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Monday 16 October 2023

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in **Meeting Room 3 - Town Hall, Huddersfield** at **2.00 pm** on **Tuesday 24 October 2023**.

This meeting will be webcast live and will be available to view via the Council's website.

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

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

Julie Muscroft

Service Director – Legal, Governance and Commissioning

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

The Overview and Scrutiny Management Committee members are:-

Member

Councillor Elizabeth Smaje (Chair)

Councillor Bill Armer

Councillor Andrew Cooper

Councillor Moses Crook

Councillor Jo Lawson

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Committee

To receive apologies for absence from those 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 5th September 2023.

3: Declaration of Interests

7 - 8

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

4: Admission of the Public

Most agenda items take place in public. This only changes where there is a need to consider exempt information, as contained at Schedule 12A of the Local Government Act 1972. You will be informed at this point which items are to be recommended for exclusion and to be resolved by the Committee.

5: Deputations/Petitions

The Committee will receive any petitions and/or 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 submit a petition at the meeting relating to a matter on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10, Members of the Public must submit a deputation in writing, at least three clear working days in advance of the meeting and shall subsequently be notified if the deputation shall be heard. A maximum of four deputations shall be heard at any one meeting.

6: Public Question Time

To receive any public questions.

In accordance with Council Procedure Rule 11, the period for the asking and answering of public questions shall not exceed 15 minutes.

Any questions must be submitted in writing at least three clear working days in advance of the meeting.

7: Leader of Council - Priorities

Councillor Cathy Scott, the Leader of Council, will attend to talk about her priorities.

8: West Yorkshire Joint Services

9 - 20

The Director of West Yorkshire Joint Services will give a presentation about the work of the organisation, with a particular focus on work within Kirklees.

9: Cost of Living Programme - Update

21 - 32

A report will be presented which provides an update on the work being undertaken as part of the Council's Cost of Living Programme.

Contacts:

Lucy Wearmouth – Head of Improving Population Health

Stephen Bonnell – Head of Policy, Partnerships and Corporate Planning

10: Corporate Property Strategy

33 - 38

The report provides a summary update of the approach to property asset management and the use of good practice in developing and bringing forward the Council's Corporate Property Strategy.

Contact:

Daniel McDermott – Strategic Manager, Assets and Estates.

11: Work Programme 2023/24

39 - 44

The latest version of the Committee's Work Programme for 2023/24 will be considered.

Contact: Sheila Dykes – Principal Governance Officer

12: Exclusion of the Public

To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

13: West Yorkshire Joint Services

45 - 48

Appendix 2 to the above report (Item 8) is private, in accordance with Schedule 12A Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006.

It is considered that it would not be in the public interest to disclose the information included in the private appendix to the report as it contains information relating to an individual/individuals and information which is likely to reveal the identity of an individual. It is considered that the public interest in maintaining the exemption, which would protect the rights of an individual, outweighs the public interest in disclosing the information.

(The Panel will consider the private appendix in relation to agenda item 8).

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Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Tuesday 5th September 2023

Present: Councillor Elizabeth Smaje (Chair)
Councillor Bill Armer
Councillor Andrew Cooper

24 Membership of Committee

All Members of the Panel were in attendance.

The Chair explained that Councillors Hussain and Ramsay had ceased to be members of the Committee as a result of accepting places in the Cabinet. Thanks were expressed to both Councillors for their contribution to the work of the Committee.

25 Minutes of Previous Meeting

Resolved –

That the minutes of the meeting of the Committee held on 1st August 2023 be agreed as a correct record.

26 Declaration of Interests

No interests were declared.

27 Admission of the Public

All items were considered in public session.

28 Deputations/Petitions

No deputations or petitions were received.

29 Public Question Time

No questions were submitted.

30 Corporate Financial Management - Quarter 1 Report

The Committee received a report in respect of the Corporate Financial Monitoring Report for Quarter 1, 2023/24 and a verbal update in respect of the Medium-Term Financial Strategy.

Councillor Graham Turner, the Portfolio Holder for Finance and Regeneration, Rachel Spencer-Henshall, the Strategic Director for Corporate Strategy, Commissioning and Public Health and Isabel Brittain, the Interim Service Director, Finance were in attendance and a presentation was given which highlighted the following:

- The headlines from the Quarter 1 Monitoring Position Report.
- An overview by directorate and a breakdown of the key service variances.

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- The mitigations and actions that had been put in place.
- The Medium-Term Financial Strategy established a financial planning framework, with the aim of ensuring delivery against savings and supporting budget planning, aligned to the objectives within the Council Plan. This would be considered at Cabinet the following day and would be the subject of a key discussion debate at Council on 13th September.
- Activity was ongoing to resolve the immediate issue of the forecast budget gap and to ensure a balanced budget by February 2024, alongside the development of robust proposals for future years.

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

- One of the Council's priorities was transforming services to be more effective and the potential of investing to save, such as in respect of transport costs, would be a consideration, although it was noted that the cost-benefit analysis of such proposals could be complex. It was confirmed that there was a budget associated with the transformation work.
- More detail could be provided to Members about partnership working on tree planting.
- The Authority would be cognisant of the potential financial impact of challenges in respect of changes to care packages and placements. The approach would be to work within a framework to ensure that an individual solution was reached in each case.
- An undertaking was given to provide more detailed information, after the meeting, in respect of re-profiling and variances between the current figures and the figures submitted to Council in February.
- In terms of the achievability of the forecast savings, and when the authority would be in a position to have more certainty on this, the Service Director explained that she was undertaking a robust review of the saving plans and their effect to provide assurance that they could be achieved.
- It was important that the issue of capacity was considered within decisions relating to recruitment, to ensure that the Council would still be able to take advantage of opportunities. Assurance was given that the panel responsible for managing vacancies would take into account the importance of avoiding a negative impact on income and would also consider capacity to ensure that resources were utilised in the best possible way.
- It was believed that there should be systematic approach to identifying opportunities for funding; including by/through partners and through working with the community and voluntary sector who would have access to funding that was not available to the Council. It would be beneficial for there to be wider visibility and understanding of the Council's approach in this regard.
- The Council had an External Funding Officer who scanned for such opportunities.
- It was noted that accessing external funding could be challenging under the current system of bidding for pots of national funding. There had to be an appropriate level of balance in terms of risk and return and due consideration of the cost associated with submitting a bid and the chances of success. There were also issues associated with challenging timescales both for the submission of bids or deadlines for funding to be used.

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- Partnership working with the community and voluntary sector in Kirklees was very effective.
- The Committee had identified at the issue of procurement and external funding as an issue for consideration within its work programme for 2023/24.
- In terms of the effectiveness of processes associated with reducing spend, it was believed that there was a strong financial team with a robust approach. Detailed examination was being undertaken as the authority moved towards the end of Quarter 2 and further information would be provided to the Committee at future meetings.
- Forecasting of the impact of changes in the demographic profile of the district and demand for social care needs was undertaken as proficiently as possible but was challenging due to the many factors that influenced the results. It was acknowledged that the number of people with special educational needs and disabilities had increased, and investment was being made into specialist schools to increase capacity.
- Regeneration proposals, including the Huddersfield Blueprint and the Cultural Heart, had been incorporated into the Capital Plan, and would be considered in the review of capital spending.
- There was a need to invest to save and to increase the Council's future income.
- The Department for Education supported the Council's approach in respect of the 'safety valve agreement' for Children and Families and was assured that the actions plans were deliverable. Although it was not possible to predict levels of demand, there was a robust SEND transformation programme in place which took account of all the relevant factors.
- It was queried whether land that would not be used for a period of time could be used to increase the amount of parking in Huddersfield town centre, this would also generate additional income.
- The Medium-Term Financial Strategy (MTFS) provided the principles and framework for setting the budget and delivering savings. Engagement with Councillors and residents on the detail was an integral part of the approach. The underlying detail on actions and delivery would follow.
- There was a clear approach, in achieving efficiencies, to ensure that the needs of each service was assessed to ensure that valuable corporate memory was not lost. There was also a focus upon the development of graduate opportunities and University placements so that the next generation of staff could be developed in those areas where recruitment could be a challenge.

Resolved –

(1) That further information on the position at Quarter 2, the achievability of savings and detail of the re-profiling of the Capital Plan be provided to Members of the Committee at the earliest possible opportunity.

(2) That it be noted that the following issues were included within the Committee's Work Programme for 2023/24:

- (i) Procurement and external funding.
- (ii) The approach to asset management.
- (iii) IT Strategy.

31

Corporate Performance and Impact Report - End of Year 2022/23

The end of year, Corporate Performance and Impact Report 2022/23 was submitted.

Councillor Paul Davies, the Corporate Portfolio Holder, Andy Simcox, Service Director for Strategy and Innovation and Mike Henry, Head of Data and Insight attended the meeting. A brief presentation highlighted the following:

- The background to the current approach to performance monitoring, which focussed upon impact and achievement of shared outcomes.
- The report included outcomes, key measures and delivery of the priorities contained within the Council Plan.
- Detailed operational performance management information was collated within each service and was presented to the Council's Executive Team.
- The approach to performance was being reviewed.
- Demand and capacity indicators were provided to the Members of this Committee on a regular basis.
- The new Council Plan was expected to be approved in January 2024, and consideration would be given to the revision of performance indicators and the schedule for corporate performance reporting.
- Members were invited to identify any issues that they considered would benefit from scrutiny.

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

- It was anticipated that the future format of performance reports would include more tangible indicators and measurement of outcomes against targets. Financial data and activity data would also be integrated.
- Further detail on the issues and the context affecting the outcomes would be useful in assessing performance.
- The importance of the provision of 'real-time' data to assist Cabinet in decision-making was recognised. The demand and capacity indicators were shared with Cabinet on a monthly basis.
- The importance of the transparency of information was acknowledged and this point would be taken on board in revising the approach.
- It was suggested that consideration should be given to the potential for using land in the Council's ownership for energy generation using wind which would generate revenue, and this was taken on board as a potential item for the relevant Scrutiny Panel.
- The importance of the place standard funding, associated action plans and ward/community-based budgets and the benefits in terms of early intervention and prevention was recognised but there was significant financial pressure, particularly looking forward to 2024/25. The position was being reviewed, with a view to doing everything possible to maintain the investment, and this would be progressed as quickly as possible to inform the budget in February 2024.
- The aim was to support the move towards resilience and self-reliance within communities and using funding to foster and build independence and sustainability.
- The area of care provision was being extensively reviewed, the aim being to create efficiencies whilst retaining the necessary support; it was not possible to

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say whether the Council's role would change at this stage. It was noted that this may be an issue that the relevant Scrutiny Panel might wish to look at in more detail.

- The government had given assurances in respect of the funding to deal with any problems with concrete structures. Limited numbers had been identified, to date, in the district. The Asset Management Team already had a rigorous review and maintenance process in place.

Resolved -

(1) That the issue of transparency of performance management information be taken into account in the consideration of the future approach.

(2) That it be noted that a further information will be provided to Members of the Committee in respect of the Council's participation in the 'Vision Zero' road safety management initiative.

32 Establishment of Joint Health Overview and Scrutiny Committee

Approval was sought to the process to be followed in relation to the appointment of Kirklees representatives to a Joint Health Overview and Scrutiny Committee (JHOSC), with Calderdale and Wakefield Councils, in respect of the Older People's Inpatient Mental Health Services Transformation Programme.

It was noted that the draft Terms of Reference contained within the report would be submitted to the JHOSC for approval.

Resolved -

That it be agreed that the nominations for Kirklees representation on the Joint Health Overview and Scrutiny Committee, with Calderdale and Wakefield Councils, should be sought from the main political groups (Labour, Conservative, Liberal Democrat, Green) on the basis of 1:1:1:1.

33 Lead Members' Updates

The Lead Members for the Children's Scrutiny Panel and the Health and Adult Social Care Scrutiny Panel updated the Committee on the work being undertaken by their Panels.

34 Work Programme 2023/24

The latest version of the Committee's Work Programme for 2023/24 was submitted for consideration.

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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



Name of meeting: Overview & Scrutiny Management Committee

Date: 24 October 2023

Title of report: West Yorkshire Joint Services

Purpose of report: The Director of West Yorkshire Joint Services (WYJS) will attend the meeting to speak about the work of WYJS, with a particular focus on work undertaken in Kirklees.

Key Decision	Not Applicable
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall – 12/10/23
Is it also signed off by the Service Director for Finance?	Not Applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft - 12/10/23
Cabinet member portfolio	

Electoral wards affected: District-wide

Ward councillors consulted: Not applicable.

Public or private: Public with private appendix

Has GDPR been considered? Yes

1. Summary

- 1.1 The Director of West Yorkshire Joint Services (WYJS) will attend the meeting to speak about the work of WYJS, with a particular focus on work undertaken in Kirklees, and to answer any questions from Members.
- 1.2 A Briefing Note has been provided and is attached.

2. Information required to take a decision

Not applicable.

3. Implications for the Council

Not applicable. Report is for information and discussion.

4. Consultation

Not applicable.

5. Engagement

Not applicable.

6. Next steps and timelines

Not applicable.

7. Officer recommendations and reasons

The report and presentation on the work of West Yorkshire Joint Services is for information and discussion by Overview and Scrutiny Management Committee Members.

8. Cabinet Portfolio Holder's recommendations

Not applicable.

9. Contact officer

Sheila Dykes – Principal Governance Officer
sheila.dykes@kirklees.gov.uk

10. Background Papers and History of Decisions

Not applicable.

11. Service Director responsible

Julie Muscroft – Service Director, Legal, Governance and Commissioning

BRIEFING NOTE ON WEST YORKSHIRE JOINT SERVICES

24th OCTOBER, 2023

Briefing from: Andy Robson, Director, West Yorkshire Joint Services

Briefing to: Kirklees Council Overview and Scrutiny Management Committee

Role of West Yorkshire Joint Services (WYJS)

West Yorkshire Joint Services deliver a number of high-quality shared services on behalf of the five district Councils within West Yorkshire via a Joint Services Committee arrangement made up of members from each Local Authority. These services either fulfil a statutory role on behalf of the five Councils such as Archaeological Advisory Services, Archives, Ecology Services and Trading Standards or those such as Archaeological Services, Asbestos and Calibration Services provide a first-class commercial resource, delivering vital services to local businesses.

WYJS Vision: To support social and economic prosperity across West Yorkshire and operate as a modern and forward-thinking service.

WYJS Mission: Delivering trusted shared services that:

- encourage a growing economy
- support safer, stronger and healthier communities
- preserve the past, serve the present and protect the future
- promote and conserve the natural and historic environment

WYJS Priorities: WYJS focuses on four main interconnected priorities:

- Business and the economy
- Environment and heritage
- Safer, stronger and healthier communities
- Operating as a modern and forward-thinking service

Archaeology Advisory Service

The Archaeology Advisory Service's principal role is to provide informed and authoritative advice and information to the Planning Authorities in West Yorkshire to help conserve the most significant heritage sites that are affected by development proposals. The Service helps inform and influence sustainable developments within West Yorkshire and promotes an informed understanding and high level of appreciation of those heritage sites.

Archive Service

The Archive Service collects, preserves and makes available for public use over 21,000 individual collections of the region's historic records dating back to the twelfth century. These records are used for research and learning. WYJS also holds one of only five surviving Registry of Deeds in the whole country used for legal purposes or for family and local history.

Ecology Service

The Ecology Service provides informed and authoritative advice and information to the Planning Authorities in West Yorkshire to help conserve the most significant biodiversity habitats and species. The Service holds 501,000 records of individual species (including over 105,000 protected and other notable species) which are mapped on a geographical information system (GIS). The records are accessed or consulted by developers' ecological consultants, nature conservation organisations and the public.

Trading Standards Service

WYJS has several specialist teams within Trading Standards Service covering a wide range of legislation to protect both West Yorkshire businesses and consumers. The Service uses an intelligence led approach to respond flexibly to emerging threats and demands and ensures issues that cause the highest levels of detriment to consumers and businesses across West Yorkshire are addressed as a priority.

The key activities based on risk and harm, which warrant heightened intervention are:

- Doorstep crime and scams: prevention and detection of rogue trading, scams and frauds, disruption of illegal trading and the recovery of money and assets obtained from criminal activity.
- Safeguarding and maintaining the integrity of the human food supply chain including the safety and legality of animal feed.
- Disrupting the supply chain and availability of illicit tobacco.
- Protecting consumers from purchasing unsafe second-hand cars.
- Product safety: ensuring goods placed on the market are safe and disrupting the sale of age restricted products (for example; alcohol, tobacco and vapes to minors).

Through partnership working this Service also encourages economic growth by proactively engaging with and supporting the West Yorkshire business community (both Primary Authority and non-Primary Authority businesses). Another example of partnership working is the West Yorkshire Financial Exploitation and Abuse Team (WYFEAT) which is hosted and run by this Service. WYFEAT undertakes activities across West Yorkshire to protect vulnerable residents from financial abuse, detecting and investigating incidents of scams, frauds, doorstep crime and family, friends and carer abuse, undertaking effective safeguarding of victims and potential victims, helping residents to be safe, healthy and independent.

West Yorkshire Archaeological Services (WYAS)

The Service operates as one of the leading units delivering efficient archaeological and heritage solutions across the UK with an extensive portfolio of sites from housing developments, quarries, road, rail and other infrastructure projects. The Service's approach is focused on delivering customer-focused commercial services, engaging at all stages of development to provide desk-based assessments, heritage statements, geophysical surveys, landscape surveys, watching briefs, trial trenching and excavation services.

Asbestos Services and Calibration Services

Calibration Services protect and support businesses, Local Authorities and other customers by ensuring accurate testing and calibration of weighing and measuring equipment regulated by the Weights and Measure Act 1985. The Service offers UKAS accredited mass calibrations, legal verification of weighing and measuring equipment, and operates two weighbridge test units. The client base includes weighing instrument manufacturers, engineering, pharmaceutical and medical companies, factories and retail users of weighing and measuring equipment.

Asbestos Services provides asbestos testing services to both private businesses, and Local Authorities. This includes asbestos identification and air monitoring which supports compliance and safety for the Service's clients. The asbestos work is also accredited to ISO 17025:2017 standard through the UKAS accredited quality system.

Recent Case Studies

Some examples of the WYJS activity in the Kirklees District are highlighted in Appendix 1. Appendix 2 is a private paper.

Kirklees Council Overview and Scrutiny Management Committee

Case studies of WYJS activity in the Kirklees District

WYFEAT Fraud Prevention Advice & Training

The delivery of an on-going project involving the coordination of WYFEAT training across the West Yorkshire District areas raises awareness of fraud and financial abuse of vulnerable adults and the reporting mechanisms. WYFEAT have delivered numerous different training sessions within the Kirklees District since the project started. Recently, the WYFEAT safeguarding team have reached out to different partner departments from Housing to Finance teams, delivering six training sessions, covering topics around financial exploitation and recognising the signs including reporting any concerns to the team.

WYJS are undertaking initiatives aimed at reducing the impact of doorstep crime across the districts of West Yorkshire. The project referred to as 'Operation Athena' is intelligence and complaint led to help raise awareness of recent Rogue Trader activity within West Yorkshire communities. In line with further PREVENT and safeguarding work, officers from WYFEAT have carried out community engagement visits with residents of 15 residential areas within the Kirklees District since the start of Operation Athena in December 2022. During these visits, officers distribute awareness and information leaflets and speak with residents about recent rogue trader activity. Officers encourage reporting from within the community and give advice on how to prevent becoming a victim to doorstep crime.

An example of community engagement work includes WYJS officers attending a Pensioner Fair in Brighouse to provide scams and fraud prevention advice to attendees. Copies of the "Little Book of Big Scams" a comprehensive guide on fraud prevention which details common scams and how to avoid them were distributed.

WYFEAT have also been working with the local Kirklees business KLTV to create a library of scams prevention video shorts. KLTV helped to create the content and produced a series of videos which is a resource available to the public and any professional bodies, to assist with raising awareness of common scams and fraud.

WYFEAT currently have two ongoing investigations involving the alleged financial exploitation of vulnerable adults in the Kirklees area. The first relates to an alleged defendant who is a family member of the vulnerable victim. The victim is in care and has a bank account that is overdrawn indicating spending on the account that is not in line with the victim's circumstances. The initial estimated detriment is approximately £30,000; however this is still under investigation and further enquiries are needed to establish the full facts of the case.

A second similar ongoing investigation also relates to a family member of a vulnerable elderly victim and involves the alleged misappropriation of monies belonging to the victim. The victim has accrued financial debt in relation to their current care, unfortunately the victim does not have capacity to manage their own finances. Financial enquiries indicate the alleged loss to the victim is approximately £80,000.

Tobacco

At the start of 2023, West Yorkshire Trading Standards seized its 10 millionth illicit cigarette. In respect to the work undertaken on disrupting the supply chain and availability of illicit tobacco, these are the key outcome headlines for the Kirklees district over the last nine years:

- over 2.4 million cigarettes seized
- 900kg of hand rolling tobacco seized

In addition the team has also seized more than 15,000 illegal oversize vapes.

In the last twelve months, 59 Inspections at businesses within the Kirklees district including 24 Test Purchases at businesses where intelligence and complaints received indicate illicit tobacco is available. At over 66% of these businesses, a positive sale was recorded which reinforces the importance and value of community led intelligence.

Acting on intelligence received, the WYJS Cheap and Illicit Tobacco Team executed a warrant in partnership with West Yorkshire Police at two residential addresses in Kirklees. An individual who runs a business in Oldham was allegedly using these residential addresses as storage facilities. A joint operation was also undertaken by colleagues from Oldham Trading Standards and Greater Manchester Police at the business premises in Oldham. The Kirklees searches revealed significant quantities of illegal tobacco. Officers also discovered paperwork identifying the individual and business involved, were using both addresses. A total of 134,560 cigarettes and 8.4kg of hand rolling tobacco were seized from the private addresses with a street value of £35,500. Investigations are ongoing in relation to this case.

Trading Standards Service

To support the Kirklees district business community, the Service provides the Primary Authority scheme to deliver a comprehensive package of advice and support to partner businesses. This is a statutory scheme which is a chargeable service and demonstrates WYJS commitment to form a positive relationship between the business and Local Authority. There are eleven Primary Authority businesses in the Kirklees district, which include the likes of Mamas and Papas, Poundstretcher, John Cotton and Continental Wine and Food. Partnership working is also established with the West Yorkshire LEP to provide a route to Trading Standards advice for start-up businesses.

In addition, the Service has worked with the University of Huddersfield entrepreneur programme providing a Q&A session to respond to questions in relation to starting a business and compliance with the wide range of regulations dealt with by Trading Standards.

The Service operates a Motor Trade Partnership (MTP) as part of its work to protect consumers from purchasing unsafe used cars. Eleven businesses in the Kirklees district are members of the MTP and benefit from guidance on compliance with legislative requirements. Members are audited annually and during the 2022 audit cycle, five of the eleven Kirklees businesses achieved an award for Excellent Customer Service.

Under age sales enforcement activity is undertaken based on an intelligence led basis. WYJS operates to strict criteria in responding to complaints about the sale of age restricted products to children, particularly alcohol and e-cigarettes, and unsafe consumer goods.

The Botulinum Toxin and Cosmetic Fillers (Children) Act 2021 makes it an offence to treat, or make arrangements to treat, an individual under the age of 18. Enforcement of this part of the legislation sits with WYJS, (other sections are the responsibility of the Police to enforce). WYJS carried out a trader education project across West Yorkshire to write to all businesses providing botulinum toxin (Botox) and cosmetic filler services that could be identified. A total of 107 Kirklees businesses were identified and advised of their obligations. Businesses were asked to sign and return a declaration confirming they had received the advisory letter and that they understood their legal obligations. Any enforcement work arising will be based on an intelligence led approach.

Kirklees Archive Service

Prior to April 2023, the West Yorkshire Archive Service Kirklees office had been closed to the public for a period of time to prepare the archive collections for the move out of the Huddersfield Library. This was a significant project to plan, prepare the collections and to carry out the physical move, not only once, but twice. As the Library was home to the first archive service in the region, many of the storage areas were very dated and not fit for purpose, and as a result the collections had remained poorly stored and packaged for many years. Over a nine month period, archives staff worked systematically through the building to properly package and barcode thousands of unique collections and items to ensure that they were ready to be safely moved into new premises. This work has also ensured that the collections will be better preserved for the future and are ready to move again into the new Cultural Heart facilities once they have been constructed.

In total, the team packaged the following archival items in professional quality materials:

- 30,000 19th & early 20th century Local Authority building control plans
- 7,000 volumes
- 2,500 loose items
- 1,500 new boxes' worth of records
- 1,200 maps and plans of the district

The Archives were moved initially for a short term period into one premises and then again into temporary premises in the Piazza Centre as part of the plans for the Council's new Cultural Heart project. The Archives Office can have upto 9,000 service users in a year. As well as serving the public, staff have supported Kirklees Council by; providing access to historic maps and other records to the Public Rights of Way Service; carrying out research for and providing information to Ward Councillors and Councillor Liaison Officers to allow them to respond to public enquiries and also supplying information to the Council's Legal Team.



The photograph on the left shows the archive collections in poor quality packaging and storage in the basement of Huddersfield Library prior to the move.

The photograph on the right shows the collections currently stored in high-quality barcoded packaging on shelving stored in a precise order in the strongroom in Victoria Lane.

Archaeology Advisory Service

In addition to providing advice and information to the Kirklees District Planning Authority in respect to planning applications, the team have also been working with Network Rail and their contractors to enable the Trans Pennine network upgrade. This support includes supplying information and professional knowledge about Kirklees' heritage and designing and monitoring archaeological evaluations, excavations and building recording during the scheme.

Portable Antiquities Scheme

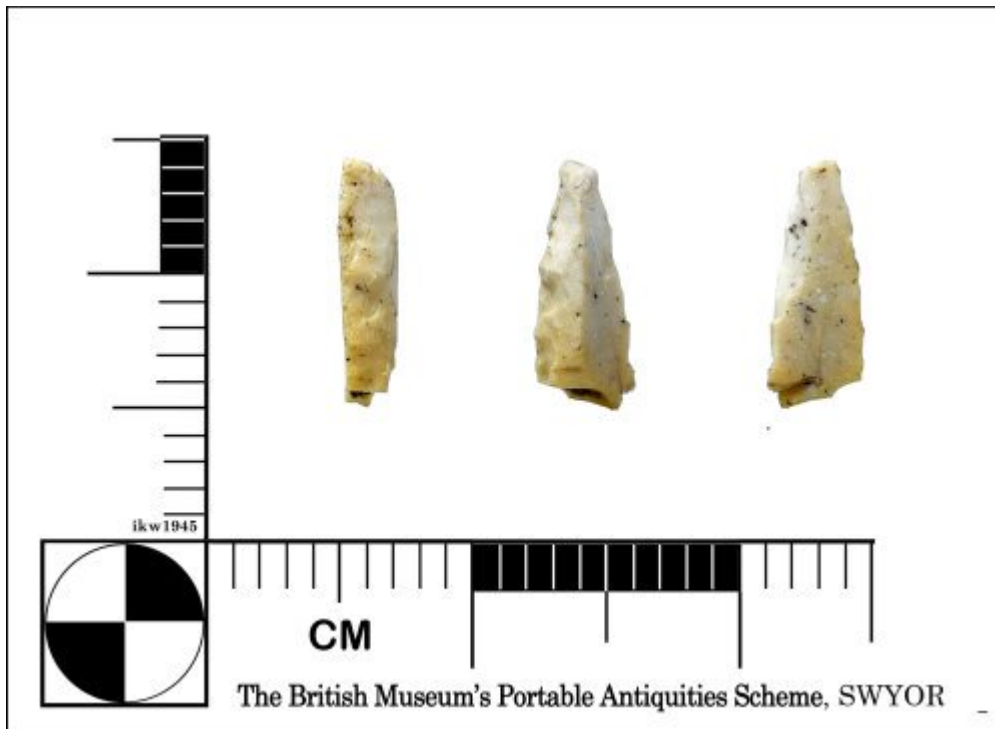
The WYJS Finds Liaison Officer holds a 'Finds Surgery' every quarter at the Tolson Museum. These surgeries are opportunities for finders of archaeological objects to bring them in for examination and identification, and if they meet the criteria, the finds are recorded onto the Portable Antiquities Scheme database.

The Finds Liaison Officer is supported by a team of volunteers to help identify, photograph and record archaeological finds submitted to the Service. In the last twelve months, 118 finds from 'findspots' in Kirklees have been processed and recorded. These finds cover the Mesolithic, Roman, Medieval and Post Medieval periods. Some of the examples are shown in the photographs below:

A denarius of Trajan found in the Kirkburton area.



A late Mesolithic microlith found in the Colne Valley Ward.



A half groat of Henry VII found near Thurstonland



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Name of meeting: Overview and Scrutiny Management Committee
Date: 24/10/2023
Title of report: Cost of Living – Scrutiny Update October 2023

Purpose of report:

This paper seeks to update Scrutiny on the work being undertaken as part of the Council’s Cost of Living Programme and requests feedback from Members on progress to date.

Scrutiny members are asked to consider the following questions:

- a) What comments do you have on the progress of the Cost of Living programme so far?
- b) Bearing in mind budget challenges, are there any Cost of Living areas which you feel need further development or where further connections can be made?
- c) Would you like more information on any of the programme areas?

Key Decision	Not Applicable
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	No This is only applicable to Cabinet reports
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall 10/10/2023
Cabinet member http://www.kirklees.gov.uk/you-kmc/kmc-howcouncilworks/cabinet/cabinet.asp	Cllr Paul Davies – Deputy Leader and Corporate

Electoral wards affected: The programme of work covers the entirety of the district and is currently being delivered.

Ward councillors consulted: Whilst ward members have not been consulted on this specific scrutiny report, Active Citizens and Democracy officers have worked closely with ward councillors via their place based working. This is explored further in the report.

Public or private: Public

Has GDPR been considered? There are no GDPR considerations at this point.

1. Summary

This paper seeks to update Scrutiny on the work being undertaken as part of the Council's Cost of Living Programme and requests feedback from Members on progress to date.

Scrutiny members are asked to consider the following questions:

- a. What comments do you have on the progress of the Cost of Living programme so far?
- b. Bearing in mind budget challenges, are there any Cost of Living areas which you feel need further development or where further connections can be made?
- c. Would you like more information on any of the programme areas?

2. Information required to take a decision

Background

2.1 National context

In 2022 inflation rose significantly across most goods and services, peaking at 11.1% in October. This was mostly a result of the increase in energy costs caused by the invasion of Ukraine but was also influenced by global supply-chain issues and increases in spending following the pandemic.

As the Institute for Government (Feb 2023) has noted:

'high inflation has hit lower-income households hardest, mostly because of the sharp increases in gas and electricity prices. As a share of total spending, the lowest-income households are almost three times as exposed to energy costs as the highest-income households' ([link](#))

The rate of inflation has decreased significantly throughout 2023, but that only means that prices have increased more slowly, not that prices will fall. In addition, universal energy bill support ended in March 2023.

This means cost of living pressures are set to remain for years to come. The Resolution Foundation (January 2023) have projected that wages will grow slower than prices, meaning that real wages (wages compared with costs) will not return to their Q1 2022 level until the end of 2027 ([link](#)).

2.2 Kirklees programme

Set-up

The programme was set up quickly last year to support a more efficient and effective Council response to the Cost of Living crisis. Building on the learning and relationships developed through the pandemic response, the Council, partners, and communities quickly began responding to the effects of the increasing cost of living on people in Kirklees. Activity was happening quickly, but there were inefficient communication mechanisms (e.g. duplication of information sharing), missed opportunities for collaboration, and increasing requests from senior officers and elected members for assurance that work was underway and on track. The cost of living programme was created in order to streamline communication, address

issues, and provide assurance. Officers were also conscious of providing a response that focused on which levers of influence could be enabled by the Local Authority directly, whilst recognising the value and importance of relationships with partners. The programme was set-up by the Public Health and Policy, Partnerships, and Corporate Planning services, with oversight from the Corporate Portfolio Holder. It was felt that these 2 services have good connections across the Local Authority and with partners in order to form a systems perspective (and response).

Priorities

The Corporate Portfolio Holder informed Full Council of the programme's three priorities in September 2022 and Cabinet in November 2022. An update was provided at Cabinet Political Planning in early 2023. Further updates were provided at Portfolio Holder briefings throughout March and April 2023.

The programme is currently structured against the priorities as follows (workstreams are shown below each of the 3 priorities):

1. Emergency response – Our focus now for direct support for people already in crisis
 - a. Warm Spaces
 - b. Communications
 - c. Access to Support and West Yorkshire Mayor's Fund
 - d. Support for and from businesses
 - e. Housing services and support
2. Resilience – Our focus now to build places where people look after each other
 - a. Community Response
 - b. Community Power
3. Prevention – Acting now to address the medium- and long-term challenges and prevent future crisis
 - a. Economic Strategy and Long-term Recovery
 - b. Working, Volunteering, Participating and Aspiring
 - c. Lobbying (National and Regional)

Because people were already experiencing the cost of living pressures, it was important that our response provided immediate crisis support to our communities (Priority 1). Empowered, supportive local communities and the role of the local ward members is also crucial (Priority 2). In addition, we recognised that the crisis has exacerbated existing longer-term challenges that people and places are facing, requiring longer-term local initiatives (e.g., town centre developments and skills programmes) and UK government action such as changes in how local authorities are funded (Priority 3). It is important to note that the emphasis under Priority 3 is not about future or planned action, but action we are taking now to address long-term challenges.

Delivery and Governance

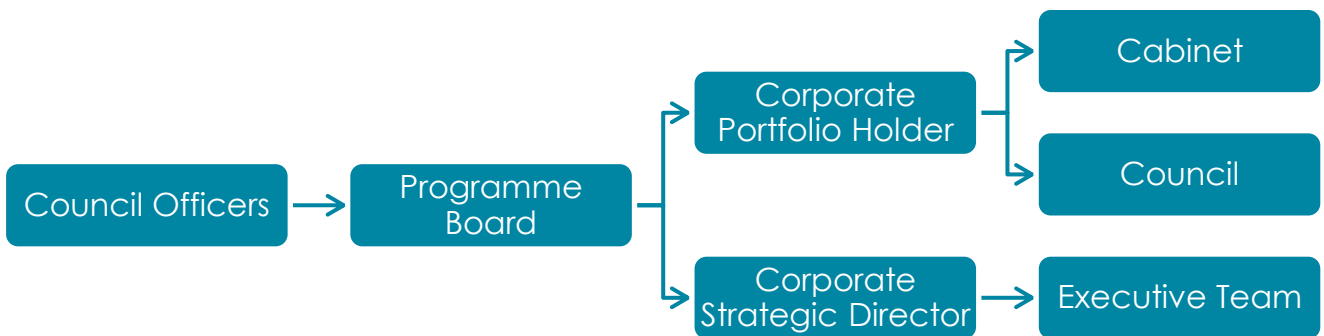
Since November 2022, delivery of the plan has been managed and supported through the Cost of Living Programme Board, which met fortnightly over winter 22/23 to consider winter pressures but now meets every four weeks. It brings together representatives from services across all directorates. Agreed actions and risks are noted and monitored.

Since May 2023, each board meeting has focused on specific 'deep dive' topics, allowing workstream leads to have more in depth discussions around topics relevant to the time of

year. Topics covered to date include, Warm Spaces - Lessons Learnt, the Director of Public Health Annual Report, CoL related Data and Insight, Cost of Living lobbying areas (for regional and national lobbying), and the council’s welfare strategy.

These deep dive sessions have become especially useful, as throughout 2023 the context within which the council operates has changed in a number of ways. Restraints across budgets mean that there are additional pressures across the Local Authority as with our partners. This changing context requires us to think even more about how we can deliver the Programme as efficiently and effectively as possible, in line with our wider priorities. Despite these challenges, it is essential to continue to work to deliver outcomes within the budgets available – and with a focus on supporting residents who need it the most.

Updates from each board meeting are shared with the Corporate Portfolio Holder, the Service Director for Strategy & Innovation, and the Strategic Director for Corporate Strategy, Commissioning, and Public Health in line with the below reporting flow.



In addition to council services, ward councillors as local place leaders are fundamental to local delivery, coordination, and communication across all of the workstreams. Support for ward councillors and local places is discussed regularly at the board meetings, especially as part of discussions around Priority 2.

3. Implications for the Council

3.1 Working with People

Working with people is a thread which runs throughout this Cost-of-Living programme. We know that cost of living increases are impacting on residents across Kirklees, with a disproportionate impact on people who are already experiencing financial hardship or poverty. There are examples of where this is happening which are explored in this report. This includes The Bread and Butter Thing, the work of Welfare and Exchequer and local ward-based work.

3.2 Working with Partners

Working in partnership with colleagues from across the Kirklees system and within communities is a vital part of our response to the cost of living. Examples of this work include the Tackling Poverty Partnership and ward level partnership working.

3.3 Place Based Working

The Programme takes into consideration the differing needs of the diverse communities across Kirklees. We recognise that the needs of different communities vary greatly and have aimed to address the differences in people’s situations through the establishment of our three priorities. The priorities are outlined in section 2.2. Priority 2 in particular focusses on working directly in and with communities, to build places where people look after each other.

We work closely with colleagues in Data and Insight to truly understand where we can make the most impact and aim always to achieve the best possible outcomes for the residents of Kirklees.

3.4 Climate Change and Air Quality

The programme seeks to contribute to the long term environmental sustainability of Kirklees through the development of inclusive, considered and productive local economies in all of our towns and villages. Information on the power of Social Value and our Economic Strategy is covered below in our case study entitled 'Building an Inclusive Economy in Kirklees' shown in Appendix 2.

3.5 Improving outcomes for children

Officers have a clear understanding of the need to ensure this work links to 'Best Start in Life and 'Aspire and Achieve'. We have children's colleagues represented on our programme board and recognise the impact that the rising cost of living is having on children and young people. This focus is threaded through all 3 of our Cost of Living priorities e.g the support provided to children who are eligible for free school meals.

3.6 Financial Implications for the people living or working in Kirklees

A key aim of the programme is to improve the financial and every day living situations of residents across the district, as well as the long term economic sustainability of Kirklees in general. Workstreams in Priority 1 focus on the immediate needs of residents and aim to provide access to support in ways that work for people truly living in crisis. A key example of this is the work being done by colleagues in Welfare and Exchequer who distribute funding through both the West Yorkshire Mayor's Fund and the Household Support Fund (provided by central government) (more detail on this can be found in Appendix 1).

Priority 3 addresses the longer term financial security of residents through workstreams focused on long-term economic recovery, employment, education and life skills and ensuring Kirklees is resilient enough to mitigate or even prevent future crises and challenges.

3.7 Other (eg Integrated Impact Assessment/Legal/Financial or Human Resources)

There is nothing additional to add to this report at this time.

The programme is providing strategic oversight to a broad range of work which contributes towards cost of living. Whilst individual pieces of work may require an IIA, it would not be suitable to complete an IIA for the programme itself.

4. Consultation

We have not consulted with members of the public in drafting this report, as it provides an update on progress to date and outlines the governance structure of the programme.

The report has received sign off from our Strategic Director, Rachel Spencer-Henshall and has also been reviewed by the workstream leads currently working on the Cost of living Programme, in order to ensure that the information we are presenting is current and accurate.

5. Engagement

This report is a strategic summary of the Cost of Living programme and appropriate engagement forms some elements of this work; for example, via ongoing work with Active Citizens and Democracy.

6. Next steps and timelines

Delivery of the cost of living programme will continue.

Any actions from this Scrutiny meeting will be noted and considered as part of the programme. To support this, officers recommend that Members consider the following questions:

- a) What comments do you have on the progress of the Cost of Living programme so far?
- b) Bearing in mind budget challenges, are there any Cost of Living areas which you feel need further development or where further connections can be made?
- c) Would you like more information on any of the programme areas?

7. Officer recommendations and reasons

The Cost of Living Programme team recommend that delivery of, and governance relating to the cost of living programme continues in its current format.

8. Cabinet Portfolio Holder's recommendations

The Cabinet Portfolio Holder recommends that Cabinet accepts / endorses the officer recommendation.

9. Contact officer

Report Sponsors:

Lucy Wearmouth – Head of Improving Population Health

Stephen Bonnell – Head of Policy, Partnerships and Corporate Planning

Contact Officer(s):

Lauren Kemp - Project Manager, Policy, Partnerships and Corporate Planning

10. Background Papers and History of Decisions

The Cost of Living Programme team have previously provided updates to the Corporate Strategy, Commissioning and Public Health, Senior Leadership Team. The team also provided updates on programme progress throughout early 2023 at Portfolio Holder Briefings.

11. Service Director responsible

Andy Simcox – Service Director Strategy and Innovation

Emily Parry Harries – Consultant in Public Health

Appendix 1

1. Key Achievements, Impacts and Challenges (2023)

Priority 1 – Emergency Response - Our focus now for direct support for people already in crisis

Key Achievements include but are not exclusive to:

- Set up of the Bread and Butter Thing hubs – 5 initially, with a further 5 approved at Cabinet and established throughout 2023. For further details of the impact of this please see Appendix 1
- Winter 2022 – ‘Warm Spaces’ were quickly rolled out across Kirklees. The focus of these was utilising spaces which were able to provide holistic support to residents, rather than creating additional spaces or demands on the system. All Kirklees libraries were ‘warm spaces’ and also acted as providers of ‘warm items’. Funding from WYCA was also allocated for the third sector to provide local support to cost of living (which included warm spaces). An evaluation has taken place of this intervention and main headlines are as follows:
 - 24 warm spaces were provided across Kirklees libraries;
 - 40 warm spaces were additionally mapped on the Warm Spaces website;
 - Increased reach, footfall and usage of venues and services;
 - Allowed for an expansion of services or wider scope for existing services;
 - Raised awareness of both the organisation and the wider cost-of-living situation (and its impact on the most vulnerable);
 - Links and connections with new people and communities;
 - Increased opportunities for engagement and co-production.
- £14.8 million worth of funding was managed as part of tranches 2, 3 and 4 of the Household Support Fund (provided by central government, distributed by Kirklees council). This entailed:
 - Issuing HSF to schools and colleges for vouchers to children entitled to means-tested Free School Meals.
 - Issuing funding to community groups via One Community and Third Sector Leaders, to allocate to local community groups
 - Establishing an application based model, so that any resident in Kirklees can apply for support (as long as they can demonstrate need).
 - Providing £1,058,381 of funding to foodbanks across the borough. This has been paid over the three HSF tranches from April 2022.
- £178,600 (Tranche 1 of 3) of the West Yorkshire Mayor’s, Emergency Cost of living fund was allocated out to One Community. Expecting Tranches 2 and 3 imminently, the entirety of this will be directed to One Community to allocate to Community Groups. Feedback from WYCA was that the Kirklees model was strong. Issuing this funding to One Community means that community groups can deliver the funding as per the needs of local residents.
- Successful delivery of the Council Tax Energy Rebate Scheme, which amounted to £25 million, distributed to households across the district.
- Cost of Living webpages were quickly established in order to point local residents in the direction of targeted support, with heavy traffic throughout the latter part of 2022. The council also offer a regular email bulletin with Cost of Living support updates: [Cost of living | Kirklees Council](#).

Examples of access to these pages from Sept 2022-Sept 2023 are:

- Landing page – 3,286 average views per month
- Finance and Debt Advice – 2,357 average view per month
- Cost of food support page – 1,138 average views per month
- Reducing Energy Bills – 869 average views per month

Additionally, 16 Kirklees Together articles have been tagged with 'Cost of Living'. These articles also appear in the weekly Kirklees Together bulletin issued to subscribers. The Cost of Living bulletin was introduced in June 2022. Subscriptions continue to grow each month and it has the highest engagement rate of bulletins issued by the council.

Challenges

- Complexity of cost of living challenges – multiple interconnected pressures (e.g. higher energy costs, high food prices, and low wage growth)
- Balance of 3 priorities – focus on the immediate crisis as well as long term growth;
- Resources and finance;
- Reach – it is important to note that 'standard' forms of communication via websites and social media do not reach every person or group e.g barriers in terms of digital exclusion. The programme recognises this challenge and has provided leaflets as well as a digital offer. Staff and ward members have reported that having a physical leaflet can be a useful tool in enabling conversations. Additional to this, officers have also worked closely with front line staff across the Kirklees system of local organisations (e.g. service providers) in order to communicate the cost of living support available in Kirklees.

Priority 2 – Resilience - Our focus now to build places where people look after each other

Key Achievements include but are not exclusive to:

- Drop in support sessions delivered across a number of Primary Care Networks to provide targeted support, advice and information, benefits and housing support.
- Libraries: During 2022-23, the total savings for Library customers through borrowing was £11,133,855 (inc. books - £9,064,955, e-books/e-audiobooks - £1,346,105, e-newspapers/e-magazines - £722,795).
- The Bread and Butter Thing is an example of work meeting Priority 1 and Priority 2 of the Cost of Living programme. As well as providing affordable and nutritious food the model builds community capacity, place-based working and is sustainable within communities.
- Ward-based budgets - During 2022-23, £113,350 was awarded by councillors in grants to support food initiatives, hardship funds, financial advice, warm spaces, holiday activities with hot meals, transport costs, baby equipment etc.
- Locally-based cost of living support collated on a place and/or ward basis and shared with councillors, colleagues and partners.
- Cost of living booklets distributed to all councillors and a drop-in arranged on 6 December to provide information and advice on support available from local welfare service, public health, Libraries, community plus and employment and skills service.
- Work with councillors and partners to co-ordinate and deliver cost of living workshops / events / roadshows in areas where Cllrs had requested them.
- The Council's third sector team provided funding advice to 111 groups and supported 78 funding bids, of which 50 were successful helping to secure £434,485 in grants.

Challenges

- Resources and finance.

- There are examples of the impact of persistent poverty in our communities. For more examples of this please see the [DPH Report: Poverty Matters](#) (which also includes recommendations at a local level)

Priority 3 – Prevention - Acting now to address the medium- and long-term challenges and prevent future crisis

Key Achievements include but are not exclusive to:

- Since being launched in January 2023 the Multiply programme has supported 400+ learners with numeracy and maths skills. Providers have also reported that courses focused on helping people with the CoL crisis have been popular. There has been high demand from the community, enabling us to support the development of long-term skills and overall employability of residents taking part.
- The Council has won the National Go Award for Social Value in Local Government, recognising the progress we are making in this area.
- The Council Plan adopted at Council 12/07/23 included cost of living as one of the four cross-council priorities. This is helping to advocate for cost of living activity at a time of competing pressures, and supporting wider communication.

Challenges

- Complexities of the development and implementation of interventions across a complex multi-faceted agenda.
- Short-term resource pressures
- Short-term funding (e.g. Household Support Fund) means the council can only commit to fixed-term contracts associated with this money, making it hard to retain staff leading to loss of skills, experience, knowledge, and networks, which is disrupting service delivery – requires lobbying and influencing for national policy change
- Competitive funding (e.g. UK Shared Prosperity Fund) requires significant investment of officer time that is not always proportionate to the value brought by the funds. In addition, anecdotally competition for national pots of funding is increasing as more local authorities and other organisations seek further resources –requires lobbying and influencing for national policy change
- Lack of clarity on future devolution deals for West Yorkshire
- Wage growth not keeping pace with inflation leading to more in work poverty.
- Signs of labour market challenges - increases in unemployment and reduction in vacancies.
- Complexity of cost of living challenges – multiple interconnected pressures lead to policy responses requiring trade-offs (e.g., Housing price controls ease CoL but will affect supply).

Appendix 2 – Case Studies

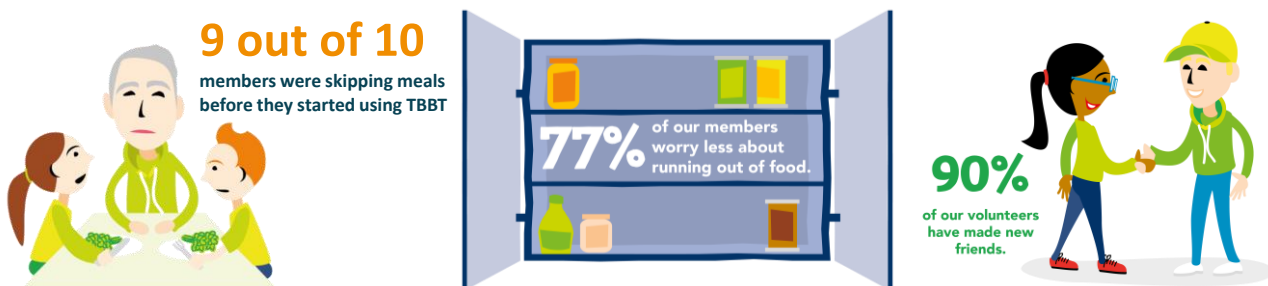
The Bread and Butter Thing – Success in Kirklees

What is Bread and Butter?

The Bread and Butter Thing (TBBT) is one of the UK's leading community food organisations and they have brought their innovative affordable food model to Kirklees. TBBT is a partnership between Kirklees Council, Third Sector Leaders, Cummins Turbo Technologies Ltd and local community organisations. The first Yorkshire hub was launched in Dewsbury in March 2022. As of Autumn 2023 there are 10 hubs across the district.

The hubs provide access nutritious to affordable food in the heart of communities and also enable communities to access to a range of wraparound services offering advice and support on finances, employment and health.

Members of TBBT can get shopping bags filled with a minimum of £35 worth of quality nutritious food for just £8.50. Each week members access three bags of produce including fresh fruit and veg, chilled goods, as well as cupboard staples such as pasta and cereal. TBBT works in partnership with supermarkets, factories and farms to redistribute surplus food. Reducing their waste helps to reduce their environmental effects whilst supporting local communities.



The impact

The establishment of the first 5 hubs created powerful partnerships across the private sector, voluntary organisations and the local authority. This led to **288,887** meals being provided and **121** tonnes of food being saved from landfill in the period March – December 2022 alone. This success led to the approval of 5 additional hubs at Cabinet. Furthermore, bags at Kirklees hubs are rated out of ten by community volunteers based on value for money and diversity - the average across all weeks is **8.81**.

The hub sites have typically extended beyond just food redistribution spaces. They became holistic hubs for support, health and wellbeing advice and signposting and partnerships with other local services. The hubs have been a huge success in Kirklees, with demand exceeding the number of families that can be supported each week. The scheme has received national media interest and resulted in an LGA case study on the work done in Kirklees, as well as nominations for LGC Awards in Public Health, Public/Private Partnership and Community Involvement.


The bread and butter thing.
Making life affordable.

The bread and butter thing.

A sustainable place-based response to affordable food access



What is it?

- ✓ Funded through Council and Cummins
- ✓ 10 hyper local affordable food hubs
- ✓ 3 bags of food for £8.50
- ✓ Hosted and run by community orgs
- ✓ Supported by Third Sector Leaders



Between March 2022 – October 2023...

- ✓ 5,316 residents shopped with Bread and Butter
- ✓ £466,250 worth of savings
- ✓ 577,000+ meals provided
- ✓ 9,000+ volunteer hours



Reaching people on the cusp of crisis...

53% of members have never used a food bank

BUT...

89% of people were skipping meals before TBBT

77% of members worry less about running out of food

Holistic...

- ✓ Bereavement quilt
- ✓ Smoking cessation
- ✓ Health checks
- ✓ Vaccinations

It's all about community...

- ✓ 73% of people feel less alone as a result of volunteering
- ✓ 97% feel that Bread and Butter is good for their community
- ✓ 67% say they are more involved in their community as a result of TBBT



Why it works...

- ✓ Power of Partnerships
- ✓ Hand up – not a handout
- ✓ Community led, place based
- ✓ Strengthens the food 'eco system'



Read the LGA report:



SCAN ME

Lucy Wearmouth, Head of Improving Population Health, Kirklees Council

Building an Inclusive Economy in Kirklees

The power of Social Value

Since 2018 Kirklees Council has been pursuing an inclusive economy, adopting elements of the community wealth building approach. A significant part of this has been developing our use of social value in procurement. Having tested new approaches, these were established through our Social Value Policy and Procurement Strategy both adopted by Cabinet in autumn 2022. While these have been used in a range of procurement exercises in different sectors, this has reached a new level in the recent Our Cultural Heart construction procurement. The Council is working with BAM, the successful bidder, to incorporate their social value commitments within a Social Value Strategy for the project against which the supplier will be contract managed. The Council has also been awarded the National GO Award for Social Value in Local Government recognising our ambitious work on this agenda.



Shaped by
people



Independent



Sustainable
economy



Well



Clean and
green

Our Economy Strategy

Our emerging Inclusive Economy Strategy builds on this, incorporating inclusion as a cross-cutting theme alongside environmental sustainability and productivity. We are continuing to support businesses to start up, grow and innovate; as well as continuing to support residents to develop their skills to access the best jobs they can. We're investing in our places so that Kirklees is a great place to live, work and invest. However, it's important that we do all of this in a way that transforms our economy into one which is more productive, is environmentally sustainable and where everyone benefits. By working with our partners to deliver social value, good employment, and cooperative and social enterprise support we're continuing to work towards building an inclusive economy in Kirklees.



Name of meeting: Overview & Scrutiny Management Committee
Date: 24th October 2023

Title of report: Corporate Property Strategy - October 2023

Purpose of report:

This report has been requested by the Overview and Scrutiny Management Committee to provide a summary update of the approach to property asset management and the use of good practice in developing and bring forward the Council’s Corporate Property Strategy.

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?	Key Decision – No All wards but not a direct significant effect.
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	N/A
The Decision - Is it eligible for call in by Scrutiny?	N/A
Date signed off by <u>Strategic Director</u> & name	David Shepherd – Strategic Director for Growth and Regeneration 09/10/23
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 http://www.kirklees.gov.uk/you-portfoliohttp://www.kirklees.gov.uk/you-kmc/kmc-howcouncilworks/cabinet/cabinet.asp	Cllr Graham Turner – Finance & Regeneration

Electoral wards affected: All Wards
Ward councillors consulted: No
Public or private: Public
Has GDPR been considered? There is no personal data within the report.

1. Summary

- 1.1 After people, property is often an organisation's second most valuable resource. As with strategic workforce development and planning, it is critical that property assets are strategically aligned, developed, and managed to maximise performance and to enable the delivery of corporate outcomes.
- 1.2 When responding to change, property is the slowest of all corporate resources. Tactical and annual incremental short-term adjustments will not result in fit for purpose accommodation. Therefore, a structured and programmed approach to the long-term management of land and property is required.
- 1.3 This paper provides a summery update to the initial response to reviewing, designing, and implementing a new Corporate Property Strategy (CPS) across Kirklees Council's land and property portfolio.
- 1.4 A fresh approach has been agreed and is in the process of being developed and brought forward for 2024/25.
- 1.5 Kirklees Council holds a significant portfolio of land and property assets. It is not only good practice to have an agreed CPS in place, but a CPS baselines the current position, identifies key interfaces and policy requirements, and provides the mechanism to drive forward strategic change using property as a key enabler.
- 1.6 Due to the council's financial pressures and demand on property assets to generate revenue savings and capital receipts, certain outputs of the CPS are already being put in place, such as the Asset Review and Core Estate approaches to understanding, reviewing, rationalising, optimising and disposing of Council property assets.

2. Approach

- 2.1 The recognised RICS professional standard¹ 'Strategic Public Sector Property Asset Management', has been used as the core text to support the definition of the agreed approach to develop and bring forward the CPS. The standard contextualises property asset management alongside more generic asset management standards such as PAS 55, ISO 55000, and IMM, providing clear sight and specific guidance for strategic property asset management in the public sector.
- 2.2 Additional good practice from CIPFA, the IAM, and IWFM will also be introduced to enable interpretation across professional disciplines and to promote the development and implementation of effective policies and procedures.
- 2.3 For the avoidance of doubt, land and property asset management is the only focus of this CPS. Wider asset management activity (e.g., Highways, IT, & Transport) should be classed as interdependent and considered as such when developing and bringing forward operational delivery plans and change management activity.
- 2.4 In alignment with good practice an initial broad health check or maturity assessment was undertaken within the Council's Asset Strategy team to help assess and baseline the current position across key themes of property asset management.

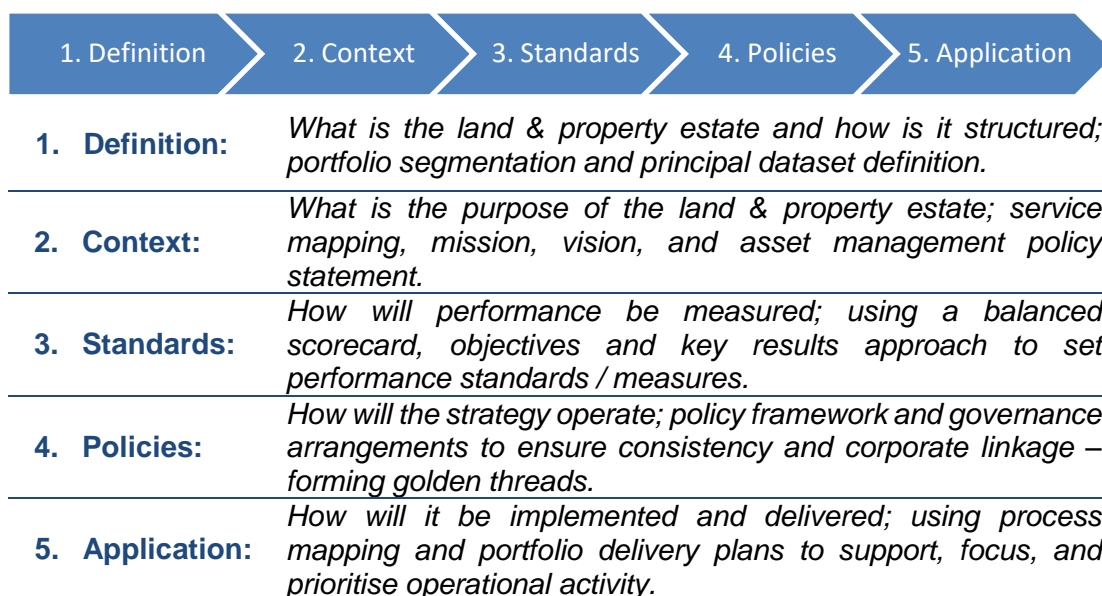
¹ [strategic-public-sector-property-asset-mgt_oct2022.pdf \(rics.org\)](#)

2.5 An initial strategic SWOT analysis has been used to evaluate the findings of the maturity assessment, identifying the following required areas of focus and outputs for bringing forward the CPS:

- a) Develop and reinforce a centralised and corporate approach to strategic asset management.
- b) Define and support the need for an overarching asset led change programme – linked to the MTFS and budget setting process.
- c) Use existing good practice to help prioritise activity, capacity, and resources.
- d) Realign activity, roles, and responsibilities through the existing corporate landlord approach.
- e) Ensure business cases / plans for rationalisation and reactive work identify the longer-term effect and impact to help inform decision making.
- f) Key-in primary stakeholders to ensure alignment of service planning and policy arrangements.
- g) Ensure early engagement with primary stakeholders to manage expectations and increase buy-in.
- h) Ensure roles and responsibilities are clear and reflective of service planning and policy arrangements.

2.6 Using the strategic SWOT and recognised good practice, the following diagram presents the key stages and narrative for the approach to bringing the CPS forward:

Figure 1 - CPS Process



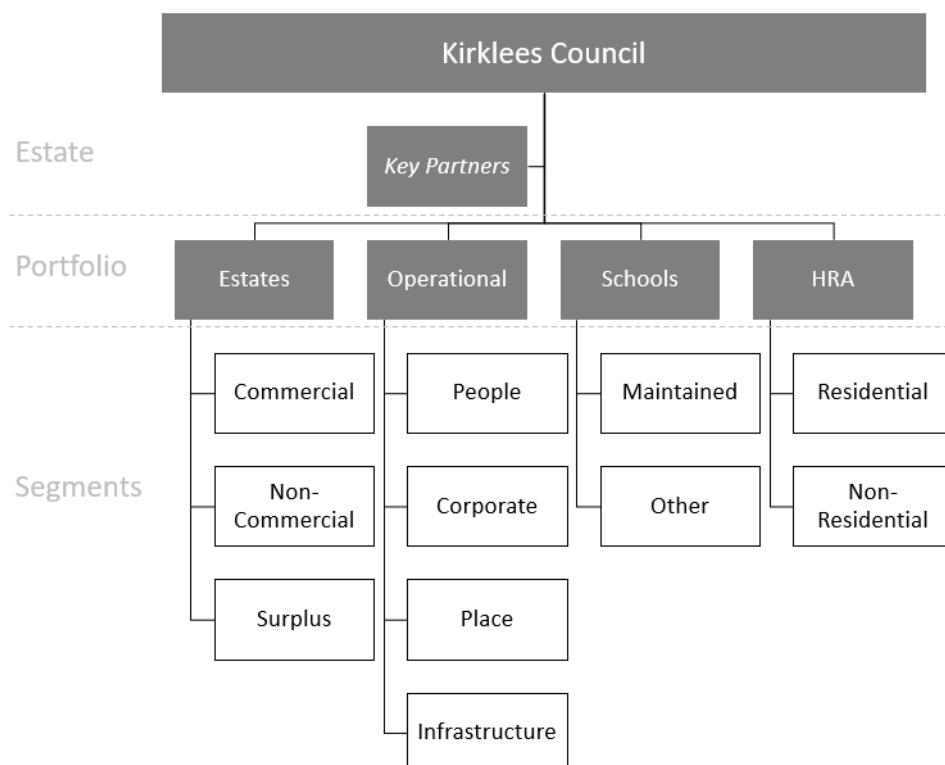
2.7 The CPS is proposed to have a 5-year duration, with annual portfolio-led asset delivery plans used to measure and stimulate progress and performance. Some of these will already exist and will need to be aligned with this overarching strategy, and some operational activity may need to continue in parallel with alternative arrangements in place (e.g., HRA).

- 2.8 In addition to performance management, it is anticipated that an objective corporate asset-led change programme will need to be established to ensure a continued consistent and aligned approach to optimising the estate.
- 2.9 Existing governance arrangements and reporting lines are being reviewed, ensuring that primary stakeholders are identified to represent the context and need for the Council's land and property estate.

Progress

- 2.10 The ongoing focus on the further rationalisation, optimisation, mothball, and disposal of Council property interests, in alignment with service change and budget setting activity, has presented an opportunity to align with best practice approaches, such as the adopted core estate approach.
- 2.11 The Core Estate will identify those assets which are required to facilitate the Council's statutory functions, corporate and political priorities, and to safeguard legal, cultural, and heritage obligations.
- 2.12 To determine the Core Estate, a clear overall understanding of definition and context is required, following the stages of bringing forward the CPS.
- 2.13 The categorisation and review of the operational portfolio will continue to be under review to understand the forward investment priorities of the retained Core Estate, and to further identify opportunities for rationalisation and optimisation of the estate.
- 2.14 As part of this review, the Council's estate has now been aligned into portfolios and segments as illustrated below:

Figure 2 - Kirklees Council's Estate



- 2.15 Progress has also been made to give clearer definition to the standards and policies directly influencing the Council's estate. In association with property disposals, a summary of Assets of Community Value, and Community Asset Transfer is being developed, to provide clarity and understanding of this separate statutory process and form of disposal, as follows.
- 2.16 The Localism Act 2011 introduced the Community Right to Bid, which provides the legal powers to enable local community groups to nominate buildings or land for listing as Assets of Community Value (ACV). It is the local authority's responsibility to hold a register of confirmed nominated assets of community value, and nominated assets can be owned publicly or privately.
- 2.17 For a nomination to be successful the nominee must demonstrate that the asset currently or in the recent past furthered the social interests or social wellbeing of the local community, and it is realistic to think that this use can continue.
- 2.18 Disposal of assets registered as an ACV is governed by legislation. An owner must inform the Council of an intention to dispose of the asset, which triggers an interim moratorium period of six weeks during which eligible groups can notify the Council if they wish to be considered as a potential bidder for the asset. If an eligible group indicates they would like to be considered as a potential bidder, a full moratorium period of six months is then triggered. This is designed to give eligible groups opportunity to negotiate with the asset owner.
- 2.19 The Council's current Community Asset Transfer Policy was approved by Cabinet in September 2020 and can be found on the Council's website. Community Asset Transfer (CAT) is a form of disposal involving the transfer of land or buildings from the Council to a community or eligible organisation at 'less than best consideration' – that is at less than its full market value – to further local social, economic, and/or environmental objectives.
- 2.20 A CAT can be brought forward either due to:
- (i) an asset initially being identified and advertised as an eligible asset,
 - (ii) or, a strong initial expression of interest is received from an eligible organisation prompting an asset to be considered as an eligible asset.
- 2.21 It is an internal Council service decision whether an asset is identified as an eligible asset. Community Asset Transfer will not be considered where:
- (i) The asset is required for service delivery or Council strategic objectives,
 - (ii) disposal would generate a capital receipt required to support the Councils Capital Programme,
 - (iii) or, there is no clearly defined community need or an asset transfer would compromise existing community assets.
- 2.22 Should a business plan for a CAT be considered as viable, the CAT is then reported to and determined by Cabinet. From start to finish a CAT can take 12-36+ months dependent on the complexity and scale of the asset, and capacity of the applicant.

3. Implications for the Council

- 3.1 The CPS continues to be at a formative stage with policies, procedures, and processes being aligned to ensure robust governance and decision making with respect to the Council's estate, and effective standards are being defined to allow performance and progress to be managed.
- 3.2 An Integrated Impact Assessment will be carried out as the CPS is brought forward for consideration and approval.

4. Consultees and their opinions

- 4.1 Once fully developed, the Council's Corporate Property Strategy will be brought forward through the usual governance process for approval at Cabinet.

5. Next steps and timelines

- 5.1 It is anticipated that the CPS will be brought forward for consideration and approval in 2024.

6. Officer recommendations and reasons

- 6.1 It is recommended that the approach to forming and developing the Council's Corporate Property strategy, using recognised professional standards and good practice is endorsed.

7. Cabinet Portfolio Holder's recommendations

- 7.1 The current assets of the council need to be reduced to reflect the current financial conditions the council finds itself in due to the underfunding of local government, across the country.
- 7.2 As the council shrinks in size coupled with hybrid working it is clear that we need to reduce the number of buildings the council operates from. The development of a core of buildings will not only reduce costs and gain some much need capital receipts, it will make the council's operations more efficient in the future.
- 7.3 By releasing surplus buildings on to the market, we would hope to see these buildings repurposed and help support the local economy, by their development.

8. Contact officer

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9. Background Papers and History of Decisions

N/A

10. Service Director responsible

Joanne Bartholomew: Service Director – Development – Growth & Regeneration – 01484 210000 – Joanne.Bartholomew@Kirklees.gov.uk

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2023/24

MEMBERS: Councillors; Elizabeth Smaje (Chair), Bill Armer, Andrew Cooper, Moses Crook and Jo Lawson

SUPPORT: Sheila Dykes, Principal Governance and Democratic Engagement Officer

FULL PANEL DISCUSSION		
THEME / ISSUE	APPROACH / AREAS OF FOCUS	OUTCOMES / ACTIONS
1. Leader's Priorities 2023/24	The Leader will set out her portfolio priorities for 2023/24 and later in the municipal year will give an update	<p><u>1 August 2023</u> Deferred until 24th October</p> <p><u>24th October 2023</u></p>
2. Corporate and Finance & Regeneration Portfolio Holders' Priorities 2023/24	The Portfolio Holders will set out their priorities for 2023/24 and later in the municipal year will give an update	<p><u>1 August 2023</u> Priorities for Corporate Portfolio presented and questions and comments made.</p>
3. Council Financial Management	<ul style="list-style-type: none"> • Quarterly Financial Management Reports. • Financial management areas of interest to scrutiny: <ul style="list-style-type: none"> - Energy Budgets (August) - MTFP Update (September) - Cost of Living Programme Update (October) - TBC 	<p><u>20 June</u> Regular updates requested in line with financial reporting timescales with additional updates in between the quarterly reporting cycle to allow for scrutiny of any particular areas of financial concern.</p> <p><u>1st August 2023</u> Presentation in respect of a review of the Council's arrangements and budgets for energy. Questions answered and comments made.</p> <p><u>5th September 2023</u> - Further information on the position at Quarter 2, the achievability of savings and detail of the re-profiling of the Capital Plan to be provided to Members of the Committee at the earliest possible opportunity.</p>

		<p>- Noted that the following issues were included within the Committee's Work Programme for 2023/24:</p> <ul style="list-style-type: none"> ○ Procurement and external funding. ○ The approach to asset management. ○ IT Strategy. <p><u>24th October 2023</u></p>
4. Performance Management	Scrutiny of the latest performance management reports.	<p><u>5th September 2023</u></p> <p>Recommended that the issue of transparency of performance management information be taken into account in the consideration of the future approach.</p>
5. IT	<ul style="list-style-type: none"> ● Potential for digitisation ● Replacement of telephony system ● Security 	
6. Communications	Pre-decision scrutiny of Communications Strategy	
7. Inclusion and Diversity	<p>Monitoring work, including:</p> <ul style="list-style-type: none"> ● Inclusion and Diversity Strategy ● Pre-decision scrutiny of the revised strategy ● Inclusion and Diversity Annual Report 	<p><u>Informal – 1st November 2022</u> –</p> <p>I&D Draft Annual Report</p> <p>Comments and suggestions put forward.</p>
8. Council Plan	<ul style="list-style-type: none"> ● Pre-decision scrutiny in respect of the development, and content, of the latest version of the Council Plan 	<u>20th June 2023 – informal</u>
9. Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy	<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.) 	<p><u>1st August 2023</u></p> <p>Update provided re issues raised at the meeting on 6-2-23</p>

	<p><i>(2022 – 2027 Plan endorsed by Cabinet 21.9.22 and adopted by Council 12.10.22)</i></p> <ul style="list-style-type: none"> • Kirklees Domestic Abuse Strategy – annual review. <i>(Current strategy 2022 to 2027 – adopted by Cabinet 17.1.23)</i> 	
10. Corporate Safeguarding Policy	<ul style="list-style-type: none"> • Implementation of Policy <i>(adopted by Cabinet 8th March 2022, Council 13th July 2022)</i> • Further to the rollout of the refreshed policy; how it has worked in practice, the outputs, and feedback on training (OSMC 15-2-22) 	
11. Local Flood Risk Management	<ul style="list-style-type: none"> • Annual Review of the Council’s Flood Risk Management Plan, including progress against the Action Plan. • Pre-decision scrutiny of revised Local Flood Risk Management Strategy (OSMC 7-3-23) 	
12. Kirklees Active Leisure	<ul style="list-style-type: none"> • Briefing on the not-for-profit charity that manages ten leisure facilities throughout Kirklees, including the review taking a strategic approach to the future leisure centre offer 	<p><u>1st August 2023</u></p> <ul style="list-style-type: none"> - Views of the Committee to be sought during the review consultation period and that the results of the analysis of the different models of operation be provided to members of the Committee when available. - Recommended that the importance of the links with health and wellbeing be acknowledged.
13. Procurement	<ul style="list-style-type: none"> • Challenges and future plans 	
14. Asset Management Strategy	<ul style="list-style-type: none"> • Pre-decision scrutiny of Asset Management Strategy, including proposals for engagement 	<u>24th October 2023</u>
15. Corporate Landlord Function	<ul style="list-style-type: none"> • Challenges and future plans 	

16. People Strategy/People Management	<ul style="list-style-type: none"> • Impact for/on transformation 	
17. Ad Hoc Scrutiny Panel – Residential Housing Stock, Health and Safety Compliance	<ul style="list-style-type: none"> • Monitoring of implementation of the recommendations contained within the Ad Hoc Panel’s final report 	To be considered by Growth and Regeneration Panel in 2023/24
18. Overview of Scrutiny Work Programmes	<p>Maintain an overview of the Work Programmes of the four Panels:</p> <ul style="list-style-type: none"> • Children’s • Environment and Climate • Growth and Regeneration • Health and Adult Social Care <p>and receive regular updates from Lead Members</p>	<p><u>1st August 2023</u> Panel Work Programmes for 2023/24 endorsed. Lead Member Updates: Children and Health & Adult Social Care - 5th September 2023 Growth & Regeneration and Environment & Climate Change – December 2023</p>
19. Social Isolation/Loneliness	<p>Scrutiny work in relation to social isolation and loneliness, with specific reference to the impacts of the Covid-19 pandemic:</p> <ul style="list-style-type: none"> • Focus on evidence relating to young people. • Production of final report 	
20. West Yorkshire Joint Services – Activity in Kirklees	Director to attend to give members a briefing on the work being undertaken by WYJS with a focus on work in Kirklees	<u>24th October 2023</u>
21. Mental Health Services for Older People – JOHSC Establishment		<p><u>5th September 2023</u> Agreed that the nominations for Kirklees representation on the Joint Health Overview and Scrutiny Committee, with Calderdale and Wakefield Councils, should be sought from the main political groups (Labour, Conservative, Liberal Democrat, Green) on the basis of 1:1:1:1.</p>

LEAD MEMBER BRIEFING ISSUES		
THEME/ISSUE	APPROACH / AREAS OF FOCUS	LEAD OFFICER/NOTES
1. Risk	Risk reports circulated to Members of OSMC for consideration prior to each meeting.	Briefings held with the Council's Head of Risk on regular basis in line with risk reporting schedule.
2. Performance Reporting	Demand and Capacity reports circulated to Members of OSMC for consideration prior to each meeting	
3. Budget Engagement		LM Briefing tba
4. Innovative Working in Kirklees		LM briefing tba
5. Challenges to Delivery		LM briefing tba
6. Grant Funding Distribution to Anchor Organisations	Update on contract, including locality plans to be shared	
7. Regional Working	<p>Including:</p> <ul style="list-style-type: none"> - The mechanics of how Kirklees is working with the WYMCA and the relationship between the two. - Funding streams and Kirklees approach - How funding bids are considered - The project plan <p>To include:</p> <ul style="list-style-type: none"> • Meetings with Kirklees Members of WYMCA Scrutiny Committees • Funding and Kirklees' approach 	(Formal meeting - 20 th December 2022)
8. Primary Care Networks and Local Health Improvement	Approach to engagement and communication with Ward Councillors on arrangements that span more than one ward such as PCNs and schools as community hubs.	Information awaited re future PCN landscape (role of wider teams involved with primary care and development of place-based approach to health outcomes, CG&AC)
9. Armed Forces Covenant	Monitor the Council's work in relation to the Armed Forces Covenant.	(Formal meeting 20 th June 2023) Committee noted the update on the work of the Kirklees Armed Forces Board, including the ongoing work with partner and voluntary organisations and the budget position, welcomed the

		<p>work with housing services to help Armed Forces Personnel navigate the housing process, and recommended that:</p> <ul style="list-style-type: none"> - A survey be developed to hear the voice and understand the need of Armed Services personnel locally - Discussions be undertaken with health organisations to allow the Council to understand how they are working with the Covenant. - Statistical information relating to the take up of e-learning training be provided in future updates to the Committee.
10. Data and Insight Strategy	Update	
11. Libraries Service	Update – early 2024	LM Briefing 25-9-23

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