

Public Document Pack



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Monday 24 October 2022

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Council Chamber - Town Hall, Huddersfield** at **2.00 pm** on **Tuesday 1 November 2022**.

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

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

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

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

The Overview and Scrutiny Management Committee members are:-

Member

Councillor Elizabeth Smaje (Chair)

Councillor Yusra Hussain

Councillor Andrew Marchington

Councillor Jackie Ramsay

Councillor John Taylor

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Committee

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

2: Minutes of Previous Meeting

1 - 8

To approve the minutes of the meeting of the Committee held on 4th October 2022.

3: Interests

9 - 10

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

4: Admission of the Public

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

5: Deputations/Petitions

The Committee will receive any petitions and hear any deputations from members of the public.

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

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

6: Public Question Time

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

7: Inclusive Communities Framework - Update

11 - 22

A report will be presented which provides an update in respect of the Inclusive Communities Framework, including an overview of the Council's high-level implementation plan.

Contact:

Jill Greenfield - Service Director, Customer and Communities
Jo Richmond – Head of Communities

8: Lead Members' Updates

23 - 32

The Lead Members for the Children's Scrutiny Panel and the Health and Adult Social Care Scrutiny Panel will update the Committee on the work being undertaken by these panels.

Contact:

Sheila Dykes – Principal Governance and Democratic Engagement Officer

9: Work Programme 2022-23

33 - 40

The current version of the Committee's Work programme for 2022-23 will be submitted for Members' consideration.

Contact:

Sheila Dykes – Principal Governance and Democratic Engagement Officer

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Tuesday 4th October 2022

Present: Councillor Elizabeth Smaje (Chair)
Councillor Yusra Hussain
Councillor Andrew Marchington
Councillor Jackie Ramsay

Apologies: Councillor John Taylor

22 Membership of Committee

Apologies were received from Councillor John Taylor.

23 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 26th July 2022 were agreed as a correct record.

The Chair provided updates as follows:

(i) The Kirklees Employment and Skills Plan 2022-2025, which had been subject to pre-decision scrutiny by this Committee in April 2022, had been adopted by Cabinet on 26th July. Cabinet had requested the submission of regular progress reports on the delivery of the plan and the Economy and Neighbourhoods Scrutiny Panel would undertake further scrutiny as necessary. (Minute 78, 2021/22).

(ii) Further to pre-decision scrutiny by this Committee at meetings in November 2021 and June 2022, the Communities Partnership Plan 2022-2027 had been endorsed by Cabinet on 21st September. It would be submitted to the next meeting of Council, on 12 October 2022, for approval. (Minutes 27 (2021/22) and 10 (2022/23)).

24 Interests

No interests were declared.

25 Admission of the Public

All items were heard in public session.

26 Deputations/Petitions

No deputations or petitions were received.

27 Public Question Time

No questions were asked.

28 **Community Anchor Network - Update**

A report was submitted which gave an update on progress in respect of the Community Anchor Network Contract.

Jill Greenfield the Service Director, Customers and Communities and Mags Rogerson the Head of Service, Local Integrated Partnerships attended the meeting to present the report and answer Members' questions. The following points were highlighted:

- The aim was to build a network with strong relationships rather than focussing on specific target-driven outcomes.
- Partnership working with the social prescribing service across Kirklees.
- There were fifteen community anchors across Kirklees with a lead anchor in the Huddersfield, Rural, Batley and Spen, and Dewsbury and Mirfield areas.
- Monitoring of the contract.
- Engagement had taken place with over 300 community organisations.
- Each anchor was developing a locality plan in conversation with local communities which would set out priorities, concerns, opportunities and connections. These plans would be widely shared.
- Promotion of the network and engagement with Ward Councillors.

The Panel also welcomed Tom Taylor from Third Sector Leaders Kirklees and Carole Roberts from Huddersfield Mission to share their experience of the project. Third Sector Leaders Kirklees was responsible for co-ordinating and managing the development of the anchors and the network and Huddersfield Mission was one of the local anchor community organisations.

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

- In respect of how the network would grow and support smaller organisations serving different geographical areas; it was explained that the lead anchors were well established organisations with strong infrastructures and the community anchors were very well embedded in their local communities. The lead anchors would provide peer support to smaller groups to aid in their development.
- Staffing capacity in the lead anchors could be funded, funding for the local organisations was flexible to allow it to be best used to support their needs.
- From the point of view of a lead anchor organisation this was a different way of working to previously; it had taken some time to develop new relationships and establish aims and boundaries. There was a positive and supportive relationship with the relevant Council officers. At a more local, community level it was considered that partnerships had been strengthened and trust was being built within the sector.
- The principle of using those 'best placed' to address a need was correct; established community organisations had the necessary experience, knowledge and connections. New or struggling groups would be able to go to them for support.
- Some areas currently had fewer local anchors. One of the five aims for the lead anchors was to reach out to groups and organisations that it did not already have contact with and, if they wished to engage, the local anchor network would

Overview and Scrutiny Management Committee - 4 October 2022

respond with help and support as appropriate. This would also be forthcoming if requested by a smaller local group.

- The level of awareness of smaller local groups about this offer was queried and how would they know that this support was available.
- Some development of the lead anchors was still ongoing but they were established organisations who could provide the necessary advice, training and support to others.
- Competition for funding and duplication could be a concern particularly when the resources were limited and it was hoped that this would be discussed with groups.
- It was considered that this way of working would assist in avoiding competition and duplication, local groups had a much higher level of communication with each other, and a much greater awareness of what others were able to offer, this was backed up by good support from the lead anchors. As the connections developed it had become less focussed on geographical location and more about what skills each organisation may be able to offer to others within the network.
- The draft locality plans aimed to capture the insight and intelligence from the conversations with local communities about their concerns and difficulties but it was acknowledged that there may be a need to simplify them and align them with other things, such as the Council's aspirations for youth services.
- The level of meetings between the lead and local anchors varied depending on the area and what was felt appropriate to ensure effectiveness. It was important that groups were able to focus on their core work. The network as a whole met on a quarterly basis, the lead anchors on a monthly basis, and informal meetings were also an important element.
- It was considered that this work was an integral part of building resilient communities that were able to respond to the issues affecting them, in partnership with the Council. By enabling communities to do what they wanted to do and to use resources and assets as they considered appropriate this would encourage organisation and inclusion.
- It was recognised that different areas may need different levels of support; the starting point would be to establish their concerns, assets and skills and support them to build on these. The development of the network would also lead to the sharing of skills, resources and support with other areas of the district.
- It was important that the geography of the different areas was understood.
- Anchors should speak to all community groups to ask what they needed and to explain what they could do to assist; this would help to build a stronger network.
- The locality plans were at an early stage and how they would fit alongside other action plans, ward plans and partners' priorities was an important point for consideration as they developed, It was hoped that the planned Councillor Workshops would assist in this cross-referencing.
- It would be a good idea to evaluate why some areas had lower levels of activity and to take learning from areas that were operating more effectively.
- From the viewpoint of a local anchor organisation, it was considered that this different way of working and mindset; connecting, uniting and supporting community groups, was powerful.

Resolved -

1) That the comments of the Committee, as set out below, be taken into account in the further development of the Community Anchor Network:

- The need to support capacity in local communities.
- Communication with all community groups and raising awareness of the network.
- Further development of the locality plans to link in with other plans and priorities.
- Building capacity and developing the network in places where additional support may be needed.
- Taking learning from areas where the community groups are operating effectively.

2) That the Head of Service be asked to share the locality plans with Members of the Committee in twelve months time.

29

Loneliness and Social Isolation in Kirklees - Loneliness Steering Group

Jill Greenfield – Service Director, Customers and Communities, Mark Wearmouth – Service Manager, Local Integrated Partnerships and Helen Gilchrist – Project Manager, Local Integrated Partnerships presented a report in relation to role of the Kirklees Loneliness Steering Group.

The group had been established by the Council and partners, further to the development of a partnership vision to make Kirklees a place where communities are more connected and support each other to develop meaningful relationships and reduce loneliness.

The report was part of the ongoing scrutiny of this topic by the Committee and the Chair gave a brief update on visits undertaken with:

- Yorkshire Children's Centre
- A local Long Covid Support Group
- Luv2MeetU (a charity which organises events for small groups of people with learning disabilities or autism to address issues associated with independence and/or loneliness).

She had also observed a recent meeting of the Loneliness Steering Group.

The report set out background to the group including its vision and key priorities, the work undertaken prior to and during the pandemic and an ongoing review of its terms of reference and membership. It also set out the key challenges faced in addressing loneliness.

It was reported that there was a strong commitment from the group and the aim was to strengthen its focus and purpose post-pandemic with key objectives that could make an impact. A review had been undertaken, with a range of options considered, and a decision made to continue with a broad strategy group with a wider membership. The role of group was highlighted, as set out below, and comments were invited from the Committee:

- Owning and driving forward the strategy across the life course.

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- Understanding local needs, identifying opportunities for development and setting priorities for action.
- Continuing to make tackling loneliness/ meaningful social connection everyone's business.
- Keeping a 'watchful eye' on progress and helping to unblock barriers to progress.

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

- The steering group was quite large and appeared to have significant engagement, but further clarity was needed in respect of the impact it was having, other than ensuring awareness at a strategic level in the organisations involved.
- It was recognised that there was a need for the steering group to develop an achievable and purposeful work programme aligned with the identified priorities and, further to this, for discussion to take place with partners about their responsibilities and accountability, and consideration of the resources that were necessary to re-shape the agenda.
- The training of staff at grass-roots level to identify loneliness and to build their confidence be able to address the issue, with the necessary sensitivity, was an aspiration of the steering group and a guidance note had been produced in 2021. It was noted that most large organisations had training and development programmes and an issue such as this could be accommodated under the wellness agenda.
- In respect of links with the Primary Care Networks (PCNs) and ownership of this issue, it was explained that there was need to ensure that everyone had the ability to identify and respond at points of contact. It was acknowledged that a number of key points of contacts were within the PCNs; there were a number of council staff involved with the networks and this issue was a high priority for them; it was also believed to be a focus for GPs practices.
- Loneliness and social isolation was an important issue to address in light of the potential impact on individuals.
- In terms of internal connections and with anchor organisations, Third Sector Leaders Kirklees were represented on the steering group. There were also strong links with the Integrated Partnerships Service including the Personalised Care Team and Community Plus. The community anchors would be a useful source of intelligence and information as the work moved forward.
- The links to the PCNs and GPs were through the personalised care roles. It was believed that partners on the Health and Wellbeing Board had a very good understanding of the impacts of loneliness but it was important to ensure that the issue was in view and there may be a need to reinforce this within the work programme. There was strong awareness in the PCNs and it had been a driver for the creation of the social prescribing link worker roles.
- Further information could be provided in respect of whether the issue was on the agenda for GP commissioning groups.
- The steering group needed to provide a strong lead and drive the priorities forward ensuring that they fed through to partners.
- There were working groups sitting beneath the steering group which focussed on specific projects to support the priorities.

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- The importance of the careful definition of loneliness was acknowledged. It was a normal part of the human condition and covered a spectrum, having an impact when someone was experiencing chronic loneliness and this was negatively affecting their health and wellbeing.
- There was no single solution or approach and strategies were needed across the different life stages; addressing what people needed rather than what organisations wanted to provide.
- It had become apparent from the visits undertaken to date that there was a need for individuals to have access to someone that they could talk to when in crisis, particularly when they might be unable to talk to someone to whom they had a personal connection.
- The work of the steering group was evidence based, using national and local sources, and aimed to be pro-active in the areas highlighted by data, such as young adults.
- Members expressed an interest in further information on the work being undertaken, including the staff guidance.

Resolved –

That officers be thanked for their report and presentation and be asked to consider the following points in taking this work forward:

- The need for the steering group to establish an achievable and purposeful work programme aligned with the identified priorities, and for responsibilities and accountability to be discussed with partners alongside consideration of the resources that are necessary to re-shape the approach to tackling loneliness.
- The potential for making identifying and addressing loneliness a priority within organisations' training and development programmes
- Links to the community anchor organisations and within the Primary Care Networks.
- How support might be provided to people at a point of crisis.
- The definition of loneliness in the context of this work.
- Links with the Health and Wellbeing Board; highlighting the strategy so that it is visible at the top tiers of partner organisations.

30 Lead Members Update

Councillor Yusra Hussain, Lead Member for the Economy and Neighbourhoods Scrutiny Panel updated the Committee on the work being undertaken by this panel.

An update was submitted on the work of the Corporate Scrutiny Panel by Councillor John Taylor, the Lead Member.

The updates were noted and the panels thanked for their work.

31 Work Programme 2022-23

The latest version of the Work Programme was submitted for the Committee's consideration.

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The next meeting would be held on 1st November 2022 and the following items had been provisionally scheduled:

- Draft Inclusion and Diversity Annual Report
- Inclusive Communities Framework Implementation
- Lead Members' Updates from Children's and Health & Adult Social Care Panels.

32 Any Other Business

The Chair reported that, since the last meeting of the Committee, she had been consulted, in her role as Chair of Scrutiny, on an urgent key decision in respect of the award of grant funding from the Department of Work and Pensions to deliver the Local Supported Employment Initiative.

She had agreed that call-in could be waived as a decision was required to receive the grant and enter into a funding agreement. Confirmation of the successful application for funding had been received on 16th August 2022 with instructions to return the signed grant agreement by 26th August 2022, hence the need for urgency.

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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



Name of meeting: Overview and Scrutiny Management Committee
Date: 01 November 2022
Title of report: Inclusive Communities Framework Update

Purpose of report:

- To provide Overview and Scrutiny Management Committee with an overview of the Council's high level implementation plan for the Inclusive Community Framework.
- For Overview and Scrutiny Management Committee to comment and advise on the Council's implementation plan for the ICF
- To update on previous actions requested by Overview and Scrutiny Management Committee on 28/06/22

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/ no or Not Applicable No If yes give the reason why
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	Key Decision – No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes/No or Not Applicable Answer Yes if it is a report seeking a decision by Cabinet. If no give the reason why not Not applicable
Date signed off by <u>Strategic Director</u> & name	Mel Meggs 20/10/22
Is it also signed off by the Service Director for Finance?	Eamonn Croston 20/10/22
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft 20/10/22
Cabinet member <u>portfolio</u>	Cllr Carole Pattison Learning, Aspiration and Communities

Electoral wards affected: All

Ward councillors consulted: Consulted on adoption of Inclusive Community Framework via political groups

Public or private: Public

Has GDPR been considered? Yes

1. Summary

The Inclusive Communities Framework has been adopted by the Council on 12/10/22 and this report provides a summary of the developing implementation plan both for the Council, and to support the Communities Partnership Board in their role of partnership lead. The report also provides a summary of we will know how the Inclusive communities framework has made an impact and how it connects to other Kirklees strategies.

The report also responds to a number of actions identified at the previous scrutiny meeting on 28/06/22 as well as providing a further summary on how we will know it has made an impact through the self-evaluation process as part of the Inclusive Community toolkit.

2. Information required to take a decision

2.1 Background

As organisations we can face challenges in how we work with local people. Often, we do not hear voices from the wide 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. As we learnt from the pandemic, our services must respond to a growing diversity of people and ensure we can respond to all their needs collectively and not work in isolation.

There is a great deal of good practice that has developed over the years, and in pulling this together and highlighting the good work we can learn and move forward together with our partners and communities, to build a more consistently inclusive way of doing business

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 inclusive communities. It acts as a guide to all Kirklees partners to take action by playing their part in talking and listening to communities and, where possible, working out together how to address challenges and/or unequal access and build on what we know 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 enough to act** on 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;
- Examples of good practice to encourage and support greater understanding;
- Checklists to support delivery and planning; and
- a self-evaluation tool to enable reflection on practice and a continuous learning loop.

The Council is one of the organisations adopting the ICF.

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.

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](#)

2.2 Council priorities

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

In Our Council Plan (2021/23), 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, [Shaped by People - Council Plan 2021/23 | Kirklees Council](#), where we set out 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. The ICF is part of us delivering on this commitment.

2.3 How it will make a difference

The ICF helps people work out what action they need to take to be more inclusive and help us build a more inclusive Kirklees.

Organisations who adopt the ICF, including the Council will use these tools to self-evaluate and support their improvement actions.

It is a framework rather than a strategy so that can be picked up and used by any service or organisation and does not require a long process of revision of each organisations policies or national approaches that may be embedded across, for example the NHS or the Police. The Framework can be used by large or small organisations who want to refresh their approach to working with communities.

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.

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

2.4 Action on Previous Scrutiny recommendations

Documents need to be in accessible language, this is particularly important when those documents are to be incorporated within the Council's Policy Framework – be mindful of 'organisational memory'.	<ul style="list-style-type: none"> ICF has been amended to take this into account, Online version will ensure language and layout is accessible and plain English. This work has begun.
Positive stories to be included in the web-based version.	<ul style="list-style-type: none"> Web based version to include stories and good practice examples, these are being gathered.
Footnote to be added re participation in Design Circles.	<ul style="list-style-type: none"> Details of participants/organisations included
Need for reference to action within the 'care' pillar.	<ul style="list-style-type: none"> Care Pillar has been amended to "Care enough to take action" and further emphasis on action added.
consult Legal Services about the potential to include an accessible summary of the ICF within the Constitution to sit alongside the ICF.	<ul style="list-style-type: none"> As a legal document the constitution notes the ICF (and all other strategies) only by name.
Draft Implementation Plan and self-evaluation toolkit to be submitted to OSMC at the earliest opportunity.	<ul style="list-style-type: none"> Implementation and self-evaluation work to date to be discussed at Scrutiny in November 2022.
Representatives of partners to be invited to OSMC to give a broader perspective on how the framework is being used by other organisations and perhaps give examples of how they are implementing.	<ul style="list-style-type: none"> As partners move forward with implementation, they will be invited to future updates to Scrutiny to give examples of ICF implementation
Noted that the document will be refreshed as lessons are learned from implementation.	<ul style="list-style-type: none"> ICF will continue to be updated as lessons are learned from implementation and self-evaluation as part of the annual cycle
The role of Councillors at the heart of the organisation must be seen in the implementation.	<ul style="list-style-type: none"> Implementation plan includes role of Councillors in both council implementation and in helping partners understand Councillors role as community experts. Discussions have taken place to support Cllrs understanding/ awareness of the ICF via the induction programme.

Consideration be given to the inclusion of sections within all scrutiny reports as standard to address in each case 'how this will contribute to moving forward in respect of the Health and Wellbeing Strategy, Economic Strategy, Sustainable Environment Strategy and Inclusive Communities Framework'	<ul style="list-style-type: none">• Lead officers developing the three strategies have been meeting to discuss how the ICF will underpin our strategic approach moving forward. The Policy Team are supporting a self-assessment of the HWB strategy.
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2.5 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 three 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.

2.6 Expected impact

Effective implementation will contribute to a range of outcomes:

- Members of the community and elected members at the centre of our approach
- Greater resilience within communities
- Improved understanding of communities in Kirklees and their experience of living in Kirklees
- More evidence and insight data to inform future service delivery
- More efficient and effective allocation of resources
- 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.

2.7 **How will we know – evaluation**

The approach to monitoring adoption, self-evaluation, and progress across partners:

- Each organisation will be responsible for self-evaluating their approach using 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 undertake an annual review of progress looking at relevant data and insight including the Clik survey, Place Standard feedback, satisfaction surveys, community tensions monitoring, case studies and stories and we will continue to monitor community feelings of safety and getting on well which enables us to benchmark across the region.

Scrutiny may wish to consider its role in the Council's adoption, self-evaluation, and progress against the ICF's principles.

2.8 **High Level implementation Plan**

The Inclusive Communities Framework has been adopted by the Council and we are now developing an implementation plan both for the Council, and to support the Communities Partnership Board in their role of partnership lead. The high-level implementation plan described in the presentation is supported by a developing detailed operational plan to ensure that priority actions, resources and support are in place to implement the Inclusive Communities Framework. This is rightly a dynamic implementation plan, with areas built in for review and further development to maximise the impact of the Inclusive Community Framework.

2.9 **Risks and mitigation**

As with all new approaches, there are some identified risks across partner organisations that will be monitored by the Communities Board:

- The challenges of the emerging post-Covid landscape and its social and economic pressures increasing the risk that services (Council and wider) focus more on the 'immediate' at the expense of long-term
- 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 may be directed by siloed budgets

To manage these risks, the Communities Board may 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.

2.9 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.

The Framework does not depend on large additional budgets or resources but does require commitment and time.

2.10 Cost breakdown

There are no specific costs identified in the ICF.

2.11 Timescale

We would anticipate a formal 5-year Framework review with an annual self-evaluation cycle that would inform the development of the approach

2.12 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 and builds on existing good practice which it seeks to share and amplify.

- **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 and cohesion and inclusion being at the heart of our work.

- **Place Based Working**

The ICF centres on working with communities in local places. 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.

The ICF promotes this approach.

Within the Place Standard approach, elected members are at the heart, the Inclusive Communities Framework is a tool that will support this approach more broadly in our approach to listening and reaching a wide range of voices. The ICF approaches that include connecting, communicating and trusting all underpin and place value on the involvement and engagement with elected members and will promote the role of members, and serve as a reminder to partners outside of the Council.

Elected members can expect those teams, services and organisations who adopt the ICF to work alongside communities and elected members in a way that is inclusive.

- **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 from a wider range of voices to inform our approach and will seek to enable communities to act.

- **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 and the ICF underpins a contextual safeguarding approach, in that if communities are inclusive and safe, this in turn supports the safety of our children and young people.

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.

- **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.

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

An IIA has been carried out. A stage 2 assessment was not required.

3 Consultees and their opinions

Consultation on the ICF has formally concluded, though we will continue to learn and review as we learn from implementation.

The Implementation of the ICF will be discussed by the Communities Board from a partnership perspective.

The Council's own implementation plan has been developed with support from the Policy and Partnerships Team and Transformation Team supported by a small team of officers who will form a project team to implement the ICF.

4 Next steps and timelines

- The implementation of the ICF will be incremental as the range of partners discuss their own plans and timelines, and as services and teams within the Council programme in how and when they will use the Framework. This may be used across whole Directorates, across specific projects and/or within teams.
- Within the Council a range of service areas have self-nominated to be early adopters including Adults and Children's services, the team leading the Assets Review, Communities and Access Services and the Policy and Partnerships Team and they will begin the process of self-evaluation in the coming weeks.
- Our implementation plan has a focus on delivery within the Council, and an additional focus on partnership implementation. It includes timelines, learning and development, support within the Council for teams undertaking this work, elected member engagement/briefings, review and learning and evaluation of impact as described in the presentation.
- We continue to work with our partners to support them to implement the ICF and in particular to ensure we work alongside and influence the development of the key strategies currently developing.
- Over the coming 12 months we will begin to see action plans developed and changes in delivery and approach.

Officer recommendations and reasons

1. OSMC notes the work carried out to respond to previously raised scrutiny actions

2. OSMC notes the work to date on implementation of the Inclusive Community Framework and that it will continue to evolve as we learn by doing
3. OSMC provides any advice and suggestions on the implementation of the Inclusive Community Framework.

5 Cabinet Portfolio Holder's recommendations

'Not applicable' for the OSMC meeting.

6 Contact officer

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7 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
- Communities Board 14/06/2022:
 - o approval of the content of the ICF
 - o recommendation to partners to adopt the ICF
- Overview and Scrutiny Management Committee 28/06/2022
- Cabinet approval 05/07/2022
- Full Council 12/10/2022
 - o Approval to adopt the ICF as part of Article 4 in the constitution

8 Service Director responsible

Jill Greenfield
Service Director for Customer & Communities

Scrutiny Lead Member Report

Lead Member: Cllr Andrew Marchington : Children’s Scrutiny Panel

Period of Update : From July 2022 – September 2022

Panel Highlights

Bi-monthly Lead member briefings with:

Senior Officers in Children’s Services

- Service Director – Learning and Early Support
- Service Director – Resources Improvement and Partnerships
- Service Director – Family Support and Child Protection
- Strategic Director for Children’s Services

Cabinet Members

- Children (Statutory responsibility for Children)
- Learning, Aspiration and Communities

Panel Activity and meetings -

- Panel meeting on 12th July 2022 – Educational Outcomes
- Panel meeting on 6th September 2022 – Changes to the Young People’s Activity Team (YPAT) Provision; and Special Educational Needs and Disabilities (SEND) Inspection – Action Plan and Inspection Outcomes
- Visits to PCAN Social events in September 2022
- SEND Transformation and Commissioning Team meeting on the 8th September 2022

Outcomes:

Educational Outcomes

In July 2022, the Panel considered a verbal update on Educational Outcomes which highlighted the following key points-

- That a report was scheduled for Cabinet in July 2022 which encapsulated the educational outcomes and challenges during 2021/22 and showed how resilient schools were in providing the continuity of education during this time. The Panel had commented on the draft report at their panel meeting in March 2022 and were thanked for their help in shaping the report to Cabinet in July 2022 on Educational outcomes;
- The Education Strategy referred to as ‘Our Kirklees Futures’ outlined 3 key obsessions – inclusion, resilience and equity and these obsessions ran through the ambitions and vision;
- Kirklees Futures Summit held on the 23rd June, the key aim of which was to take the learning strategy from planning to first stages of implementation;
- The success of the Summit had produced the momentum for the Learning Strategy throughout the district and would be the key vehicle for improving educational outcomes;
- Reviewing Education and Learning Partnership Board to ensure it was able to hold the system to account for its actions;

The Panel agreed that they would welcome the opportunity to contribute to the restructuring and reshaping of the Education and Learning Partnership Board; receive future updates on how the Learning Service and Cabinet Members were scrutinising the educational outcomes, consider future information on longitudinal educational outcomes for the next 5 to 10 years (including 16+ and beyond) and receive a copy for information of the Educational Outcomes report scheduled for consideration by Cabinet on the 26th July 2022.

Number of looked after children

Panel Members who had attended Corporate Parenting Board in July 2022 fed back on key issues considered by the Board. The Panel had over the last 2 years expressed concerns regarding the number of looked after children (LAC) in Kirklees as it had consistently been lower compared to our statistical neighbours. Officers advised that Special Guardianship Orders were used in Kirklees significantly more than in other local authority areas. There were about 500 children in Kirklees under such orders and in the care of grandparents or other family relatives. The Panel were informed that if these orders were not in place, the children would be in the care of the local authority.

Changes to the Young People's Activity Team (YPAT) Provision

In September 2022, the Panel received an update on the ongoing changes to the Young Peoples Activity Team (YPAT) provision as part of the ongoing SEND Transformation Programme and the ongoing development of the Short Breaks Offer.

The short breaks service supported disabled children and young people aged 5 to 18 with profound and complex needs. The service comprised of out of school clubs, weekend and holiday sessions, community sessions which ran from a large council owned building in Ravensthorpe. The building was shared with Adult Services and required significant investment. A need for new premises had been identified several years ago.

The Panel agreed to arrange a visit to the new premises at the Children's Place Nursery in Ravensthorpe when fully operational.

Special Educational Needs and Disabilities (SEND) Inspection – Action Plan and Inspection Outcome

In September 2022, the Panel considered the Special Educational Needs and Disabilities (SEND) Inspection – Action Plan and Inspection Outcomes and was informed that in May 2022 the Ofsted inspection report for Kirklees had been published. The report included a copy of the Transformation Plan. The main weaknesses identified were the poor delivery of the Healthy Child Programme (HCP) and the area's ability across services and within settings to identify and meet the needs of children and young people with SEND who were in mainstream settings.

The Healthy Child Programme was being reviewed and would be a priority incorporated into the Transformation Plan as a key workstream going forward. An annual review of the transformation plan was taking place and some examples of what would need to be addressed would be how schools identified children early, to ensure schools had good Mental Health support teams and about making sure schools had a good Healthy Child Programme with a mandate of contacts and early intervention. A broad group of professionals would contribute to the outcomes. The

Panel acknowledged the passion that officers were demonstrating to improve families lives and that the improvement journey was a high priority for the Council's Administration.

The Panel agreed to receive updates on the improvement journey of the Transformation Plan and that officers in Children's Service would provide the Panel with details of partners involved in the Transformation Plan that they can meet with or visit as part of the Panel's scrutiny work. The Panel also agreed to receive further information on the increased number of pupils in Kirklees local authority schools and academies with an Education Health and Care Plan since January 2015 to January 2021.

Partnership Visits

SEND Transformation and Commissioning Team

The Panel attended the SEND Transformation and Commissioning Team meeting on the 8th September 2022 as part of the work programme to enable the Panel to be involved in the discussion on the SEND written statement of action following the recent inspection. The main points considered at the meeting were the SEND Inspection and action plan and outcomes of the Inspection.

Parents of children with additional needs (PCAN)

Some members of the Panel attended PCAN Social meetings in September at The Zone in Huddersfield and Thornhill Lees Community Centre. Panel members met with parents to seek feedback on their experiences of accessing and engaging with the service and to ask what their experience had been like since the Adhoc Panel report on SENDACT, which had been approved by Cabinet in February 2019 and whether parents felt that anything had improved. Most of the PCAN parents involved in the consultation with the Adhoc Panel in 2018 were no longer attending the group, so the Panel spoke to parents about their experiences and whether the SEND Transformation Plan was making a difference.

The main findings from the visits to the PCAN Social meetings were:-

- Lack of specialist resources both in the SEND Teams but also schools
- SENDACT do not follow up with schools after an EHCP has been issued
- Long waiting times to get a diagnosis or support
- No single point of contact for parents to get access to all the support and information they need
- Parents and children are not asked for their feedback
- Parent's were not aware of the SEND Transformation Plan or how to access it.

Panel Members agreed to talk to officers about how parents could influence the transformation, how they would engage with parents and measure success of the plan and whether a comprehensive single point of contact and/or guide could be provided for parents of children with SEND. Councillor Marchington agreed to drop-in to future PCAN Social meetings and would arrange a more formal visit with PCAN in December 2022 and invite other Panel Members and the Head of Inclusion and Educational Safeguarding to attend the session. To raise awareness amongst parents, the report on the SEND Inspection and Outcomes considered by the Panel

in September 2022 was shared with PCAN following the visits and included a copy of the Transformation Plan. PCAN shared this information with parents on their Facebook pages.

Some quotes from parents were –

“You can’t force children to be square pegs when they are round”

“The distance between getting a diagnosis and receiving medication is how many temporary and permanent exclusions your child will have from school”

“The professionals don’t know about the things that can help parents and they should make it their job to do so”

“They said – no decision about you, without you”

Looking Ahead

At the meeting scheduled for the 31st October 2022, the Panel will consider a report on the Outcomes of the Joint Area Targeted multi-agency Inspection.

An Informal Session of the Panel on the 31st October 2022 will consider a report on Educational Outcomes and GCSE results.

The Panel have been invited to attend the Homestart Kirklees Annual General Meeting on the 13.10.22 and an event regarding Families Together Model of Integrated Early Support at John Smith’s Stadium on the 28th November 2022

Members of the Panel will visit the Dewsbury Children’s Social Work Team on the 14th October 2022 at Empire House.

The Chair of the Panel will drop-in to PCAN Social meetings in Huddersfield and Dewsbury during October and November 2022, to continue to engage with parents of children with SEND.

General Comments

The visits that panel members have made, to talk to staff working with children and young people, have provided added depth to our scrutiny. The visits showed positive partnership working and dedicated teams seeking to achieve the best for those in their care. Informative responses to questions about how data is being used to improve outcomes has been helpful. I would particularly like to thank those who have welcomed us on visits and for their efficient organisation.

Our developing relationship with the Corporate Parenting Board is leading to more effective scrutiny of service performance. Being able to ask questions at the same time as Board Members has reduced some of the duplication that was taking place.

We look forward to seeing how our engagement with the SEND Transformation Programme, using the principles of pre-decision scrutiny, works out. So far it has been very positive.

Again, thank you to everyone for their contributions and hard work.

Cllr Andrew Marchington
Lead Member for Children’s Scrutiny Panel

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Kirklees Council

Scrutiny Lead Member Report

Lead Member: Cllr Jackie Ramsay

Panel: Health and Adult Social Care

Period of Update: From June 2022 to October 2022

Panel Highlights

Workshop

On the 15 June 2022 the Panel held an informal workshop to discuss its planned programme of work for 2022/23. Representatives from the local health and adult social system were invited to attend and asked to comment on proposed issues and to put forward any new issues that they felt should be considered for inclusion in the work programme.

During the reporting period the Lead Member has had briefings with a number of key contacts from across the local health and adult social care system including:

- Emily Parry-Harries – Head of Public Health.
- Jane O'Donnell – Head of Health Protection.
- Richard Parry – Strategic Director for Adults and Health.
- Carol McKenna - West Yorkshire Integrated Care Board Accountable Officer - Kirklees Health and Care Partnership.
- Cllr Musarrat Khan – Cabinet Member Health and Social Care.
- Chris Lennox - Director of Services, South West Yorkshire Partnership NHS Foundation Trust.
- Stacey Appleyard – Director Healthwatch Kirklees.
- Karen Jackson – Chief Executive Locala.
- Vicky Dutchburn - Director of Operational Delivery – Kirklees Health and Care Partnership.
- Amanda Evans - Service Director Kirklees Council Adult Social Care Operations.
- Len Richards – Chief Executive Mid Yorkshire Hospitals NHS Trust (MYHT).
- Michelle Cross - Service Director- Mental Health & Learning Disability.
- Anne-Marie Henshaw – Director of Midwifery and Women's Services MYH.
- Brendan Brown – Chief Executive Calderdale and Huddersfield NHS Foundation Trust (CHFT)
- Anna Basford - Director of Transformation and Partnership (CHFT).

Panel Meeting – 27 July 2022

Work Programme 2022/23

The Panel discussed its work programme and agenda plan for the 2022/23 municipal year that included input from Carol McKenna (West Yorkshire Integrated Care Board Accountable Officer - Kirklees Health and Care Partnership) and Stacey Appleyard (Director Healthwatch Kirklees). There was broad agreement that the approach to having an increased focus on the work being done across the whole local health and adult social care system was the right one.

Mental Health Services

Representatives from South West Yorkshire Partnership NHS Foundation Trust and Kirklees Council presented details of the work being done across Kirklees on mental health services that included: key risks and challenges in the acute pathway; key

performance data; the work being done on developing the partnership between the local authority and SWYPFT; and details of the transformational work taking place across the Kirklees system.

Panel Meeting – 6 September 2022.

Maternity Services in Kirklees

Representatives from Calderdale and Huddersfield NHS Foundation Trust, Mid Yorkshire Hospitals NHS Trust and the West Yorkshire Local Maternity System attended the meeting to present an update on the provision of maternity services in Kirklees. Areas that were discussed included: recommendations and local improvement and action plans following publication of the Ockenden reports; the challenges of the local maternity workforce and the impact of these on childbirth choices for women in Kirklees; and details of the risk assessment of midwifery-led birth units against published European birth centre standards.

Unplanned Care

Representatives from organisations across the Kirklees health and adult social care system were in attendance to outline the work that was being done to manage expected and unexpected increases in demand and deal with capacity issues. The discussions covered a number of areas that included: details of the whole system approach; insights from each partner organisation; the risks across all partners and the priorities for mitigating risk; and specific risks for urgent care pre-hospital, urgent care in hospital and discharge and community services. The Panel was also provided with data that highlighted the peaks and troughs of capacity and demand.

Panel Meeting - 19 October 2022

Resources of the Kirklees Health and Adult Social Care Economy

Representatives from organisations across the Kirklees Health and Adult Social Care system were in attendance to present an update on their financial position and to provide an overview of the local financial landscape in the context of the shift in funding to the West Yorkshire Integrated Care Board (WYICB) and place-based partnerships. The discussions included: the financial pressures on local authority commissioned services; the challenges of workforce retention, recruitment, and succession planning; the work being done locally to employ people; and the approach to overseas recruitment.

Capacity and Demand - Kirklees Health and Adult Social Care System

Representatives from Kirklees core “physical” providers attended the meeting to provide details of the work that was being done to manage demand and catch up with delayed planned surgery. The detailed discussion focused on a number of issues that included: individual organisation insight which identified the services experiencing the most pressures and the approach to dealing with the demand and backlog; market sufficiency in adult social care; the approach to waiting list management and clinical prioritisation; Diagnostic waiting times; and access to general practice. The Panel was also provided with a significant data pack and a Healthwatch Kirklees report that provided details of how delays in receiving care and treatment affected people in Kirklees.

Work programme 2022/23

It was agreed that the December item that was going to focus on the integration of health and adult social care would be changed to instead focus on the joined-up work that was being carried out at a neighbourhood level.

Outcomes:**Mental Health –**

A panel request for a further meeting to look at the work being undertaken by the Kirklees Integrated Wellness Service and the Thriving Kirklees Single point of Access Service with a focus on CAMHS. An agreement that it would be helpful to review progress of elements of the transformational work programme being undertaken by the Mental Health Trust and the Council in conjunction with other health partners. A request that the Mental Health Trust send copies of its Integrated Performance Reports as they become available to enable scrutiny to have ongoing oversight of the Trust's performance.

Maternity Services in Kirklees

As a result of the discussion the Panel expressed its concerns that women who lived in Kirklees were currently unable to access a birth centre located in their local district and the potential for there to be an extensive period before the resumption of services could take place. Actions agreed included:

- A request to receive as soon as possible a clear timeline for the reopening of the birthing centres in Kirklees and details of the maternity services model.
- A commitment to engage with CHFT and MYHT on any external work or communications that the Panel undertook regarding the situation on maternity services in Kirklees
- An agreement that the Panel would hold further discussions outside of the meeting to decide its next steps.

Unplanned Care

The Panel formally noted the submitted information and data. The Panel challenged and probed a number of areas during a robust but constructive session. Although there were areas of concern the discussions did enable the Panel to feel assured, that patients are being treated with care and kindness by the workforce, and individual organisations and the whole system had plans to mitigate, as best as possible within resource constraints, capacity and demand pressures.

Resources and Capacity and Demand.

The Panel acknowledged that despite the pressures facing the local health and adult social care system it was a credit to the organisations and the workforce that patients reported being treated with care and kindness. The Panel also noted the pressures on managing the elective surgery backlog and meeting the targets to reduce the waiting times.

Monitoring Work

(If monitoring previous recommendations please identify what difference Scrutiny has made)

N/A

Looking Ahead

The following areas will be considered by the Panel at the meetings scheduled to take place in December 2022 and January 2023:

- New Plan for Adult Social Care Reform that will focus on the implications of the reforms on Local Authority finances and the social care workforce.
- Joined up care in Kirklees neighbourhoods.
- End of life care that will look at the work being done to support people in Kirklees with end of life care.
- Inequalities in access to health care services
- Dentistry within Kirklees

The Panel will also be looking to schedule a further update on maternity services in

Kirklees to include a review of any new proposed maternity services model and to consider if the proposed model constitutes a substantial change or variation to service.

General comments

A key issue that appears to be facing all organisations in health and adult social care, that we have met to date, relates to their inability to recruit, and retain the right number of staff to meet their needs. This is clearly leading to concerns around the quality of service provision, the time that patients are required to wait and the morale of the remaining workforce.

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2022/23

MEMBERS: Councillors; Elizabeth Smaje (Chair), Yusra Hussain, Andrew Marchington, Jackie Ramsay and John Taylor

SUPPORT: Sheila Dykes, Principal Governance and Democratic Engagement Officer

FULL PANEL DISCUSSION		
THEME / ISSUE	APPROACH / AREAS OF FOCUS	OUTCOMES / ACTIONS
1. Leader's Priorities 2021/22	The Leader will attend to set out his portfolio priorities for 2022/23	<u>26th July 2022</u> The Leader attended to present his priorities for 22/23 and answer questions.
2. Inclusion and Diversity	Monitor work in relation to inclusion; including: <ul style="list-style-type: none"> - Inclusion and Diversity Strategy (Current Strategy 2022-23) - Inclusion and Diversity Annual Report 	<u>15th June 2021</u> <u>Informal -25th November 2021</u> <i>(Strategy approved by Cabinet 14/12/21, Council 16/3/22)</i> <u>15th March 2022</u> – update provided <u>Informal 1st November 2022</u> Pre-decision scrutiny - Draft Annual Report
3. Inclusive Communities Framework	Scrutiny of the implementation of the Inclusive Communities Framework. <i>(Framework approved by Cabinet 5th July, Council 13th July 2022)</i>	<u>Informal – 3rd February 2022</u> Initial discussion on objectives and purpose. <u>28th June 2022</u> Pre-decision scrutiny. Committee requested that: <ul style="list-style-type: none"> - The implementation plan be brought to the Committee for consideration at an early stage. - The points raised by the Committee, be taken into account in the progression, and implementation, of the framework and that Council be made aware of the Committee's views, as set out below, when the plan is submitted for endorsement:

		<ul style="list-style-type: none"> • The importance of the role of Councillors as representatives of their communities. • The need for realistic expectations, such as in respect of community input to decision-making. • The use of accessible and clear language. • The provision of a balance of stories. • Reference to all of the engagement undertaken. • The need for a focus on action as a key element. <p><u>26th July 2022</u> – update provided</p> <p><u>1st November 2022</u> Update including high-level Council implementation plan.</p>
<p>4. Our Council Plan</p>	<ul style="list-style-type: none"> • Pre-decision scrutiny in respect of the development of the latest version of the Council • Progress reporting to include reporting against the 2019 Peer Challenge. 	<p><u>3rd August 2021</u> - further information in respect of how the citizen’s outcome will be measured be provided, once the work has been further developed.</p> <p><u>28th September 2021</u> – update provided</p> <p><u>Informal – 4th October 2022</u> Pre-decision scrutiny of approach for new version.</p>
<p>5. Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy</p>	<ul style="list-style-type: none"> • Annual scrutiny of the Kirklees Communities Partnership Plan in accordance with statutory requirement under Section 19 of the Police and Justice Act 2006. (Community Safety Partnerships have a duty to develop a strategic plan to address multi-agency issues affecting quality of life for residents including crime and anti-social behaviour.) • Kirklees Domestic Abuse Strategy – annual review. (Current strategy 2022 - 2027). 	<p>Results of the ‘Your Views’ survey to be circulated to Elected Members</p> <p><u>15th March 2022</u> Pre-decision scrutiny of the Domestic Abuse Strategy 2022-27. It was 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).</p>

		<p><u>28th June 2022</u> Update re DA Strat + Pre-decision scrutiny of Partnership Plan for 2022-2027. Recommended that the points raised by the Committee be taken into account in the progression, and implementation, of the Communities Partnership Plan and that Council be made aware of the Committee’s views, as set out below, when the plan is submitted for endorsement:</p> <ul style="list-style-type: none"> - Councillors, as representatives of their communities, should be involved in the development of the Communities Partnership Plan. - There should be a greater focus on speeding and road safety, to reflect the concern of residents. - The importance of listening to both sides when addressing neighbour disputes. - Outcomes and examples of good practice should be publicised. <p><u>4th October 2022</u> – update provided</p>
<p>6. Corporate Safeguarding Policy</p>	<ul style="list-style-type: none"> • Implementation of Policy (<i>adopted by Cabinet 8th March 2022, Council 13th July 2022</i>) • Report 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. • Policy due for full formal review in 2025, with annual informal review annually. 	<p><u>3rd February 2022</u> Pre-decision scrutiny of Policy</p> <p><u>15th March 2022</u> - update provided</p> <p><u>26th July 2022</u> – update provided</p>
<p>7. Local Flood Risk Management</p>	<p>Annual Review of the Council’s Flood Risk Management Plan including:</p> <ul style="list-style-type: none"> • Progress against the Action Plan. 	<p><u>15th March 2022</u> Officers requested to give consideration to the following recommendations:</p>

	<ul style="list-style-type: none"> Revision of local strategy to ensure consistency with National Strategy (August 2020) 	<ul style="list-style-type: none"> Ward Councillors to be contacted if problems are experienced with access when undertaking gully clearing, with parked cars for example, to see if they could 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.
8. Ad Hoc Scrutiny Panel – Residential Housing Stock, Health and Safety Compliance	<p>Establishment of Ad Hoc Panel to consider the Council’s policies, procedures and arrangements for managing the health and safety of its tenants and its residential property portfolio, with a particular focus on high rise and multiple occupancy blocks.</p> <p>The Panel will produce a Final Report including its recommendations upon completion of its work.</p>	<p><u>18th March 2021 (Minute 127)</u> ToR and membership agreed</p> <p><u>15th June 2021</u> Re-established for 2021/22</p> <p><u>25th May 2022</u> Re-established for 2022/23</p> <p><u>Informal – 4th October 2022</u> Draft Final Report for comment</p>
9. Overview of Scrutiny Work Programmes	<p>Maintain an overview of the Work Programmes of the four Panels: Children’s / Corporate / Economy and Neighbourhoods & Health and Adult Social Care</p>	<p><u>26th July 2022</u> The Panels’ initial work programmes for 2022-23 were endorsed.</p>
10. Armed Forces Covenant	<p>Monitor the Council’s work in relation to the Armed Forces Covenant including the potential impact of new legislation (anticipated to come into force in 2022)</p>	<p><u>21st December 2021</u> Requested that:</p> <ul style="list-style-type: none"> Further information be provided for the Committee in respect of the development of the concept of Armed Forces Champions within services. The Cabinet Member be requested to consider resourcing, particularly in light of the upcoming changes to legislation, to support and build on the work already undertaken in respect of the Armed Forces Covenant.

<p>11. Voluntary and Community Sector – Investment Strategy/Shared Values and Ways of Working</p>	<p>Input to the development of a shared values approach with the Voluntary and Community Sector</p>	<p><u>9th November 2021</u> Officers were asked to take account of the points raised by the Committee, in the development of the Kirklees Voluntary, Community and Social Enterprise (VCSE) Investment Strategy, including:</p> <ul style="list-style-type: none"> • Reach across communities. • Better understanding of communities and covering all demographics. • Communication and engagement with Ward Councillors. • Understanding about funding and how people can find out what available • Sustainability of the Strategy and actions. <p>Further informal consultation pre-decision (Sept 2022)</p>
<p>12. Social Isolation/Loneliness</p>	<p>Scrutiny work in relation to social isolation and loneliness, with specific reference to the impacts of the Covid-19 pandemic</p>	<p>Informal OSMC – 19th April 2022 <u>26th July 2022</u> Approved scope and agreed approach. <u>4th October 2022</u> Role of the Loneliness Steering Group. Officers were asked to consider the following points in taking this work forward:</p> <ul style="list-style-type: none"> • The need for the steering group to establish an achievable and purposeful work programme aligned with the identified priorities, and for responsibilities and accountability to be discussed with partners alongside consideration of the resources that are necessary to re-shape the approach to tackling loneliness. • The potential for making identifying and addressing loneliness a priority within organisations’ training and development programmes • Links to the community anchor organisations and within the Primary Care Networks.

		<ul style="list-style-type: none"> • How support might be provided to people at a point of crisis. • The definition of loneliness in the context of this work. • Links with the Health and Wellbeing Board; highlighting the strategy so that it is visible at the top tiers of partner organisations.
<p>13. Grant Funding Distribution to Anchor Organisations</p>	<p>Update on contract, to include: the expectation in terms of outcomes, the current position, monitoring, identification of gaps and sharing positive results.</p>	<p><u>4th October 2022</u> Contract Update. Officers were asked to take the comments of the Committee into account in the further development of the Community Anchor Network:</p> <ul style="list-style-type: none"> • The need to support capacity in local communities. • Communication with all community groups and raising awareness of the network. • Further development of the locality plans to link in with other plans and priorities. • Building capacity and developing the network in places where additional support may be needed. • Taking learning from areas where the community groups are operating effectively. <p>and</p> <ul style="list-style-type: none"> • The Head of Service was asked to share the locality plans with Members of the Committee in twelve months time.

LEAD MEMBER BRIEFING ISSUES

THEME/ISSUE	APPROACH / AREAS OF FOCUS	NOTES
<p>1. Democracy Commission</p>	<p>Update on work related to the Democracy Commission</p>	<p>Briefing: 7th June 2021</p>
<p>2. Future Arrangements for the Council's Housing Stock</p>	<p>Monitor implementation of recommendations made by the Ad Hoc Scrutiny Panel in its Final Report (Cabinet 21 May 2020)</p>	<p>Briefings: 10th December 2020 and 5th February 2021</p>

	<i>(Note: The separate Ad Hoc Panel in respect of health and safety compliance is to monitor progress in relation to the recommendation that an Assurance Board be established focussing on housing compliance.)</i>	
3. Risk		Briefings held approximately every 6 to 8 weeks with the Council's Head of Risk + follow-up briefings as requested
4. Performance Reporting		Briefing: 13 th September 2021
5. Place Based Working		OSMC 15 th April 2021
6. Planning Service		Briefings: 11 th August, 23 rd November 2021 and 16 th September 2022
7. WYMCA - Scrutiny Function - Working with the CA	To include: Meetings with Kirklees Members of WYMCA Scrutiny Committees Funding and Kirklees' approach Links with the West Yorkshire Mayor and Combined Authority and relationship with Kirklees	14 th October 2021 and 12 th April 2022 Briefings: 16 th February, 16 th March, 25 th March 2022, 21 st June, 10 th August 2022, 28 th September 2022, 28th October 2022
8. Regeneration		Briefings: 8 th November 2021 and 10 th January 2022
9. Budget Engagement		Briefing: 6 th October 2022
10. Innovative Working in Kirklees		LM briefing tba
11. Challenges to Delivery		LM briefing tba

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