

# Public Document Pack



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Friday 29 December 2023

## 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 9 January 2024**.

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 Jo Lawson

Councillor Shabir Pandor

# Agenda

## Reports or Explanatory Notes Attached

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### Pages

**1: Membership of Committee**

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

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**2: Minutes of Previous Meeting**

1 - 10

To approve the minutes of the meeting of the Committee held on 5<sup>th</sup> December 2023.

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**3: Declaration of Interests**

11 - 12

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.

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**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.

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**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.

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## **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.

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## **7: Financial Management - Housing Revenue Account**

A presentation will be given in respect of the current position of the Housing Revenue Account.

Contact:

Isabel Brittain - Service Director, Finance

Naz Parkar - Service Director, Homes and Neighbourhoods

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## **8: Procurement**

13 - 20

The Committee will receive a report which provides an update on the work being undertaken to deliver the refreshed Procurement Strategy, with a particular focus on the following areas:

- Supplier engagement.
- Contract management and strengthening governance procedures.
- Forthcoming procurement legislation.
- Procurement planning.
- Procurement best practice.

Contact:

Jane Lockwood – Head of Procurement

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**9: People Strategy** 21 - 30

The report provides an update on the Council's People Strategy and invites feedback from Members.

Contact:  
Shauna Coyle – Head of People Services

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**10: Lead Members' Updates** 31 - 38

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

Contact:  
Sheila Dykes – Principal Governance Officer

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**11: Work Programme 2023-24** 39 - 48

The latest version of the Committee's Work Programme for 2023-24 will be submitted for consideration.

Contact:  
Sheila Dykes – Principal Governance Officer

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Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Tuesday 5th December 2023**

Present: Councillor Elizabeth Smaje (Chair)  
Councillor Bill Armer  
Councillor Andrew Cooper  
Councillor Jo Lawson  
Councillor Shabir Pandor

**46 Membership of Committee**

All members of the Committee were in attendance.

**47 Minutes of Previous Meeting Resolved –**

That the minutes of the meeting of the Committee held on 24<sup>th</sup> October 2023 be approved as a correct record.

The Chair updated the Committee, in respect of questions put to the Director of West Yorkshire Joint Services, as follows:

(i) The feasibility of owning a tobacco sniffer-dog, instead of hiring dogs and handlers, had been explored but was considered unviable due to the set up and operational costs. These costs included the purchase of a trained dog, employment of the handler, kennel costs, vehicle transport costs, Security Industry Authority licence, operational running costs and the post-retirement cost for the whole life of the dog.

(ii) There were no remaining hard copies of the 'Big Book of Little Scams' and the external funding for printing was no longer available. There was, however, an electronic version of the last printed edition and the link would be shared with Members of the Committee. In addition, the West Yorkshire Fraud Prevention Advice and Training Team were currently sharing a booklet produced by a national charity 'Independent Age', which covered all the relevant information around scams and fraud. These were free to order, and this link would also be shared.

**48 Declaration of Interests**

No interests were declared.

**49 Admission of the Public**

All items were considered in public session.

**50 Deputations/Petitions**

No deputations or petitions were received.

### 51 Public Question Time

Under the provisions of Council Procedure Rule 11, the following questions were received:

1. During meetings with representatives of Kirklees Active Leisure (KAL) and Kirklees Council it was pointed out that the "Fair Price Forever" offered for many years by KAL seemed an unworkable business policy, this option has subsequently been revoked for future memberships as of 9<sup>th</sup> October 2023, it has been mentioned that KAL are looking at the legalities of retrospectively bringing members paying a lower outdated fee in line with today's pricing. Members at Colne valley Leisure Centre (CVLC) attending regular community meeting have stated their willingness to pay not only today's rate but even to be a trial for geographical pricing paying increased fees to help with future funding, will scrutiny recommend to Cabinet that this is given due consideration when making their decision on the future of CVLC.

2. During meetings with representatives of Kirklees Active Leisure (KAL) and Kirklees Council it was pointed out that members of the community using CVLC had advised payments had not been taken for fees and or activities, since pointing this out members have now reported that their memberships have been amended. Noting that KAL has improved its administration around collecting payments and is now working to ensure funds for running CVLC are maximised. will scrutiny recommend to Cabinet that this is given due consideration when making their decision on the future of CVLC.

3. During meetings with representatives of Kirklees Council it was pointed out that members of the community using CVLC would be willing to help fund raise to assist with the works required over the coming years, helping to maintain the facility and ensuring funding is in place for the future of CVLC. will scrutiny recommend to Cabinet that this is given due consideration when making their decision on the future of CVLC.

4. During initial research by members of the community using CVLC it was noted that as of March 2023 HMRC revised the treatment of VAT on in house leisure services for councils, this could benefit Kirklees Council spend on leisure centres, but also with a change in the relationship model between KAL and Kirklees Council it also has the possibility to benefit KAL's spend on leisure centres and therefore has the possibility to make greater funds available for the centres, this information has been passed to Kirklees Council representatives. will scrutiny recommend to Cabinet that this is given due consideration when making their decision on the future of CVLC.

Responses were given by the Chair of the Committee.

### 52 Kirklees Active Leisure - Update

A report was submitted which provided a briefing on the early analysis of the Leisure Centre Consultation.

The Committee's views were also sought in respect of the report to Cabinet about the future Leisure Centre offer, which had been published on 4<sup>th</sup> December 2023 and would be considered by Cabinet on 12<sup>th</sup> December 2023.



## Overview and Scrutiny Management Committee - 5 December 2023

Councillor Graham Turner, the Cabinet Member and Portfolio Holder, introduced the item. He expressed his thanks to; those staff involved in analysing the significant number of responses received to the consultation, within a very limited timeframe; those who had responded to the consultation; and to Kirklees Active Leisure (KAL) which had worked very closely with the Council over the last few months to reach the current position, which was a better outcome than originally envisaged.

Adele Poppleton – Service Director for Culture and Visitor Economy, accompanied by Richard Parry – Strategic Director for Adults and Health, gave a presentation, which highlighted the following points:

- The proposed offer that had been the subject of the consultation.
- An overview of the consultation, to which 17,860 responses had been received (both online and paper), and the efforts made to ensure that as many people as possible could take part. This had included drop-in sessions, focus groups for those with protected characteristics and targeted promotion.
- The geographical spread of the responses.
- A statistical breakdown of the responses.
- The key findings.
- The themes that had arisen in respect of; the impact of the proposals, the barriers to accessing different facilities, and suggestions for reducing the deficit and attracting alternative funding.
- The key stakeholders that had responded, both local and national.
- The proposed offer from KAL for 2024-25.
- A summary of the reduction in costs and increases in income.
- The assumptions used in the modelling for future income.
- The key financial changes since May 2023.
- The different ways of working identified, including the establishment of a number of new partnerships.
- The three sites where KAL would withdraw provision, and the proposals associated with those sites.

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

- Thanks were expressed to all the staff involved in this work and the improved offer for 2024-25 was welcomed.
- In terms of future sustainability, in light of the volatility of energy costs in particular, the level of headroom to deal with rises in costs was restricted. Any money from fundraising was not currently built into the budget and would assist, it would also be helpful for this money to be directed towards capital works.
- The financial detail was commercially sensitive, but could be shared with the Committee if required.
- It was questioned whether there was there any scope for further energy management measures to make savings, such as the improvement of energy efficiency and the use of renewable energy.
- It should be borne in mind that there may be alternative provision that schools could use to fulfil their curriculum requirements for swimming, at a lower cost, and this could potentially impact on KAL's income, although it was noted that there was limited supply of such provision at the current time and, to date, local

## Overview and Scrutiny Management Committee - 5 December 2023

schools had found that the quality of provision from KAL was better than other providers.

- The position in terms of VAT (as raised by one of the public questions) would be examined.
- The feasibility of retaining dry-side facilities at Dewsbury Sports Centre would be explored but there were a number of complexities, including the presence of RAAC, and the need for a new entrance, which may have implications for land not within the Council's ownership. It was also very important that the potential for a negative impact on the modelling for the future KAL offer was taken into account. Consideration of alternative provision within Dewsbury for health and wellbeing was in progress.
- Women-only facilities were offered at Batley Sports Centre and Spen Valley Leisure Centre.
- There was a need to maintain awareness of the need in those areas with the greatest levels of deprivation, and to have a plan to address this.
- The importance of effective communication with the public in relation to the issues affecting Dewsbury Sports Centre and the benefits of the current relationship model with KAL.
- A full de-brief had been programmed in respect of the consultation process and to ensure that any lessons were learned.
- Timelines had not yet been established for Phase 2 of the Leisure Centre Programme. Discussions were ongoing with potential partners and in respect of resources for the future.
- A conclusion in respect of the future of Deighton Sports Centre was anticipated earlier than the estimated 12-to-24-month timescale.
- The working relationship between the Council, KAL and partners would be strengthened, to assist in the early identification of potential issues with the budget in the future, where this was possible.

### **Resolved -**

That the Committee:

- (i) Stresses the importance of:
  - Ensuring sustainability for the future and building headroom into the budget to respond to future challenges, such as a rise in energy costs.
  - The development of a forward plan for future capital investment across all sites.
  - Systems to ensure oversight by the Council and early identification of any future funding issues.
  - Developing and building upon the relationships and partnerships that have been established with community groups and other stakeholders in order to; maximise the possibilities for external funding opportunities and fundraising, and explore all options in respect of the future model, including pricing structure.
  - Effective communication with residents about the benefits of retaining the current partnership model and to ensure understanding of the issues and the implications of the proposals.
  - Establishing a timetable for the establishment of the future model.

## Overview and Scrutiny Management Committee - 5 December 2023

- The recognition that the facilities contribute to the health and wellbeing of the residents of Kirklees and have a positive impact in terms of social connectivity.
- (ii) Acknowledges the significant response to the consultation and the work undertaken to analyse the responses, and welcomes the proposed review to identify any lessons learned for future Council consultations.
- (iii) Recognises the benefits of fundraising by community groups being directed towards supporting capital projects.
- (iv) Notes:
  - That a future plan for physical activity across Dewsbury is to be developed and the feasibility of keeping dry-side facilities at Dewsbury Sports Centre will be explored, whilst balancing the sustainability of the whole of the model. It is recommended that timescales for this work should be put in place.
  - That Deighton Sports Arena will remain open, and continue to be operated by KAL, in the short term so that options to maintain community access to the facility can be explored.
  - That the position in respect of the revised treatment of VAT for leisure centres is to be explored.
  - The re-modelling of finances undertaken by KAL to increase income.

### 53 Financial Management - Update

The Committee received an update on the current position from Isabel Brittain, the Service Director, Finance, with reference to the Quarter 2, 2023-24 Corporate Financial Monitoring Report.

Councillor Graham Turner, the Cabinet Member and Portfolio Holder, introduced the presentation, which included a focus on the following points:

- An overview of the position in respect of revenue, which indicated an improved position in respect of the projected end-of-year overspend, the savings forecast to be delivered in-year, and the useable reserves.
- The monitoring and variance from Quarter 1 and the budget variances in each service area. It was noted that Childrens and Families was still under significant pressure.
- Arising issues were being incorporated as the medium-term financial plan was developed, and costs reduced wherever possible.
- An analysis of reserves and the balances at the end of Quarter 2.
- The position in respect of the Capital Budget; a re-profiling exercise was in progress and the changes would be included in the budget report to Council.

It was noted that the Housing Revenue Account was to be addressed in more detail at a future meeting of the Committee.

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

- It was recognised that there was an issue in achieving income targets in respect of the town halls and these were being reviewed. It was noted that Cleckheaton having been closed for a period would have contributed to the deficit in income. A core asset strategy was in development which, amongst other things, would aim to maximise use of the town halls throughout the week, increase income and ensure viability.
- The Authority would not be issuing a Section 114 Notice and would do whatever it could to avoid that position and thus ensure that decisions were made at local level. Plans and controls were in place to reduce expenditure; this report indicated the position as at the end of September 2023 and there was confidence that this would improve further by the year-end and that there would be a suite of opportunities to facilitate a balanced budget for 2024/25 and to continue in a resilient manner.
- There would be challenges for 2025-26, although not as significant, and also 2026-27 as demand for statutory services continued to rise. The Administration would act accordingly and make decisions on the basis of the information available.
- It was acknowledged that there was a balance to be achieved in respect of the financial benefits of early intervention and non-statutory services in the long-term.
- Effective communication was again considered very important. The Communications Team was considered to very active in relaying information to local people and the Committee would be considering the latest strategy in a later agenda item.
- An explanation of the impact of re-profiling the Capital Programme on the cost of borrowing, the management of budgets and cash-flow.

The Cabinet Member and Service Director – Finance were thanked for their attendance and the progress report.

### 54 **Local Flood Risk Management Strategy**

A report was submitted in respect of the new Local Flood Risk Management Strategy 2024, which was being brought to the Committee, for pre-decision scrutiny, prior to its submission to the Cabinet for approval in early 2024.

Rashid Mahmood – Head of Major Projects and Paul Farndale – Flood Team Leader, Planning and Development gave a presentation focussing on:

- The background to, and vision behind, the development of the new strategy, which set out how the Council would undertake its flood risk management responsibilities to meet the requirements of the Flood and Water Management Act 2010.
- The key responsibilities of the Council as Lead Local Flood Authority in terms of leadership, strategy, mitigation, investigation and reporting on significant incidents, maintenance of a register of assets, and acting as statutory consultee on planning applications.
- A summary of the flood risk within Kirklees and the projected impact of climate change.

## Overview and Scrutiny Management Committee - 5 December 2023

- The five strategic objectives within the strategy; evidence, adaptability, innovation, sustainability, and communities and partnership.
- The extensive range of partners that the Council worked with and alongside.
- The four strategic themes; place-making, protect, response and recovery.
- Climate change and the modelling undertaken to project impact on the district.
- The Action Plan, separated into the four themes, and the sources of funding.

Councillor Graham Turner, the relevant Cabinet Member and Portfolio Holder, thanked officers for the significant work undertaken to produce the new strategy.

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

- There were a number of key performance indicators that were monitored on a monthly basis, such as the increase in asset data, number of properties/businesses that had been better protected, and educational campaigns. It was acknowledged that monitoring could be strengthened.
- Work was being undertaken to formalise the use of flood wardens/champions and community groups in the response to incidents, in a similar way to the snow warden initiative.
- Trials were being undertaken with the deployment of flood-sacks in high-risk locations. The focus of the Council's approach was on making more permanent changes to properties, so that dependence on the low-levels of defence, such as sandbags or flood-sacks, was reduced.
- In respect of learning from best practice, the team worked closely with colleagues from across West Yorkshire, with different districts taking a lead on particular issues and then sharing knowledge and best practice. There was also an established link with ICAS (the Institute for Climate and Atmospheric Science), based at Leeds University.
- The potential for the use of sustainable urban drainage systems (SUDS) in developments was affected by the gradient of land and soil content in a significant part of the district. There had also been an issue in the past associated with the adoption and maintenance of systems. There was a crossover with biodiversity and a move towards the use of detention basins/ponds on-site. The 2010 Act envisaged drainage being removed from the planning process and the Council becoming a SUDS approval body. The Council was a member of the relevant national association and groups.
- There were other measures that could be implemented to help manage surface water, such as green roofs and water butts.
- A new strategic flood risk assessment would be produced, based around site allocations, which would help to influence the review of the Local Plan.
- Regular engagement was undertaken with the Environment Agency and concerns raised where necessary. The team undertook studies to understand risks and assess which bodies were responsible and would work closely alongside a range of partners to ensure awareness of the authority's issues and concerns and to work supportively together to identify funding and deliver projects.
- Work was undertaken in conjunction with colleagues in other districts, in light of the potential impact of schemes in those areas on the surface water reaching the Kirklees catchment.

## Overview and Scrutiny Management Committee - 5 December 2023

- It was considered that local residents in high-risk locations often did not have the relevant information about who they should contact in the event of issues with surface water.

### **Resolved –**

That it be recommended that reference within the strategy to the work and engagement undertaken with and alongside other local authorities in respect of surface water should be strengthened.

## **55 Communications Strategy Update 2024**

Councillor Paul Davies, the Cabinet Member and Portfolio Holder, and Marcus Bowell – Head of Strategic Communications introduced a report in respect of the Communications Strategy Update 2024 and invited Members' comments.

The presentation outlined:

- The background to the current strategic approach to communications, prompted by the LGA (Local Government Association) Peer Review in 2019.
- The three pillars of the strategic communications approach: narrative; reach and engagement; and evaluation, and an explanation of each.
- The work undertaken under each pillar since the implementation of the original strategy, and the service development plan for 2024, which was tied to the Council Plan priorities.
- An example to illustrate the impact and results of a specific campaign.

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

- In response to a suggestion that TikTok might help to reach the younger demographic, this would be considered, although it might be a difficult channel for a local authority to utilise with credibility.
- Whilst there may be a wish for the team to promote and support the work undertaken in particular places and wards, this would have a resource implication.
- Assurance was given that the more traditional methods of communication, such as paper leaflets/booklets, outdoor advertising, such as banners on buses, and posters were still part of the approach, so that they were accessible to those who did not use social media.
- Consideration could be given to strengthening communications in respect of providing updates further to a decision being taken.
- The mission statement had been retained from 2022/23 as the development of the service was considered to be a long-term process and communications was something that constantly changed and evolved. It was suggested that it would be helpful for this explanation to be reflected within the strategy document.

Councillor Davies welcomed the change in approach to provide more of a narrative and create a conversation, rather than a focus on information relayed through press releases.

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### **Resolved –**

That the comments made by the Committee be taken into account in taking the Communications Strategy forward.

### **56 Lead Members' Updates**

The Lead Members for the Environment and Climate Change Scrutiny Panel and the Growth and Regeneration Scrutiny Panel provided an update for the Committee on the work being undertaken by their panels.

### **57 Work Programme 2023/24**

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

### **58. Any Other Business**

The Chair noted that a 'Notice of Concern' had been issued in respect of the report to Cabinet in relation to Car Parking Charges. This issue was to be the subject of a call-in at the Environment and Climate Change Scrutiny Panel the following day.

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<b>KIRKLEES COUNCIL</b>			
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>			
<b>DECLARATION OF INTERESTS</b>			
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:** 9 January 2024  
**Title of report:** Procurement Update

**Purpose of report:** This paper seeks to update Scrutiny on the work being undertaken to deliver the refreshed procurement strategy with a particular focus on the following areas;

- Supplier engagement
- Contract management and strengthening governance procedures
- Forthcoming procurement legislation
- Procurement planning
- Procurement best practice

Scrutiny members are asked to consider the contents of the report and highlight any areas for further consideration.

<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	<b>No</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>No</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>Rachel Spencer-Henshall 19.12.2023</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Paul Davis</b>

**Electoral wards affected:** All

**Ward councillors consulted:** No

**Public or private:** Public Report

**Has GDPR been considered?** There are no GDPR considerations.

## 1. Summary

This paper seeks to update Scrutiny on the work being undertaken to deliver the refreshed procurement strategy with a particular focus on;

- Supplier engagement
- Contract management and strengthening governance procedures
- Forthcoming procurement legislation
- Procurement planning
- Procurement best practice

Scrutiny members are asked to consider the contents of the report and highlight any areas for further consideration.

## 2. Information required to take a decision

### Background

Kirklees Council Procurement Strategy was approved at cabinet in November 2022. The strategy outlines the ambition and direction of travel for procurement activities. The Contract Procedure Rules are the regulatory framework for all staff to follow in respect of purchasing goods, services and works regardless of value.

The procurement vision is to offer an outstanding procurement experience for stakeholders and suppliers that is transparent, provides opportunities for local businesses, delivers fantastic goods and services, delivers the best value for our residents, and supports achievement of Kirklees' Shared Outcomes.

The strategy is framed around the key themes of:

- Delivering Social Value: securing the best economic, social and environmental benefits for our people and places.
- Promoting Inclusive Procurement: promoting a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs.
- Continuing to develop our category-led approach: sourcing more strategically, more innovatively, stimulating and encouraging competition.
- Striving for innovation and improvement in all that we do: delivering an effective commercial function that works in proactive, flexible and innovative ways.
- Good governance: using proportionate controls, systems and standards, and management of procurement risk.

Since the approval of the strategy the team have focussed attention on delivery of the action plan (as well as business as normal activities). Every member of the team is involved in activities that contribute to delivering the strategy and continue to make improvements to procurement activity. There are some challenges around reporting and measuring impact. Further work is required on performance measures to ensure the production of reliable and robust procurement and contract data.

### Supplier Engagement

The procurement team work proactively with services to undertake supplier engagement where possible. The need for engagement will differ depending on factors such the type of procurement, market conditions, complexity of the procurement, risk profile and timescales.

Market engagement is permitted under Regulation 40 of the Procurement Contract Regulations 2015. It allows contracting authorities to conduct market consultations with

suppliers prior to the start of a new procedure. The consultations are conducted with a view to preparing the procurement and informing potential suppliers of the procurement plans and requirements.

Some of the main reasons we undertake market engagement is to;

- ensure potential suppliers are made aware at the earliest opportunity to tender for a contract with the council
- connect with our local Small Medium Enterprises and Voluntary Community Social Enterprise organisations
- stimulate interest with the aim of ensuring a competitive market exists
- understand more about a particular market and potential suppliers
- test risk appetite
- develop relationships and connections with potential suppliers
- share and receive feedback about draft specifications
- explain the procurement process in more detail and associated timescales
- explore and test any potential barriers, opportunities and areas for innovation

We undertake a number of different methods and approaches to supplier engagement, the main areas are highlighted below;

General meet the buyer sessions; content for sessions will vary, but broadly speaking we tend to share information about upcoming procurement opportunities, introduce our teams, share information about using the procurement portal, procurement process and key procurement topics such as social value and new procurement legislation.

Pre market engagement for specific contract opportunities; a variety of methods are utilised ranging from virtual or in person sessions, we will also issue questionnaires or utilise other methods to test market interest and appetite for upcoming procurement opportunities. Each market engagement is bespoke to the particular procurement. Following premarket engagement activities the service will consider the feedback in detail and use this to help to shape the procurement going forward.

Post market supplier feedback; Following a procurement exercise and before a contract is awarded the procurement team issue a short questionnaire that allows suppliers the opportunity to feedback on the process and make recommendations for improvement. The timescales for this are important as the feedback is about the process (e.g. how easy is to tender for Kirklees contracts) and not about who was successful in winning the particular contract (as feedback is provided on this element to successful and unsuccessful suppliers).

### **Contact Management and strengthening governance procedures**

Contract management is devolved across the council. For larger and complex contracts there are specific contract manager roles, but for other council contracts, contract management duties are performed as part of an officers broader role.

Since the procurement team moved from a devolved to a centralised category led model, resources have been focussed on improving procurement compliance, practice and process and whilst there is still much to do we recognise that equal importance must be placed on contract management and ensuring our suppliers meet and where possible exceed contractual commitments and sustain good performance levels. Good contract management can result in further efficiencies and added value throughout the lifecycle of the contract if managed well.

A Contract Assurance and Resilience Board was established in November 2022 chaired by the Finance Service Director. Primarily the board was established as a forum for escalating issues and also to increase transparency and consistency in relation to commercial decision making. We are encouraging managers to proactively use the board and have a dialogue about contracts where more advice and discussion and/or problem solving would be beneficial.

Some of the areas that have been explored in more detail over the last year to improve assurance levels have focussed on; market intelligence and anticipated inflationary pressures, key council contracts, exemption requests, non-essential spend and contract management. A number of activities in relation to contract management have been considered and progressed, for example;

- Recommendations to contract managers and/or service managers to complete the Foundation Contract Management training provided by Government Commercial Function which is aimed to develop and accredit the contract management professionals who manage or oversee public service contracts.
- Procurement processes have been improved to ensure there is a clear handover and clarity about roles and responsibilities from procurement staff to contract managers once the contract has been awarded.
- Participation in the Commercial Continuous Improvement Assessment Framework which is a tool designed to promote continuous improvement in commercial practices within the public sector by helping organisations to benchmark their commercial operations against accepted standards of good practice.
- Contract management health checks; alongside the commercial assessment highlighted above the intention is to work with directorates to develop high level reports to improve transparency around contract management and to ensure senior managers have adequate oversight and assurance of contract and commercial performance in their areas of responsibility.

### **Strengthening Governance Procedures**

Representatives from governance, legal, procurement, finance and audit have been working together to ensure that we have a consistent understanding and approach in relation to decision making for procurement activity. The aim of the group was to come together as corporate services, review and discuss approaches so we can be consistent in our advice and best serve the council and the service areas we support. The group meets approximately every six weeks and discusses upcoming procurement activity and associated decision making, as well as opportunities to share and learn together. Some of the activities that have been undertaken are;

- new draft guidance document to assist with decision making in relation to procurement activity, Frequently Asked Questions (FAQs) and a guidance flowchart
- sharing and testing the guidance document with a number of teams
- identifying opportunities for further learning and training with service areas
- discussing individual procurement activities and providing services with advice
- governance colleagues have continued to provide on-going training and support in relation to decision making

### **Procurement Regulations**

There are two significant changes on the horizon in relation to procurement legislation. They are the Provider Selection Regime and the Procurement Act 2023.

The Department of Health and Social Care recently published the draft Provider Selection Regime (PSR), set out in the Health Care Services (Provider Selection Regime) Regulations 2023, which is intended to come into force on the 1st January 2024.

The PSR intends to remove the procurement of health care services, when procured by relevant authorities under the PSR, from the scope of the Public Contracts Regulations 2015. In doing so, the PSR seeks to give the relevant authorities more flexibility in selecting providers for health care services, with an aim to promote greater collaboration, reduce the bureaucracy associated with the current rules, and enable the development of stable partnerships. It is hoped the PSR will ensure all decisions are made with a view to securing the needs of patients, improving the quality of the services, and improving the efficiency in the provision of the services.

This new regime will apply to NHS England, Integrated Care Boards, NHS Trusts, NHS Foundation Trusts, local authorities and combined authorities when they are procuring healthcare services.

Further information about the Provider Selection Regime can be found here; [NHS England » The Provider Selection Regime: draft statutory guidance](#) and [NHS England » Provider Selection Regime toolkit products](#)

In terms of preparedness, council colleagues are accessing the webinars, training, toolkits and working closely with regional colleagues and partners to share information. This will predominantly affect public health contracts. Some further development of procurement templates and process steps in the procurement portal will be required to ensure alignment with the new regulations in 2024.

### **The Procurement Act 2023**

The Procurement Act is a new piece of legislation aimed at reforming public procurement procedures in the UK. The Act is intended to make public procurement more efficient, transparent, deliver better value for money, and address national priorities.

Once implemented, the Procurement Act 2023 will replace the Public Contract Regulations 2015 (PCRs), Utilities Contracts Regulations 2016, Concession Contracts Regulations 2016 and Defence and Security Public Contracts Regulations 2011 to become the law that regulates procurement in England, Wales and Northern Ireland.

The latest updates indicate the new regime is expected to come into effect later in 2024, with a six-month preparation period before changes are implemented.

Some of the key changes the Procurement Act 2023 introduces;

- Terminology; a move away from familiar EU Directive language and terms.
- Procurement Objectives; authorities must have regard to the importance of (a) delivering value for money; (b) maximising public benefit; (c) sharing information for the purpose of allowing suppliers and others to understand the authority's procurement policies and decisions; and (d) acting, and being seen to act, with integrity.
- Transparency notices; several new notices to be published throughout the procurement lifecycle
- Procedures; less prescriptive procedures and a reduction to three procedures (i) Open, (ii) Competitive Flexible Procedure, and (iii) Limited Tendering (i.e. direct award).

- Framework Agreements; introduction of the concept of an “open framework”. Open frameworks can be for a period of eight years.
- Shortened ‘standstill period’; reducing the period between when a contract award decision is made and a contract concludes from 10 to 8 working days.
- Award criteria; moving from Most Economically Advantageous Tender to Most Advantageous Tender.
- New Key Performance Indicators; introduces a new requirement for contracting authorities to publish contract key performance indicators (KPIs) to evaluate supplier performance for contracts with an estimated value above £5 million.
- Supplier Registry; introduce a new supplier registration system to centralise information on suppliers.
- Excluding suppliers; contains provisions on excluded and excludable suppliers and how they should be dealt with by contracting authorities. The Act also introduces a central debarment list.

Whilst dates are not yet confirmed for the new legislation, given the scale of the changes there are a number of readiness activities underway. Delivery of some of the actions in the procurement strategy have also been accelerated to assist with preparedness. An internal council group has been established to lead on readiness and implementation. Alongside this we have a regional procurement policy group to support effective implementation across the region. The Cabinet Office will be rolling out a comprehensive programme of learning and development for procurement and commercial teams and other staff whose work touches on procurement that need to be aware of the changes.

Short guides on the key benefits of the Procurement Act, covering timelines and suggested considerations and next steps for Contracting Authorities and Suppliers can be found here; [Procurement Act 2023: short guides - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guides/procurement-act-2023-short-guides)

### **Procurement Planning**

A lot of council resources go into procurement activities and the different stages of the procurement lifecycle that need to be considered as part of the planning process. The team aim to strike the right balance of proportionality in terms of suitable process and approach in considering the value, complexity and risk associated with individual procurements in order to demonstrate value for money and improved outcomes for Kirklees residents. Guidance is available on the council’s intranet to give indicative timescales for procurement activities, these are not prescriptive and rely heavily on the lead service area(s) being able to prioritise resources to ensure they are able to complete key tasks that need to be undertaken as part of the procurement activity (e.g. producing technical specifications).

Good progress has been made in reviewing and improving the procurement processes to ensure there is more structure and oversight of the different stages. As a result of this a number of template documents have been introduced in the team over the last few months. It’s important as we embed these new processes that we get feedback from the team and stakeholders to ensure that the new templates and controls are adding value and providing the appropriate levels of transparency and assurance.

The templates that have been either introduced or refreshed more recently are;

- Procurement Referral; for new procurement requests
- Route to market assessment; for goods and services above £25k but below the goods and services threshold (approx. £178K)
- Procurement Strategy and Plan; for goods and services above procurement threshold limits
- Tender evaluation report; for contracts above £25k



Alongside this, work is underway to implement a new procurement tracker that will show the different stages of current procurement activity. The procurement tracker is being designed to assist with procurement project management whilst also providing reminders for key activities and procurement measures recording.

### **Procurement Best Practice**

It can be a challenge to monitor and review best practice in relation to commercial activity. Whilst particular procurement elements may have been regarded as best practice, ultimately you only know how much impact and the benefits realised at the end of a contract. It is hoped that by participating in the Commercial Continuous Improvement Assessment Framework areas of best practice will be highlighted amongst the peer group and there will be opportunities for further learning to support our continuous improvement.

A lot of learning is undertaken when things don't go to plan and procurement case law is published. This allows us the opportunity to review and improve processes to ensure practice is improving and appropriate consideration of commercial risks are considered.

In terms of how the procurement team keep informed and up to date with best practice we continue to;

- share best practice at a Yorkshire and Humber level and nationally through the National Advisory Group for procurement
- talk to private and public sector partners, suppliers, and experts to get insight on current best practice
- keep up to date through market intelligence and attending a number of different forums both regionally and nationally

We are also proud of our own procurement journey and progression noting the teams successes in recent years at the National Procurement GoAwards:

- 2019 Winner - Procurement Team of the Year
- 2019 Highly commended - Procurement Innovation of the Year
- 2020 Winner - Project of the Year
- 2021 Winner - Best Procurement Delivery (Local Government)
- 2022 Finalists - Individual Achievement & Social Value Award
- 2023 Winner - Social Value Award Local Government

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

**3.1 Working with People** N/A

**3.2 Working with Partners** N/A

**3.3 Place Based Working** N/A

**3.4 Climate Change and Air Quality** N/A

**3.5 Improving outcomes for children** N/A

**3.6 Financial Implications for the people living or working in Kirklees**

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

Although each of the sub categorisations above suggest no direct implications, procurement covers all aspects of the councils operations. The procurement strategy and contract procedure rules set reflect good procurement practice which in turn supports the Council Plan by using procurement activity to help achieve the Council's wider objectives and outcomes.

4. **Consultation**  
Not applicable.
5. **Engagement**  
Not applicable.
6. **Next steps and timelines**  
Delivery of the procurement strategy will continue. The procurement team will continue to proactively seek opportunities to improve practice and strengthen assurance levels. Particular focus and priority will be given to preparedness and implementation activities required for the new procurement legislation.
7. **Officer recommendations and reasons**  
Scrutiny members are asked to consider the contents of the report and highlight any areas for further consideration.
8. **Cabinet Portfolio Holder's recommendations**  
Not applicable.
9. **Contact officer**  
Jane Lockwood, Head of Procurement (01484 221000, e-mail; [JaneA.Lockwood@kirklees.gov.uk](mailto:JaneA.Lockwood@kirklees.gov.uk) )
10. **Background Papers and History of Decisions**  
Procurement Strategy discussed at Corporate Scrutiny panel 3 October 2022  
<https://democracy.kirklees.gov.uk/documents/s48359/Procurement%20Strategy%20-%20Scrutiny%20Report%20-%2020220809.pdf>  
  
Procurement Strategy approved at Cabinet 16 November 2022  
<https://democracy.kirklees.gov.uk/documents/s49026/Procurement%20Strategy%20-%20Cabinet%20Report%20-%20Final.pdf>
11. **Service Director responsible**  
Julie Muscroft, Service Director- Legal, Governance and Commissioning  
  
Rachel Spencer-Henshall, Strategic Director of Corporate Strategy, Commissioning and Public Health



**Name of meeting:** Overview and Scrutiny Management Committee  
**Date:** January 9<sup>th</sup>, 2024  
**Title of report:** People Strategy – Scrutiny Update January 2024

**Purpose of report:**

This paper seeks to update Scrutiny on the Council’s People Strategy and invites feedback from Members on progress to date.

Scrutiny members are asked to consider the following:

- a) Thoughts and feedback on what the People Strategy has delivered to date
- b) How would you like to support the shaping of the next phase of the People Strategy

<p><b>Key Decision – A key decision is an executive decision to be made by Cabinet which is likely to result in Council spending or saving <b>£500k</b> or more per annum, or to have a significant positive or negative effect on communities living or working in an area compromising two or more electoral wards. Decisions having a particularly significant effect on a single ward may also be treated as if they were key decisions.</b></p>	<p><b>Yes/ no or Not Applicable</b>                  Answer Yes/ No if it is a Cabinet report.</p> <p><b>If yes give the reason why</b></p>
<p><b>Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u></b></p>	<p><b>Key Decision – Yes/No</b>                  This is only applicable to Cabinet reports.</p> <p><b>Private Report/Private Appendix – Yes/No</b></p>
<p><b>The Decision - Is it eligible for call in by Scrutiny?</b></p>	<p><b>Yes/No or Not Applicable</b>                  Answer Yes if it is a report seeking a decision by Cabinet</p> <p><b>If no give the reason why not</b></p>
<p><b>Date signed off by <u>Strategic Director</u> &amp; name</b></p>	
<p><b>Cabinet member</b>  <a href="http://www.kirklees.gov.uk/you-portfolio/kmc/kmc-howcouncilworks/cabinet/cabinet.asp">portfoliohttp://www.kirklees.gov.uk/you-portfolio/kmc/kmc-howcouncilworks/cabinet/cabinet.asp</a></p>	<p><b>CIlr Paul Davies – Deputy Leader and Corporate</b></p>

**Electoral wards affected:** N/A

**Ward councillors consulted:** N/A

**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 Council's People Strategy and invites feedback from Members on progress to date.

Scrutiny members are asked to consider the following questions:

- a) Thoughts and feedback on what the People Strategy has delivered to date
- b) How would you like to support the shaping of the next phase of the People Strategy?

## 2. Information required to take a decision

### Background

#### 2.1

The first update to Scrutiny Committee on the People Strategy following its soft launch was in March 2022 followed by a report in August 2022 focused specifically on recruitment and retention challenges. A further verbal update was provided in August 2023 to the Chair of Scrutiny.

As a reminder, the refreshed People Strategy was soft launched with staff at the Kirklees Leadership Forum in January 2021, At the heart of the People Strategy are the Council's values and behaviours, these link to our vision, Our vision is that:

"We will achieve our shared outcomes through people with the right skills, values and behaviours working in partnership in our places".

#### **Our desired outcomes from our People Strategy are:**

**Skilled, Flexible and Engaged People** - Our people are skilled, flexible and engaged in the work they do and the part they play in making Kirklees a great place. Wherever they work, our people are supported to be the best they can be in their job of today and tomorrow.

**Effective and Compassionate leadership** - Our people are led and managed effectively by skilled, people focused, compassionate and emotionally intelligent leaders at all levels. Our leaders create inclusive working environments where individuals can grow, develop and thrive.

**An inclusive employer of choice** - Our people are proud to work for Kirklees. Kirklees is a great, inclusive place where we attract, support and retain people who represent our communities. Our commitment to advancing inclusion in everything we do is clear, and our people feel their differences are valued and respected.

**Healthy and Well People** - Our people matter; wherever they work, their wellbeing and safety is our priority. Our approach to supporting physical, mental, social, financial and digital wellbeing is person centred, supportive, proactive and preventative to enable our people to thrive.



The People Strategy was ambitious, and over the last two years reviews have taken place both in the program delivery and the People Strategy governance arrangements to reflect the changes in circumstances that the Council are operating within.

**2.2 Phase Two Closure and summary of Outcomes:**

The agreed project for Phase 2 and 3 are summarised below:

PHASE 2 PROJECTS
Workforce Development: Digital Upskilling of the Workforce <i>Phase 1 projects taken forward into phase 2 delivery</i>
Performance Management & Appraisal <i>Phase 1 projects taken forward into phase 2 delivery</i>
Stress Prevention and Management <i>Phase 1 projects taken forward into phase 2 delivery</i>
Improving data for decision making <i>Phase 2 project</i>
Policy/Employee Handbook <i>Phase 2 project</i>

The phase two projects were prioritised to reflect the Councils changing circumstances and were deemed to be able to deliver the greatest impact. The changes to the People Strategy ensured that the Council were responding to the “here and now” matters whilst not losing focus on the long-term ambitions of the strategy.

This prioritisation reflects:

- Employee productivity
- Reduced turnover of staff – resulting in reduced recruitment/development etc
- Reduced sickness absence

## **Summary of the key outcomes to date**

### **Outcome 1 - Highly Skilled, Flexible and Engaged People**

- Workforce Planning -The workforce planning project is one of the most critical projects in our programme of work, we have invested in and have a well-resourced Workforce Planning team, this work has been critical as we manage financial challenges and make changes to services.
  - 75% of services are engaged with succession planning, broader workforce plans will follow
  - Resources developed to help support managers successfully plan for the future workforce requirements
  - Exit survey’s refreshed and now re-launched across the Council, induction and stay surveys launching in new year, this information will help inform trends and patterns in why staff choose to stay or leave the Council
  - A skills audit tool is being developed to support identifying future skills gaps and deployment opportunities
  - Expert led series of workforce planning workshops with adult services delivered by LGA
  - In the financial year to date we have invested in 135 apprenticeships, 55 of those were for new recruits, and 80 for staff upskilling.
- My Space - The My Space portal delivers a secure Employment Engagement Portal for the frontline workforce, utilising their own personal device. This is critical to future proofing the Council and its staff as a further improvement to communication and engagement with staff .
  - 2,300 frontline employees have accessed the portal to date
  - 465 accessed during November 2023.
  - Transferring employees from paper payslips to access via portal to reduce costs
- Flexible ways of working - whilst we haven’t formally pursued the Timewise accreditation, the benchmarking showed us that we have many of the best practices in place and will continue to focus on the employee handbook and policies as both a phase 2 and most likely a phase 3 initiative
- Workforce Development we have procured a Learning Management System and now have formalized our Wellbeing Champions network. Along with our other networks they play a key role in enring we meet our inclusion ambitions

## **Outcome 2 - Effective and Compassionate Leadership**

- Performance Management and Appraisal (My Conversation) – soft launch commenced and package of support for managers
  - Managers guide created and a version for staff
  - Every full My Conversation will cover all 4 quadrants – Wellbeing, Reflections, Contributions and Development
  - From April 2024 everyone will receive at least 2 recorded My Conversations per year

## **Outcome 3 - An Inclusive Employer of Choice**

- Project Search - 2022/23 cohort graduated with 62% job outcomes, 2023-24 cohort started in September and initial feedback is positive
- Neurodiversity awareness training developed and piloted with People Services staff and Trade Union colleagues
- Commenced Consultation with Trade Union on proposed changes to employee handbook and policy's, prioritising those that will have benefits to staff and Council
- Working with the tackling inequalities programme board to identify areas of focus and priority
- Engagement and joint working with employee networks on a number of policies

## **Outcome 4 – Healthy and well People**

- Council won the Society of Occupational Medicine outstanding Occupational Health Initiative award for the work we have done on developing a pathway for staff with Neurodiversity in the workplace
- Commenced stress prevention interventions with Children social worker teams based in Dewsbury and Batley.
  - Top 3 stressors identified - demand, control and change.
  - Working with SLT to produce an action plan.
  - Valuable information identified.
- **Commenced stress prevention interventions with Adult care teams**
  - 151 completed questionnaires returned.
  - Top 3 stressors identified – demand, control and change.
  - Workshops continue throughout December.

## **Phase Three Preparations**

Some of the organisational context we now operate in is different to when the People Strategy was launched, we have seen significant changes in both personnel and organisational context. There are significant changes in the priorities and pressures on People Services in the context of service change. Whilst we don't anticipate that the high-level themes will change, it is essential to reflect and reconsider the phase three priorities.

We are currently scoping phase three and the Initial thinking includes:



- Not losing the links and importance of being an Inclusive organisation, bringing our values to life
- Our Employer Value Proposition (EVP)
- Attraction, reward, and recognition
- A modern and flexible workforce that is values driven, supported by a handbook and principles that enable efficient ways of working
- Employee engagement and communication, links to My Say (staff survey) and Internal Communication
- The role of our networks and champions

During the transition from phase two to phase three, consultation and engagement will continue with employee networks and the People Strategy steering group.

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

#### **3.1 Working with People**

Our workforce are crucial to delivering our Council plan and outcomes, our People Strategy is our commitment to our workforce

#### **3.2 Working with Partners N/A**

#### **3.3 Place Based Working N/A**

#### **3.4 Climate Change and Air Quality N/A**

#### **3.5 Improving outcomes for children N/A**

#### **3.6 Financial Implications for the people living or working in Kirklees N/A**

#### **3.7 Other (e.g., Integrated Impact Assessment/Legal/Financial or Human Resources)**

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

### **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 People Strategy to ensure that the information we are presenting is current and accurate.

### **5. Engagement**

Engagement to date has included Cllr Paul Davies – Deputy Leader and Corporate

### **6. Next steps and timelines**

Delivery of the People Strategy programme will continue.

Any actions from this Scrutiny meeting will be noted and considered as part of the programme.

**7. Officer recommendations and reasons**

Scrutiny are invited to give comments on progress to date and suggestions for future priorities

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

The Cabinet Portfolio Holder supports the progress update and next steps outlined in the paper.

**9. Contact officer**

**Report Sponsors:** Rachel Spencer - Henshall

**Contact Officer(s):** Shauna Coyle – Shauna.Coyle@Kirklee.gov.uk

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

The People Strategy has previously provided updates to the Corporate Strategy, Commissioning and Public Health, Senior Leadership Team. The People Strategy has its own programme board and also reports into Councils transformation programme and provided updates at Portfolio Holder Briefings and Executive Board.

**11. Strategic Director responsible**





### Scrutiny Lead Member Report

Lead Member: Cllr Andrew Cooper, Children's Scrutiny Panel

Period of Update: From September 2023 – December 2023

#### Panel Highlights

##### Bi-monthly Lead member briefings with:

Senior Officers in Children's Services

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

Cabinet Members

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

##### Panel Activity and meetings -

- Panel meeting on 22<sup>nd</sup> September 2023 – Performance Data; update on key issues considered by the Corporate Parenting Board, Informal meeting considered a verbal update on Post 16 Home to School Transport
- Informal Panel meeting on 1<sup>st</sup> December 2023 – Performance Data; Post 16 Home to School Travel; Quality Assurance
- Visit to the Education and Learning Partnership Board (ELPB) on 27<sup>th</sup> September 2023
- Visit to Early Years Conference on 12<sup>th</sup> October 2023

#### Outcomes:

##### Performance Data

On the 22<sup>nd</sup> September 2023, the Panel received verbal updates from Senior Officers in Children's Services on the key performance issues for the service for period ending July 2023. The following key issues were considered by the Panel:-

- a progressive increase in the timeliness of initial child protection case data,
- a reduction in the timeliness of initial health assessments
- an increase in foster care placements for children and young people looked after within family arrangements
- an increase in placements provided by independent foster carers
- a decrease in CAMHS and Neuro Developmental referrals, but an increase in timeliness of both areas
- caseloads, work practice, workloads and wellbeing of Social Workers
- officers felt there were too many section 47 assessments happening unnecessarily and the service were looking at the reasons why
- work was ongoing to look at last year's educational outcomes data which included exclusions and attendance
- the previous academic year had highlighted the highest percentage for absence and illness. The service were working closely with the school system and new

attendance duties for the Council had come into place in September 2023 and once data had been gathered it would be shared with the Panel

- data was available on how children progressed through the school system and officers wanted to look closer at the impact of mobility when children moved from early years settings into mainstream schools and the academy system.

### **2022-23 Kirklees Annual Education Quality and Standards**

At an Informal meeting on the 22<sup>nd</sup> September 2023, the Panel received an overview of the statutory outcomes achieved by learners in Kirklees during the academic year 2022-2023. The report covered outcomes at the end of the Foundation Stage, Phonics (Year 1), Key Stage 1 (Year 2), Key Stage 2 (Year 6), Key Stage 4 (GCSE) and Key Stage 5. This report was submitted for information. The early Kirklees Annual Educational Quality and Standards Report 2022-23 is presented to establish a shared understanding about the performance of our children and young people in terms of Educational Outcomes across the district, so that the partnership can identify where to prioritise our collective efforts for improvement.

### **Performance Data**

On the 1<sup>st</sup> December 2023, the Panel received verbal updates from Senior Officers in Children's Services on the key performance issues for the service for period ending September 2023. The following key issues were considered by the Panel:-

- Officers were focusing on school attendance and making improvements but it was acknowledged that some students found it harder than others to attend school and that schools and partners were working with pupils and parents to remove barriers by building trusting relationships and working together to put the right support in place
- Attendance did impact on academic outcomes and nationally overall absence rate of pupils not achieving grade 9 to 4 was over twice as high as those achieving grades 9 to 5, 8.8% nationally compared to 3.7% and 90% of young offenders have been persistently absent
- Kirklees have been assigned an Independent Education Advisor from the Department for Education who would spend 5 days with the Learning Service and Schools looking at what could be done to improve attendance and the first visit took place in November where Kirklees data was shared and how the Service was being measured within Kirklees
- Engaging with children and families to instill good habits and routines from the start, working with the Council's youngest children as part of Families Together
- Take up for eligible 2 year olds of free early entitlement within early years settings was 80% as at September 2023, which was really positive and helped the Council to build strong relationships from the early stages which would have a positive impact on children's more formal schooling career
- DfE were releasing fortnightly data showing school type and absence rates across the academic year – national figures showed 4.8% absence rates in state funded primary schools, 3.3% authorised absence, 1.5% unauthorised absence, state funded secondary schools was 3.8% and Kirklees 5.6%
- More stable picture on exclusions and suspensions, but this was being closely monitored and there were concerns for those with Special Needs and an Education Health and Care Plan
- A dialogue had commenced with Secondary and Primary Schools on attendance underpinned by the data, a further session was planned with Secondary Headteachers to share data, intelligence and good practice

- Rate of children in need was lower than statistical neighbours in England and lower than 12 month average so progress was being made
- Assurance was given that Caseloads were being looked at on a weekly basis by Managers and Senior Leaders to make sure the levels for individual social workers was safe and that we were getting the best outcomes for children
- Social Worker caseloads were currently reported at 19.2 which varied depending on the stage of career and factors such as multiple children within families
- Initial Child Protection Conference timeliness was at 91% at end of September and as of last week was at 100% due to a piece of work taking place across the directorates within social work teams and independent reviewing officers
- Number of children on Child Protection Plans had reduced to 495 and the service were capturing children correctly; seen a slight increase in children on plan for a second time but officers were confident that the visits to children were happening as quickly as they needed them
- Children looked after numbers had increased to 622 but had since reduced, this figure was highly variable and fluctuated dramatically depending on factors eg cases closed as reached 18 years old and multiple admissions, but the figure was far lower than our statistical and local neighbours, the service was trying to keep children with close family members and within environments close to home where possible before looking at other provision, eg foster carers, residential facilities
- Increasing residential options and recently re-opened a children's home; in December hoping to open another 4 bedroomed Children's Home which would give the opportunity to place children in homes closer to home rather than placing out of area.

### **Post 16 Home to School Travel**

The Panel received an update on the Consultation process for the Post 16 Home to School Transport at an Informal meeting on the 22<sup>nd</sup> September 2023.

At an Informal meeting on the 1<sup>st</sup> December 2023, the Panel considered an update on Post 16 Home to School Travel. The consultation of the draft post 16 Transport statement would run until 31 December 2023. Following the consultation, the responses would be taken into account on the final Statement and a decision will be made by Cabinet in March 2024. The Panel will consider an update on the consultation for the Post 16 Home to School Travel in January 2024 as part of pre-decision scrutiny.

### **Quality Assurance**

The Panel considered a briefing note at an Informal meeting on the 1<sup>st</sup> December 2023, giving an overview of the main areas of learning and development that had arisen from learning conversations and Practice Learning Days. The Panel agreed to consider a future update report once the process had embedded.

### **Partnership Visits**

#### **Visit to Education and Learning Partnership Board (ELPB) on 27<sup>th</sup> September 2023**

The Chair of the Panel attended the Education Learning and Partnership Board (ELPB) on the 27<sup>th</sup> September 2023 as part of the Panel's focus on exclusions and

suspensions in Kirklees' schools. The following key areas were considered –

- Exclusions and suspensions including data taken from 2022/23
- Support approach in place, including new DfE guidance published in May 22

### **Visit to Early Years Conference on 12<sup>th</sup> October 2023**

The Panel attended the Professional Development Conference for early years partners on the 12<sup>th</sup> October 2023 to see some of the work being undertaken with the wider schools system to secure positive outcomes for Kirklees Children and Young People. Work force development and prioritising the early years were two clear areas showcased at the event.

### **Looking Ahead**

In January 2024, an update on the consultation process for Post 16 Home to School Transport will be considered by the Panel. A Corporate Risk Update will be considered in the Informal meeting of the Panel.

In March 2024, the Panel will consider reports on Educational Attainment Outcomes and Ofsted Inspection outcomes for Children's Residential Homes

### **General Comments**

I continue to be impressed by the detail in the performance data for Childrens Services. On questioning officers, it is clear there is also a clear understanding of the data and that it is used to guide action by management; this bodes well for the forthcoming OFSTED inspection.

The Early Years Conference was a particular highlight for me and I learned a lot about good practice and I saw that staff were obviously enthused by the event.

The number of absences, exclusions and suspensions is an ongoing concern. Though this is a national phenomenon, post pandemic, it is clear that there is an understanding of the issues particular to Kirklees and these are being addressed.

The challenge of addressing the high costs of home to school transport is one that Kirklees is clearly grappling with and is work in progress. The panel will continue to take a strong interest in how the council is addressing this issue.

On a personal note, I have enjoyed beginning to understand the work of Childrens Services and I'm impressed with the professionalism and commitment of officers.



# Kirklees Council

## Scrutiny Lead Member Report

**Lead Member:** Cllr Bill Armer

**Panel:** Health and Adult Social Care

**Period of Update:** From: September 2023 – December 2023

### Panel Highlights

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

- Richard Parry – Strategic Director for Adults and Health.
- Michelle Cross – Service Director Mental Health and Learning Disability
- Anne-Marie Henshall – Director of Midwifery and Women’s Health Mid Yorkshire Teaching NHS Trust

The Panel visited Pinderfields Birth Centre in October 2023, and also received a presentation from Chief Nursing Officer and Director of Midwifery whilst there.

### Panel meeting 27 September 2023

**Managing Capacity and Demand** - The Panel heard from representatives from the Kirklees Health and Care Partners who provided an update on managing Capacity and Demand.

The Panel was pleased to note that there was currently no waiting list in Kirklees for home care provision.

As part of the discussion, the Panel was advised that in relation to Dentistry, CHFT at the time of writing of the report, had 12 children awaiting surgical dental extraction. At the time of the report preparation, 119 paediatric patients in MYTT were currently awaiting surgical dental extraction.

The issue of access to dentists and paediatric surgical dental extraction remains an area of concern for the Panel and a further discussion will take place at the Panel in January 2024.

Further information will be provided to the Panel in January 2024 following the informal West Yorkshire Joint Health Scrutiny Committee meeting about Dentistry at its virtual meeting on 23 November 2023.

**Joined up care in Kirklees neighbourhoods** - The Panel heard from Health and Care Partners regarding the Primary Care Access Recovery Plan, Community Pharmacy, Urgent Community Response and Community Neighbourhoods. The Panel noted the continued work being done around workforce recruitment and retention, including staff health and well-being.

**Outcomes:** The Panel acknowledged that the information and discussions provided good evidence of the progress that was being made in integrated working despite the pressures in the local health and adult social care system.

### **Panel discussion – 26 October 2023**

**CQC Inspection preparation and External Consultancy** - The Panel continued its focus on the services being delivered by Kirklees Adult Social Care including (i) looking at the Council's approach to preparing for the CQC inspections (ii) considering the new CQC inspection areas of responsibility to understand the assurance regime (iii) looking at emerging themes and outcomes from the CQC pilot inspection sites (iv) receiving details of the broader range of changes that the Council is developing to improve the social care offer (v) Supported Living.

At the time of the discussion the Panel noted that ASC would be given five weeks' notice of the inspection and the inspection could be in five weeks, or up to 18 months time.

The Panel was satisfied that the ASC team in Kirklees was well along with its preparations for the five key 'I' statements and the core themes emerging from pilot areas.

Outcomes: The Panel will consider the CQC self-assessment and development plan at a future meeting of the Panel.

### **Panel Meeting - 17 November 2023**

**Call in of Strategic Director Decision in relation to Care Phones** – The Panel heard from signatories to the call in regarding concerns in relation to impact and consultation. Having considered the issues, the Panel requested that the stage 2 impact assessment be published with the decision, and noted the change in provision was not substantial and would not result in the removal of an elements that were already provided. The Panel was satisfied that the alternative funding streams had been considered and was content that the means tested model offered the fairest way of funding provision.

The decision taken in relation to care phones was therefore freed for implementation.

### **Panel Meeting – 22 November 2023**

**Consultation on the closure of Claremont House and Castle Grange** - The Panel heard from officers within Adult Social Care who outlined the proposals for approval in principle to withdraw from the long stay residential care market. The report also covered a summary of the aims, principles, methodology and emerging themes of the public consultation.

The Panel also heard from families of residents of Claremont House and Castle Grange and the Panel heard that measures were in place to engage with and ask questions of officers of the Council. The Panel noted that individual conversations were offered to families and carers.

Outcomes: The Panel requested clarity on the financial details contained within the Cabinet report. They noted the information received regarding the consultation and may to return to the issue at a later date.

**Maternity Services** – The Panel heard from representatives from Mid Yorkshire

Teaching NHS Trust, and Calderdale and Huddersfield Foundation NHS Trust. The Panel was satisfied that MYTT had firm proposals and timeframes to re-open the birthing unit at Dewsbury District Hospital. The Panel was also assured that MYTT's sustainability plan appeared robust, but a monitoring period by the Panel would continue.

The Panel remains concerned about the continued closure of the birthing unit at Huddersfield Royal Infirmary. The Panel determined that discussions should take place with Calderdale and Wakefield Council's regarding any concerns they may have regarding the birthing centres, and whether they wish to join with Kirklees to formally consider the issue.

Outcomes:

The Panel instructed officers to commence discussions with Calderdale and Wakefield Council. Calderdale Council has some level of concern, which will be explored further, and Wakefield Council will be considering the issue of Maternity Services at its meeting in January 2024, providing an update to officers following this. A further update in relation to next steps will be brought to the Panel early in 2024.

### **Monitoring Work**

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

N/A

### **Looking Ahead**

The following areas will be considered by the Panel at the meetings scheduled to take place in January and February 2024:

- Joined up hospital Services in Kirklees.
- Dentistry.
- Adult Social Care
- Kirklees Safeguarding Adults Board Annual Report.

### **General comments**

The Panel will continue to keep in focus the golden threads on the work programme being recruitment and retention, the impact of Covid-19, performance data to inform the individual strands of work and inequalities in health (to include checking the work being done to promote the range of services and support available to deprived communities and actions/initiatives to increase uptake of services and screening programmes).

The issue regarding the lack of provision for babies to be born in Kirklees remains an area of concern for the Panel and further scrutiny will take place with CHFT regarding their proposals.

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**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2023/24**

**MEMBERS: Councillors; Elizabeth Smaje (Chair), Bill Armer, Andrew Cooper, Jo Lawson and Shabir Pandor**

**SUPPORT: Sheila Dykes, Principal Governance and Democratic Engagement Officer**

FULL PANEL DISCUSSION		
THEME / ISSUE	APPROACH / AREAS OF FOCUS	OUTCOMES / ACTIONS
1. <b>Leader's Priorities 2023/24</b>	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 24<sup>th</sup> October</p> <p><u>24<sup>th</sup> October 2023</u> The Leader attended to set out her four core priorities and answered questions from Members. It was agreed that she be invited to return, at an appropriate time, to give an update on progress. It was also noted that the Environment and Climate Change Scrutiny Panel would be looking at climate change and suggested that the points raised on this issue be taken forward by the Lead Member as appropriate.</p>
2. <b>Corporate and Finance &amp; Regeneration Portfolio Holders' Priorities 2023/24</b>	<p>The Portfolio Holders will set out their priorities for 2023/24 and later in the municipal year will give an update.</p> <p><i>Regular meetings take place between the Portfolio Holders and the Chair of Scrutiny to identify any issues where scrutiny may be able to add value.</i></p>	<p><u>1 August 2023</u> Priorities for the Corporate Portfolio were presented, questions answered and comments made.</p>

<p><b>3. Council Financial Management</b></p>	<ul style="list-style-type: none"> <li>• Quarterly Financial Management Reports.</li> <li>• Financial management areas of interest to scrutiny: <ul style="list-style-type: none"> <li>- Energy Budgets (August)</li> <li>- MTFP Update (September)</li> <li>- Cost of Living Programme Update (October)</li> <li>- TBC</li> </ul> </li> </ul> <p><i>Regular meetings take place between the Service Director – Finance and the Chair of Scrutiny to provide an overview and identify any issues where scrutiny is considered important.</i></p>	<p><u>20th June 2023</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 concern.</p> <p><u>1<sup>st</sup> 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>5<sup>th</sup> September 2023</u> Position statement as at Quarter 2, it was requested that further information including the achievability of savings and detail of the re-profiling of the Capital Plan be provided to Members of the Committee.</p> <p><u>24<sup>th</sup> October 2023</u> The presentation provided an update on the work being undertaken as part of the Council's Cost of Living Programme, with questions and comments being invited from Members. It was recommended that the resulting comments be taken on board in future work on this issue.</p> <p><u>5<sup>th</sup> December 2023</u> The Service Director, Finance provided an update on the current position, with reference to the Quarter 2 2023-24 Corporate Financial Monitoring Report, and responded to Members' questions and comments.</p>
<p><b>4. Performance Management</b></p>	<p>Scrutiny of the latest performance management reports.</p>	<p><u>5<sup>th</sup> September 2023</u> Recommended that the issue of transparency of performance management information be taken into account in the</p>

		consideration of the future approach.
5. IT	<ul style="list-style-type: none"> <li>• Potential for digitisation</li> <li>• Replacement of telephony system</li> <li>• Security</li> </ul>	<a href="#">27<sup>th</sup> February 2024</a>
6. <b>Communications</b>	Pre-decision scrutiny of Communications Strategy	<p><a href="#">5th December 2023</a></p> <p>The Communications Strategy Update 2024 was presented. The Committee requested that their comments be taken into account in taking the strategy forward. These included:</p> <ul style="list-style-type: none"> <li>• Consideration of promotion and support for the work undertaken in particular places and wards.</li> <li>• The importance of the continuation of the use of more traditional methods of communication, so that those who did not use social media were not excluded.</li> <li>• Consideration be given to strengthening communication in respect of providing updates further to a decision.</li> <li>• The explanation for the retention of the mission, from the previous version, being reflected within the strategy document.</li> </ul>
7. <b>Inclusion and Diversity</b>	<p>Monitoring work, including:</p> <ul style="list-style-type: none"> <li>• Inclusion and Diversity Strategy Pre-decision scrutiny of the revised strategy</li> <li>• Inclusion and Diversity Annual Report</li> </ul>	

8. <b>Council Plan</b>	<ul style="list-style-type: none"> <li>• Pre-decision scrutiny in respect of the development, and content, of the latest version of the Council Plan</li> </ul>	
9. <b>Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy</b>	<ul style="list-style-type: none"> <li>• 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.) <i>(2022 – 2027 Plan endorsed by Cabinet 21.9.22 and adopted by Council 12.10.22)</i></li> <li>• Kirklees Domestic Abuse Strategy – annual review. <i>(Current strategy 2022 to 2027 – adopted by Cabinet 17.1.23)</i></li> </ul>	<p><u>1<sup>st</sup> August 2023</u> Update provided re issues raised at the meeting on 6-2-23</p>
10. <b>Corporate Safeguarding Policy</b>	<ul style="list-style-type: none"> <li>• Implementation of Policy <i>(adopted by Cabinet 8<sup>th</sup> March 2022, Council 13<sup>th</sup> July 2022)</i></li> <li>• Further to the rollout of the refreshed policy; how it has worked in practice, the outputs, and feedback on training (OSMC 15-2-22)</li> </ul>	<p><u>27<sup>th</sup> February 2024</u></p>



<p><b>11. Local Flood Risk Management</b></p>	<ul style="list-style-type: none"> <li>• Annual Review of the Council’s Flood Risk Management Plan, including progress against the Action Plan.</li> <li>• Pre-decision scrutiny of revised Local Flood Risk Management Strategy (OSMC 7-3-23 )</li> </ul>	<p><u>5<sup>th</sup> December 2023</u></p> <p>The Council’s new Local Flood Risk Management Strategy was brought to the Committee, for pre-decision scrutiny, prior to its submission to the Cabinet for approval in early 2024.</p> <p>The Committee made a number of comments and recommended that reference within the strategy to the work and engagement undertaken with and alongside other local authorities in respect of surface water should be strengthened.</p>
<p><b>12. Kirklees Active Leisure</b></p>	<p>Scrutiny of the review taking a strategic approach to the future leisure centre offer provided by KAL, the not-for-profit charity that manages ten leisure facilities throughout Kirklees, and associated consultation.</p>	<p><u>1<sup>st</sup> August 2023</u></p> <p>It was recommended that:</p> <p>(1) The views of the Committee 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.</p> <p>(2) The importance of the links with health and wellbeing be acknowledged.</p> <p><u>5<sup>th</sup> December 2023</u></p> <p>The Committee received an update in respect of the consultation on the future offer in respect of the Leisure Centres and considered the report that was to be submitted to Cabinet on 12<sup>th</sup> December. A number of recommendations were put forward to the Cabinet, including:</p> <p>(i) the importance of:</p> <ul style="list-style-type: none"> <li>• Ensuring sustainability for the future and building headroom into the budget to respond to future challenges, such as a rise in energy costs.</li> <li>• The development of a forward plan for future capital investment across all sites.</li> <li>• Systems to ensure oversight by the Council and early identification of any future funding issues.</li> </ul>

		<ul style="list-style-type: none"> <li>● Developing and building upon the relationships and partnerships that have been established with community groups and other stakeholders in order to; maximise the possibilities for external funding opportunities and fundraising, and explore all options in respect of the future model, including pricing structure.</li> <li>● Effective communication with residents about the benefits of retaining the current partnership model and to ensure understanding of the issues and the implications of the proposals.</li> </ul> <ul style="list-style-type: none"> <li>● Establishing a timetable for the establishment of the future model.</li> <li>● The recognition that the facilities contribute to the health and wellbeing of the residents of Kirklees and have a positive impact in terms of social connectivity.</li> </ul> <p>The Committee also:</p> <ul style="list-style-type: none"> <li>● Acknowledged the significant response to the consultation and the work undertaken to analyse the responses</li> <li>● Welcomed the proposed review to identify any lessons learned for future Council consultations.</li> <li>● Recognised the benefits of fundraising by community groups being directed towards supporting capital projects.</li> <li>● Noted:             <ul style="list-style-type: none"> <li>- That a future plan for physical activity across Dewsbury is to be developed and the feasibility of keeping dry-side facilities at Dewsbury Sports Centre will be explored, whilst balancing the sustainability of the whole of the model. It is recommended that timescales for this work should be put in place.</li> <li>- That Deighton Sports Arena will remain open, and continue to be operated by KAL, in the short term so that options to</li> </ul> </li> </ul>
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		<p>maintain community access to the facility can be explored.</p> <ul style="list-style-type: none"> <li>- That the position in respect of the revised treatment of VAT for leisure centres is to be explored.</li> <li>- The re-modelling of finances undertaken by KAL to increase income.</li> </ul>
13. Procurement	<ul style="list-style-type: none"> <li>• Challenges and future plans</li> </ul>	<u>9<sup>th</sup> January 2024</u>
14. Asset Management	<ul style="list-style-type: none"> <li>• Pre-decision scrutiny of Asset Management Strategy, including proposals for engagement</li> </ul>	<p><u>24<sup>th</sup> October 2023</u></p> <p>The Committee received a report which provided a summary of the approach to property asset management, and the use of good practice in developing and bringing forward the Council's Corporate Property Strategy</p> <p>It was resolved that the strategy be brought back to the Committee for further consideration at an appropriate point.</p>
15. People Strategy/People Management	<ul style="list-style-type: none"> <li>• Impact for/on transformation</li> </ul>	<u>9<sup>th</sup> January 2024</u>
16. Overview of Scrutiny Work Programmes	<p>Maintain an overview of the Work Programmes of the four Panels:</p> <ul style="list-style-type: none"> <li>• Children's</li> <li>• Environment and Climate</li> <li>• Growth and Regeneration</li> <li>• Health and Adult Social Care</li> </ul>	<p><u>1<sup>st</sup> August 2023</u></p> <p>Panel Work Programmes for 2023/24 endorsed.</p> <p><u>Lead Member Updates:</u></p> <p>Children and Health &amp; Adult Social Care - 5<sup>th</sup> September 2023</p> <p>Growth &amp; Regeneration and Environment &amp; Climate Change – 5<sup>th</sup></p>

	and receive regular updates from Lead Members	December 2023
<b>17. Social Isolation/Loneliness</b>	Scrutiny work in relation to social isolation and loneliness, with specific reference to the impacts of the Covid-19 pandemic: <ul style="list-style-type: none"> <li>• Focus on evidence relating to young people.</li> <li>• Production of final report</li> </ul>	
<b>18. West Yorkshire Joint Services – Activity in Kirklees</b>	Director to attend to give members a briefing on the work being undertaken by WYJS with a focus on work in Kirklees by WYJSC	<p><u>24<sup>th</sup> October 2023</u></p> <p>The Director of West Yorkshire Joint Services (WYJS) attended the meeting and gave a presentation about the work of the organisation, with a particular focus on work within Kirklees. A briefing note had been included with the agenda for the meeting which explained that WYJS delivered a number of shared services, including a number of statutory services, on behalf of the five West Yorkshire Councils.</p> <p>The Director was thanked for the presentation and it was requested that copies of the ‘Little Book of Big Scams’ be shared with the Committee.</p> <p><u>5<sup>th</sup> December 2023</u></p> <p>Update given with a response to the questions put to the Director at the meeting on 24<sup>th</sup> October.</p>
<b>19. Mental Health Services for Older People – JOHSC Establishment</b>		<p><u>5<sup>th</sup> September 2023</u></p> <p>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
<b>1. Risk</b>	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.
<b>2. Performance Reporting</b>	Performance reports circulated to Members of OSMC for consideration prior to each meeting	
<b>3. Budget Engagement</b>		LM Briefing 15-11-23
<b>4. Innovative Working in Kirklees</b>		LM briefing tba
<b>5. Corporate Landlord Function</b>	Challenges and future plans	LM Bfg 31-8-23
<b>6. Challenges to Delivery</b>		LM briefing tba
<b>7. Grant Funding Distribution to Anchor Organisations</b>	Update on contract, including locality plans to be shared	
<b>8. Regional Working</b>	<p>Including:</p> <ul style="list-style-type: none"> <li>- The mechanics of how Kirklees is working with the WYMCA and the relationship between the two.</li> <li>- Funding streams and Kirklees approach</li> <li>- How funding bids are considered</li> <li>- The project plan</li> </ul> <p>To include:</p> <ul style="list-style-type: none"> <li>• Meetings with Kirklees Members of WYMCA Scrutiny Committees</li> <li>• Funding and Kirklees' approach</li> </ul>	

<b>9. Primary Care Networks and Local Health Improvement</b>	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)
<b>10. Armed Forces Covenant</b>	Monitor the Council's work in relation to the Armed Forces Covenant.	<p><u>20<sup>th</sup> June 2023</u></p> <p>Committee noted the update on the work of the Kirklees Armed Forces Board, including the ongoing work with partner and voluntary organisations including the budget position, welcomed the work with housing services to help Armed Forces Personnel navigate the housing processe welcomed and recommended that:</p> <ul style="list-style-type: none"> <li>- A survey be developed to hear the voice and understand the need of Armed Services personnel locally</li> <li>- Discussions be undertaken with health organisations to allow the Council to understand how they are working with the Covenant.</li> <li>- Statistical information relating to the take up of e-learning training be provided in future updates to the Committee.</li> </ul>
<b>11. Data and Insight Strategy</b>	Update	
<b>12. Libraries Service</b>	Update	LM Briefing 25-9-23