Councillor Naheed Mather
Councillor Donald Firth
Councillor John Taylor
Councillor John Lawson
Councillor Susan Lee-Richards

Apologies: Councillor David Hall

1 Membership of the Committee

Apologies for absence were received on behalf of Councillor D Hall.

2 Minutes of Previous Meeting

RESOLVED – That the Minutes of the Meeting held on 2 November 2021 be approved as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

It was noted that all Agenda Items would be considered in public session.

5 Deputation/Petitions

No deputations or petitions were received.

6 Public Question Time

No questions were asked.

7 Pay Policy Statement 2022-2023

The Committee gave consideration to a report setting out the Pay Policy Statement covering the period 1 April 2022 to 31 March 2023. It was noted that the report was submitted in accordance with the requirement of Sections 38 to 43 of the Localism Act 2011 that the Pay Policy Statement of an Authority must be approved by resolution before it is implemented, prior to the end of March immediately preceding the financial year to which it relates.

The report advised that the Statement referenced the pay of chief officers of the Authority, which was set out at the Appendix to the report.

It was noted that the report was submitted for information prior to the submission of the report to Council on 16 March 2022.

RESOLVED – That the Pay Policy Statement 2022/2023 be referred to Council with a recommendation of approval.

8 Update on the People Strategy and Workforce Planning

Prior to the consideration of the report, the Committee were briefed on the Project Search Scheme, which helped young people with learning difficulties to gain skills for employment, and welcomed Hash who explained the benefits of the scheme and how it had enabled him to develop skills and confidence and gain experience in the working environment. The Committee noted that the scheme benefitted from partnership working between the Council, Kirklees College, Real Employment and local employers and enabled participants to achieve pathways into employment.

The Committee gave consideration to a report which provided an update on the People's Strategy programme of work, and ongoing challenges relating to recruitment and workforce planning.

The report advised that the refreshed People Strategy, which was attached at Appendix 1 of the report, would be launched later in the month and linked to the Council's vision and four key outcomes. The Committee were advised that a programme assurance review had taken place in September 2021 in relation to the Strategy which (i) aimed to determine whether it would deliver appropriate and timely outcomes, within an agreed budget and (ii) reviewed governance arrangements. The report set out the key findings of the review and advised that, as a result of this work, the People Strategy Programme Board had approved that volume of concurrent activity be rationalised by prioritising strategic projects that deliver outputs. The sequencing of the programme had been set out in three stages, covering the period October 2021 to March 2023.

The report set out in detail the progress made on key projects to date under the headings of the Council's key outcomes. Appendices to the report provided supporting information regarding the programme in terms of (i) an overview of the refreshed governance arrangements (ii) the programme summary and (iii) a twelve month roadmap of activity.

The Committee also received an update on recruitment and retention challenges which reflected that, at a local level, labour turnover was increasing in the pandemic recovery and that turnover within the Authority was presently 9.1%. The report set out a number of examples of action that was being taken to address the challenges in hard to fill roles, namely highways, engineering, adult social work and adult social care.

In regards to apprenticeships, the report advised that there were currently 70 apprenticeships and that over the past six months 93% of those completing training had moved into employment within the Council. It was noted that nearly 60 new apprenticeship vacancies would be advertised, which would coincide with an apprenticeship recruitment event and would cover a wide range of services. The report also advised that more outreach activities were planned, including community

Personnel Committee - 14 March 2022

centre drop-ins, an outreach van in Batley and interactive workshops for young people on the Kickstarter Programme to promote the apprenticeship vacancies and provide support with the application process. The Committee noted that 79 Kickstart roles had been filled to date and that there were currently 57 young people participating in the programme.

The Committee welcomed the positive benefits of the Project Search Scheme and suggested that a mechanism be identified to raise awareness of the scheme more widely amongst all Members. The Committee also welcomed the progress identified within the report, particularly in regards to addressing recruitment issues in adult social care and the focus being given to developing apprenticeship opportunities.

Discussion also took place regarding the changing pattern of flexibility to working and the need to support managers in their approach to managing flexibility for staff and achieving a successful work life balance. The Committee highlighted that support should also be given to Councillors to support their ability to effectively fulfil their role in the shift of the culture of the organisation. Key issues for consideration going forward were identified as (i) the need to ensure that staff and elected members are supported (ii) that managers be supported and empowered to be effective leaders (iii) the implications of the cost of living crisis upon the organisation and its employees (iv) ongoing recruitment and retention opportunities.

In terms of investment in workforce planning, it was noted that £4.7m of investment had been identified. The report highlighted the importance of allocating budgets to as a priority to critical areas of workforce planning and that an assurance process was currently being established. It was proposed that regular updates be submitted to this Committee to enable Members to have oversight of activity and assurance in regard to the effectiveness of the strategies being adopted.

RESOLVED –

- 1) That the People Strategy Programme of work update be noted.
- 2) That the update on recruitment and retention actions to support the labour market challenges faced by the Council be noted.
- 3) That the proposal for the Committee to have oversight of investment in workforce planning be endorsed.

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Contact Officer: Nicola Sylvester

KIRKLEES COUNCIL
STANDARDS COMMITTEE

Tuesday 15th March 2022

Present: Councillor James Homewood (Chair)
Councillor Martyn Bolt
Councillor Alison Munro
Councillor Mohan Sokhal

In attendance: Mike Stow – Independent Person

Observers: Councillor Susan Lee-Richards

Apologies: Councillor Erin Hill (Chair)
Councillor Lesley Warner
Councillor Michael Watson

1 Membership of the Committee

Councillor Homewood was appointed as Chair of the meeting.

Apologies for absence were received from Councillors Hill, Warner and Watson.

2 Minutes of Previous Meeting

RESOLVED-

That the minutes of the meeting held on 15 September 2021 be agreed as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

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

5 Deputation/Petitions

No deputations of petitions were received.

6 Public Question Time

No questions were asked.

7 Code of Conduct complaints update

The Committee received a report which provided an update on complaints that had been received since the previous meeting of the Committee on the 15 September 2021. The Committee was informed that the report looked at complaints received from 15th September 2021 to end of February 2022 and gave a breakdown. The report advised that since 15 September 2021 the Monitoring Officer had received 12 complaints relating to alleged breaches of the Code of Conduct. This figure included a complaint about one member, that was made by two separate members of the public and had been recorded as two complaints. It also included one complaint that was against two members. All 11 related to Kirklees Councillors (a total of 11 Councillors). There was one complaint that related to Town or Parish councillors. Of these 12, 5 were not progressed after the initial assessment process. The remaining 7 complaints were currently being investigated before being considered under the initial assessment process. The Committee were advised that the process for making a complain had been amended slightly since the last report, with a web-based form for complainants to complete.

During consideration of the complaints update, Members of the Committee discussed issues raised at planning meetings regarding members of the public and Ward Members. It was suggested that a guidance document be provided to members of the public at planning meetings and that general planning training was provided to all Ward Members. There was also a request from the Committee that complaints received from Officers and Parish/Town Clerks were noted separately.

RESOLVED- That the report be received and noted.

8 Cases and News Update

The Committee received a report which provided an update on matters arising in terms of local government ethics, including relevant case law and decisions of other local authorities or any existing standards boards.

The report also provided an update on the work of the Committee on Standards in Public Life that followed on from the report on 'Ethical Standards in Local Government.

The Committee noted the report and discussion took place with regards to the Code of Conduct. It was suggested that a training session on the Code of Conduct should be compulsory with follow up training sessions arranged which would provide examples of cases received.

RESOLVED- That the report be received and noted.

9 Survey analysis and workshop feedback update

The Committee received a report on the survey analysis and outcome of the standards workshops held in November 2021 and February 2022 which provided recommendations arising from the survey and workshop findings. The Committee had considered the LGA Code of Conduct at the Standards Committee meeting 15th September 2021 and recommended that the Council adopted a new hybrid Code of Conduct combining some of the best of the existing Kirklees Code with the LGA draft. The Council adopted the hybrid code in December 2021. Three workshops brought together elected members, both from Kirklees Council and Town and Parish Council, with officers, including the Monitoring Officer and Deputy Monitoring Officers, plus the Kirklees Independent Person.

During consideration of the recommendations, a discussion took place regarding training for Planning Chairs, Case Law, and the new Code of Conduct.

In response to a question concerning the submission of an amendment to the standards process, introducing a “fast track” process to address repeat complaints, the Monitoring Officer undertook to explore options to bring this to the committee before the scheduled September meeting.

RESOLVED-

- (i) That the report be received and noted.
- (ii) That the Monitoring Officer be delegated to draft an amendment to the standards process to introduce a “fast track” process to address repeat complaints and to report to this Committee.
- (iii) That the Monitoring officer works with Town and Parish councils to consider options for increasing involvement at Town and Parish Council level in the Standards process and to report back to this Committee in September with proposals.
- (iv) That this Committee working with NALC and the LGA (as appropriate) to raise the issue of the delay in the government response to the CSPL report write as a Council (or jointly with NALC and/or LGA) to the Minister highlighting the need for a formal response.
- (v) That work be undertaken with Members and Officers to update and refresh and raise awareness to the Member Officer protocol and the importance of that to the efficient and effective working of the Council.
- (vi) That more regular workshop and engagement sessions with Members and Officers to discuss issues of common concern about behaviours are arranged.
- (vii) That further actions and training support be considered including training for Planning Chairs, Case Law, and the new Code of Conduct.
- (viii) That the new code of conduct be emailed to all Members with a requirement of a received and read confirmation.

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL
STANDARDS COMMITTEE

Wednesday 25th May 2022

Present: Councillor Jo Lawson (Chair)
Councillor James Homewood
Councillor Harry McCarthy
Councillor Mohan Sokhal
Councillor Michael Watson
Councillor Alison Munro

1 Admission of the Public

RESOLVED – That the business for the meeting be considered in public.

2 Appointment of Standards Sub Committee

RESOLVED –

1) That the appointment of the Standards Sub-Committee be approved.

2) That the Sub-Committee should not be in accordance with the requirements of Section 15 and 16 of the Local Government and Housing Act 1989 and that the membership shall be drawn from the membership of the Standards Committee.

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Contact Officer: Richard Dunne

KIRKLEES COUNCIL

STRATEGIC PLANNING COMMITTEE

Thursday 24th February 2022

Present: Councillor Steve Hall (Chair)
Councillor Carole Pattison
Councillor Mohan Sokhal
Councillor Donna Bellamy
Councillor Andrew Pinnock
Councillor Charles Greaves

Apologies: Councillor Mark Thompson

1 Membership of the Committee

Apologies were received from Councillor Mark Thompson

2 Minutes of the Previous Meeting

The minutes of the meeting held on 27 January 2022 were approved as a correct record.

3 Declaration of Interests and Lobbying

No declarations of interests or lobbying were declared.

4 Admission of the Public

All items on the agenda were taken in public session.

5 Public Question Time

No questions were asked.

6 Deputations/Petitions

No deputations or petitions were received.

7 Site Visit - Planning Application No: 2021/94337

Site visit undertaken.

8 Planning Applications

The Committee considered the following applications.

9 Planning Application - Application No: 2018/92647

The Committee gave consideration to Planning Application 2018/92647 Hybrid Planning Application for mixed use development - retail/office and 229 residential units (Use Classes C3/ E(a) /B1a). Full Planning permission for the partial demolition of the former Kirklees College, erection of a food retail store and alterations in connection with conversion of grade ii* listed building to offices/apartments and creation of vehicular access from Portland Street, New North

Strategic Planning Committee - 24 February 2022

Road and Trinity Street. Outline application for erection of (two) buildings (residential apartments - C3 Use) (Listed Building within a Conservation Area) former Kirklees College, New North Road, Huddersfield.

Under the provisions of Council Procedure Rule 37 the Committee received representations from Jeremy Williams and Paul Fox (on behalf of the applicant).

RESOLVED –

Delegate to the Head of Planning and Development to approve, contrary to the officers recommendation to refuse, to include completion of the draft conditions and S106 agreement contained within the considered report and planning update.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors: Bellamy, Greaves, Pattison, A Pinnock, Sokhal and S Hall (6 votes).

Against: (0 votes).

10 Planning Application - Application No: 2021/94337

The Committee gave consideration to Planning Application 2021/94337 Erection of construction facility to facilitate the construction works for the section of the TRU between Huddersfield and Westtown (Dewsbury), provision of strategic construction compound including open storage, trackworks and overhead line equipment (OLE) assembly and associated welfare facilities, construction of a retaining wall, environmental mitigation measures (noise attenuation) and provision of temporary platform for use during works at Huddersfield Station with associated access, utilities/drainage works Operational railway land, Hillhouses Yard, Alder Street, Huddersfield.

Under the provisions of Council Procedure Rule 37 the Sub Committee received a representation from Tony Rivero (on behalf of the applicant).

RESOLVED –

Subject to agreement with the applicant of a Grampian Pre-commencement Condition detailing the type and location of noise mitigation to be implemented at adjacent Noise Sensitive Receptors, delegate approval of the application and the issuing of the decision notice to the Head of Planning and Development to:

1. Complete the list of conditions including those contained within the considered report and the Planning Update.
2. In the circumstances where the Grampian pre-commencement condition has not been agreed within three months of the date of the Committee's resolution then the Head of Planning and Development shall consider whether permission should be refused on the grounds that the proposals are unacceptable in the absence of the mitigation and benefits that would have been secured via the pre-commencement condition; if so, the Head of Planning and Development is

Strategic Planning Committee - 24 February 2022

authorised to determine the application and impose appropriate reasons for refusal under Delegated Power

A recorded vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors: Bellamy, Greaves, Pattison, A Pinnock, Sokhal, and S Hall (6 votes)

Against: (0 votes).

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Contact Officer: Richard Dunne

KIRKLEES COUNCIL

STRATEGIC PLANNING COMMITTEE

Thursday 24th March 2022

Present: Councillor Steve Hall (Chair)
Councillor Carole Pattison
Councillor Mohan Sokhal
Councillor Donna Bellamy
Councillor Mark Thompson
Councillor Andrew Pinnock
Councillor Charles Greaves

Observers: Councillor Liz Smaje

1 Membership of the Committee

All members of the Committee were present.

2 Minutes of the Previous Meeting

The minutes of the meeting held on 24 February 2022 were approved as a correct record.

3 Declaration of Interests and Lobbying

Cllr Pattison declared that she had been lobbied on application 2021/92486.

Cllr Hall declared that he had been lobbied on application 2021/93073.

Cllr Hall declared an "other interest" in application 2021/92486 on the grounds that he knew the applicant.

4 Admission of the Public

All items on the agenda were taken in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Planning Applications

The Committee considered the following applications.

7 Site Visit - Planning Application No: 2021/93645

Site visit undertaken.

8 Site Visit - Planning Application No: 2021/92486

Site visit undertaken.

9 Planning Application - Application No: 2021/92528

The Committee gave consideration to Planning Application 2021/92528 Erection of retail development, associated parking, servicing areas and landscaping. Land off, Bankwood Way, Birstall Retail Park, Birstall, Batley.

Under the provisions of Council Procedure Rule 37 the Sub Committee received a representation from Chris Darley (on behalf of the applicant).

Under the provisions of Council Procedure Rule 36 (3) the Committee received a representation from Councillor Liz Smaje (ward member).

RESOLVED –

Delegate approval of the application and the issuing of the decision notice to the Head of Planning and Development of Development Management to:

1. Complete the list of conditions including those contained within the considered report and planning update including:

1. Time limit (3 years).
2. Development in accordance with the approved plans.
3. Restriction on the net sales area of the stores and the proportion of convenience and comparison floorspace to that proposed within the application.

Lidl store:

Net sales area of 1,414m²
80% convenience goods (equating to 1,131m²)
20% comparison goods (equating to 283m²)

Home Bargains store:

- Net sales area of 2,014m² (plus the associated garden centre)
45% convenience goods (equating to 906m²)
55% comparison goods (equating to 1,108m²).
4. Restriction on the sub-division of the units.
 5. Detailed junction design for points of access.
 6. Detailed scheme for proposed change to the road priorities on Woodhead Road/Bankwood Way.
 7. Scheme for highway directional signage.
 8. Detailed drainage design including surface water attenuation and petrol interceptor for the car park.
 9. Temporary drainage measures for construction.
 10. Biodiversity Enhancement Management Plan (BEMP).
 11. Construction Environmental Management Plan for biodiversity (CEMP.)
 12. Contamination/remediation conditions.
 13. Scheme of to address land instability arising from coal mining legacy (address Coal Authority comment).
 13. Scheme for provision of electric vehicle recharging points.
 14. Management plan for landscaped areas.
 15. Detailed design of highway retaining walls.
 16. Facing materials of the retaining wall to the south-eastern boundary alongside Bankwood Way.
 17. Security measures for the delivery/loading area.

Strategic Planning Committee - 24 March 2022

18. Restriction on noise from fixed plant and equipment.
19. Construction management plan for amenity and highways.
20. Overland flow routing (drainage/flood risk).
21. Air quality mitigation.
22. External lighting scheme.

2. Secure a Section 106 agreement to cover the following matters:

- i. £160,000 for a pedestrian improvement scheme on the neighbouring retail park which includes: - A signalised crossing on Gelderd Road - New and upgraded pedestrian crossing points within the immediate vicinity of the site.
- ii. Travel Plan Monitoring fee (£10,000).
- iii. Off-site contribution towards biodiversity enhancement (£38,180)
- iv. Arrangements for the future maintenance and management of the surface water drainage infrastructure within the site.

3. Pursuant to (2) above, In the circumstances where the Section 106 agreement has not been completed within three months of the date of the Committee's resolution then the Head of Strategic Investment shall consider whether permission should be refused on the grounds that the proposals are unacceptable in the absence of the mitigation and benefits that would have been secured; if so, the Head of Development and Master Planning is authorised to determine the application and impose appropriate reasons for refusal under Delegated Powers.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors: Greaves, Pattison, A Pinnock and Sokhal (4 votes)

Against: Councillors: Bellamy, Thompson and S Hall (3 votes)

10 **Planning Application - Application No: 2021/93645**

The Committee gave consideration to Planning Application 2021/93645 Installation of a new 3G synthetic turf pitch, upgraded and extended grass pitches, car-parking and additional landscape works YMCA, Lawrence Batley Recreational Complex, New Hey Road, Salendine Nook, Huddersfield.

Under the provisions of Council Procedure Rule 37 the Sub Committee received a representation from Stephen Graley (in support).

RESOLVED –

Delegate approval of the application and the issuing of the decision notice to the Head of Planning and Development in order to complete the list of conditions including those contained within the considered report including:

1. Development to be carried out in accordance with approved details.
2. Car Park Layout Details (Prior to development being brought into use).
3. Car Park Management Plan (Prior to development being brought into use).

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4. Car Park Surfacing (Prior to commencement of development of the car park).
5. Secure on-site Cycle Storage (Prior to the development being brought into use).
6. Development to be conducted in adherence to the recommendations made in the Preliminary Ecological Appraisal.
7. Artificial Pitch Shockpad Specification and Maintenance.
8. Artificial Pitch Markings Submission and Implementation (Prior to Completion).
9. Artificial Pitch Risk Assessment (Prior to the development being brought into use).
10. Submission of a Noise Assessment Report for proposed noise generating use close to existing noise sensitive premises (Prior to the Artificial Pitch and Pitch 3 being brought into use).
11. Hours of Use Restrictions for Customers.
12. Noise Management Plan (Prior to the Artificial Pitch and Pitch 3 being brought into use).
13. Ball Impact Sound Mitigation.
14. External Artificial Lighting Details (Prior to the operation of any new or re-sited luminaires on the site).
15. Electric Vehicle Charging Points (Prior to commencement of development of the car park).
16. Construction Environmental Management Plan (Prior to works to remove the protected trees).
17. Submission of an Arboricultural Method Statement (Prior to works to remove the protected trees).
18. Submission and implementation of full landscaping scheme (Prior to the development being brought into use).
19. Submission of a Biodiversity Net Gain Plan (Prior to works to remove protected trees).

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors: Bellamy, Greaves, Pattison, A Pinnock, Sokhal, Thompson and S Hall (7 votes)

Against: (0 votes)

11 **Planning Application - Application No: 2021/93073**

The Committee gave consideration to Planning Application 2021/93073 Erection of energy storage facility contained within a fenced compound with associated landscaping and access works Land adj, Holme Bank Mills, Station Road, Mirfield.

Under the provisions of Council Procedure Rule 37 the Sub Committee received a representation from Louise Leyland (Agent).

RESOLVED –

Delegate approval of the application and the issuing of the decision notice to the Head of Planning and Development in order to complete the list of conditions including those contained within the considered report including:

Strategic Planning Committee - 24 March 2022

1. Time limit (3 years).
2. Development in accordance with the approved plans.
3. Enhancement and monitoring management measures as set out in the Biodiversity Management Plan (BMP) to be adhered to.
4. Details of additional soft planting along southern boundary to submitted and approved.
5. Fencing details to be submitted and approved.
6. All construction shall be carried out in accordance with the approved Highways Traffic Management Plan (December 2021) throughout the period of construction.
7. No more than of 20 heavy vehicle movements (10 in 10 out) per day shall take place at the site in each working week (Monday – Saturday).
8. Prior to the development being brought into use, the proposed car park shown on Proposed Site Plan number GA/003 hereby approved shall be laid out surfaced, marked out into bays and drained in accordance with details that have previously been approved in writing by the Local Planning Authority.
9. Proposals to be carried out in accordance with measures set out in the submitted 'Drainage Strategy Incorporating an Assessment of Flood Risk' and Planning Statement.
10. Access and maintenance within the site to be scheduled to avoid peak storm events.
11. Electric connections to be and associated control equipment to be set at a minimum height of 600mm above ground level.
12. Dealing with unexpected contamination.
13. Restricting construction working times.
14. Details of electric vehicle charging point/s to be provided and approved prior to installation of any electrical system on site.
15. Details of lighting scheme including luminance and location of poles to be provided and approved prior to installation.
16. Details of CCTV location of poles to be provided and approved prior to Installation.

An additional condition to provide details covering the decommissioning of the facility.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors: Bellamy, Greaves, Pattison, A Pinnock, Sokhal, Thompson and S Hall (7 votes).

Against: (0 votes).

12 **Planning Application - Application No: 2021/92486**

The Committee gave consideration to Planning Application 2021/92486 Erection of 5 buildings for a mixed use of educational, agricultural and community uses former Spenborough Wastewater Treatment Works, Smithies Lane, Heckmondwike.

Under the provisions of Council Procedure Rule 37 the Sub Committee received representations from Chris Slaven (in support), Alistair Flatman (Agent), and Adam Cook (on behalf of the applicant).

RESOLVED –

That the application be refused in line with the following reasons outlined in the considered report:

1. The proposed development of five new buildings on previously undeveloped land within the Green Belt would represent inappropriate development which is, by definition, harmful to the Green Belt and should not be approved except in very special circumstances. The buildings would result in significant impacts on openness and harm to the character and appearance of the Green Belt. The considerations that have been put forward by the applicant, individually or cumulatively do not outweigh the harm to the Green Belt and therefore, the very special circumstances that are necessary to justify this inappropriate development in the Green Belt do not exist. The development would therefore conflict within guidance at Chapter 13 of the National Planning Policy Framework.

2. The visual harm of the proposal buildings, via their scale, quantity, urban design and siting in a rural landscape is considered detrimental and unacceptable to the rural character with regard to visual amenity. The associated benefits are not considered to outweigh this harm. To permit the development would also be contrary to Local Plan policies LP24 and Chapter 12 of the National Planning Policy Framework.

3. The proposed development lies within the Kirklees Wildlife Habitat Network and the Strategic Green Infrastructure Network, Insufficient information has been provided within the application to demonstrate that the proposal would minimise impact on biodiversity and provide net biodiversity gains through good design by incorporating biodiversity enhancements and habitat creation where opportunities exist, or safeguard and enhance the function and connectivity of the Kirklees Wildlife Habitat Network. For this reason, it is considered to be contrary to Local Plan policy LP30 and Chapter 15 of the National Planning Policy Framework.

A Recorded Vote was taken in accordance with Council Procedure Rule 42 (5) as follows:

For: Councillors: Bellamy, Greaves, Pattison, A Pinnock and Thompson (5 votes).

Against: Councillor Sokhal (1 vote).

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

STRATEGIC PLANNING COMMITTEE

Wednesday 25th May 2022

Present: Councillor Steve Hall (Chair)
Councillor Paul Davies
Councillor Carole Pattison
Councillor Mohan Sokhal
Councillor Mark Thompson
Councillor Andrew Pinnock
Councillor Bill Armer

1 Admission of the Public

RESOLVED – That the business for the meeting be considered in public.

2 Appointment of Sub-Committees and Appointment of Chairs

It was moved by Councillor S Hall, seconded by Councillor P Davies and;

RESOLVED –

(1) That the Planning Sub-Committees Heavy Woollen Area and Huddersfield Area be comprised of the Membership as set out at Agenda Item 14 of the Annual Council Agenda.

(2) That Councillor Lowe be appointed as Chair of Planning Sub Committee (Heavy Woollen Area) and (ii) Councillor Ullah be appointed as Chair of Planning Sub Committee (Huddersfield Area), for the 2022/2023 Municipal Year.

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