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Monday 26 September 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 4 October 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 - 6

To approve the minutes of the meeting of the Committee held on 26th July 2022.

3: Interests

7 - 8

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

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: Community Anchor Network - Update 9 - 36

A report will be submitted which gives an update on progress in respect of the Community Anchor Network.

Contact:

Mags Rogerson – Service Manager, Personalised Care

8: Loneliness and Social Isolation in Kirklees - Loneliness Steering Group 37 - 72

A report will be presented in relation to the Kirklees Loneliness Steering Group established in 2020 by the Council and partners.

Contact:

Helen Gilchrist – Project Manager, Local Integrated Partnerships
Jill Greenfield – Service Director, Customers and Communities

9: Lead Members Update 73 - 80

The Lead Members for the Corporate Scrutiny Panel and the Economy and Neighbourhoods Scrutiny Panel will update the Committee on the work being undertaken by these panels.

Contact:

Sheila Dykes – Principal Governance and Democratic Engagement Officer, Legal and Democratic Services

10: Work Programme 2022-23 81 - 86

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

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Tuesday 26th July 2022

Present: Councillor Elizabeth Smaje (Chair)
Councillor Andrew Marchington
Councillor Jackie Ramsay
Councillor John Taylor

13 Membership of Committee

Apologies were received from Councillor Yusra Hussain.

14 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 28th June 2022 were agreed as a correct record.

The Chair provided updates as follows:

(i) The Inclusive Communities Framework had been adopted at the meeting of Council on 13th July 2022 (Minute 9, 2022/23).

(ii) The Corporate Safeguarding Policy had been approved and adopted by Council at the meeting held on 13th July 2022 (Minute 58, 2021/22).

(iii) The Net Zero Assessment for Kirklees was now available on the Council's website and the Economy and Neighbourhoods Panel would scrutinise the Climate Change Action Plan prior to submission to Cabinet (Minute 29, 2021/22)

15 Interests

No interests were declared.

16 Admission of the Public

All items were heard in public session.

17 Deputations/Petitions

No deputations or petitions were received.

18 Public Question Time

No questions were asked.

19 Leader of the Council Priorities 2022-23

Councillor Shabir Pandor, the Leader of the Council, was welcomed the meeting to set out his portfolio priorities for 2022-23. He was accompanied by Jacqui Gedman, the Chief Executive.

Overview and Scrutiny Management Committee - 26 July 2022

Councillor Pandor explained that the Council Plan was now in place and the focus was on delivery of its priorities. He gave a presentation covering the following headings:

Investment: there was a need to invest and strengthen the local economy.

Projects to develop the public realm were moving forward in Huddersfield, Dewsbury, Heckmondwike, Cleckheaton, Batley and Holmfirth.

A number of significant transport infrastructure schemes for road, rail and active travel were being progressed, together with £10 million investment into the local road network.

Inclusion: the aim was to support local communities in respect of the cost of living and to tackle inequality, ensuring that everyone benefits from the successes of the Council.

This priority was an integral part of the work of the Council and examples included; the development of employment skills and ensuring opportunities for local people were maximised; the provision of energy saving advice to residents; and development of the Council Tax Reduction Scheme.

There had been an increase in the number of complex cases and Community Plus continued to provide direct support to some of the district's most vulnerable residents, working alongside the voluntary and community sectors.

The journey towards achieving an outstanding rating in children's and adult services continued.

Work was being undertaken alongside the Health and Wellbeing Board to ensure health equality and quality of life for residents as they got older.

Innovation: there was a need to adapt to change, providing services that were responsive to residents and addressed the big issues.

Work was being undertaken to address the climate emergency, for example the Council's fleet was being changed to electric vehicles; there was a tree planting programme, and an environmental strategy was being developed.

Building in social value was an important focus.

Councillors were at the heart of the organisation and the focus on place-based working would continue.

Examples of previous innovative projects were given, including the development of IT to facilitate hybrid meetings and agile working and the provision of led street lighting.

Challenges: in common with most local authorities across the country, these included inflation and its impact on the capital programme, the effect of increases in cost of living, the long-term impact of the pandemic, an increase in humanitarian work, recruitment difficulties, and increased demand and complexity of cases across a number of services.

The Local Government Association was seeking a long-term financial settlement for local authorities.

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

- At West Yorkshire level, four bids had been made for levelling up funding. Work was ongoing in relation to employment skills, business, addressing the climate emergency, transport, large infrastructure schemes, a significant education programme; and the submission of a bid to the UK Shared Prosperity Fund.

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- The Portfolio Holder for Children was taking the lead in dealing with the increasing number of complex SEND cases and further information could be provided on the approach.
- It was considered that there was a need for a local strategic framework addressing travel and connectivity within the district, including consideration of active travel, to inform plans for future improvements. It was explained that funding in respect of major transport schemes had now shifted to West Yorkshire level. Kirklees had a pre-existing transport vision which tied-in with the Combined Authority strategy; which provided a holistic and strategic view. It had been recognised that there was a need for an improved local plan and a Kirklees Transport Strategy, looking towards 2030-35, was being developed.
- In respect of the £10 million programme of work for smaller town/village centres, and priorities further to the initial focus on Batley, Cleckheaton, Heckmondwike and Holmfirth, it was explained that place-based engagement was being progressed in other areas so that the aspirations of those communities could be integrated into an ongoing programme, with the aim of increasing allocated funding in future years.
- A number of local authorities had proposed opening public buildings as 'warm zones' during the winter and it was recognised that the Authority would need to do whatever it could in terms of measures to address challenges associated with the cost of living. Improvement of the housing stock, including retrofitting of properties to make them more energy efficient was one of the initiatives being taken forward. Response to the impact of the increased cost of living was now being considered as an issue across services, including how Council buildings or places within local areas might be used and/or supported to provide facilities, and this tied in with the place-based approach. The Cabinet also wished to understand the impact of the situation on staff and a series of staff engagement sessions were planned to consult on the operating model of the Council.
- It was noted that the Corporate Scrutiny Panel was looking into the use of community buildings within Kirklees; and that the increase in energy costs would also have an impact on those running and providing activities in community buildings.
- There were challenges associated with recruitment across the board, with particular issues in some technical areas and the risks associated with this were in view. This was a national issue and, to a large extent, was a result of the choices people were making about employment further to the pandemic. There was a programme of work underwritten by the People Strategy and each service had a plan in place to ensure that they had the capacity and capability to deliver. It was noted that the Corporate Scrutiny Panel had included the issue of recruitment and retention on its work programme.
- Examples were given of the initiatives undertaken to recruit, train and retain more social workers, including paths for progression and development and apprenticeship and mentoring programmes.
- In terms of the educational attainment of different demographic groups, it was explained that attainment and access to opportunities across all groups was one of the key priorities for the Children's Scrutiny Panel. It was requested that information be provided to the Committee Members in respect of the aims for educational attainment across the different demographics. It was noted that the Kirklees Futures Strategy Action Plan included a range of measures directed towards supporting educational attainment.

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- Key ambitions for the next five years included, delivery of the Cultural Heart Project and plans for Dewsbury Town Centre; progress in respect of delivery of the four 'levelling up' bids including the Penistone Line; significant progress on highway improvements through the capital programme; to achieve 'Council of the Year'; to realise an excellent rating for children's services and improvement in educational attainment. It was believed that there was a clear vision and plan, along with a budget that included investment, to move the organisation forward and achieve the ambitions.
- Maintaining dialogue with colleagues at both local and national level helped with environment scanning and identifying potential challenges in the medium and longer term.
- There were significant challenges in respect of the funding for adult social care and the Local Government Association was campaigning on this issue. There was also a funding gap for children's services.
- The SEND transformation plan was very detailed in terms of the steps necessary to transform the system. There had been improvements in terms of transition from children's to adult social care and the transformation plan included a focus on creating independence rather than dependence, with the aim of reducing future demand. The Health and Adult Social Care Scrutiny Panel had a programme of work which aimed to develop a good understanding of the demand. The SEND transformation action plan would be subject to scrutiny by the Children's Scrutiny Panel and there may be the opportunity for some cross-cutting work to take place in respect of post-16 provision for children with special educational needs. It was important that a whole family approach was taken in providing support.
- The Council had responsibility and a duty of care for its own tenants but also provided support to those with concerns about private landlords. In terms of support to the wider population such as with financial management skills, or assistance into employment, individual cases were dealt with on their merit. £4 million had been set aside for welfare provision and would be directed to those in need regardless of housing tenure.
- The transfer of the housing function back to the Council had provided an opportunity to share the skills of KNH staff and to take account of the good work being undertaken. The approach had shifted towards a focus on the relationship with local residents rather than tenure.
- It was suggested that the Economy and Neighbourhoods Scrutiny Panel might look at the work being undertaken to support tenants.

20 **Loneliness and Social Isolation in Kirklees Post Pandemic**

Carol Gilchrist, Head of Local Integrated Partnerships and Helen Gilchrist, Project Manager presented a report which proposed a scope for scrutiny of the issue of loneliness and isolation in Kirklees to help inform and shape the partnership approach to respond to this issue, in light of the potential impact on the health and wellbeing of local people.

It was explained that the evidence suggested that more people were lonely and isolated following the pandemic and the report set out a range of background information from both a national and local perspective.

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The aim was to address four key strategic goals:

- To make loneliness everyone's business.
- Ensuring collective assets are maximised.
- The adoption of a person-centred approach.
- Understanding people's real-life experiences.

The work would include the opportunity for Members to speak to community groups and individuals about the issue and their experiences.

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

- It was accepted that there were challenges in identifying people who were lonely or isolated and work had been undertaken both prior to and during the pandemic to try and address this issue. There were many groups across the district who could reach out to people as a result of information or referrals received from a number of sources, such as colleagues in health and care services. It was hoped that the scrutiny work might assist in identifying any gaps across the district.
- There was a mechanism in place for social prescribing so that GDPR and the sharing of personal information was not an issue with referrals. The referral of an individual to a community group would be done in-person as they would be accompanied to the first session. It may be, however, that this piece of work would uncover some such issues.
- There was a need to identify the barriers to people overcoming isolation and loneliness. It was hoped that the individuals who were now attending the groups would be able to give the Committee an understanding of their experience and how they were able to overcome the issues and that this would help to inform the approach in the future.
- There was also a need to understand how people who were not involved with health or other services might be made aware of what was available to them and how they could be assisted to have the confidence to engage.
- The Loneliness Steering Group included representation from the Befriending Partnership. A wide variety of befriending offers had developed during the pandemic but sustainability had been identified as an issue due to the short-term nature of funding. Telephone befriending had been found to work well and it was proposed that a blended approach be taken in the future.
- The Steering Group hoped to undertake further work to encourage joint working and collaboration between different organisations.
- In terms of the learning from users, a range of positive outcomes had been achieved, although some people expressed a preference for face to face interactions.
- In respect of the baseline level of loneliness at this point in time, it was hoped that this work may assist in achieving this understanding; it was a complex issue.
- The numbers of volunteers had reduced following the pandemic and consideration was being given to how this might be addressed.
- The issue of cost for people in accessing places was also a consideration.

Resolved –

That a further report be presented to the Committee at the September meeting, in respect of the role of the Loneliness Steering Group and the ongoing review of how the group will operate in the future.

21 Kirklees Scrutiny Work Programme 2022-23

The Lead Members introduced the work programme/agenda plans for the Children's, Corporate and Health and Social Care Scrutiny Panels highlighting their priorities and approach for 2022-23. The plan for the Economy and Neighbourhood Scrutiny Panel had also been submitted for consideration.

Resolved –

That the initial Work Programmes for 2022-23 be agreed.

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: 13/09/2022

Title of report: Kirklees Community Anchor Network Development

Purpose of report:

The purpose of this report is to provide an update on progress to date, describe the activity undertaken and share some of the emerging learning from the Community Anchor Network.

As part of our work on closer integration between health and social care, we developed a model that brings together the Primary Care Networks (PCNs), the Council and the Voluntary, Community & Social Enterprise (VCSE) to develop local support arrangements to promote independence, health, and wellbeing for people living in Kirklees.

During the pandemic Community Anchors provided a vital role in strengthening and supporting our Kirklees wide community response offer. This work highlighted the impact that strong community networks can have in supporting the people of Kirklees.

As a result, a new contract was developed to strengthen the VCS network Kirklees wide. This was approved by cabinet on 27th July 2021 allowing a grant distribution of £360,000 over a two-year period and commenced on the 1st of September 2021 with a robust VCSE led selection process to identify the key lead Anchors across Kirklees with them commencing work in communities from the 1st of October 2021.

Following the identification of the lead Anchors the network was strengthened by the addition of Local Anchors growing from 4 in October 2021 to 10 in July 2022.

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?	N/A
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?	N/A Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	N/A
Date signed off by <u>Strategic Director</u> & name	Jill Greenfield 1/9/22
Is it also signed off by the Service Director for Finance?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning?	N/A
Cabinet member <u>portfolio</u>	Cllr M Khan (Health & Social Care) Cllr Paul Davies (Corporate) Cllr Carole Pattison (Communities) Cllr C Scott (Deputy Leader Housing & Democracy)

Electoral wards affected: All Kirklees wards

Ward councillors consulted: Portfolio Holders Cllr M Khan, Cllr P Davies Cllr Pattison and Cllr Scott paper presented to cabinet on **27/07/2021**. Cllr E Smaje consulted on 17/08/2022 and 26/08/2022.

Public or private: Public

Has GDPR been considered? Yes. Does not include personal data that identifies a living individual.

1. Summary

Kirklees Council aims to help residents to live full, healthy lives in thriving communities. The [Shaped by People](#), [Independent](#) and [Well](#) Council priorities make this clear, as does the commitment to a working partnership with the third sector to develop a strong, effective, sustainable and independent network of community and voluntary organisations. These networks also provide a large support to facilitating the councils work around [loneliness and isolation](#).

The Community Anchor Network Development project provides funds to “... *establish and maintain a strong network infrastructure of existing and new place-based anchor organisations to build flexible, resilient community capacity.*” The aim is to develop a network of established local third sector organisations who can enable the development and sustainability of community groups and activities which support health and wellbeing.

The project is currently funded till March 2023.

2. Background

Through the below aims the Anchor Network are supporting Kirklees to achieve the 5 inclusive approaches set out in the Inclusive Communities Framework. We are placing trust in our communities to form connections, identify gaps in community led provision and to form partnerships and support networks to help fill these gaps.

The focus of the work is on relationship building and information sharing rather than specific target driven outcomes, however the work does achieve positive outcomes, supported by rich community stories.

Anchors help community organisations to Get Support, Connect and Unite. These are the aims the Anchors have formed with their community partners to best facilitate support in their communities:

1. Ensure Anchor organisations have the capacity and systems to deliver Anchor work.
 - Help to build a network of community anchor organisations that work effectively together across Kirklees.
2. Build relationships between Anchors and local community organisers.
 - Listen to community organisers and understand their concerns and priorities.
 - Understand community needs and opportunities.
3. Bring community organisers together to share information and ideas and to build trust.
 - Help community organisers to understand and support each other.
 - Encourage them to work together.

4. Provide information, connections and support to community organisers and organisations.
 - Help organisations to grow and develop, to be inclusive and to make a difference in their community.
 - Help them to share learning and successes.
5. Enable community organisers to engage effectively with local decision makers and key partners
 - Ensure good links with social prescribing services
 - Encourage community organisations and partners to work together.
 - Help community organisers to share views, learning and priorities from their community and organisations, and to influence decision making affecting their community

Notes & definitions

- TSL Kirklees will identify and support existing established third sector organisations to take on the Community Anchor role. TSL Kirklees will manage and coordinate the development of Anchors and the Network.
- Community organisers are the people who are involved in organising activities or groups or who are involved in leading community and voluntary organisations, as paid or unpaid workers. They may be involved in one project or many and may be experienced or new to the role.
- Community forums, network meetings and events can help bring people together to build trust, share information and work together. They may include local decision makers or not.
- Community organisations may be small unincorporated associations, charities or any other structure which is primarily for social benefit and not private profit.
- Key partners include public sector services, particularly Community Plus, the Council's Third Sector Team and Social Prescribing Services. It also includes TSL Kirklees, other third sector organisations and partnerships, funders and private sector organisations.
- Some activities may contribute to several aims. For example, a meeting of community organisers and partners to identify local priorities, might contribute to aims 2, 3 and 5.

Current Position

The Community Anchor Network is established and functioning well. Relationships and systems continue to develop.

This is a developmental project, helping to build the resilience, capacity and responsiveness of communities across Kirklees. A key aim is to sustain existing community activity and organisations which have faced disruption and challenge in the last two years and continue to work in uncertain and demanding circumstances.

- Prior to the contract commencing there were 9 Anchor organisations already established that had supported the work through the pandemic. Learning from this model showed us how a much more hyper local offer was critical in the development of the new Anchor

roles. Organisations that are just working to support others in the same localities have a much greater understanding of the local needs.

- As a result of this learning a new model to establish 4 lead Anchors with multiple local Anchors was developed. This model allows the Anchor Network to have a great reach into all communities.
- The contract started in August 2021 with initial mobilisation and communication. In October, all lead Anchor organisations were established and some Local Anchors. Anchors work was funded from October 2021 and the first quarterly reports were for the Oct-Dec 2021 period.
- Fifteen Community Anchor organisations are now funded by the project (see below). There is one Lead Anchor taking a coordination role in each of the four areas of Kirklees – Rural, Dewsbury/Mirfield, Batley/Spenningsdale and Huddersfield.

The Community Anchor Network



- Anchors were selected through an open process with expressions of interest being considered by a panel including public and third sector members. Further development work has added anchor organisations in Rural, Spenningsdale and Dewsbury.
- Those selected as Anchors are required to be registered with the Council's GAP process to ensure all required policies and systems are in place. Lead Anchors are required to meet the highest standard of a GAP score of 5. Local Anchors must achieve a GAP score of 3.
- Community Anchor Network Meetings take place monthly (for Lead Anchors) and quarterly for all Anchors. In each of the four localities, Local Anchors meet more regularly. Anchors have also come together for training and development sessions.
- Community Anchors and TSL Kirklees working together have established community forums and other network meetings, bringing together community & voluntary organisations. Public sector colleagues often attend these meetings and events to allow greater information sharing.
- Community Anchors work closely with Social Prescribing managers and link workers, sharing information about community activities and gaps.

- Community Anchors provide practical and information support to community groups, voluntary organisations and individuals looking to start new activities or groups. They work with the Council's Third Sector and Active Citizen Teams to join up support where peer support might be more appropriate or beneficial to the group or organisation.

In summary, good progress has been made in establishing the network, systems and relationships. This has allowed them to quickly become a recognised in their local area by health services and other local partners eg by local GPs

Contract Monitoring

Anchors were required to provide a high-level forward plan for the entire contract on which they report against quarterly. This plan allows for flexibility to support unforeseen circumstances e.g., Community transport support to Ukraine refugees

Grants are paid out of the funding provided through NHS contracts to the Anchors on a quarterly basis once monitoring reports have been signed off, including financial spend monitoring. These are monitored by Mags Rogerson and Noreen Abbas

Key points from reporting to date include:

- Over three hundred community and voluntary organisations or groups have been engaged in the Community Anchor network. Some have had considerable support with funding applications, policy development, providing space for activities or other assistance. Others have taken part in forums and network meetings, training or events. However, Anchors are not primarily about engaging the public, they are focused on engaging voluntary organisations and community groups. TSL Kirklees and the Anchors have worked together to run a series of events for those involved in voluntary and community organisations. These events are promoted as 'People Helping People' events, led by Community Anchors, and include time for networking as well as updates on funding opportunity, training and consultations. Some public sector colleagues attend too. People Helping People events have taken place in Meltham, Dewsbury, Denby Dale, Thornton Lodge and Batley – at least one event a month since March 2022, in community venues. Attendance is diverse and typically is 20-30 people. Future events and training is at: Find Free Training & Events - Third Sector Leaders Kirklees (tslkirklees.org.uk)
- Working in a co-productive way takes time as it is about building trusted relationships and reaching into hyper local and less formal networks Each community has its history, relationships, tensions and expectations that impact on any project or change. The Community Anchors are committed to working in an enabling, respectful way which values the contribution, knowledge and assets in every community.
- Anchors have helped community organisations to access many thousands of pounds of funding. Thornton Lodge Action Group has excelled at this, helping organisations access tens of thousands of pounds of European funding for an area with high levels of poverty and health needs.
- Many community groups rely on a few staff or volunteers, many of them elderly. The challenges of Covid, greater expectations on governance and management and financial pressures have led to a loss of key people, and especially volunteers, in the sector. Without Anchors some key community activities would have been lost, such as the long established Mirfield Over 50s Social Group which is sustained thanks to considerable work from S2R as a Community Anchor.
- Forums and network meetings which are genuinely inclusive and focused on community needs and links get good participation and feedback. Open public events on wellbeing

and other community concerns work well too. an example S2R ran an event in Mar for International Women's Day and attracted 52 residents. Other events have included a work and volunteering event at Ravensthorpe and a health & wellbeing event at Thornhill Lees. There have also been volunteer fairs across the Rural area.

Identifying Gaps

Examples of gaps currently identified through the Anchor Network

Social isolation and loneliness – in people of all ages and abilities – continues to impact on health and wellbeing across Kirklees, particularly for those on low incomes or in communities with high levels of deprivation. Space and opportunity for informal, social connections, open to all, are needed for these activities. This Gap has been identified by all anchors

Community buildings are vital assets for community activity and when managed well by community groups enable communities to organise and respond to local needs and opportunities, building confidence, skills and supporting the local economy. New groups spend time setting up organisations and applying for grants in order to pay for community buildings hire. It would save time and release energy for the things that make a difference to people's health if we could find a way to fund community buildings to provide some free space for community activities that meet local needs.

There are both **gaps and duplication** across the whole system – that is, health, Council and third sector functions working with communities and community organisations around health. Anchors report that community organisations find it confusing to get offers of support from Council staff, TSL Kirklees and Community Anchors. Sometimes they ask everyone for help with the same issues.

Few voluntary and community organisations have highly developed **information systems**. These require considerable investment and development, which is only possible with stability and long-term, adequate funding. As a result, analysis and evaluation relies on narrative and skilled, experienced staff perception and reporting is time consuming and not as data rich as it could be. Anchors have discussed how to improve data collection, referrals between organisations, case management in support of organisations and analysis of reach and impact.

Volunteers willing to take on trustee roles and other responsible positions are in short supply. We need to find ways to build confidence and make the work less onerous in these roles. Some organisations have run successful trustee recruitment campaigns and we need to learn from these.

Positive Result Examples:

Sustaining existing activity- S2R provided a significant amount of support to the Mirfield Over Fifties Social Group. This group collected membership fees from 60 members, often socially isolated without the group's activities.

The group encouraged regular attendance at social events with entertainment and activities. It was highly valued by Mirfield people, particularly a group of over 70's.

During lockdown the group stopped and when it started up again it became clear that one person had been doing all the membership work, communication and arranging activities. A small committee supported decision making.

The organiser decided they didn't want to continue as it was all too much and no-one on the committee could take it on. S2R provided support to keep activities going and helped them consider options. New organisers and committee members were sought.

After several weeks the committee and organiser decided to close the community organisation, to the dismay of regular attenders of activities.

S2R have taken up the organising of regular meetings and activities to keep it going and are supporting volunteers to gradually take on responsibility and rebuild.

Without S2R many older people in Mirfield would have lost a valuable social and community activity.

Building relationships and networks - This is a key role for Community Anchors, as it is only when we build trust and understanding in each other that we can work together well in communities. In Batley & Spen, Yorkshire Children's Centre facilitates 'Our Community Forum' with a membership of over 60 people involved in community groups and organisations. Regular online meetings help share information, build trust and encourage those involved to work together and support each other.

In the Valleys, the Colne Valley Anchor Network is a partnership of Marsden Community Trust, Crossroads and Pride in Linthwaite – a new partnership that aims to support community groups and activity and have been involved in the community response to Ukrainian refugees.

In Denby Dale and Kirkburton, Ravensthorpe, Thornhill Lees, Deighton, Thornton Lodge and Dewsbury there have been community events organised by Anchors, bringing Council services and third sector organisations together.

New networks are developing – The Branch has brought together those running Parent and Toddler groups for mutual support and to share experience and ideas. Locorum has helped members of the Nigerian community come together to build trust and set up an organisation to research community needs.

The TSL Kirklees Community Anchor Network now has fifteen Anchors working together, meeting regularly.

A new network of those in the third sector responsible for data and information is starting in September: [TSL Kirklees Information, Data & Reporting Network Tickets, Tue 20 Sep 2022 at 12:00 | Eventbrite](#)

Anchors learning from each other - Anchors and TSL Kirklees meet regularly to share information, respond to changing circumstances and learn.

They have developed an agreed 'Purpose and Aims of Community Anchors' document which shapes all plans and reports. As new Anchors join the network, Anchors have shared their plans and budgets to help new Anchors get up to speed.

All contract management reports and notes are shared across the network, for transparency and learning. This includes case studies, where an Anchor gives an example of how it has worked with a community organisation to sustain and support community activity.

Many voluntary and community organisations do not have well developed data systems, as developing them requires stability and investment. Anchors have identified the need for a shared data and information system to evidence impact and enable collaboration.

Anchors are developing 'Locality Plans', created by listening to community organisations and finding common themes and priorities. The aim is to share these plans across the Anchor Network and with partners, to enhance understanding of community priorities.

Joining up Personalised Care, Council services and the third sector - Mondays and the Museum is organised by the Huddersfield Mission in their role as a Community Anchor. It is a programme of free, open to all, health and wellbeing activities at the Tolson Museum. Social Prescribing and Wellness service staff are available at the events, for appointments and drop-in sessions. Activities include:

- Baby Boutique
- Morning Stroll and walks for parents and children
- Big Drum Workshop
- Crafts and making, arts sessions
- Coach Parker (outdoor group exercise)
- Grow@Tolson - therapeutic growing & healthy cooking
- MAGIC (movement & games in chairs)
- 50 Things to Do Before You're Five
- Yoga for All
- Stop Smoking Drop In

Community Anchors are working closely with local charities and the Council to help refugees and asylum seekers to connect to community activities and networks.

Community Anchors and TSL Kirklees help voluntary and community organisations to apply for funding, including the Council's Do Something Now grant scheme and Members Ward budget grants.

Social Prescribing managers have been involved in key decisions including deciding which organisations will receive Community Anchor funding.

Open to All – to encourage community activities and groups to welcome diverse new people, TSL Kirklees and Community Anchors have developed the Open to All scheme. Organisations can register as Open to All by agreeing to be welcoming, publicising their activities and trying to meet access needs. TSL Kirklees provides small grants for signage, equipment, training or other support that can help groups reach out and provide a warm welcome. This supports social prescribing by reducing barriers for those new to groups.

Organisations make a public statement (a poster is being developed) about being welcoming to new people, including those coming through social prescribing, and can apply for a small amount of funding (a few hundred pounds) to help them be 'open to all' – such as leaflets or signage in languages other than English or promotion activity. They include:

- Pride in Linthwaite CIC
- SEN KIDS
- Team Hanson
- The Branch
- Waterloo Tenants & Residents
- Serendipity Creative Writers
- Pony Pals Equine Therapy CIC
- Yetton Together
- Yorkshire Community Development CIC
- We In Front
- Dalton Together
- Roberttown CC & P S
- Aspire Creating Communities

- Lindley FOCAL
- Honeyzz Diabetes Support Group
- LISAS
- Jamaica National Council Huddersfield

Locality Plans

About Community Anchor Locality Plans

A Locality Plan aims to capture the key concerns, hopes and issues from community organisations and provide comment and analysis by Community Anchor organisations. The Locality Plan aims to complement and add to, but not duplicate, the information and plans made by public sector services and strategic bodies. They support the direction of work the Anchor undertakes.

The locality plans are still in early stages of development and being reviewed for how useful they are in real time delivery at a neighbourhood level.

Workshops to engage with elected members are in development to support to enhances this plan with their rich local knowledge.

The Community Anchor Locality Plans are developed by listening to those involved in community organisations and groups and working with them to identify the priorities and changes they would like to see in their community.

Because each locality is large (there are only four across Kirklees) they include many different communities. Plans may include issues or opportunities which are important for a particular community - an area or a community of interest - but are not important for others.

Locality plans will be managed by Community Anchors and shared widely.

The list of community organisations and description of how they have been involved, provides transparency about how the plan was developed. Contact the Lead Community Anchor to help fill in gaps or find out more about listed organisations.

The plan may include quotes, photos or documents to help to illustrate and evidence local concerns. Personal identifiable information will not be included unless explicit written consent has been obtained.

3. Officer Recommendation

The Committee is asked to note the update in respect of the Community Anchor Network.

4. Contact officer

Mags Rogerson, Service Manager Personalised Care – mags.rogerson@kirklees.gov.uk
01484 221000

5. Background Papers and History of Decisions

Background papers (the Tender Specification) are attached as an Appendix to this report.

6. Service Director responsible

Jill Greenfield, Service Director Customer and Communities Integration

Appendix A – Example Locality Plans North and South

Introduction

In April 2022, we are piloting Locality Plans. These are developed by Community Anchor organisations listening to those involved in community organisations and groups and working with them to identify the priorities and changes they would like to see in their community. They may differ from strategic plans and priorities. For more details of Locality Plans and the TSL Kirklees Community Anchor Network, see the appendix.

Plan written by

Name: Paula Wood, Carmen Taylor (S2R) Inserts form Mr Aslam) RCCL) Paul Moor (CCH)
Organisation: S2R, RCCL and CCC
Contact details: carmen@s2r.org.uk paula@s2r.org.uk

How was this plan developed? (Briefly describe any meetings, discussions, events or research)

The plan to date has been developed through a variety of Anchor action planning, consultation, meetings, community events, partnerships and fact-finding exercises during our work to build a local capacity community network in the Dewsbury and Mirfield district.

In April, Chickenley CC became our local Anchor organisation, along with S2R and RCCL, have developed this draft locality plan, that can be the foundation of a robust action plan in the coming months ahead.

S2R and Ravensthorpe CCL have undertaken a series of events, listened to local communities and provided support to groups and individuals in localities to assess the impact of pre-post pandemic and where the community feel they are now.

Chickenley CC have also recently been pro-active to find out what is happening and what has been lost and needed/wanted to bring back connectivity, continuity and a sense of community wellbeing.

Research and evidence from the CLik survey hi-lights areas of, - negative- clear relationship between deprivation and poorer health/wellbeing is evident throughout the data set.

Positive - the general perception that people in the local area pull together to improve the local area has strengthened since 2016, with 55% of residents agree that their local area is a place where people trust each other.

The Anchor organisations want to build on this pull -together mindset for community self-resilience and a can-do attitude, enabling communities together to provide what is missing, inspire local aspirations and confidence to *`help local groups make great things happen`*

We also acknowledge the economic difficulties that exist and lay ahead, and how by working in partnership with local Cllrs, and services to bring a forward strategic set of actions to try and offset this worrying situation

Further learning and listening will be imbedded into the plan as local intelligence is gathered and groups input their information and idea moving forward.

List of community organisations, activities and groups contacted to develop this plan (not individuals' details or contact details. Contact Community Anchors to find out more)

Organisation, organiser or partner	Brief summary of work/contact (and any additional links or documents provided)
Partner Tamsin Mcdonald Kirklees	Find out about overlap with area coordination
Partner Mashuda shaikh Kirklees	Possible collaborations between cohesion team in Dewsbury and Mirfield (3 workers) who support groups
Partner Ryan Cross/Batley Anchor	Monthly catch ups regarding joint ventures and support with anchor forum ideas 2 Meetings regarding developing peer support between trustees/volunteers in the North with Third Sector Team This was changed due to TSL concerned over confusion with their buildings network on whats app and forthcoming meetings in May with building
Partner Andrew Dolman	Third sector team of Kirklees, discuss sharing intelligence and duplication/ working together
Dewsbury Wellbeing network (62 people)	24 organisations in attendance to present the anchor and what it means
Opportunities Centre Hannah, KAL	Stall to present the work of the anchor and engage with other services X3 Look at ways of meeting PCN health priorities
International Womens breakfast event RCC	10 organisations present to network with on the day including opportunities centre, TSL, community plus, RVS
West Yorkshire police	Made contact with west Yorkshire police to help find suitable contacts for community engagement events at Dewsbury soup
Partner Billy Tindle	Discuss roles and joint working, database from third sector of mapped community organisations shared and agreed. Discuss mapping and who to get intelligence from

	Discussions over the infrastructure of TLCC, governance and trustees and capacity Weekly catch up
Partner Karen Wilby	x 3 meetings regarding understanding social prescribers' role and how the anchor can support with connecting prescribers to activity for patients. Meeting new social prescriber Denum for Batley
Partner Noel Whittaker	Community plus worker for Dewsbury, discuss how roles overlap and support each other
Partner Jackie Ingham Democracy and citizens service	X 500 phone calls and emails X 2 place-based meetings to discuss anchor involvement X 2 meetings regarding listening to you Thornhill Lees and feedback X planning for Wellbeing network event
James McGill Mark Wearmouth Lisa Waldron Wellness Manager Coms+ Manager Jo Board PC manager	Serval meetings to discuss partner working and attending Anchor organised community events for information and signposting Look at how these key services can be imbedded into communities and provide better health outcomes To establish meetings with PCNs
Vicky Strickland SPLW	X2 Meetings about Mirfield social group, structure and continued support
Lyzette Coms + team	X2 Meetings and discussions about Mirfield social group, and coms+ involvement with Mirfield areas
Ravensthorpe CC Team	X 12 Regular Planned meetings of development of joint working /events/ outcomes/ impact/information gathering and working /partnership agreements
Chickenly CC Paul Moor	X2 Meetings to discuss becoming local Anchor, process, aims outcomes mentoring etc-
Mirfield Over 50s Social Group Susan Maycock Safer Kirklees	X10 Weekly support to keep the group meeting, helping committee to carry out organisation and build in succession planning for new members, volunteers and committee members. Meetings to discuss outcomes of community safety survey, look at extending presence in some Anchor areas
ADHD support group Corinne Hunter	X4 meetings Provide regular check in meeting, information on local funding options pass on key contacts and new incentives
Thorn Hill Lees CC	X3 Meeting with Trustees to look at centre development plans and forge partnership with key services and TSL
Overthorpe Nest	X2 Meeting to discuss partnership working, development and capacity

Mirfield Community Centre	Meeting with trustee and manager to discuss activity at the centre, venue hire and gaps Donating centre goods and furniture to other groups from outbuilding Discussion over being involved in mental health awareness week Asked to be invited to a trustee meeting
St Marys CC Croft House CC	Looking to get GAP registered, marketing and development plans
Taleem Community Centre	X3 Meeting to see the centre and discuss any development needs or capacity issues Organise a volunteer engagement strategy, set up a meeting
Salfia Centre 20/20 PROJECT	Looking at joint working and development plans
Diamond Dazzlers	Meet at Dewsbury soup and PHP Batley organised a meeting to discuss aims of group and signpost to other possible help
Spembougher Swimmers Volunteers Provide support 5-19 years Empathy group	X4 Meeting to see how we could support, sent over funding contacts Sport England and Kirklees Our Space X3 Meeting to discuss future development and holding session at THL
Creative Scene	Meetings to utilise building space for Anchor and how we can constructively work together
Ana, Every Body Active	X4 Working partnership and discuss future support developments for local areas
Connect Housing	X3 Meeting to utilise their premises as a contact and develop partnership work
Fr George Dewsbury Minster Salvation Army Zin Baptist Christ the King Savile Town and Ravensthorpe Mosques.	X3 Meeting to pass on information discuss how we can complement and work together
Paddock Trust Kirklees College Works Better teams	To establish better collaboration and joint community health events

JCP Out lookers NK Connect Housing Richmond Fellowship	
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Community issues and priorities (A reminder: there are many perspectives in our communities. This aims to identify some key strengths, needs, opportunities that communities can work together on)

General comments

Within Kirklees, it has long been the perception by communities in the North especially Dewsbury area, that they have been left behind with regards infrastructure, amenities, opportunities, housing and social/recreational amenities. – *general comments from public engagement December 21*

We have however discovered a strong urge in some quarters to strengthen community capacity, and build levels of resilience, independence and innovation. But there are pockets on a local level of weariness and a sense of `we have heard it all before` In some areas there is a disparity of financial / economic situations ranging -between deprivation and uncertainty of the ability to cope with increasing cost of living for some – and relative comfortability and progression in others.

We also witness generational divides in all local communities, this could be faith, communication especially digital means, recreational/ social opportunities, and community expectations. Since the pandemic existing and new projects are struggling to attract new people who are new into areas. Age related social outlets are being highlighted as a priority, -Cradle to older citizens – isolation and lack of stimulation and general mental health and physical wellbeing have taken a knock in all areas.

The emergence of Kirklees community teams working in partnership with Anchors and key community leaders, in our view can support and strengthen links to priorities outcomes for community capacity and address needs but can create confusion amongst communities as there seems to be a certain overlapping in messaging of what Kirklees teams remit and specialisms are. There is a diverse range of services provided by the private, voluntary sector and local centres/ groups, that can be brought together and harnessed with an emerging network. There has been an eagerness to volunteer in some local areas, but for most community centres resource is limited, and operating costs are a feature and worry for most community provisions, this is an area in need of more development and resources if a true placed based community driven infrastructure can be maintained.

In the Dewsbury West area there is a growing mental and physical health priority, learning and other disabilities are also key health concerns, along with social isolation and loneliness. Antisocial behaviours are becoming more common such as knife and gun crime, drugs, binge drinking, and grooming are being raised in this community. The lack of sport activities in these areas could be one element pushing young people into crime and gang cultures. (General comments from RCCL)

The pandemic demonstrated the real value of `community` and the strength of the third sector with groups having the ability to respond quickly to the needs of the community in what was unknown territory for everyone, with widespread fear and panic being prevalent in all communities. Many organisations began working together and diversifying the work they delivered. Volunteers were coming forward from all sections of the community and some groups became more resilient. The flip side is other organisations closed or did not manage to work through the pandemic. If the former approach could be harnessed in a more joined up way in conjunction with council services, it could create a powerful model that better

meets the needs of local communities, especially linked to health and wellbeing.
(General comments Chickenely CCH)

The comments from RCC and CCC, bring together complexities of our communities, presenting social and health issues but also with the willingness to respond to situations for the good of their community. S2R has witness both sides of these dynamics in all areas/ communities of Dewsbury and Mirfield. The key issue is how in some areas to elevate the positive aspect and dispel the more negative trends that are genuine concerns.

Strengths, assets and opportunities

Strengths/Opportunities

Partnerships working has been successful, all Kirklees community services and SPLW, along with other voluntary partners, TSL, centres, local groups. Council support and resources for placed based working has generated opportunities to pull strands together, and the boundaries between council/ voluntary and community groups are shifting towards a more cohesive approach of empowerment to communities rather than a `doing to` mentality within some quarters, but there is still development to be undertaken if the community is to fully feel empowered and in control of their localities and be decision makers .We need to grasp the current shift to provide the tools to enable communities to flourish their initiatives and provide good foundations for sustainability.

Recent community mapping and networking have given opportunity for shared experiences and identify common themes, linking centres, projects, groups, together-monthly meetings are now a key feature across the Dewsbury and Mirfield areas, common themes and trends seem to be economic driven as centres struggle to meet growing overheads with trying to generate increased footfall of local residents' services being able to afford to hire and contribute to central costs. This has enabled to pave the way for network and information events such as funding, training and development for groups or emerging activity interest ideas.

We have witnessed that some mutual aid groups now in a position to take the lead role to help and serve their community of interest.

More joint up approach with faith groups has been strengthened in the last few months and working well.

Dewsbury West ward Councillors are very active in supporting local environment activist and volunteers such as 'Ravensthorpe in Bloom'.

As an Anchor partner we have strengthen partnership working in Dewsbury and Mirfield.

(RCCL)

Community Building opportunities A number of community buildings in the Dewsbury area have closed – Options Centre (working with adults with learning disabilities), The Arena Centre (Kirklees owned facility for young people's

activities), Young Dewsbury operated from Dewsbury Town Hall. Other buildings used by small Tenants and Residents groups are currently under threat from lack of use/support. Existing centres that remain have a mixed story with some flourishing and others struggling depending on levels of grant funding and financial sustainability planning developed by individual centres. That said, there are good cases of buildings that have been asset transferred to groups which can be used as examples of best practice. Better co-ordination and deployment of some 'community' roles within Kirklees Council on a part time secondment type basis with clear objectives and outputs would be a practical way of supporting local assets/groups who are struggling. **(CCC)**

Assets/ support

The area has many community assets, but these are generally community resources in the way of singular localised activities. Requests for support are patchy but momentum is steadily growing, probably as we are uncurling after Covid and a complete shutdown of community facilities during the past two years, initiatives are starting to emerge.

The local groups in some areas are well-established hobby and interest groups that have managed to cling onto their identity after covid, we need to replicate these assets in order to generate a 'see how it is done' feature or as we grow our network system generate a peer-led support rather than a competitive edge that some centres/group have, that historically again is finance driven not community led.

Further development has been reported as difficult smaller/medium funding pots are swallowed, along with very short-term timeline leaving gaping holes in sustainability plans that are not achievable.

Some centres have a thriving local offer, from pre-school children and parent groups, through to Dementia support activities for carers and their loved ones. This can be harnessed and replicated with the community using and pitching in, a bottom-up approach of community resilience coupled with a building viability is evident.

Also, the offers of support from some services are overlapping, along with the added confusion as to what the Anchors are designed to do, this can lead to support overload or left un- touched as no clear methodology has been put into place for right service right job!

A positive support structure from the chain of service needs to be established to enable these structures to maximise their offer provide outcome focused systems for centres and emerging groups, we have a golden opportunity to truly bring together a 'one stop shop' of everything community capacity needs to prosper and grow, rather than what could be a detriment to a positive support structure

Needs, problems, inequalities and gaps

What is needed

S2R-Providing appropriate resources – utilities, caretaking, and other services that come with buildings, central costs of the up-keep could undermine the viability and lead to restricted opening times especially during the onset of the winter months ahead.

Having spoken to many outlets in depth, also to emerging or potential groups or a person, of how new un-constituted groups gain support and start up to put their toe in the water and then develop to consider overhead funds, the theme is providing a safe affordable space to enable new groups to develop, and grow is much needed in the Dewsbury and Mirfield area.

Chicknley CC- A new problem starting to affect groups with buildings is the 50% increase in utility costs and the significant increase in costs to carry out pre-planned and emergency repairs. Especially when people/groups (including Kirklees Council) do not want to pay venue hire when using community venues. Many centres have capacity for new groups/activities to run. There is also the continued message that volunteers should run services where there are gaps – volunteers play a key role and can support but this needs to be dovetailed with professional/experienced staff and not used as a mechanism to replace some essential services such as youth provision/targeted youth provision with volunteers.

Some small groups shy away from become constituted with bank accounts etc and some older people's groups don't want the responsibility of GAP registration, dealing with money and applying for funding so provision/support for these groups need to be incorporated into the plan. Anchors or GAP registered organisations providing support with holding the ring-fenced money and assisting with distributing the grant and providing monitoring. This could also be supported by re-deployed Kirklees Council officers in community roles where there is cross over support available.

RCCL-

Youth services have long need to be priority, giving young people a deflection, rather than falling into negative past-times that leads to low aspirations and life achievements. This has to be a multi faith and culture investment from all walks of our community to ensure we capture young people from all backgrounds to achieve and gain civic pride

Gaps- Making better use of community spaces to enable community capacity to build is priority. As hi-lighted not all interest or social groups want the responsibility of self-governance, these groups should also be allowed to flourish as they too are providing a much-needed social connection, a sense of belonging and a purpose. Once groups do gain the confidence to take the step to become constituted and form a working governance then the process of applying for funds to generate room and resource hire can begin but until this time a sense of nurture must be

able to be fostered or new groups will not emerge and gaps in what is needed will not be filled.

Likewise, the issue of providing much needed space for centres, halls, venues seem, to boil down to cost and the ability of providing the interventions needed for health and wellbeing activities

- One solution is to generate an amicable set-up guided fund for small groups to access, Anchors can apply and hold the funds until groups are ready to fledge.
- We may look to work on this idea further next quarter with partners such as TSL, local Cllrs etc or sponsored possibilities and who could be approached.

- In our recent consultation with Dewsbury West Mutual aid groups, we have seen loneliness and isolations in the older women and older men in south Asian community is growing and there is a desperate need for an intervention
- Many emerging new groups are struggling to open bank accounts and having difficulties finding volunteers to take up key roles in the group. **(RCCL)**
- When third sector organisations commit time to helping with consultation exercises such as the Locality Plan what financial commitment is made available from Kirklees Council to cover the time of staff/volunteers from different organisations and how can this be built into this or future plans. Supporting Anchor organisations with a budget for staffing costs, especially to cover the costs of small community organisations that have no or limited staff and do not have really have the capacity to support this kind of work. Voluntary organisations with 'lived experience' are often expected to do it for nothing when they are often best placed to make invaluable contributions. **(CCC)**

Social prescribing or health links, issues and opportunities

The health and wellbeing issues have been references to in the general comments, these are not concerns for all areas but a genuine issue for disadvantaged areas to have lower health and wellbeing outcomes. Good partnership links have been made with the SPLWs. S2R arranges regular Anchor catch ups with the SPLW, attending the monthly meetings to discuss health priorities in the areas and engagement strategies to address better health outcomes in communities, from these meetings S2R Anchor has organised partnership community events to raise the profile of, SPLWs, Coms+ and other health and wellbeing services, what health advice they offer. Where there is an opportunity to provide wellbeing events from S2Rs other funded projects we have done so, likewise we can call on other partners to provide or accommodate health message and wellbeing type of activities.

Also, other projects and groups in localities providing a `what is on your doorstep` information and support. We are now working to better communicate / coordinate with PCN practices local Cllrs to promote the community offer in terms of health and well-being.

RCCL- We have provided many small groups with a space to develop, along with other partnerships we have successfully delivered Women in the Lead empowerment and Wellbeing events to address mental health issues

Linking health outcomes to social engagement activities is a vital connection to healthier messaging by bringing people together and providing positive affirmation is a way of being nonclinical and less associated to medicalisation, increases participation, motivation and the impetus to address or change certain negative health behaviours. As well as increasing social wellness and community bonding.

CCH-The opportunity for Chicheley to provide a sustainable/affordable food project has strengthened the volunteer opportunity within the local community, bringing together and connecting people. The health benefits of being able to purchase healthy food providing families with a balanced, will have many health benefits for the community.

Links to photos, video or other resources

[Health Event Case Study.pptx](#)

Comments, conclusions and priorities for action

Timescale

(Anchor comments. Priorities may include actions for other organisations) **(if applicable)**

The direction of travel with this draft locality plan is to address the resourcing of community outlets centres, so they have the means of security but a realistic development opportunity to provide a safe environment, for local interest groups, fledgling groups that want to further grow, established going concerns, provide interactive activities for their local residents that they have identified themselves as needed, and welcome and accommodate social functions and be part of community celebrations.

CCH-To further recognise and harness the collective strength of the voluntary sector and local community organisations that provide a small army of volunteers to make activities happen in their immediate neighbourhood and the wider area. These activities can be supported and developed with financial support, a variety of training to strengthen

governance and also ways to support increasing the capacity for the organisation, which for many small to medium organisations is a huge problem.

RCCL- Collaboration across all sections of services, Kirklees teams are an integral part of the community capacity building jigsaw but clarity of remit, and duplication layers make it unclear for communities and Anchors to navigate.

There are many issues that outreach Anchor capacity, e.g., community infrastructure but by introducing feel good incentives such as `In Bloom` to more areas, or schemes that provide food and social connection at an affordable price. These incentives don't run themselves, volunteers are not a free ticket to provide, they need resources and support like any other going concern, to make sure these can thrive and serve a community need, they require a supply of the right building blocks to create community Social Wellness.

- Collaboration between community, centres/outlets and local Cllrs
- Joint approach to enable equal access to social activities, e.g., cost, transport
- Continue to Support Place Based Standards, (Council must demonstrate communities are being listened to and be pro-active)

Appendix

About the Community Anchor Network

TSL Kirklees manages the Community Anchor Network Development project, under contract with Kirklees Council, with funding from Primary Care Networks in Kirklees.

The purpose of establishing the community anchor network is to help communities to organise and respond to community needs and opportunities in sustainable and inclusive ways, particularly around health and wellbeing. We are helping local groups make great things happen.

For more information contact Tom Taylor tom@tslkirklees.org.uk or Bridget Hughes bridget@tslkirklees.org.uk or see www.tslkirklees.org.uk.

About Community Anchor Locality Plans

The Community Anchor Locality Plans are developed by listening to those involved in community organisations and groups and working with them to identify the priorities and changes they would like to see in their community.

Because each locality is large (there are only four across Kirklees) they include many different communities. Plans may include issues or opportunities which are important for a particular community - an area or a community of interest - but are not important for others.

Locality plans will be managed by Community Anchors and shared widely.

How to write and use this locality plan

A Locality Plan aims to capture the key concerns, hopes and issues from community organisations and provide comment and analysis by Community Anchor organisations. The Locality Plan aims to complement and add to, but not duplicate, the information and plans made by public sector services and strategic bodies.

The list of community organisations and description of how they have been involved, provides transparency about how the plan was developed. Contact the Lead Community Anchor to help fill in gaps or find out more about listed organisations.

The plan may include quotes, photos or documents to help to illustrate and evidence local concerns. Personal identifiable information will not be included unless explicit written consent has been obtained.

Introduction

In April 2022, we are piloting Locality Plans. These are developed by Community Anchor organisations listening to those involved in community organisations and groups and working with them to identify the priorities and changes they would like to see in their community. They may differ from strategic plans and priorities. For more details of Locality Plans and the TSL Kirklees Community Anchor Network, see the appendix.

Plan written by

Name: Paul Jones MBE

Organisation: TIMEtogether

Contact details: 07794026056 / paul.jones@ddc.org.uk

How was this plan developed? (Briefly describe any meetings, discussions, events or research)

This Locality Plan was developed from consultations with local community group leaders on a one-to-one basis but also through online web meetings and face to face meetings for a group. An element of local knowledge and a rural lived experience is included from these individuals and groups.

There has also been a short study conducted regarding preferred support for local community groups, and also two needs assessments in two villages around the theme of rural transport.

List of community organisations, activities and groups contacted to develop this plan (not individuals' details or contact details. Contact Community Anchors to find out more)

Name of group, activity or organisation	
Shelley Village Association	Lepton Methodist Church
Shelley Village Hall	Home from Home Dementia Group
Shelley Church	Friendship Café
Parent Sanctuary CIC	Emley Church Men's Breakfast Club
Thurstonland Community Association	All Hallows/Denby/Denby Dale/Shepley Church
Stocksmoor Village Association	SEE Ahead CIC
Made in Clayton West	Darby & Joan Club
Emley Community Centre	Denby Dale Pie Hall
Nortonthorpe Sports Club	Denby Dale Community Partnership
Grange Moor TRA	Denby Dale Centre
NHS Jubilee Gardens (name tbc)	Denby Dale Methodist Church

Community issues and priorities (A reminder: there are many perspectives in our communities. This aims to identify some key strengths, needs, opportunities that communities can work together on)

General comments

There is an existing strength in rural communities, with established organisations continuing to operate within their own neighbourhoods, there are few that offer services beyond their immediate community.

However, the advent of Coronavirus took the top layers off that metaphorical barrier of parochialism, as communities were supported across territory. New networks have dawned, and healthy discussion has emerged from the pandemic period. The common message from community groups from across the area is that of covid-recovery, especially with groups operating with low numbers and with fewer volunteers.

Strengths, assets, and opportunities

Strengths

- **Unity** – there is an improved level of unity between tradition areas. We have seen cooperation and kindness being offered across settlements. An example of this is the Volunteer Fairs, where the first three venues have offered their community centre at no charge, in their determination to support other groups.
- **Kindness** – examples of kindness between community groups is not rare, with an example being where Emley Community Centre worked hard to support the work of the dementia support group of whom they were a landlord and offer appropriate rates whilst the group operated at low numbers post Covid.

Assets

- **Venue Range** – Anchor had invited community centre managers to the Kirklees Community Centres Conferences through later Covid times, and all appreciated the support and inclusion to reopen safely, as opposed to being seen as a competitor. Rural has a vast number of community centres, with each settlement having at least a church hall and sports club, with some villages having up to five venues. The venue range could also be seen as a weakness, as venues are competing for custom to make themselves self-sufficient.

Opportunities

- **Networking** – this has started and there has been definite interest in uniting community groups together, sharing (especially successes), and socialising.
- **Recruitment** – all groups have spoken about low numbers, in both terms of members and volunteers. The support study revealed that groups have asked for two things, one being volunteer management/recruitment and the second being financial support (referring to funding opportunities, see next).
- **Funding** – this is a competitive subject, however a common one. Groups have their own agendas and values in terms of who and where they would turn to for funding opportunities, however finding the right funder for their interest is important.

Needs, problems, inequalities and gaps

Needs

- **Networking** – continue to support, offering a bi-monthly networking meeting
- **Meet The Funder Events** – incorporate a meeting the funder at at least alternate network meetings
- **Volunteer Recruitment** – offer a continued volunteer fair, to support local community groups to recruit new volunteers as they emerge out of their shielding

Problems

- **Distance** – the reoccurring challenge of living in rural is the perception of distance, where for some it is not far into the nearest town, others is an absolute barrier. The economy of scale has led some services to be urban centric due to simple economics.
- **Funding Rules** – council funding only permits one grant per organisation per year, whilst that works great for numerous organisations, there are some larger groups who operate multiple projects but are limited to apply for only one. If they have a grant already, then see a new need in their settlement, they have to wait for the existing period to end.

Inequalities

- **Visibility** – some rural villages have strong local leadership, loud voices or larger numbers, leaving other villages with the same level of issue accepting their own struggle.
- **Logistics** – groups can be seen to operate in a parochial manner due to poor logistical connections. One village have a bus only on Thursday morning and Saturday morning, as an example.

Gaps

- **Youth** – provision is poor in comparison to other places, with the youth been spread out and isolated from each other. KYA has intention to connect the existing services together.
- **Third Sector Business Planning** – several discussions have highlighted the need for an improved understanding about the need for and the create a quality and achievable plan for a charity to operate with. Part of this is understanding the role of trustees and management and the differences. Several groups are at a post-covid recreation point and examples of an organisation have different perceptions across its management would point towards delivering a training for those wishing to re-create their own plan.

Social prescribing or health links, issues and opportunities

- **SPLW** – the local team of social prescribing link workers have networked extremely well with the existing community provision. They all have been reported as approachable and caring for the individuals that they are supporting.
- **SPLW Requests** – a question that has repeated, that SPLW have identified as an opportunity to support some of their patients, is for some form of improved Befriending scheme. There needs to be an understanding of whether a befriender is needed, or whether a Friendship Scheme is being referred to, as some patients are housebound and that will not change, so a medium-term scheme like a Befriending Scheme might not be the best answer, although it would address the immediate issue.

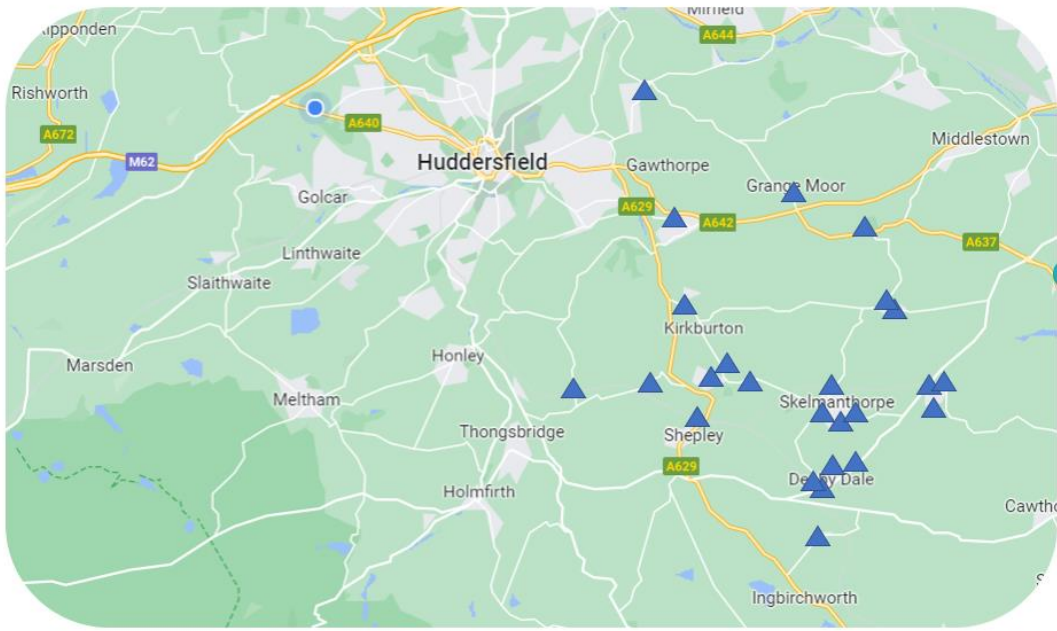
Links to photos, video or other resources

- www.ruralanchor.org.uk
- Facebook: @HD8ConnectingCommunities and @ValleysAnchorNetork
- Twitter: @ruralanchor

Comments, conclusions and priorities for action
Timescale

(Anchor comments. Priorities may include actions for other organisations) **(if applicable)**

<ul style="list-style-type: none"> • Volunteer Fair delivery • Network events • Meet the Funder events • Support with Business Plan creation development • Support with volunteer management • Investigate Befriending Needs • Discuss with KYA how to achieve an improved youth provision 	
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Map of the spread of Mast community groups connected to the Rural Anchor

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Name of meeting: Overview and Scrutiny Management Committee (OSMC)

Date: 13 September 2022

Title of report: Loneliness and Social Isolation in Kirklees Post Pandemic – Role of the Loneliness Steering Group

Purpose of report:

This report is to:

- Provide background information to support discussion about the role of the Loneliness Steering Group.
- Enable OSMC to contribute to the ongoing review of the role of the steering group, in order to make best use of this group in the future.

For Overview and Scrutiny Management Committee to:

1. Note the information in the report
2. Review, discuss and suggests ways of developing the role in the future.

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?	Not Applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports)?	Key Decision – No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by Strategic Director & name	Mel Meggs 31/08/22
Is it also signed off by the Service Director for Finance?	No Applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Not Applicable
Cabinet member	Councillor Musarrat Khan – Health and Social Care

Electoral wards affected: This piece of work covers the Kirklees-wide response to tackling loneliness.

Public or private: Public

Has GDPR been considered? This report does not contain any personal information.

1. Summary

Chronic and severe loneliness can have an impact on a person's health and wellbeing and lead to greater use of health and social care services.

Kirklees Council and partners developed a vision to tackle loneliness in 2019:

'Kirklees is a place where people and communities are more connected and support each other to develop meaningful relationships and reduce loneliness'.

A partnership group was set up in 2020 to prioritise key workstreams and work together to 'make loneliness everyone's business'. The group has continued to operate throughout 2021 and 2022.

In 2022, the steering group have reviewed the role of the group and part of this has included expanding the membership.

This report is to aid discussion about the role of the Loneliness Steering Group and contribute to a review to make the best use of this group in the future.

This report includes background information that includes:

- Summary of role of the group and how it has evolved.
- Summary of priority areas of work and achievements.

2. Information Required to Take a Decision

2.1 Background

Loneliness is part of the human condition and is experienced by most people at some times in their life. Chronic loneliness, however, can have a strong impact on a person's physical and emotional wellbeing. Social isolation can be a risk for someone becoming lonely.

A partnership group was set up in 2018 with interested stakeholders to explore the issue of loneliness. This subsequently grew over time based on partners interest in the topic. Early members of the group included:

- Health and Social Care Commissioning
- Social Care Operations
- Public Health
- Voluntary Sector Organisations including, Jo Cox Foundation, mental health, carers and other community organisations
- Third Sector Leaders
- Kirklees Council Community Plus
- Acute Trusts
- West Yorkshire Fire Service
- Kirklees Libraries

- Kirklees Council Policy Team
- Kirklees Strategic Housing
- Kirklees Museums and Galleries
- Lawrence Batley Theatre
- Kirklees Council 3rd Sector team

As a first step, partners developed a vision and strategic goals based on national and local intelligence. In addition, a session was set up to engage citizens in the topic to help shape the vision. The vision and strategic goals were developed and shared with the Joint Health and Wellbeing Board in 2019.

Vision:

‘Kirklees is a place where people and communities are more connected and support each other to develop meaningful relationships and reduce loneliness’.

Strategic goals:

- Making loneliness everyone’s business – encouraging citizens, front line workers, planners, and systems leaders to have regard to tackling loneliness as part of day-to-day life or working life.
- Making the most of existing assets to address loneliness – citizens, communities, staff, spaces, and support offers that can support or signpost to help.
- Understanding the experiences and expectations for different groups, communities throughout the life course – to support tailored responses.
- Fostering personalised approaches for those that need extra support to overcome barriers to developing meaningful connection

Partners met to explore priorities, but this proved challenging based on the broad scope of the strategy and the capacity to respond.

In March 2020, a loneliness conference was set up and led by Jo Cox Foundation and the Kirklees Befriending Partnership, supported by Kirklees Council. A wide variety of professionals attended and contributed their views on support available, challenges and gaps.

The Covid- 19 pandemic and subsequent lockdowns rapidly followed, with many staff diverted into different roles to aid the pandemic response. A decision was made to create a smaller steering group to lead and prioritise the future strategy supported by a wider partnership group. The rationale for this was that it is challenging to agree priorities with a large group and many organisations were facing other high priority demands on their time. A smaller group with those partners, that led the conference would assist in developing some priorities within the strategy.

The new steering group membership included:

- Kirklees Council Local Integrated Partnerships including Local Area Co-ordination and Public Health (Chaired by Carol Gilchrist)
- Kirklees Council Children and Families Services
- Northorpe Hall Child and Family Trust
- Jo Cox Foundation

- Kirklees Befriending Partnership representing Yorkshire Children’s Centre, Locala, Age UK Calderdale and Kirklees, The Kirkwood, Royal Voluntary Service (RVS).
- Clinical Commissioning Group
- Third Sector Leaders
- Partnership Mental Health Commissioning Manager
- Citizen representative with extensive professional, volunteer and lived experience.

In addition, Locala Health and Wellbeing also joined the group in 2021.

The original terms of reference agreed can be found in Appendix 1.

The steering group agreed some priorities based on national and local intelligence and feedback from the 2020 Kirklees Loneliness Conference. A summary of the priorities can be found in Appendix 2.

During the first lockdown, the wider partners were invited to good practice sharing sessions, of which a small core group attended. Following that, whenever possible information was shared with the wider partners, but it became increasingly challenging to sustain this.

During the pandemic a national Connection Coalition was set up and Jo Cox Foundation suggested that a local Connection Coalition <https://www.connectioncoalition.org.uk/> would help to support partnership working and provide much needed capacity to ‘turbo charge’ wider collaboration and action based on joint working and sharing good practice. A coalition could support the key strategic goals. The steering group agreed that this would be a great opportunity to pilot this approach on a local basis. Appendix 3 provides more detail on the rationale for the proposed approach.

A bid was developed by Jo Cox Foundation with input from the steering group. This was taken to the Community Investment Fund in summer 2021 but was unsuccessful. The Jo Cox Foundation have considered alternative approaches but have recently confirmed that they are still keen to pursue this idea in West Yorkshire with a willing partner, subject to funding resources.

In 2022, the steering group reviewed their membership and the terms of reference. Steering group members were invited via email and via meetings, to share their thoughts on how the steering group could be further developed.

2.2 Key Challenges

- The loneliness strategy is not a ‘one off project’. It requires a long- term programme of activity across partners to ‘make loneliness everyone’s business’.
- The Covid-19 pandemic has affected people differently. Some people have resumed their former activities from prior to the pandemic, whilst others may have acquired new barriers to meaningful social connection such as reduced confidence, loss of loved ones, disability or ill health.
- There is no ‘one size fits all’ approach – reducing loneliness and isolation requires a range of support options as well as systems-level enablers such as access to transport and digital technologies. Appendix 4 illustrates examples of the range of activities that can support people to have meaningful connection as well as a summary of the ‘Promising Approaches Framework’, endorsed by Campaign to End Loneliness.
- The scope is broad (a life course approach, covering all age ranges), so there is a need to make loneliness everyone’s business through a wide partnership approach. Resources to support this

work need to be sustained to maximise impact. This necessitates joint working approach to ensure that vulnerable people of all ages are identified, supported or signposted to resources/ support offers and realistic resources to deliver priority projects.

- Loneliness still carries a stigma – some people may not wish to identify as lonely or recognise that they are feeling lonely. They may not be in touch with front line services. Also, they may not opt into specialist services (that are associated with loneliness, e.g., befriending), preferring more generic options that facilitate social interaction. This compounds the challenge of identifying the most vulnerable people. This reinforces the need for a partnership approach to identifying people who would benefit from improved social connection.

2.3 Options

The following were considered as part of the review of the role and membership of the steering group:

- Future role of the group
- Principles and values
- Membership and leadership
- Meeting locations, frequency and format
- Name of the group
- Priorities and successes

Alternative options were put forward for consideration of the steering group including:

1. No steering group - continue to promote ‘making loneliness everyone's business’ in our organisations/ areas and collaborate through existing networks / or via connection coalition approach
2. Strategy to be led on a place basis – place-based plans via place-based partnerships and Community Anchors
3. Separate but interconnected strategies for different life course stages – children and families, adults, older adults. These could be owned separately but could be brought together to share good practice and explore interfaces
4. Loneliness strategy nested in an existing strategy and linked workstreams (e.g., Mental Wellbeing linked the Joint Health and Wellbeing Strategy)
5. Strategy/ steering group led by a partner organisation or Co-chairing options.

Summary of Feedback from Steering Group

<p>Core functions</p>	<ul style="list-style-type: none"> • Understanding the local needs and setting priorities in response to the intelligence • Overseeing/ ‘Owning’ and driving the strategy • Monitoring outputs/ outcomes the strategy • Collaborative plan across the steering group to understand lived experience.
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	<ul style="list-style-type: none"> • Influencing – making loneliness/ quality social connection everyone's Business • Acting as a catalyst – creating the conditions for citizens and communities, services and planners to prevent and tackle loneliness. Develop an engagement and influencing plan – co-ordinated plan including presenting/ campaigns/ promotion of awareness and identification/ signposting/ empowering communities to develop solutions/ economic costs as well as human costs. Promoting the benefits of quality social connection. • Identifying opportunities for development – priority projects/ pilot projects – catalyst for new projects and innovation where needed and identifying resources to deliver. • Offering mutual support where there are blocks and celebrating good practice across the steering group members. • Supporting wider partnership working - facilitating good practice sharing across Kirklees. Steering group to set up and deliver annual engagement events. • Potential to use 'Promising Approaches Framework' to help shape place-based priorities.
Membership	<ul style="list-style-type: none"> • Grow to include Housing, Active Citizens and Democracy, Social Care including Care Homes, Huddersfield Town Foundation, Refugees and Asylum Seeker strategic input. • Deputies to cover in absence to support continuity of work. • Recruit additional citizens with lived experiences.
Leadership- Alternative chairing/ co-chairing options?	<ul style="list-style-type: none"> • No current wish to change existing arrangement. • Governance to be explored once Terms of Reference agreed.
Change of name?	<ul style="list-style-type: none"> • Different views expressed. Keen to reflect the collaborative action focus but also to reflect the role in owning the strategy work. • Support to use more positive language - promoting social connection in title alongside tackling loneliness
Meeting formats	<ul style="list-style-type: none"> • Concerns that people would not have the time to attend face to face meetings in view of travel time. Ideally it could be a face-to-face session for the steering group once a year and a wider partnership group engagement event on annual basis. • Support for themed sessions. Keenness for members of the steering group to have a section to share and celebrate good practice/ stories and learn from each other.
Achievements/ successes	<ul style="list-style-type: none"> • Summarise any outputs/ outcomes on annual basis.
Priorities	<ul style="list-style-type: none"> • To be fully considered based on latest Current Living in Kirklees (CLIK) Survey 2021 data and other emerging lived experience data. • Noted headline CLIK data and recent research on loneliness in London https://whatworkswellbeing.org/blog/loneliness-in-london-what-do-we-know-and-where-are-the-evidence-gaps/ and 'big 5' priority groups suggesting need for:

	<ul style="list-style-type: none"> • Links to poverty strategy • Links to social care- disability and long-term conditions • Young adults remain a priority • Links to Housing
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The updated Terms of Reference can be found in Appendix 5.

Summary of achievements can be found in Appendix 6.

Priorities 2022 and Beyond

The steering group looked at some initial priorities for focus on 2022 onwards. Examples are noted below:

Making Loneliness Everyone’s Business

- Continue to raise awareness and challenge stigma.
- Continue to influence citizens, staff from the council and from partner organisations to play their part in reducing loneliness.
- Continue to work in partnership - Local Connection Coalition idea to be pursued or an alternative to support enhanced partnership working.
- Strengthening identification and signposting for frontline workers through developing and disseminating an updated resource to support people to identify loneliness and signposting people to Health Education England Loneliness training.
- Strategic alignment – exploring links with other key agendas and workstreams, e.g., Ageing Well, Frailty, Living with Long-term Conditions.
- Maximising opportunities as part of ‘Families Together’ - place based integrated early support.

Making the Most of Existing Assets

- Continue to support the Kirklees Access Strategy to enable people to access support and activities that facilitate social connection through the Live Well Kirklees information resource.
- Optimising new Community Anchor roles.
<https://www.wypartnership.co.uk/our-priorities/harnessing-power-communities/VCSE-events/vcse-power-showcase/day2>

Community Anchors are well placed to understand local needs and support response.

- Continuing the co-produced offer for children, young people, and families in school holidays.
- ‘Our Space’ Facilities and Grants Programme – to develop inclusive places to support mental and physical health.

Personalised Responses

- Development of Befriending Partnership and code of practice to help to facilitate collaborative working to meet local need.
- Virtual Day Opportunities Digital Proof of Concept Platform – sharing learning across partners.
- Tackling anxiety/ low self-esteem and other mental ill health as a key barrier to social connection.

- Targeted Family Support - to improve social connection.
- New personalised care offer (anticipatory care model pilot) delivered in partnership between Kirklees Council and Health partners such as Primary Care Networks and other local health clinicians. This involves proactively identifying people who are frail and offering holistic support as part of having a 'good life' conversation, which includes identifying isolation and loneliness. This builds on the existing service responses of Community Plus and Social Prescribers.

Understanding the Needs of Different Communities

- Further CLiK survey analysis to explore the intelligence in more detail.
- Initial priority groups to understand in more detail - through lived experience and other intelligence gathering:
 - Young Adults
 - Unemployed
 - Employees
 - BAME Communities
 - Children
 - Parents / Carer's

Please note that the above is a preliminary list to focus on in view of the wide scope. This does not mean that other groups are not important. However, this list and the overall priorities above, may be subject to change based on any further analysis of the 2021 CLiK survey and lived experience data and other intelligence such as Place Standard. For example, in the CLiK survey in disabled people and LGBT Plus individuals who responded to the survey indicated significantly higher levels of severe loneliness.

<https://howgoodisourplace.org.uk/>.

3. Risks

- Time commitment from busy partners could impact on full engagement from partners if expectations are set too high - any future approach needs to be realistic to enable sustained involvement across the steering group.
- Recommendations could be challenging to implement without resource to support.
- Lack of resource to develop the wider partnership working alongside steering group priorities.

4. Resource Requirements/ Costs

- See above. Any recommendations for the future need to be a realistic expectation on group member's time. A long-term commitment to resource strong leadership is needed to continue to drive the agenda forwards.

5. Timescale

- Review by steering group members has taken place February to May 2022.
- Updated terms reference were recirculated in July for final comments.
- OSMC to share any initial thoughts at the OSMC meeting on 13 September 2022.

- OSMC representative (s) to attend steering group on 27th September 2022.
- OSMC to seek views of steering group members and set timescale for this in due course.

6. Services and Agencies involved

Kirklees Loneliness Steering Group

- Kirklees Council with representation from Local Integrated Partnerships, Commissioning Mental Health) Public Health, Children and Families. Local Area Co-ordination
- Yorkshire Children’s Centre - representing Befriending Partnership and Community Anchors
- Clinical Commissioning Group, (now Kirklees Health and Care Partnership)
- Northorpe Hall Child and Family Trust
- Third Sector Leaders
- Locala Health and Wellbeing community healthcare provider
- Jo Cox Foundation

The Steering group has been recently reviewed and additional partners are being invited to join the group including:

- Housing
- Active Citizens and Democracy
- Strategic Migration and Refugee Manager
- Social Care
- Huddersfield Town Foundation

7. Implications for the Council

Working with People

- This steering group has a volunteer representative with lived experience. The steering group have been looking to recruit further citizen membership to help guide the strategy via the Kirklees Council Co-production Board. Other options include recruitment via partner agencies and Local Integrated Partnerships.

Working with Partners

- The Loneliness Steering Group have been very keen to develop partnership working further. This review supports the broadening out of membership to include a wider range of partners.
- The steering group is still keen to develop additional, wider partnership working to support the work of the steering group.

Place Based Working

- In recognition of the importance of place, presentations about the topic of loneliness have been delivered to place-based working groups in 2021 and 2022, as part of ‘making loneliness

everyone's business'. Front line staff have been encouraged to identify opportunities and act where needed.

- In addition, two 'hyper local pilots' are being considered in two different areas of Kirklees linked to Local Area Co-ordination (Marsden and Slaithwaite and Ravensthorpe, Scout Hill, Pilgrim, and Beckett Estate). Learning will be fed into the steering group.

Climate Change and Air Quality

- It is not anticipated that this review will have a direct impact on climate change or air quality. However, if people are encouraged to be more socially connected, this could result in more people using transport to get out of the house and meet others in the local community. It would not be possible to quantify this.

Improving Outcomes for Children

- The scope of the review includes all ages, so it is anticipated that the longer-term outcomes of this work will improve children's wellbeing by helping to reduce loneliness and associated impacts.

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

- Please see resource requirements section above.

Do you need an Integrated Impact Assessment (IIA)?

- Whilst we recognise that loneliness can impact disproportionately on some groups across the life course, this piece of work is about exploring how to develop the steering group to plan effective strategic responses in the future. An IIA is not needed at this stage.

8. Consultees and their Opinions

- Members of the existing steering group have been consulted during 2022 as part of a review of the future role of the group.
- To complement this, following discussions with Councillor Smaje (OSMC Chair) input from OSMC is being sought to support this review.
- This work forms part of a broader piece of work.
- The overall scope was developed in consultation with Councillor Smaje, as OSMC Chair and the Overview and Scrutiny Management Committee, who was keen to keep the scope broad.
- Councillor Khan – Portfolio Holder Adults & Health – Broadly supported the scope in understanding the impact of Covid 19 on Kirklees communities regarding loneliness. Councillor Khan recognised the potential size and scale of the piece of work and therefore supported the notion of having a scope, which will keep the work focused.

9. Next Steps and Timelines

- OSMC to share any initial thoughts at the OSMC meeting on 13 September 2022.
- OSMC representative(s) to attend steering group on 27th September 2022.
- OSMC to seek views of steering group members and set timescale for this in due course.
- The final deadline for this work is to be determined in due course.

Recommendations from the review will help to support in the longer term:

- More lonely people being reached and supported in a personalised way.
- The profile of loneliness as an issue being further raised across council and partners to take collective action.
- Improved collaboration across partners in Kirklees.

10. Officer Recommendations and Reasons

- OSMC notes the work carried out to review the role of the Loneliness Steering Group to date.
- OSMC provides any suggestions on how the future role of the group can be further developed.

11. Cabinet Portfolio Holder's Recommendations

- Not Applicable.

12. Contact Officer

- Jill Greenfield, Service Director, Customer and Communities, Adults and Health – Communities and Access Services, jill.greenfield@kirklees.gov.uk
- Helen Gilchrist. Project Manager, Local Integrated Partnerships: Adults and Health – Communities and Access Services, helen.gilchrist@kirklees.gov.uk

13. Background Papers and History of Decisions

- Portfolio Briefing Meeting (20/9/21) – initial discussion about development of scope
- Senior Leadership Team meeting (10/01/22) – update on scope being developed.
- Portfolio Briefing Meeting (7/3/22) – sharing of draft scope
- Informal Workshop Overview and Scrutiny Management Committee (19/4/22)- scope discussion.
- Portfolio Briefing Meeting (11/7/22) – update on scope
- Overview and Scrutiny Management Committee Meeting – Scope Discussion (26/7/22)
- Portfolio Briefing (8/8)/22 Update following Overview and Scrutiny Management Committee Meeting (26/7/22)

14. Service Director Responsible

Jill Greenfield, Service Director, Customer and Communities, Adults and Health, Communities and Access Services.

Loneliness Steering Group and Wider Partnership Roles

Steering Group - Role

- Oversees Kirklees strategy
- Prioritises key areas of work as part of an evolving programme
- Ensures links with national developments and that work is in line with national strategy
- Keeps 'watchful eye' on progress and helps unblock barriers to progress
- Promotes adherence to key principles and values outlined in the strategy
- Supports flexibility of the strategy to be responsive to emerging issues – e.g. COVID Response and Learning
- Champions the work nationally and locally
- Highlights funding opportunities and supports partnership to co-ordinate responses
- Reports progress to Kirklees Health and Wellbeing Board via Kirklees Integrated Health and Care Leadership Board

What we said was important...

- Wide skills, knowledge, experience and passion in the group
- Aspirations/ Important expectations – honesty, clarity and focus, keeping a local overview, concise information, true collaboration, collective wisdom, supporting ACTION, bringing personal lived experience (we are all part of community) asset based community development, avoiding duplication, enablers of joined up thinking, strengths-based with communities in driving seat, evaluating impact, putting Kirklees on the map, more men's voice on the group needed, loneliness is neither a scar nor a badge.

Effective Partnership Working

Key ingredients:

- **Clarity**
- **Communications**
- **Shared Values & Goals**
- **Trust**
- **Resources & Time**

Wider Partnership

Wider range of professionals/ organisations wishing to be involved and engaged in the work including:

- Those keen to champion and influence the work in their professional role and beyond
- Those keen to network and share good practice
- Those keen to be involved in action planning and delivery of the plans and leading on key work streams

Wider Partnership

To be further developed based on:

- Existing Strategy Group/ Partnership Group list
- Attendees/ invitees of the Kirklees Loneliness Conference March 2020
- Other interested individuals and organisations

Kirklees Loneliness Strategy 2020/21 – Partnership/ Systems Priorities

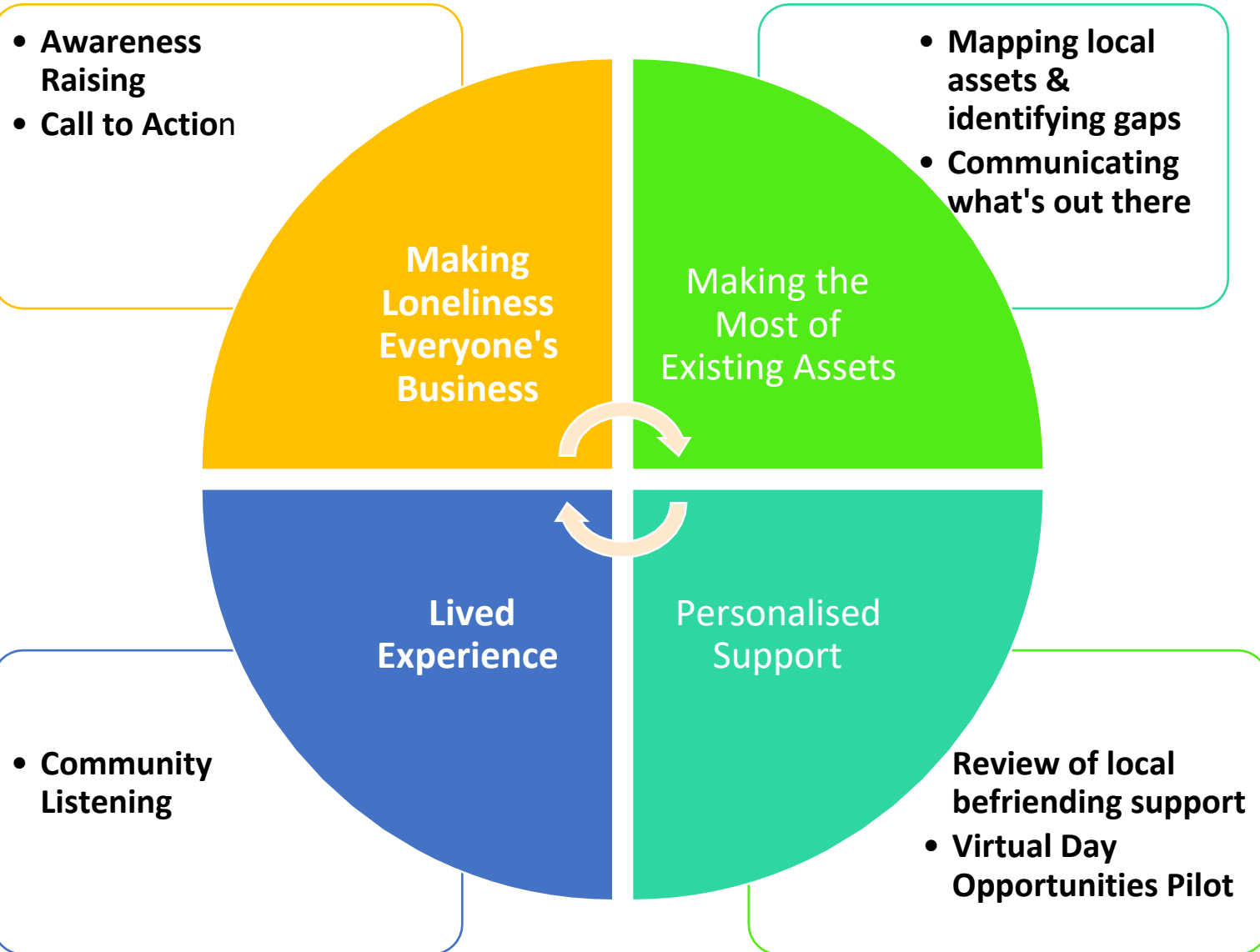
Vision:

Kirklees is a place where people and communities are more connected and support each other to develop meaningful relationships and reduce loneliness

PRIORITY GROUP:

YOUNG ADULTS

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Cross Cutting Themes:

Digital Inclusion
Mental Health
Learning from the pandemic and supporting transition from pandemic

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Connection Coalition

<https://www.connectioncoalition.org.uk/>

What is it?

National Coalition

Organisations are invited to join and sign up to a coalition:
'Working together to build strong relationships and connected communities, both now and in the future'

Summary of national approach and what could be mirrored in Kirklees – taken from national website

Cross sector network of organisations, charities, groups united to try and build better future for everyone by building strong relationships and connected communities.

The aim is to:

- co-ordinate, amplify and inspire efforts to reinforce meaningful connections
- mitigate impacts of social isolation

Impacts

- **Immediate.** By bringing together and coordinating those who are building social connections during a time of physical distancing and post Covid recovery.
- **Longer-term.** We are going to be living in a different kind of country after the crisis is over. We can build a better future for everyone by building strong relationships and connected communities for the future following the pandemic.

If applied to Kirklees this would involve bringing together various organisations engaged in connection work across Kirklees to work towards focused outcomes e.g., Loneliness Action Plan in line with local strategy.

How

- Bringing organisations together to collaborate and share expertise, creativity, tools, and ideas for ways to build connection.
- Sharing messages of hope/ story telling

If applied to Kirklees, this would involve collating a view of who and what is taking place across Kirklees to impact on connection.

Hosted on a website – could the national one host local website as an offshoot?

Website contains:

- Resources
- Community Campaign Toolkit
- Access to webinars
- News Section

How is this different to the approach we are taking locally?

In summary it is very similar in terms of the aims for the loneliness strategy but there is a gap in terms of where we are with this and where we want to be. Capacity does not allow for this to be done in an enhanced way that the Connections Coalition approach would offer.

The Connection Coalition is broader than the loneliness agenda and incorporates mental health, bereavement, community connection and intergenerational work. However, all of these are linked to addressing loneliness agenda.

Potential Advantages of Adopting the Connections Coalition Approach

The main advantage is that it will improve communications and networking, which are fundamental to addressing loneliness and Making Loneliness Everyone's Business – a key strategic goal. We know that a cross sector, partnership approach is crucial to making a difference.

We also know that loneliness does not happen in isolation of other factors. The Connection Coalition will create an important shift in situating loneliness as an issue which arises for a lack of meaningful connection. The results of which also impact on mental health, wellness, social cohesion, and employment.

Aligning to the national website is more visually appealing and would assist in promoting the agenda more effectively

- Linking in with an existing, well identified initiative and approach brings added benefits such as: easier to tap into national good practice, facilitating national networking and access to resources, enhanced publicity, building on existing communications approach
- Resources are held on a website, so information is stored in one place
- News/ updates held in one place – so no need to rely on email exchanges
- Webinars – facilitates sharing of learning – members access webinars via the site rather than time being spent setting up dates/ venues for attendees

The approach also aligns to the Strategic Partnership Vision:

‘Kirklees is a place where people and communities are more connected and support each other to develop meaningful relationships and reduce loneliness’

It will also support the other three strategic goals of the Kirklees Partnership Loneliness Strategy:

- Making the most of existing assets to tackle loneliness – better networking and communications will facilitate better joined up working and more effective use of local resources
- Understanding the needs and experiences of different groups – facilitation of better sharing of existing national and local evidence across partners
- Fostering personalised approaches – helping to identify and share best practice nationally and locally

What is needed?

Development

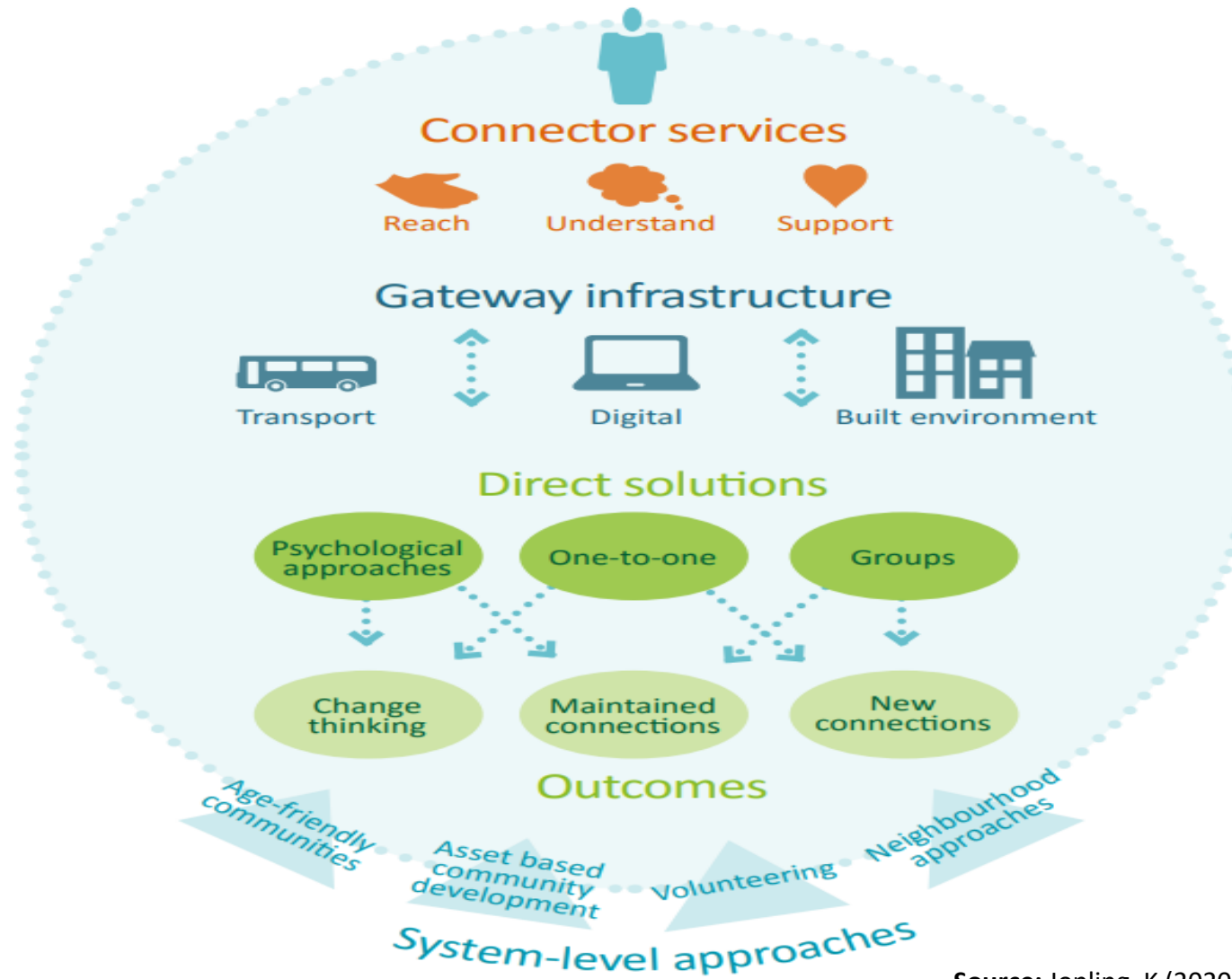
- Web development time/ IT Officer to set up the site or align Kirklees to the site and produce local section
- Communications Officer time to develop the visual elements and support publicity to launch
- Project Management time to oversee the development and implementation of the website and the programme for Connection Coalition members
- Procurement officer input to advise on any procurement issues if this to be done by an external provider
- IG officer time to ensure privacy agreements in place

Ongoing

- Ongoing communications/ development support to grow the programme for members and update the site as necessary
- Web management input to add information on to site as and when needed
- Officer time to co-ordinate and identify local good practice material to share, draft wording for events, news updates etc., set up and host webinars, events, communicate with members

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Promising Approaches Framework



Source: Jopling, K (2020) Promising Approaches Revisited, (p14)
https://www.campaigntoendloneliness.org/wp-content/uploads/Promising_Approaches_Revisited_FULL_REPORT.pdf

Loneliness as part everyday human condition



Chronic

Call friends & family

Connect via social media

Public campaigns & messaging e.g. Let's talk Loneliness

Social Prescribing

Community Plus / Community Connectors

Counselling & other mental health support

Peer to peer or group befriending / telephone circles etc.

Befriender Befriendee

I feel lonely but I know what to do to help myself and start to connect with people



I feel lonely and I need a little support to get me back on track



I feel lonely but I am facing major barriers and need help with these to enable me to connect



I feel lonely but I am very vulnerable or my circumstances are too challenging to develop connections myself at the moment



Join or re-join activities at home & work

Get out & about

Nudges or input from friends, neighbours or families & colleagues

Nudges and signposting from generic / other specialist services front line services or adapted support from generic / other specialist services

Bespoke activities or themed groups to foster connection

Peer support

Mentoring / Coaching

Buddying

Local Area Co-ordination

Improving Social Connection and Tackling Loneliness Steering Group

**Updated Terms of Reference
August 2022**

Role

1. Owning and driving forward the Kirklees Partnership Social Connection and Tackling Loneliness Strategy across the life course

What this means:

- Taking a proactive approach to early intervention and prevention via awareness raising, influencing and identifying opportunities that help reduce loneliness and promote meaningful connection – including funding opportunities.
- Championing the strategy locally and nationally
- Offering mutual support as well as celebrating good practice across the steering group
- Supporting flexibility of the strategy to be responsive to emerging issues – e.g. COVID Response, recovery and learning
- Ensuring links with national developments and that work is in line with national strategy

2. Understanding local needs, identifying opportunities for development and setting priorities for action

What this means:

- Working together to make use of the best available intelligence to understand the local picture in Kirklees
- Using intelligence to set priority actions and to identify any gaps or opportunities for developments

Role

3. Making tackling loneliness/ meaningful social connection everyone's business

What this means:

- Influencing citizens, communities, frontline workers, planners and systems leaders to 'Make Loneliness Everyone's Business'
- Promoting wider partnership working, networking opportunities and the sharing of good practice

6. Keeping 'watchful eye' on progress and helping to unblock barriers to progress

What this means:

- Monitoring outputs / outcomes of specific projects and overall long term impact on loneliness (e.g. via Clik Survey)
- Offering support to overcome barriers
- Ensuring that there are sufficient resources allocated to maintain progress
- [Reporting progress as required to Kirklees Health and Wellbeing board/ Kirklees Integrated Health and Care Partnership/ Frailty Oversight Group. Also providing updates as required to relevant boards/ groups such as Children and Families and Adults Social Care Senior Management teams as required]

NB Further discussion to be held - The draft Joint Health and Wellbeing Strategy has loneliness embedded in the Mental Wellbeing Theme - so this may lend it self to a slightly different governance route].

Working Together Approach – Our aspirations

- Have **deputies in place on the steering group**, in order to keep things moving.
- Working with group members to find the best available slots for meetings and where possible avoiding clashes with other Council meetings. Also accepting that diary pressures can be significant and changing and there is sometimes no ideal slot that meets everyone's needs. Where possible, plenty of notice when meetings are postponed or cancelled.
- Being supportive and patient to colleagues and partners, trusting that all members of the steering group are doing their best to support and deliver work within limited resource, with competing priorities on their time.
- Online quarterly meetings – with at least one face to face meeting per year
- Wider partnership networking event once a year
- Continuing to monitor and review the steering group role and function to keep it a valuable partnership.

What we said was important...

- wide skills, knowledge, experience and passion in the group
- honesty
- clarity and focus
- keeping a local overview
- concise information
- true collaboration
- collective wisdom
- supporting ACTION
- bringing personal lived experience (we are all part of community)
- asset based community development
- avoiding duplication
- enablers of joined up thinking
- strengths-based with communities in driving seat
- evaluating impact
- putting Kirklees on the map
- more men's voice on the group needed
- 'loneliness is neither a scar nor a badge'
- proactively keeping the momentum going
- highlighting best practice/innovative ideas
- making the best use of opportunities to identify social isolation and loneliness

Principles and Values (for the Strategy)

- Learning from evidence
- Sharing good practice
- Commitment to influencing
- Tackling stigma
- Commitment to partnership working and building relationships
- Co-productive approach in line with Kirklees Council Co-production statement “Our vision is about people as active and equal partners in how we work together to co-produce; co-design; co-deliver; and co-evaluate services in Kirklees
- Assets and strengths based
- Empowering communities to tackle loneliness themselves
- No ‘one size fits all’ – personalised approach
- Supporting creative and innovative approaches
- Proactively reaching out to ensure that all voices are heard and taking an inclusive communities approach
- Holistic approach to wellbeing
- Promoting an appropriate focus on safeguarding awareness

Proposed Membership Representation

- Kirklees Council Local Integrated Partnerships including Local Area Co-ordination and Public Health
- Kirklees Council Children and Families Services
- Northorpe Hall Child and Family Trust
- Jo Cox Foundation
- Befriending Partnership (Yorkshire Children's Centre, Locala, Age UK Calderdale and Kirklees, The Kirkwood, RVS)
- Community Anchor
- Kirklees Integrated Care Partnership
- Third Sector Leaders
- Partnership Mental Health Commissioning Manager
- Locala
- Citizen representative(s) with professional, volunteer and lived experience.
- Housing
- Social Care
- Strategic Refuge and Asylum Seekers
- Active Citizens and Democracy
- Huddersfield Town Foundation

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Kirklees Loneliness Steering Group – Summary of Key Achievements 2021-2022.

Making Loneliness Everyone's Business

- The multi-agency Loneliness Steering Group has continued to operate throughout 2021 and 2022.
- The steering group was reviewed as a forum to share good practice, identifying gaps and opportunities for improvement and facilitate joined up action to tackle loneliness.
- Campaigns aimed at raising awareness and combatting stigma such as the 'Great Get Together' and 'Loneliness Awareness Week', 'Mental Health Awareness Week', have been promoted.
- Awareness raising has taken place to develop wider networking partnerships to support action on tackling loneliness via individual relationship building across different services. Examples include presentations and workshops to different teams and forums such as: Care Home Manager Forum, Community Mental Health teams, Mental Health Provider Forum, local Substance misuse services, place based working teams, Young Employee Network, Anti – Stigma event, Post graduate Students at University of Huddersfield.
- The development of a local Connection Coalition has been explored based on the national model. <https://www.connectioncoalition.org.uk/>
- Local partners were brought together to develop a bid to support local transport for people in order help reduce loneliness. Whilst this was not successful, a local partner is pursuing this via other funding routes.

Making the Most of Existing Assets

- Members of the steering group have supported the development of the new Live Well Kirklees site - a resource aimed at bringing information and advice that supports wellbeing in to one place. They have also contributed to the creation of a new pilot community directory, co-produced with 3rd sector partners, which is to be piloted in Batley and Spen, Denby Dale and Kirkburton and Colne and Holme Valley Community Anchor areas. This resource incorporates Adults and as well as Children and Families.
- Libraries, Community Plus team, Everybody Active team, Wellness Service and the new Personalised Care team (offering enhanced social prescribing) continue to offer much needed support activities and signposting to try to reduce loneliness.
- Community Plus Community Investment Fund have funded several projects that contribute to tackling loneliness for older people, younger disabled adults and people experiencing bereavement.

Understanding the Needs of Different Communities

- In response to national intelligence of need in this group, members of the steering group have collated local evidence of young adult's experience of loneliness, resilience factors and barriers to social connection as well as local good practice. Yorkshire Children's Centre (YCC) and Northorpe Hall in particular, have been key partners in this work. In the spirit of partnership working and the importance of a

systems-wide approach, Yorkshire Children's Centre will continue to support this work with a post dedicated to lead on research and development to inform personalised options to support young people to connect, including lived experience and co-production as key features.

- A project has started to understand and respond to the needs of minority communities experiencing mental ill health and/ or loneliness e.g., supporting the Anti-Stigma project in North Kirklees.
- Approaches to tackling loneliness amongst council employees has continued to be explored and is being embedded into the role of Wellbeing Champions.
- Initial analysis of headline data from the Current Living in Kirklees Survey (CLiK) has been carried out.

Personalised Support

- The Covid 19 Befriending Partnership Telephone Support Offer set up in 2020 by Yorkshire Children's Centre (YCC) and Age UK Calderdale and Kirklees has been sustained throughout the pandemic. Following a successful bid to national lottery fund by YCC, this support offer is now integrated into the YCC Community Friends face to face offer and has become a blended offer of face to face and telephone support.
- A review of local befriending support offers from the perspective of providers, volunteers and people receiving befriending was completed in 2021.
- A good practice sharing workshop across local providers, commissioners and wider services was delivered in 2021. An up-to-date list of local befriending offers was created and disseminated in 2021/2022 which has fed into the Live Well Kirklees resource.
- A Virtual Day Opportunities, digital proof of concept project in partnership with Age UK Calderdale and Kirklees and Peopletoo was delivered. This project supported older people attending day care to develop digital skills and test out a new platform for social connection activities.
- A pilot creative programme to reduce loneliness in care homes was delivered in 2021 by Hoot and supported by Clinical Commissioning Group partners. Partners are exploring funding opportunities to extend this work.
- Partners on the steering group advocated for continuity of support for young adults with mental ill health and/ or experiencing loneliness via the Kooth resource, which is now a resource available for 11 -25-year-olds. <https://www.kooth.com/>

Scrutiny Lead Member Report

Lead Member: Cllr John Taylor

Panel: Corporate Scrutiny Panel

Period of Update: From 5 July 2022 to 15 August 2022

Panel Highlights

(Include examples of pre-decision work, scrutiny getting out and about, etc)

On the 14 June 2022, the Lead Member held an informal meeting with some of the new members of the Panel by way of an initial introduction.

Lead member briefings with:

- Rachel Spencer-Henshall, Strategic Director Corporate Strategy, Commissioning and Public Health
- Eamonn Croston, Service Director Finance
- Deborah Lucas, Head of People Services
- Michelle Moss, HR Manager, Workforce Strategy
- Jonathan Nunn, Policy, and Partnership Team Manager
- Chris Duffill, Head of Service, Business & Skills
- Richard Parry, Strategic Director, Adults & Health (with responsibility for Customer Services)
- Jill Greenfield, Service Director, Customer and Communities
- Dave Thompson, Head of Access, Strategy and Delivery

Panel meeting – 5 July 2022

Rachel Spencer-Henshall, Strategic Director Corporate Strategy, Commissioning and Public Health, attended the meeting to provide information on the areas of responsibilities that falls within the Strategic Directorate for Corporate Services and the areas of responsibility within the remit of the Corporate Portfolio holder. This information gave the panel a better understanding of its scope and remit and was used to set its work programme priorities for 2022/23.

Eamonn Croston, Service Director for Finance, and Sarah Brown, Acting Head of Welfare and Exchequer provided an update on the current financial issues impacting on the Council. Cllr Paul Davies was also in attendance and informed the Panel about his priorities and some of the support packages being put in place to support local people and communities. Eamonn suggested that the new members of the panel might benefit from a short session on how council finance works.

Panel meeting – 15 August 2022

Social Value Policy - Jonathan Nunn & Chris Duffill presented the draft Social Value Policy to the Panel for comment. The panel provided constructive feedback and challenge on aspects of the policy, including projected cost, benchmarking, impact on services, remedial action, whether it is ready to be delivered at scale, whether there are enough enforcement resources, what help will be given to community groups and what has the existing policy achieved. One of the key actions/recommendations that the panel wanted officers to take away and act on following the discussion was the importance of having conversations with key

house builders before the policy is finalised as failing to do so could potentially impact on local house building targets.

Recruitment and Retention – Michelle Moss presented information on the current recruitment and retention challenges being faced by the council. Planning was highlighted as being one of the areas where there are recruitment and retention challenges which is further impeded by the length of time it takes to recruit to such areas. The panel discussed skills deficits and whether there are officers in other areas of the council with transferrable skills that could be used to fill some of the skills gaps. The panel welcomed the work undertaken to simplify the application form process and the use of exit interviews to identify the reasons people are leaving. The panel discussed the merits of reaching out to retired former colleagues to determine whether they would be willing to return for a short time to fill some of the deficit.

Access Strategy – Jill Greenfield and Dave Thompson provided an update on the access strategy, highlighting that one of the areas that needed to improve was the telephony system which is to be replaced. There are also recruitment and retention issues within the service. They highlighted that demand during the pandemic had increased significantly and that this had continued during the provision of £150 rebate towards energy bills. It has highlighted that the planned improvements would also include training staff to look beyond initial requests to see if other help is needed & signposting them. They used the example of blue badge requests with staff offering assisted bin support as well.

It was highlighted that they had had over 50% turnover, with staff often moving into different roles within the Council, where the average turnover per year is 10%. This has put additional pressure on the team and Dave Thompson outlined how they were currently recruiting more staff to cope with the anticipated increase demand this year as a result of the cost of living crisis.

The Panel thanked Dave for his update but especially asked that thanks be passed to the teams who have been working hard, given the high staff turnover to keep supporting residents.

Corporate Plan priorities update – this was deferred to the meeting on the 19th September where Councillor Davies will be invited to provide an update on his agreed actions listed in the Council Plan.

Outcomes:

(Summarise the value scrutiny has added by looking at the issue(s) and any recommendations)

- that officers hold conversations with key house builders before the social value policy is finalised.
- that officers consider reaching out to recently retired former colleagues to determine whether they could be willing to return for a short time to support areas where there are recruitment challenges.
- that finance training be provided to new Scrutiny panel members.

Monitoring Work

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

Looking Ahead

(What are the next issues the Panel plans to look at?)

The Panel will next meet on the 19th September and the following items will be on the agenda

- Financial Management/Capital Plan
- Responding to Cost-of-Living Crisis
- Council Risk Register
- Procurement Strategy
- Cabinet Member progress update on agreed actions in the Council Plan

Informal meeting - regarding the Comms Strategy

General comments (from the Lead Member)

This has been an interesting introduction to chairing a Scrutiny panel and it is also a panel where, following the withdrawal of Cllr Cooper, only myself and Cllr Lawson have been members of the panel before. We are all jointly finding our feet, including the 3 new co-optees and given that finance and the response to the cost of living crisis fall within the remit of this panel, I anticipate it being a busy period for the panel.

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Scrutiny Lead Member Report

Lead Member: Cllr Yusra Husain

Panel: Economy and Neighbourhoods Scrutiny Panel

Period of Update: From June 2022 to 29th August 2022

Panel Highlights

Lead Member briefings:

- 17th June 2022 - Strategic Director for Environment and Climate Change
- 5th July 2022 - Head of Operational Services and Project Manager - Highways and Street scene regarding the Waste Strategy Capital Update.
- 7th July 2022 - Senior Officers from Planning Building Control, detailed briefing regarding the Hot Food Takeaway SPD and approach to scrutiny.
- 8th August 2022 - Operational Manager, Environmental Strategy and Climate Change regarding the Heat District Network.
- 11th August 2022 - Senior Group Leader from Planning Building Control, regarding the Affordable Housing SPD.
- 11th August 2022 - Head of Highways - Highways and Streetscene regarding the Winter Maintenance Policy Review.

Panel Activity and meetings:

- 23rd June 2022 - Work Programme Workshop (informal) meeting.
- 25th July 2022 – Panel members invited to attend the Scrutiny Joint Workshop (informal) regarding the Joint Health and Wellbeing Strategy 2022.
- Meeting of the Panel held on 19th July 2022 to consider the Waste Strategy Capital Update.

Outcomes:

Work Programme Workshop (informal) meeting held 23rd June 2022

The Panel's work programming workshop was attended by the Strategic Director for Environment and Climate Change, the Strategic Director for Growth and Regeneration and Service Leads/Senior officers. The Cabinet Portfolio Holders for Transport, Regeneration and Housing and Democracy were also in attendance.

The workshop helped panel members to gain a better understanding of the direction of travel of multiple strategies within Environment and Climate Change and Growth and Regeneration as well as Cabinet Members key priorities. This information was then used to inform the panel's work programme for the 2022-23 municipal year and to prioritise the issues for consideration.

Meeting of the Panel held on 19th July 2022

At the meeting held on 19th July 2022 the Panel considered a presentation in relation to the Waste Strategy Capital Update.

The Panel were advised that a report was to be submitted to Cabinet on 9th August 2022 to agree delegated authority to draw on funding (approximately 3 million) to allow the implementation and delivery of 7 key initiatives associated with the recently adopted Resources and Waste Strategy.

The Panel were presented with the detail of each of the 7 key initiatives which were all in the early phases of development and the reasons why the funding was required for implementation.

In the discussion that followed, key points were raised which included the importance of:

- The alignment of similar projects where possible, such as the 'ReUse Shop' and plans for bulky waste collection, to achieve desired shared outcomes
- Ensuring that new collection and reuse facilities/services are accessible across Kirklees as a part of the long-term plans.
- Working with several third sector and private organisations to create a reuse network.
- Maximising social benefits including, upskilling, and training opportunities, as well as supporting other services (such as homes and neighbourhoods to provide residents with reused furniture for example).

Outcomes:

The Panel welcomed the update highlighting the key benefits of the initiatives particularly in improving waste collection and reduction as well as wider opportunities to uplift products which was key during the cost-of living crisis.

The Panel were also provided with early opportunity for input into the 7 initiatives with understanding that further engagement was to be held with scrutiny, elected members and local communities as the projects developed.

Monitoring Work

None this period

Looking Ahead

At the next meeting of the Panel the following items are to be considered:

- The Hot Food Takeaway SPD
- Winter Maintenance Policy Review
- Affordable Housing SPD
- Heat District Network Strategy

The Panel will consider 3 reports for pre-decision scrutiny prior to Cabinet, the Panel will also consider the review of the Winter Maintenance Policy.

General comments

The Panel has welcomed a number of new Panel members and co-optees this municipal year to assist in its consideration of a diverse portfolio and looks forward to meaningful debate across a wide range of subjects.

There are a number of items for consideration this year and it is important for scrutiny to prioritise pre-decision scrutiny alongside maintaining oversight across the Panel's remit to be reactive to any arising issues.

It is also important to give consideration to the wider context of key national issues such as climate change and the cost-of-living crisis, as well local changes such as the major regeneration projects across Kirklees.

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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: - 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
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: - 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.

		<ul style="list-style-type: none"> • 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>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>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.
6. Corporate Safeguarding Policy	<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>
7. Local Flood Risk Management	<p>Annual Review of the Council's Flood Risk Management Plan including:</p> <ul style="list-style-type: none"> • Progress against the Action Plan. • Revision of local strategy to ensure consistency with National Strategy (August 2020) 	<p><u>15th March 2022</u> Officers requested to give consideration to the following recommendations:</p> <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><u>18th March 2021 (Minute 127)</u> ToR and membership agreed</p> <p><u>15th June 2021</u> Re-established for 2021/22</p>

	The Panel will produce a Final Report including its recommendations upon completion of its work.	<u>25th May 2022</u> Re-established for 2022/23
9. Overview of Scrutiny Work Programmes	Maintain an overview of the Work Programmes of the four Panels: Children's / Corporate / Economy and Neighbourhoods & Health and Adult Social Care	<u>26th July 2022</u> The Panels' initial work programmes for 2022-23 were endorsed.
10. Armed Forces Covenant	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)	<u>21st December 2021</u> Requested that: <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.
11. Voluntary and Community Sector – Investment Strategy/Shared Values and Ways of Working	Input to the development of a shared values approach with the Voluntary and Community Sector	<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: <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.
12. Social Isolation/Loneliness	Scrutiny work in relation to social isolation and loneliness, with specific reference to the impacts of the Covid-19 pandemic	<u>26th July 2022</u> Approved scope and agreed approach. Informal OSMC – 19 th April 2022

13. Grant Funding Distribution to Anchor Organisations	Update on contract, to include: the expectation in terms of outcomes, the current position, monitoring, identification of gaps and sharing positive results.	<u>13th September 2022</u>
LEAD MEMBER BRIEFING ISSUES		
THEME/ISSUE	APPROACH / AREAS OF FOCUS	NOTES
1. Democracy Commission	Update on work related to the Democracy Commission	Briefing: 7 th June 2021
2. Future Arrangements for the Council's Housing Stock	Monitor implementation of recommendations made by the Ad Hoc Scrutiny Panel in its Final Report (Cabinet 21 May 2020) <i>(Note: The separate Ad Hoc Panel in respect of health and safety compliance is to monitor progress in relation to the recommendation that an Assurance Board be established focussing on housing compliance.)</i>	Briefings: 10 th December 2020 and 5 th February 2021
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
8. Regeneration		Briefings: 8 th November 2021 and 10 th January 2022
9. Budget Engagement		Briefing: 19 th October 2021
10. Innovative Working in Kirklees		LM briefing tba
11. Challenges to Delivery		LM briefing tba

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