

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

Samantha Lawton

Governance and Commissioning

PO Box 1720

Huddersfield

HD1 9EL

Tel: 01484 221000

Please ask for: Sheila Dykes

Email: sheila.dykes@kirklees.gov.uk

Thursday 25 July 2024

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 **10.00 am** on **Friday 2 August 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 "S Lawton".

Samantha Lawton

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 Cahal Burke (Chair)

Councillor Itrat Ali

Councillor Zarina Amin

Councillor Andrew Cooper

Councillor Jo Lawson

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Committee

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

2: Minutes of Previous Meeting

1 - 8

To approve the Minutes of the meeting of the Committee held on 26th March 2024.

3: Declaration of Interests

9 - 10

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

4: Admission of the Public

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

5: Deputations/Petitions

The Committee will receive any petitions and/or deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also submit a petition at the meeting relating to a matter on which the body has powers and responsibilities.

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

6: Public Question Time

To receive any public questions.

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

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

7: Inclusion and Diversity Strategy

11 - 36

The draft Inclusion and Diversity Strategy will be submitted for consideration and comment prior to submission to Cabinet for adoption.

Contact:

Stephen Bonnell – Head of Policy, Partnerships and Corporate Planning

Sarah Harris – Policy and Partnerships Officer

8: Corporate Safeguarding Plan - Update

37 - 100

This report provides an overview of the Corporate Safeguarding Plan and an update on progress.

Contact:

Laura Chamberlain-Powell – Service Development Manager, Communities and Access Services

9: Allocation of Scrutiny Co-optees for 2024/25

101 -
104

A report will be submitted which seeks approval for the allocation of co-optees to the Scrutiny Panels for the municipal year 2024/25.

Contact:

Sheila Dykes – Principal Governance Officer

10: Kirklees Scrutiny Work Programme 2024-25

105 -
128

Initial Work Programmes for the Committee and the four standing Scrutiny Panels; Children's; Environment and Climate Change; Growth and Regeneration; and Health and Adult Social Care, will be submitted for consideration.

Contact: Sheila Dykes – Principal Governance Officer

This page is intentionally left blank

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Tuesday 26th March 2024

Present: Councillor Elizabeth Smaje (Chair)
Councillor Bill Armer
Councillor Andrew Cooper
Councillor Hannah McKerchar
Councillor Shabir Pandor

81 Membership of Committee

All Members of the Committee were in attendance.

82 Minutes of Previous Meeting

That the minutes of the meeting of the Committee held on 27th February 2024 be approved as a correct record.

83 Declaration of Interests

No Interests were declared.

84 Admission of the Public

All items were considered in public session.

85 Deputations/Petitions

No Deputations or petitions were received.

86 Financial Management - Focus on Capital and Borrowing

The Service Director – Finance, Isabel Brittain, shared a presentation in respect of Capital and Borrowing.

The following points were highlighted:

- The Prudential and Treasury Management Indicators for Quarter 3 2023/24.
- The Council measured and managed its capital expenditure, borrowing, and commercial and service investments with reference to the prudential indicators set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code. The Code required that the indicators were reported on a quarterly basis.

Overview and Scrutiny Management Committee - 26 March 2024

Detailed information under each of the following headings was provided:

- Capital Expenditure
- Capital Financing Requirement
- Gross Debt and the Capital Financing Requirement
- Debt and the Authorised Limiting and Operational Boundary
- Net Income from Commercial and Service Investments to Net Revenue Stream
- Proportion of Financing Costs to Net Revenue Stream

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

- In response to a question in respect of the use of Private Finance Initiative (PFI) contracts, it was acknowledged that although PFI contracts may not be the first choice for the Council's financing in the future, they would not be ruled out without undertaking financial due diligence.
- It was suggested that consideration could be given to the use of Municipal Climate Bonds, which had been adopted by a number of other Local Authorities and had the benefit of keeping money within the local economy. It was acknowledged that the use of such bonds could be considered but the set-up and administration costs would need to be investigated further. This could be raised with the new Chief Finance Officer, coming into post in May, and consideration given to inclusion in next year's treasury strategy.
- It was noted that the Council's commercial income was relatively low due to the Council's current approach, but this could be subject to change through the Council's budget setting process for 2025/26.
- In respect of the approach and opportunities for income generation in the future, it was acknowledged that additional income streams could be considered but decisions would have to be underpinned by business cases, with a clear understanding of the potential risks and sensitivities for the Council.

Resolved –

That the Service Director – Finance, be thanked for attending meetings of the Committee to provide updates on the Council's financial position.

87 Kirklees Communities Partnership Plan and Strategic Intelligence Assessment

A report was submitted which set out the high-level findings emerging from the annual refresh of Kirklees Strategic Intelligence Assessment and the suggested priorities for the Communities Partnership Plan refresh for 2024-25. The report also highlighted the work that had taken place in 2023/2024, with a specific focus on serious violence, the Inclusive Communities Framework and drugs and alcohol.

Overview and Scrutiny Management Committee - 26 March 2024

The Service Director - Communities and Access Services, Jill Greenfield, introduced the item, explaining that the plan set out how all partners could and would work collaboratively to make Kirklees a safer place.

Sarah Mitchell, Head of Communities, gave a presentation which covered the following:

- The strategic themes in the Partnership Plan were developed using the findings from the partnership's Strategic Intelligence Assessment (SIA). The SIA provided an all-encompassing overview of what affected communities. It was refreshed annually and was used to make sure that the Partnership Plan themes remained valid and that any exceptions/areas of future focus were highlighted and actioned.
- The Partnership Plan was overseen by the Communities Board. The Partnership Plan for 2024 was currently being revised and any feedback from the Committee would be reported to the Communities Board in May when the priorities for 2024/25 would be formalised.
- An overview was given in respect of the four strategic outcome themes and the approach taken by the Partnership. The themes had remained the same for the last couple of years.
- An overview of the priorities contained within each theme:

Serious Violence and Exploitation - Serious violence, violence against women and girls, modern day slavery and human trafficking and youth exploitation all remained categorised at amber RAG rating, however, domestic abuse had been increased to a red RAG rating, due to a high number of domestic homicide cases.

Neighbourhood Crime and Anti-Social Behaviour - Neighbourhood crime remained categorised at amber RAG rating and anti-social behaviour had been increased to a red RAG rating, despite some elements starting to decrease, due to the impact it had on communities.

Reducing Risk - Road safety was prioritised as a red RAG rating, based on residents' concerns and numbers of fatalities.

Resilient and Inclusive Communities - A review would be undertaken of what was contained within this theme, and how it worked, during 2024/25. The aim was to further develop the place-based response to the Communities Plan and have in view communities of higher risk and concern. In addition, it would include recognition of where good work had taken place in communities.

Chief Superintendent, Jim Griffiths of West Yorkshire Police, explained that all the partners had undertaken a significant amount of work and contributed a lot of data and intelligence so that a balanced decision could be taken on what the priorities needed to be under each theme.

District Commander, Dale Gardiner, from West Yorkshire Fire Service agreed with the Chief Superintendent, confirming that all partners fed into the plan and worked together on the outcomes.

Overview and Scrutiny Management Committee - 26 March 2024

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

- In response to a concern about consistency in tackling speeding hot spots, (this was an issue that was raised consistently with Ward Councillors) it was stressed that the Neighbourhood Policing Teams did their best in terms of addressing issues associated with speeding traffic. The Police had links and regular conversations with the Road Safety Partnership to ensure that measures were in place to address these issues. It was also considered that the public may be unaware of the wide range of other priorities outlined in the Partnership Plan and the balance needed in allocating resources to respond to these. It was acknowledged that there was an issue associated with the perception of speed.
- A question was asked regarding the recording of non-injury accidents, which could be useful in identifying locations where there were safety issues, and what actions could be taken to reduce the risk to the public. It was advised that the Police recording of non-injury accidents was in line with National Standards. West Yorkshire did undertake more recording, across all crime types, than most other forces.
- It was suggested that there should be an onus on other agencies, such as insurance companies, to consider how they could provide data on accidents and how that data could feed into the information the Police held.
- Lee Hamilton, Safer Kirklees Manager, Communities and Access Services, explained that the Road Safety Partnership was working alongside the data and intelligence team to build a wider data package. West Yorkshire Fire Service chaired the partnership and work had gone into prevention initiatives, such as working with local schools and the use of mobile speed devices, but it was acknowledged that there was a need for wider data collection.
- The Kirklees Partnership Plan Road Safety Strategy, aimed to continue reduce the number of people killed and seriously injured on the roads, but also to address the issue of perception of safety for all road users, which included anti-social driving/ parking.
- The Safety Rangers programme aimed to foster a sense of responsibility and community amongst school children. In response to a question about this approach it was advised that schools did opt-in but the team also tried to proactively target areas of concern. It was noted that participation did depend on the capacity of local schools.
- The Council had signed up to 'Vision Zero' but the budget for road safety appeared to be negligible; a budget was needed to deliver physical measures to curb speeding. Such preventative measures did work in improving safety and assisted with perception. The Police did target areas where issues were reported.

Overview and Scrutiny Management Committee - 26 March 2024

- A number of Local Authorities had undertaken pilot schemes to use Automatic Number Plate Recognition (ANPR) to address/deter moving traffic violations. It was noted that ANPR was a sensitive area, but West Yorkshire Police and the Road Safety Partnership were leading the way through the use of 'Operation SNAP', which was a positive initiative which enabled members of the public to share footage from dash-cams to a portal. A high percentage of which resulted in enforcement action being pursued. It was acknowledged that increased awareness amongst the public would be beneficial.
- A question was asked how effective West Yorkshire Police was in tackling/reducing crimes compared with other forces. It was noted that Kirklees statistics were compared to other Boroughs, such as, Peterborough, Newport, Wigan, Bolton, Tyneside. The Committee was advised that it was difficult to provide a meaningful comparison because forces recorded crimes differently. However, it was believed that Kirklees was a high achieving area.
- There was a challenge in terms of interpreting data; to see what had made a difference, why, and what areas needed addressing. An example of this was 'cuckooing', although Kirklees recorded the second highest incidence in West Yorkshire this was likely to be due to strong awareness and reporting rather than there being a higher level of such exploitation in the district.
- In terms of the level of data collection undertaken, there were certain national standards that had to be adhered to; digitalisation had been increased and it had been made as easy as possible for officers to do this whilst out within the community through the use of mobile devices. The data collected, and analysis of it, helped the service to improve and fed into the work of the partnership. It was noted that the dashboard used by the Communities Board was very useful to view how data fluctuated.
- The use of Artificial Intelligence was being considered. Algorithms were used, particularly for some categories of crime, and could assist in identifying hotspots to target the best place for deployment of resources.
- It was queried whether consideration was/had been given to any other priorities being included within the plan. It was explained that scanning of the range of information/data took place to try and identify any potential priorities, but maintenance of those currently set out was backed up by the data. In the future, it was anticipated that the data would be refreshed on a more regular basis (than annually) and any recommendations arising would be taken to the Communities Board.
- In respect of the 'tenancy ready training', which was delivered to care leavers about to enter their first tenancy with Homes and Neighbourhoods, it was asked if this support could be accessed by all care leavers. An assurance was given that this was currently being considered alongside Childrens Services. No data was available in relation to tenancy outcomes, but this could be built in as it would be helpful in allowing an assessment of the impact of this initiative.

Overview and Scrutiny Management Committee - 26 March 2024

- In respect of the proposed review of Theme 3, Resilient and Inclusive Communities, the question was asked as to whether the Kirklees Cohesion Team would be integrated into the approach. In addition, was the Council engaging with Holocaust Centre North, in respect of hate crime, as they were keen to do more partnership working. The Committee was advised that all of the community facing teams would be involved in the review as well as key partners, and account would be taken of the emerging data from the performance and intelligence team and partners. There were strong links established with Holocaust North.
- Chris Walsh, Safer Kirklees Manager, advised that, in relation to hate crime, the strategy had a number of elements which included, awareness raising, encouragement of reporting, a focus on changing behaviour, place-based support; at home, in public spaces and online, and delivering in partnership across all partners in relation to highlighting the issue and collaborative working.
- The make-up of the Inclusive Communities Framework (ICF) Peer Review Group would be considered as part of the overview of the Resilient and Inclusive Communities Theme.
- It was noted that the name of the South Kirklees Interfaith Forum had now been changed to the South Kirklees Interfaith and Belief forum, in order to be inclusive of people with non-religious beliefs.
- A question was asked regarding, Theme 1, Serious Violence and Exploitation, noting that the number of recorded violent offences was lower than that recorded in 2022/23. It was advised that the level of seriousness of offences had reduced, alongside the reduction in actual numbers. It was considered that this reflected all the work undertaken by the Partnership.
- An explanation was given in respect of which agencies were involved when a serious offence response took place. There would be a Police-led response and partners would work closely alongside, taking their lead from the Police. Council staff and Ward Councillors would be involved, along with other key stakeholders, community leaders and trusted partners to provide assurance within in the community. The position would be monitored, with information shared as appropriate, and a longer-term engagement plan put in place.
- In respect of the approach and the key principles to prevent people from committing serious violence, including the provision of street marshals and the night safety bus; it was confirmed that this work did take place in centres other than Huddersfield, based on the evidence of need from the data. The Council relied on external funding and a longer-term solution was needed to fund the night safety bus. All the potential options for future funding were being pursued. It was noted that there was a town centre policing team with a proactive plan associated with the nighttime economy.

Overview and Scrutiny Management Committee - 26 March 2024

- A question was asked regarding the 240 'Safe Zones' that had been established across the Huddersfield district in 2023-24, and which provided young people with a safe place to go should they fear crime or violence. This was acknowledged by the partnership as a positive scheme. It was noted that further promotion of the zones would be helpful and reviewing feedback from young people would be part of the work undertaken in 2024/25. Work was ongoing to assess such schemes to establish what was effective and what the insights were.
- In respect of the A&E Navigators, it was advised that they had been introduced at Huddersfield Royal Infirmary to deal with knife injuries. Knife injuries in North Kirklees would usually be directed to Pinderfields Hospital, which came under Wakefield district, and Navigators were located there.
- In response to a question regarding the recording of whether drugs and alcohol had been an aggravating factor in a crime, and how this was measured to ensure that the drugs and alcohol strategies and interventions were sufficient, it was advised that the Police had powers to drug-test individuals coming into Police custody; this data was qualitative but provided an indication of the type of crimes involving drugs. A risk assessment was also provided to a person in custody regarding drug/alcohol usage and the support that may be required. It was suggested that this may be an area the Partnership could consider in the future.
- There was significant understanding of the influence of aggravating factors and the Partnership would continue to work with learning and the comprehensive data recorded to ensure that strategy and interventions were appropriate and sufficient.
- The importance of dual diagnosis was stressed.
- The positive outcomes in relation to mediation services for complex cases of anti-social behaviour was welcomed. In response to a query about whether the Council collected any data on the mediation process, to compare with other local authorities to ensure best practice, it was advised that further information could be provided to Members on this.

Resolved -

That the Committee:

- (1) Thanks officers and the representatives of partner organisations for attending the meeting and their contributions to the debate.
- (2) Endorses the themes and priorities set out in the Communities Partnership Plan.
- (3) Considers that the lack of data/evidence in respect of non-injury road traffic accidents could impact on the ability to take action to reduce risk at locations of concern, and notes that this data may be accessible from other sources, such as insurance companies.
- (4) Welcomes the work by the Road Safety Partnership to build a wider package of data.

Overview and Scrutiny Management Committee - 26 March 2024

- (5) Requests that further information be provided to Members in respect of:
 - (a) the funding/budget available to support preventative work associated with road safety including that to address perceptions and to introduce physical measures to curb speed.
 - (b) Data in respect of the reasons why people had not engaged with the mediation service (for complex cases of anti-social behaviour) and a comparison with other local authorities in terms of best practice and success rates.
- (6) Would support efforts to increase awareness of Operation SNAP, as a positive initiative to assist in enforcement against driving offences.
- (7) Requests that baseline data be collated in respect of tenancy outcomes, to assess if the introduction of the 'tenancy ready' training is effective and supports the roll-out of this training to all care leavers.
- (8) Notes:
 - (a) the ongoing work to review and learn from the practice of the 'safe zones' initiative, including taking account of the views of young people, and the need for further promotion of this scheme.
 - (b) the work being undertaken to understand the influence of drugs and alcohol as aggravating factors in crime and disorder and to ensure that the strategies and interventions are appropriate and suggests that consideration be given to further data collection to assist in this.

88 **Lead Members' Updates**

Updates were submitted in respect of the work of the Children's Scrutiny Panel and Health and Adult Social Care Panel.

89 **Work Programme 2023-24**

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

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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



Report title: Inclusion and Diversity Strategy (2024-27)

Meeting	Overview and Scrutiny Management Committee
Date	2 August 2024
Cabinet Member (if applicable)	TBC at time of writing
Key Decision Eligible for Call In	No N/A (at Scrutiny)
<p>Purpose of Report To introduce the draft Inclusion and Diversity Strategy (I&D Strategy) for feedback and consideration.</p> <p>A draft of the proposed I&D Strategy is attached at Appendix 1.</p> <p>The finalised I&D Strategy is scheduled to be considered at Cabinet for adoption on 10th September 2024.</p>	
<p>Recommendations</p> <p>OSMC is asked to provide any comments on the draft strategy to assist in the development and eventual delivery of the strategy’s outcomes.</p> <p>OSMC is asked to note that the strategy is scheduled for decision at Cabinet on 10th September 2024.</p> <p>Reasons for Recommendations The Council is under a statutory duty under the Public Sector Equality Duty to publish one or more equality objectives every four years. To date we have fulfilled this requirement through our Inclusion & Diversity (I&D) Strategy.</p> <p>For several iterations of our I&D Strategy, the Council has also identified various elements of inclusion and diversity as strategic priorities beyond the core requirements of the legislation. For this reason, our recent strategies have all sought to deliver ‘beyond compliance’ and are decided more frequently than the four year statutory requirement.</p> <p>The new strategy appended to this report builds on the learning and progress made in previous strategies and sets out priorities that support a wide set of outcomes for communities in Kirklees and our workforce.</p>	
<p>Resource Implication: At this point in time the implementation of the strategy will be taken forward within existing budgets and draw upon the established capacity across the organisation.</p>	
Date signed off by <u>Executive Director</u> & name	22nd July 2024

Is it also signed off by the Service Director for Finance?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning?	N/A

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes

1. Executive Summary

The Council is under a statutory duty under the Public Sector Equality Duty to publish one or more equality objectives every four years. To date we have fulfilled this requirement through our Inclusion & Diversity (I&D) Strategy.

For several iterations of our I&D Strategy, the Council has also identified various elements of inclusion and diversity as strategic priorities beyond the core requirements of the legislation. For this reason, our recent strategies have all sought to deliver 'beyond compliance' and are decided more frequently than the four year statutory requirement.

The proposed strategy sets out the three elements of our role as a Council with inclusion and diversity:

1. **Compliance:** how we comply with the Public Sector Equality Duty under the Equality Act 2010
2. **Ambition:** how we achieve our ambitions for inclusion as an organisational value (as set out in the Council Plan) and create an inclusive culture and support a diverse workforce and district through four priority themes from the Local Government Association's Equality Framework:
 - Understanding and working with our communities
 - Leadership, partnership, and organisational development
 - Responsive services and customer care
 - Diverse and engaged workforce
3. **Partnership:** how we enable inclusion more broadly in Kirklees:
 - As an anchor organisation (being a large, locally-rooted employer and spender)
 - As a co-ordinator and facilitator, leading through partnerships
 - As a service deliverer through our services and programmes

The new strategy appended to this report builds on the learning and progress made in previous strategies and sets out priorities that support a wide set of outcomes for communities in Kirklees and our workforce.

2. Information required to take a decision

The Council is under a statutory duty under the Public Sector Equality Duty to publish one or more equality objectives every four years. To date we have fulfilled this requirement through our Inclusion & Diversity (I&D) Strategy.

For several iterations of our I&D Strategy, the Council has also identified various elements of inclusion and diversity as strategic priorities beyond the core requirements of the legislation. For this reason, our recent strategies have all sought to deliver 'beyond compliance' and are decided more frequently than the four year statutory requirement.

Our last strategy, entitled Recovery through Inclusion, recognised the adverse impact of the global Covid pandemic and focussed on a recovery phase, ensuring the correct strategic focus to support both communities the workforce.

The new strategy appended to this report builds on the learning and progress made in previous strategies and sets out priorities that support a wide set of outcomes for communities in Kirklees and our workforce.

Key areas of progress from the strategy include changes to Integrated Impact Assessments, the creation of the Inclusion Learning Framework, and new approaches to supporting a diverse workforce and employee networks. These are captured through three 'Always On' priorities:

- a. Understanding impact
- b. Understanding diversity
- c. Understanding equity

Alongside the 'Always On' priorities, the proposed strategy sets out the three elements of our role as a Council with inclusion and diversity:

1. **Compliance:** how we comply with the Public Sector Equality Duty under the Equality Act 2010
2. **Ambition:** how we achieve our ambitions for inclusion as an organisational value (as set out in the Council Plan) and create an inclusive culture and support a diverse workforce and district through four priority themes from the Local Government Association's Equality Framework:
 1. Understanding and working with our communities
 2. Leadership, partnership, and organisational development
 3. Responsive services and customer care
 4. Diverse and engaged workforce
3. **Partnership:** how we enable inclusion more broadly in Kirklees:
 1. As an anchor organisation (being a large, locally-rooted employer and spender)
 2. As a co-ordinator and facilitator, leading through partnerships
 3. As a service deliverer through our services and programmes

Against each of the four ambition themes are a set of objectives. They are:

1. Understanding and working with our communities
 - Embedding our commitment to the Inclusive Communities Framework (ICF)
 - Higher quality integrated impact assessments more broadly used
 - Enable place-based responses to the unique challenges and opportunities in each place, enabling conversations between faiths and supporting leadership programmes for underrepresented groups
 - Understanding poverty and mitigating the inequitable impact of cost-of-living pressures
 - An inclusive approach to social connectivity
 - Enhanced support for care-experienced people

2. Leadership, partnership, and organisational development
 - Embedding our commitment to inclusion through the Our Council Plan and key partnership strategies
 - Use the social model of disability to promote inclusion for disabled people
 - Organisational improvement and transformation of our day-to-day work
 - Developing champions and a community of practice
3. Responsive services and customer care
 - Embedding our commitment to inclusion through our Access to Services Strategy
 - Developing our data about our residents and customers
 - Promoting inclusive customer access to services
4. Diverse and engaged workforce
 - Embedding our commitment to inclusion through the People Strategy
 - Promoting inclusion through workforce planning, prioritising pathways for underrepresented groups
 - Enhancing our workforce data, with a focus on race and disability
 - Being an inclusive employer of choice
 - Supporting Employee Networks to play a bigger role in promoting inclusion and supporting the organisation's priorities
 - Continuing to develop our excellent learning and organisational development offer to promote inclusion

3. Implications for the Council

3.1 Council Plan

The I&D Strategy will support the delivery of our overall policy framework, including the Council Plan and our top-tier partnership strategies: Kirklees Inclusive Economic Strategy (once adopted), Environment Strategy (once adopted), the Kirklees Health and Wellbeing Strategy, and the Inclusive Communities Framework.

Fair and balanced priority

Robust I&D plans support fairness in our financial plans.

Transforming services priority

The 'golden thread' of the inclusion is woven throughout many other significant transformation activities across the organisation, such as Our Kirklees Futures, the Access to Services Strategy, the People Strategy, and the Data & Insight Strategy.

Greener and healthier priority

Climate change is an integral part of the Integrated Impact Assessment process; embedding the new process across the entire organisation and continuing with robust quality assurance measures will be crucial to the success of inclusion becoming more of a reality in service planning and delivery.

Investing for the future priority

Robust I&D plans can help to ensure our investment plans benefit a wide variety of communities.

People, partners, and place

The essence of the new strategy is about improving outcomes for those who live and work in Kirklees, particularly those who are impacted by inequalities.

As above, working in partnership is one of the three key roles we have in delivering our I&D Strategy. It will be crucial to the effective implementation of the strategy – not least in terms of utilising partnership-based data and intelligence in order to tackle inequalities.

If we are to understand better the needs of our communities and work more collaboratively with them on solutions to inequalities, this will have to be done in a place-based manner, given the district's diversity. This strategy will build on and support the principles in the Inclusive Communities Framework, enabling communities to lead the responses to the unique challenges faced within their places.

3.2 **Financial Implications**

At this point in time the implementation of the strategy will be taken forward within existing budgets and draw upon the established capacity across the organisation.

3.3 **Legal Implications**

The Council is under a statutory duty under the Public Sector Equality Duty to publish one or more equality objectives every four years. We are fulfilling this requirement through our Inclusion & Diversity (I&D) Strategy.

3.4 **Other (e.g. Risk, Integrated Impact Assessment or Human Resources)**

As the strategy progresses through the decision-making fora and is agreed by councillors, it will be imperative to have an active communication campaign to raise awareness of the new objectives and outcomes within the strategy.

- **Integrated Impact Assessment (IIA)**

The IIA is in development and will be published alongside the decision-making process. The I&D Strategy will support positive equality outcomes and access to services.

4 **Consultation**

Structured consultation has taken place with various leadership teams and employee networks across the organisation, requesting comments on the draft proposals. These have informed the draft presented today.

5 **Engagement**

This new strategy has been developed through an enhanced engagement process across both internal and external stakeholders. Through this engagement, we were able to add additional context to some of the data around inequalities across the district and explore the practical aspects of the delivery of our priority objectives. By speaking with officers across the organisation, we have gained a broad understanding of the challenges faced in both service delivery and in supporting colleagues. This evidence base has driven the content of our objectives.

6 **Options**

6.1 **Options Considered**

Scope of the strategy

1. A basic strategy complying with the legislative requirements
2. A more developed strategy relating to our organisational ambitions.

Option 2 was decided after discussion with the Leader, portfolio holder, and senior officers.

We also considered a number of activities for the strategy. The ones chosen are considered the most important and cost-effective.

6.2 **Reasons for recommended Option**

The objectives set out in the strategy were chosen because of their importance and because they are mostly already resourced. In some cases, these actions are legally required.

7 **Next steps and timelines**

The strategy is scheduled for consideration at Cabinet on the 10th September 2024. Management of the delivery of the strategy will commence shortly after decision.

8 **Contact officers**

Stephen Bonnell; Head of Policy, Partnerships & Corporate Planning
stephen.bonnell@kirklees.gov.uk

Sarah Harris; Policy and Partnerships Officer
sarah.harris@kirklees.gov.uk

9 **Background Papers and History of Decisions**

The last Inclusion & Diversity Strategy is available on the Council's website.

[Inclusion and Diversity Strategy 2021-2023 | Kirklees Council](#)

10 **Appendices**

Appendix 1: Inclusion & Diversity Strategy 2024-2027

11 **Service Director responsible**

Andy Simcox
Service Director for Strategy & Innovation
Andy.Simcox@kirklees.gov.uk

Kirklees Council

Inclusion and Diversity

Strategy 2024-27



Achieving our ambitions



Table of Contents

Kirklees Council	1
Inclusion and Diversity	1
Our vision for inclusion and diversity	1
Our Council Plan – priorities and values	2
Health and Wellbeing Strategy inclusion model	2
Working with our partners	3
Our vision	4
Our shared outcomes.....	4
Partnership working through our key strategies	4
Within the Kirklees Council ‘Council Plan’	5
The Kirklees context	6
Our demographics – key facts	6
Disabled people and economic activity	6
Religion make-up of Kirklees	6
Social isolation and loneliness	7
Fuel poverty	7
Index of deprivation.....	8
Employment and wages.....	9
Key inequalities and challenges	10
Loneliness	11
Care-experienced people.....	12
Disabled people	12
The Council’s Role	13
Compliance: The Public Sector Equality Duty	14
General duty.....	14
Specific duties	14
How the Council complies with its legal duties	14
Ambition: Achieving our organisational ambitions	15
Our 2024-27 priority objectives	15
Our ‘always on’ priorities	16
Understanding impact	16
Understanding diversity	16
Understanding equity	16
Partnership: enabling inclusion across Kirklees	17
Delivery	17

Our vision for inclusion and diversity

Our vision is to be an organisation with a culture of inclusion and diversity, where our people and those we work with have equal access to opportunities and resources and feel valued for who they are.

In recent years, we have made significant progress:

We redesigned how we approach understanding the impact of our policies and services on people with protected characteristics.

We developed (and continue to expand) a suite of inclusion learning opportunities equipping staff to become more culturally competent and confident.

We refined what we understand by equity through developing allyship with our employee networks and creating meaningful employment opportunities for some of the most underrepresented in our workforce.

We are building on these successes in this strategy. But we know there is lots more to do.

We know that there continue to be significant challenges where people's characteristics, backgrounds, and identities affect their lives and the opportunities available to them.

Furthermore, this Inclusion and Diversity Strategy begins during a difficult period for our communities. Just as we started to recover from the global pandemic, a new set of challenges began to emerge. As with communities across the United Kingdom and beyond, pressures on global supply chains and the war in Ukraine brought significant economic challenges. We do not expect the pressure from these to subside considerably during the length of this strategy. We know people need more help right now – demand for our services has increased – but we are also in a position where we have less money to pay for the support we need and want to give our communities.

Just as the pandemic shone a light on existing inequalities, we know that the cost-of-living crisis is worst for those who are already facing difficulties, whether that's lower-income households or marginalised communities. The focus on achieving inclusion and tackling inequalities is a key priority across the Council as a whole. This Inclusion and Diversity Strategy draws some of that ambition out to explore further some key projects to support those aims, and to ensure that we are able to weave inclusion through everything we do to deliver on our commitments and our equality objectives.

There are many communities across Kirklees; be they geographical, or communities of people with shared identities, characteristics, or circumstances. We believe that each of those communities knows what is best for them. We also believe that feeling like you belong in a community is really key to how happy and connected people are.

Within Kirklees Council as an employer, we recognise that there are still inequalities that persist. We remain committed to being an inclusive employer of choice and having effective and compassionate leaders. There are challenges within that, especially for colleagues to understand the individual part they can play in developing an inclusive culture and taking personal responsibility for how we can deliver on our objectives. We want to take further steps to understand the workforce, creating safe spaces for them to be heard, and exploring how we can all translate the values and behaviours in the Council Plan into action.

Our Council Plan – priorities and values

Our Council Plan sets the overarching strategic direction for the services and activities relating to the business of the council. It summarises the council's role alongside partners in delivering our vision and shared outcomes and sets out how the council is prioritising our activity in the current context with the resources available. It helps us to prioritise, plan, understand our performance, and communicate with staff, partners, and residents.: Kindness, Inclusion, and Pride.

As set out in the Council Plan, inclusion means:

- We provide equal access to opportunities and resources for all people.
- We achieve inclusion by removing barriers, discrimination and prejudice.
- We value and promote a culture of inclusion and diversity.

This Inclusion and Diversity Strategy sets out the specific areas we are focussing on to deepen our commitment to this value across all our work.

To support us in understanding inclusion, we continue to follow the model set out in the Kirklees Health and Wellbeing Strategy, which emphasises the importance of removing barriers, so everyone has the opportunity to be included and feels valued and involved.

Health and Wellbeing Strategy inclusion model



- **Reality** – One gets more than is needed while the other gets less than is needed. Thus, a huge disparity is created.
- **Equality** – The assumption is that everyone benefits from the same support. This is considered to be equal treatment.
- **Equity** – Everyone gets the support they need, which produces equity.
- **Justice** – All three can see the game without support or accommodations because the cause(s) of the inequity was addressed. The systemic barrier has been removed.
- **Inclusion** – Everyone is INCLUDED in the game. No one is left on the outside. The barriers have been removed, everyone feels valued and involved.

Working with our partners



Our vision

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

Our shared outcomes

We remain committed to the shared outcomes we have agreed with our partners. These outcomes describe the impact we want our shared plans and actions to have. They help the council and local partnerships focus on the impact we want to have for people and communities in Kirklees.

Under each outcome we set out our shared day-to-day focus, a description agreed with partners of what we need to focus on to have deliver positive outcomes.

Our shared outcomes are:

- **Shaped by people** – we make our places what they are
- **Best start** – children have the best start in life
- **Well** – people in Kirklees are as well as possible for as long as possible
- **Independent** – people in Kirklees live independently and have control over their lives
- **Aspire and achieve** – people in Kirklees have aspiration to achieve their ambitions through education, training, employment and lifelong learning
- **Sustainable economy** – Kirklees has sustainable economic growth, and provide good employment for and with communities and businesses
- **Safe and cohesive** – people in Kirklees live in cohesive communities, feel safe and are protected from harm
- **Clean and green** – people in Kirklees experience a high quality, clean, sustainable and green environment
- **Efficient and effective** – Kirklees Council works smart and delivers efficiently and effectively.

Partnership working through our key strategies

Our four key partnership strategies are developed and delivered with partners, across the district. In supporting our shared outcomes and vision for Kirklees, they complement each other and our Council Plan. These strategies explain where we are at in Kirklees – what our opportunities and challenges are, what we most need to do to improve, and the role each of us has to make this happen together.

Like our outcomes, success in one strategy depends on the others. For example, a sustainable environment supports a healthy and well population, which in turn supports a stronger workforce and a more inclusive economy. Likewise, inclusive communities support improvements in wellbeing and the environment in local communities.

Our four partnership strategies are:

1. **Kirklees Health and Wellbeing Strategy:** The Kirklees Health and Wellbeing Strategy (KHWS) sets out our priorities for improving health and wellbeing and what we will do as partners to achieve those

improvements. Through the strategy, partners are prioritising good mental wellbeing, connected care and support, and healthy places.

2. **Inclusive Communities Framework:** The Inclusive Communities Framework (ICF) is a partnership commitment to work better with communities on local issues. Through the ICF, partners are committing to take action showing our belief that communities have solutions to problems, promoting a shared sense of belonging in communities, and caring about what communities care about.
3. **Inclusive Economy Strategy** (in development): The Inclusive Economy Strategy will outline how the Council and key partners across the district are working to build a more inclusive and sustainable economy.
4. **Environment Strategy (in development):** The 'Environment Strategy; Everyday, Life' will set out our borough's commitment and ambitious vision for greater action on environmental issues, whilst also addressing the ecological and climate emergencies.

You can find out more about these strategies and more at: <https://www.kirklees.gov.uk/beta/policies-and-strategies/index.aspx>

Within the Kirklees Council 'Council Plan'

Our Council Plan sets out:

- The direction for how we work smart and deliver efficiently and effectively
- How we work with people and partners using a place-based approach (people, partners, place)
- Our values and behaviours as an organisation
- Our day-to-day services
- Our 3-year priorities
- Our 12-month deliverables.

This inclusion and diversity strategy is directed by our Council Plan.

You can find out more about our Council Plan at <https://www.kirklees.gov.uk/beta/delivering-services/council-plan.aspx>

The Kirklees context

Our demographics – key facts

Disabled people and economic activity

According to the ONS Census 2011, 48,702 aged 16 to 74 have a limiting long-term illness in Kirklees. Of these 11,242 (23 per cent) are in employment, 1,373 (2.8 per cent) unemployed, 14,946 (30.7 per cent) permanently sick, 14,410 (29.6 per cent) retired, 1,257 (2.6 per cent) students, and 5,474 (11.2 per cent) otherwise economically inactive.

Disability

Amount that day-to-day activities are limited	Kirklees, Number	Kirklees, %	England and Wales, %
A lot	33,162	7.7	7.5
A little	42,428	9.8	10.0
Not limited – not disabled under the Equality Act	357,625	82.6	82.5
Total all usual residents	433,216	100	100

Source: ONS Census 2021

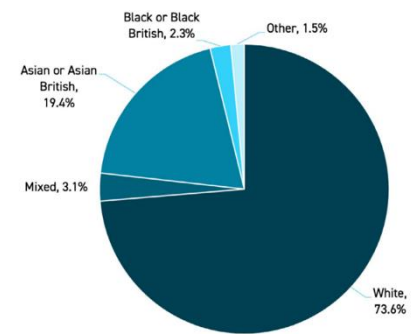
Religion make-up of Kirklees

Religious category	Kirklees, Number	Kirklees, %	England and Wales, %
No Religion	150,599	34.8	37.2
Christian	170,577	39.4	46.2
Buddhist	996	0.2	0.5
Hindu	1,723	0.4	1.7
Jewish	187	0.0	0.5
Muslim	80,046	18.5	6.5
Sikh	3,476	0.8	0.9
Other religion	1,633	0.4	0.6
Not answered	23,949	5.5	6.0
Total all usual residents	433,216	100	100

Source: ONS Census 2021

Demographic split in Kirklees:

- White 73.6%
- Mixed 3.1%
- Asian or Asian British 19.4%
- Black or Black British 2.3%
- Other 1.5%



Social isolation and loneliness

Social isolation and loneliness significantly increase the risk for premature mortality. Those living in areas of high deprivation and BAME groups are at higher risk of experiencing frequent feelings of loneliness:

- Of the 20% most deprived people in Kirklees, 31% of them experience frequent feelings of loneliness
- Of the 20% least deprived people in Kirklees, 11% of them experience frequent feelings of loneliness
- Of the BAME group in Kirklees, 34% experience frequent feelings of loneliness
- Of the White British group in Kirklees, 19% experience frequent feelings of loneliness.

Of all adults in Kirklees, 19.7% feel lonely (2019/20).

Fuel poverty

17% of households in Kirklees are in fuel poverty (2020).



Index of deprivation

Index of deprivation 2019 Deprivation in England is measured at Lower Super Output Area using a variety of indicators grouped under seven domains (income, employment, health, education and skills, housing and access to services, crime, and living environment).

In Kirklees 12.2% of the population live within LSOAs which rank within the worst 10% in England; this is higher than the average for England where 9.9% of the population are within the worst 10% LSOAs.

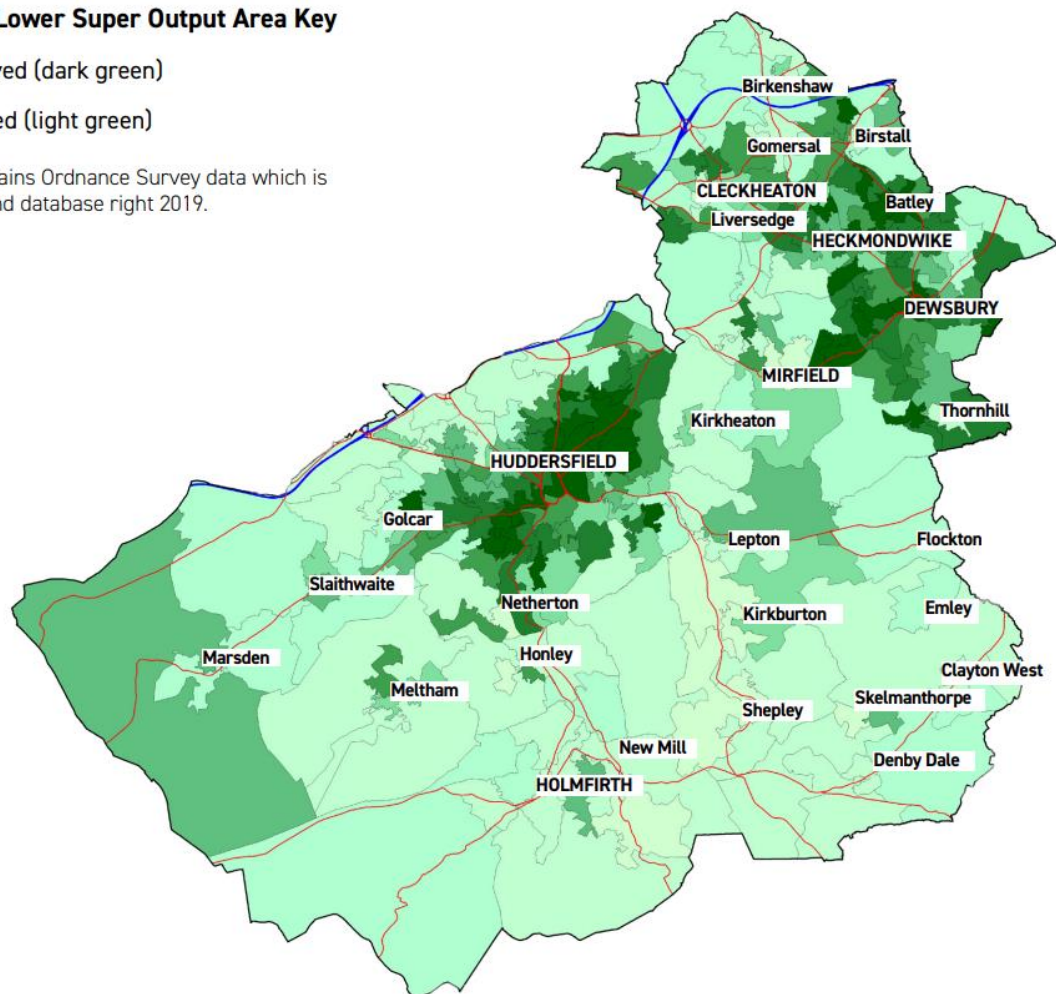
There are pockets of relative deprivation across all parts of Kirklees, with particularly large concentrations in urban areas.

Deprivation by Lower Super Output Area

Deprivation by Lower Super Output Area Key

- Worse deprived (dark green)
- Least deprived (light green)

Note: The map contains Ordnance Survey data which is Crown Copyright and database right 2019.



Employment and wages

Nationally, the gender pay gap increases with age due to:

- increasing gender equality over time resulting in closer employment and pay equality for younger people
- the impact of having children on women's earning over their lives.

The median gender pay gap in Kirklees (13.6%) is lower than nationally (16.5%).

Black, Asian and minority ethnic groups (BAME) are underrepresented in both local government and NHS senior management and leadership positions.

The mean gender pay gap in Kirklees Council (14.2%) is almost three times higher than the local government average (5.0%).

Disabled adults are more likely than the Kirklees average to live in a lower income household (less than £20,000 per annum).

Post-graduation, national average earnings across ethnicities differ considerably, as can be seen in the table below.

Post-graduation average earnings

Ethnic group	+1 year after graduation	+5 years after graduation	+10 years after graduation
All	£19,900	£26,000	£30,500
Indian	£21,900	£28,500	£33,100
Pakistani	£18,400	£22,400	£24,700
African	£19,500	£23,900	£28,700
Caribbean	£18,000	£23,300	£27,500
White	£20,000	£26,100	£30,700

Key inequalities and challenges

There are number of key inequalities and challenges affecting communities and individuals in Kirklees. Some are local issues, but equally a local impact can be felt as a result of national and even global factors.

We have used a combination of data analysis and community engagement in order to establish what we believe are some of the relevant factors which inform the direction of this strategy. The statistics paint a picture of some of the inequalities faced within our communities, but the stories from individuals help us really understand what life is like in Kirklees at the moment.

In this strategy, we have identified four factors that exacerbate and deepen inequalities across all protected characteristic groups. Activity is required across all inequalities, but these are factors on which we will have a particular focus for this strategy:

- Poverty and the cost of living
- Loneliness and social isolation
- Being care-experienced
- Having a disability

People in Kirklees have told us that the double impact of the Covid pandemic and the subsequent cost-of-living crisis has hit them financially and socially. Taking the lead from the most recent Director of Public Health report [1] it is clear that, while many more people are experiencing financial hardship, the cost-of-living crisis is having the most significant impact on people who were already living in persistent poverty, as deprivation levels go deeper.

The poverty rate for working-age unpaid carers in 2022 was 28%, compared to 20% for those without caring responsibilities; and was 31% for disabled people, compared to about 19% for those who are not disabled [2].

Members of the community we spoke to told us that poverty is an overriding factor affecting their wellbeing and happiness. It impacts on their physical health, secure housing, and their mental or emotional health.

The 2022 Director of Public Health Report, "Poverty Matters", had a clear focus on understanding the impact of the cost-of-living crisis,

The threshold at which people experience destitution, where they are unable to meet their barest physical needs to stay warm, dry, clean, and fed, has increased significantly (rising from £70 per week (single person) in 2019 to £95 per week in 2022 (most recent figures, released in Feb 2023)

Where people's characteristics intersect, the impact of poverty can be felt even more deeply. For example, the proportion of working age disabled people living in poverty is 27%, compared to 19% for working age people who have not declared a disability. Other factors such as the employment rate of

¹ [Director of public health annual report 2022/23: Poverty Matters | Kirklees Council :](https://www.kirklees.gov.uk/beta/director-of-public-health-annual-report/index.aspx) <https://www.kirklees.gov.uk/beta/director-of-public-health-annual-report/index.aspx> (accessed June 2024)

² [Valued: Breaking the link between paid and unpaid care, poverty and inequalities across Britain \(openrepository.com\) :](https://oxfamlibrary.openrepository.com/bitstream/handle/10546/621592/bp-valued-paid-and-unpaid-care-poverty-inequalities-160424-en.pdf) <https://oxfamlibrary.openrepository.com/bitstream/handle/10546/621592/bp-valued-paid-and-unpaid-care-poverty-inequalities-160424-en.pdf> (accessed June 2024)

disabled people (53% as opposed to 82% of non-disabled people) and the disability employment gap (which typically sees disabled people paid 29% less than their non-disabled counterparts) mean that poverty is felt more acutely by disabled people than those who are not [3].

Similarly, as the cost-of-living crisis has hit our communities, it has become clear that it is not affecting us all equally. For example, the Citizens' Advice Bureau (CAB) reports that, of the number of people they're assisting with food bank referrals each month, more than twice as many people of Black / African / Caribbean / Black British ethnicity were helped than White people. There are similar figures for access to crisis support, people facing homelessness issues, and private renters helped with 'no fault' eviction support. The average monthly surplus for the CAB's debt clients ranges from -£19 for White clients to -£92 for Asian / Asian British clients [4].

Loneliness

One of the significant impacts of the Covid pandemic was the rise in people experiencing loneliness and a lack of social connectedness. Successive lockdowns and shielding by members of our communities affected their ability to interact and socialise with others. The current cost-of-living crisis further limits some people's abilities to connect with others.

Loneliness is a public health priority that affects people from all walks of life and at various life stages. Taking action to combat loneliness, and putting in place interventions to support people to build connections can reduce the need for health and care services in the future, and have a significant impact on improving sense of belonging within our communities.

Loneliness is a complex and multi-faceted issue, and it is clear that its impact is not evenly distributed across society, instead being more prevalent and persistent among marginalised and disadvantaged groups. Nationally, data tells us that 10-13% of older people feel lonely often or always, with protected and other characteristics becoming risk factors, such as low income, poor health and disability, living in isolated rural or deprived local communities [5]. Local data found that, of respondents to the Current Living in Kirklees (CLiK) survey in 2021, 6% of people feel lonely often or always, here however with a higher prevalence for younger people, transgender people, people of mixed ethnicity and those in the most deprived communities [6]. People in Kirklees told us that isolation was a particular problem for younger people and young families, again exacerbated by pressures from the cost-of-living crisis.

The crossover between loneliness and inclusion is clear. Discrimination, stigma, prejudice and a lack of representation can meet structural exclusion from policies and environments that can create barriers, such as a lack of access to public transport or digital exclusion.

The impact of loneliness can also be felt at work. We will explore the impact of this on our workforce, especially in light of research which indicates that 10% of workers often or always experience loneliness,

³ [Disability facts and figures | Disability charity Scope UK](https://www.scope.org.uk/media/disability-facts-figures) : <https://www.scope.org.uk/media/disability-facts-figures> (accessed June 2024)

⁴ [CA cost-of-living data dashboard | Flourish](https://public.flourish.studio/story/1634399/) : <https://public.flourish.studio/story/1634399/> (accessed July 2024)

⁵ [Combating loneliness: a guide for local authorities](https://www.local.gov.uk/sites/default/files/documents/combating-loneliness-guid-24e_march_2018.pdf) : https://www.local.gov.uk/sites/default/files/documents/combating-loneliness-guid-24e_march_2018.pdf (accessed June 2024)

⁶ [PowerPoint Presentation \(kirklees.gov.uk\)](https://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=cikoju7p&e=1021) : <https://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=cikoju7p&e=1021> (accessed June 2024)

with the figures being higher for disabled staff, senior managers, or colleagues from ethnic minority backgrounds [7].

Care-experienced people

Care-experienced people can face significant barriers, stigma and disadvantage that impact them throughout their lives. They disproportionately experience homelessness, loneliness, unemployment, poverty, and a range of other disadvantages [8].

Disabled people

Disabled people in Kirklees have told us that the services they access do not always place their needs first, and often use a 'deficit mode' focussing on what their impairments limit in everyday life. They want any barriers they face to be understood, mitigated, and removed where possible, and would like a focus on offering disabled people independence, choice and control.

The CLiK survey results showed that disabled people were more likely to experience discrimination, had lower self-rated mental health, were more likely to feel lonely, less likely to use local green spaces, and were struggling financially [9].

⁷ [Loneliness at work report | research | British Red Cross](https://www.redcross.org.uk/about-us/what-we-do/we-speak-up-for-change/loneliness-at-work) : <https://www.redcross.org.uk/about-us/what-we-do/we-speak-up-for-change/loneliness-at-work> (accessed June 2024)

⁸ The Care Leavers' Association [The Needs of Adult Care Leavers – The Care Leavers Association](#)

⁹ [publisheddoc.aspx \(kirklees.gov.uk\)](#)

The Council's Role and Responsibilities

Our role and responsibilities in relation to inclusion and diversity have three elements:

- **Compliance** – Our legal requirements and compliance with the Public Sector Equality Duty
- **Ambition** – How we achieve our own organisational ambitions as an employer and key local anchor
- **Partnership** --How we can enable inclusion across the district



Compliance: The Public Sector Equality Duty

General duty

The Equality Act sets out three aims that public authorities, including the Council, must deliver in carrying out our activities:

- Eliminate unlawful discrimination.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster or encourage good relations between people who share a protected characteristic and those who do not.

The Act also stipulates that we must do this by:

- Removing or reducing disadvantages suffered by people because of a protected characteristic.
- Meeting the needs of people with protected characteristics.
- Encouraging people with protected characteristics to participate in public life and other activities.

The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The aim of the Act is to protect people from disadvantage and harm as a result of having a particular protected characteristic. Every single person has a protected characteristic, so we are all protected through the Act.

Specific duties

Public authorities also have specific duties under the Equality Act to help them comply with the public sector equality duty.

Public authorities with 250 employees or more must do the following:

- Publish information on general duty compliance at least once a year to show how they have complied with the equality duty in respect of both people affected by their policies and practices and their employees.
- Prepare and publish equality objectives at least every four years.
- Publish gender pay gap data by 31 March each year.

How the Council complies with its legal duties

Our Inclusion and Diversity Strategy sets out our equality objectives as required by the duty, and various forms of reporting show how we are complying with the requirement to publish compliance information.

The information is provided on our website. You can find out more about how we are delivering on our ambitions around inclusion and diversity here: <https://www.kirklees.gov.uk/beta/delivering-services/inclusion-and-diversity-strategy.aspx>

The Council annually publishes [workforce profile data](#) and produces a [gender pay gap report](#). It is also anticipated that both disability and ethnicity pay gap reports will be published in future. An annual report is produced detailing how the organisation has performed against its equality objectives, which is scrutinised by councillors and published online.

Ambition: Achieving our organisational ambitions

Our 2024-27 priority objectives

Our objectives go beyond compliance and are based on our ambitions. We set them out against four themes from the Local Government Association's Equality Framework.

Understanding and working with our communities

- Embedding our commitment to the Inclusive Communities Framework.
- Higher quality integrated impact assessments more broadly used.
- Enable place-based responses to the unique challenges and opportunities in each place, such as enabling conversations between faiths and supporting leadership programmes for underrepresented groups.
- Understanding poverty and mitigating the unequitable impact of cost of living pressures.
- An inclusive approach to loneliness.
- Enhanced support for care-experienced people.

Leadership, partnership, and organisational commitment

- Embedding our commitment to inclusion through the Our Council Plan and key partnership strategies.
- Use the social model of disability to promote inclusion for people with disabilities.
- Organisational improvement and transformation of our day-to-day work.
- Developing champions and a community of practice.

Responsive services and customer care

- Embedding our commitment to inclusion through our Access to Services Strategy.
- Developing our data about our residents and customers.
- Promoting inclusive customer access to services.

Diverse and engaged workforce

- Embedding our commitment to inclusion through the People Strategy.
- Promoting inclusion through workforce planning, prioritising pathways for underrepresented groups.
- Enhancing our workforce data, with a focus on race and disability.
- Being an inclusive employer of choice.
- Supporting Employee Networks to play a bigger role in promoting inclusion and supporting the organisation's priorities.
- Continuing to develop our excellent learning and organisational development offer to promote inclusion.

Our 'always on' priorities

All of our objectives depend on continuing to deepen our shared understanding of inclusion and diversity. Our three 'always on' priorities describe what is required and what we will do to do this.

Understanding impact

- We will strive to be more data driven in our approach to developing and delivering services, and to inform our decision making.
- We will support the widespread use of Integrated Impact Assessments (IIAs) to look for positive impact, and to mitigate negative impact.
- We will have a robust quality assurance process to constantly drive the quality of our impact assessments.
- We will use the data from our IIAs to:
 - take an evidence-based approach to understand the cumulative impact of our decisions
 - positively influence intended outcomes

Understanding diversity

- Promote cultural confidence and competence, by incorporating inclusion into professional development, continuous learning, and self-evaluation for individuals, teams, and for the Council as a whole with the support of our inclusion learning resources.
- Building diversity into customer-facing and service-user centred operations.

Understanding equity

- Building empathy with people who face disadvantage.
- Develop a shared understanding of how we can work together to support people who are underrepresented in our workforce or face barriers or discrimination within society.
- Accept that people need to be treated differently for us to be meaningfully inclusive.

Partnership: enabling inclusion across Kirklees

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

We achieve our vision by delivering improvements in our shared outcomes. Our shared outcomes are a long-term commitment, which frame our planning in the short to medium term. They help the council and local partnerships focus on the impact we want to have for people and communities in Kirklees. Under each outcome we have a description agreed with partners of what we need to focus on to deliver positive outcomes and a set of indicators agreed with partners which help us measure progress. The outcomes and indicators are heavily influenced by regional, national, and even international events, but the council and our partners can use them to help us prioritise collectively and understand the local impact of our collective action.

At the heart of our partnership working are four key strategies: the Kirklees Health and Wellbeing Strategy, Inclusive Economy Strategy, and the Environment Strategy, while the Inclusive Communities Framework provides an approach to working with communities, supporting activity in all areas to contribute to more inclusive communities and a sense of belonging. Interdependences have been mapped across all these strategies. These make it clear that inclusion is a 'golden thread' that runs through all of them.

Inclusive Economic Strategy

- Our role as an inclusive employer of choice, creating quality jobs for members of our diverse communities

Health and Wellbeing Strategy

- An inclusive approach to social connectedness leads to improved health outcomes and sense of belonging

Environmental Sustainability Strategy

- Supporting fairness, inclusion, diversity and accessibility in areas such as access to greenspace and mitigating the impact of climate change on disadvantaged communities

Inclusive Communities Framework

- By enabling place-based responses to the unique challenges and opportunities in each place, we can connect better with underrepresented communities

Delivery

Next steps against the activities set out in this strategy will be set out in an action plan, which will require activity across all council directorates, often in collaboration with various partnerships. Much of the activity set out in this strategy will report to separate programme boards. The action plan will provide an overview of how those individual areas of work are progressing, so we can assess our ability to deliver on our ambitions and respond accordingly. The action plan will be monitored with the support of a lead council officer for each of the four priority themes, who will advise on the direction of the strategy. Reports will be provided regularly to the relevant boards and senior management groups as well as to the relevant portfolio holders.

ACHIEVING INCLUSION



Report title: Corporate Safeguarding Update

Meeting	Oversight and Scrutiny Management Committee (OSMC)
Date	2 August 2024
Key Decision	No – This is an update to OSMC only.
Purpose of Report	
<p>This report provides an overview of the Corporate Safeguarding Plan and progress to the Oversight and Scrutiny Management Committee (OSMC) for the purpose of review.</p>	
Recommendations	
<p>OSMC to review the report contents and provide feedback on the progress to date and future plan.</p> <p>Following the meeting, the responsibility for the corporate safeguarding arrangements across the Council is to remain with the Corporate Safeguarding Oversight Group through 2024/2025, as previously delegated by the Council’s Executive Team. This will:</p> <ul style="list-style-type: none"> • Ensure the continued development of robust arrangements for safeguarding children, young people and adults across the Council. • Ensure there is effective corporate oversight of safeguarding across the range of services which the Council provides and commissions. • Ensure that both good practice and areas of learning are identified and shared to develop the Council’s overall safeguarding response to successfully promote a whole family approach to practice. 	
Resource Implication:	
<p><i>Safeguarding is everyone’s business</i>, and therefore the Corporate Safeguarding Plan has a reach across all employee groups across the Council.</p> <p>Service Directors from across all areas of the Council contribute to the Corporate Safeguarding Oversight Group (CSOG); a commitment which was made by the Executive Team in 2023 to demonstrate the Council’s commitment to safeguarding children, young people and adults. The CSOG meet quarterly, through which the Corporate Safeguarding Action Plan and all subsequent service/Council wide developments are identified, endorsed and progressed.</p>	
Date signed off by <u>Strategic Director</u> & name	Give name and date for Cabinet / Scrutiny reports
David Shepard (Strategic Director of Growth and Regeneration).	Cabinet Member Portfolio Holder:

<p>Is it also signed off by the Service Director for Finance?</p> <p>Reviewed and confirmed as N/A</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning?</p> <p>Reviewed and confirmed as N/A</p>	<p>Executive Team Sponsor of the Corporate Safeguarding Oversight Group and Plan:</p> <p>David Shepard (Strategic Director of Growth and Regeneration)</p> <p>c/o Jill Greenfield (Service Director of Communities and Access Services).</p>
--	---

Electoral wards affected: All wards.

Ward councillors consulted:

No specific Ward Councillors have been consulted; this is a whole Council matter.

Public or private:

This is a public report.

Has GDPR been considered?

The Data Protection Act 2018 and the UK GDPR have been considered when writing this report. The report meets all relevant regulations.

1. Executive Summary

As required in key legislation within Working Together to Safeguarding Children 2023, Keeping Children Safe in Education 2023 and the Care Act 2004, the Council are required to ensure there are robust arrangements in place for safeguarding children, young people and adults.

In April 2023, as required by the Kirklees Safeguarding Children Partnership (KSCP) to meet the requirements of the Children Act 2004, an Organisational Safeguarding Assessment (OSA) was completed and submitted on behalf of the overall Council at a corporate level. This combined all service areas, adopting a whole-system approach to safeguarding. The overall rating was Amber. NB. The Corporate Safeguarding Plan does not replace the robust service-specific plans within both Children’s and Adult’s Social Work Services.

The OSA identified both organisational strengths and areas for development;

Corporate Safeguarding: Strengths

- Cross Council commitment to safeguarding practice development.
- Established multi-agency working arrangements.
- Listening to Children, Young People and Adults.

Corporate Safeguarding: Areas for Development

- Corporate Safeguarding Policy

- Introductory safeguarding training and service specific requirements
- Safer Recruitment

The areas identified have formed the basis from which the Corporate Safeguarding Action Plan has since been developed, and work has been underway to ensure that all work areas within the Council have sufficient safeguarding arrangements in place.

This has been progressed and assured by the Corporate Safeguarding Oversight Group (CSOG) which was re-established in 2023.

1.1 Corporate Safeguarding Policy

In March 2022 the Corporate Safeguarding Policy was approved by Cabinet. This Policy provides comprehensive information in relation to the Council's commitment to safeguarding children, young people and adults who live and work in Kirklees. The Corporate Safeguarding Policy sets out a preventative approach that ensures safeguards are proactively put in place to prevent abuse and neglect occurring, whilst providing clear information as to the relevant escalation procedures should this be necessary.

Before the Corporate Safeguarding Policy was published, it was reviewed in December 2023 as various elements of the Policy required updating to ensure the legislation and guidance were up to date.

The Corporate Safeguarding Policy is now in use and is available to all staff. Shortly, staff newsletters will be distributed centrally to ensure awareness is raised.

A clear plan has been developed to ensure that there is sufficient reach across all service areas. The Corporate Safeguarding Policy is now included in the Corporate Induction document, alongside the Manager's Guide to Inductions. The Corporate Safeguarding Policy is also available to read as part of the Induction segment of the Council learning resource My Learning.

To embed the Corporate Safeguarding Policy, the Safeguarding Champions group are being supported and encouraged to refer to this within their relevant services areas and deliver briefing sessions where appropriate.

The corporate Communications team will continue to raise awareness of the Corporate Safeguarding Policy over time through a link highlighted alongside features on the staff intranet for relevant occasions such as Safeguarding Week.

The Corporate Safeguarding Policy will be reviewed and updated annually each December, assured by the CSOG members.

1.2 Introductory safeguarding training and service specific requirements

A significant piece of work being undertaken across the Council lead by the CSOG members is the identification, completion and assurance that relevant and proportionate safeguarding training is completed by all employees of the Council.

The majority of service areas utilise the available resources within the Council, alongside opportunities provided by the Kirklees Safeguarding Children Partnership (KSCP) and the Kirklees Safeguarding Adult Board (KSAB), to ensure all staff can access a basic level of safeguarding training. Some core courses provided by the KSCP can become full quickly,

resulting in some staff having to join waitlists. However, a number of service areas have utilised the skills and experience of internal staff members to adopt creative ways of sharing learning. This matter is under review by the KSCP, of whom have just commissioned further training through O'Neil's for the Period September-December 2024. There are 140 places available.

Support continues to be given to other non-public facing service areas whereby no training is yet in place, to identify the most appropriate level and frequency of safeguarding training.

Whilst Children and Families Services and Adults and Health Services have robust safeguarding training and development arrangements in place relevant to the age range that their role serves, further work is being undertaken to ensure that the respective service areas have completed a basic level of training in both children's and adult's safeguarding training to ensure a whole family approach to practice is promoted. This exercise has been excellent in highlighting good practice and areas for development, for which service areas have committed to expanding upon. Improvements include the review and identification of additional training as part of inductions, and consideration as to the requirement for the proportionate frequency of refresher courses applicable to each role.

As emphasised within the Policy, *safeguarding is everyone's business* and therefore the CSOG group has considered the position of the Council in respect of whether or not basic safeguarding training should ultimately become mandatory, of which all members agree this is necessary to safeguard children, young people and adults who live and work in Kirklees. The requirement for this is further exacerbated through the new Working Together to Safeguarding Children 2023 guidance which introduces the potential for lead practitioners, other than qualified Social Workers, to identify and coordinate support and lead the development of plans for children and their families. An e-learning course would be the most suitable offer to achieve mandatory basic training across the workforce. This resource already exists (*Corporate Safeguarding; Trust Your Instincts*) and although this does require updating, it has been agreed to utilise this existing offer. Initial discussions have taken place with the Learning and Organisational Development Team, and work is now underway to develop the internal e-learning offer. This will be a significant step forwards in increasing access to training at a corporate level. This is expected to be ready to be utilised from September 2024.

Introducing mandatory training through an e-learning package would enable greater quality assurance. Whilst services already utilise one to one/supervision conversations with their staff to assure that any relevant training and development needs are met., this will also be complemented by the introduction of the new My Conversation appraisal template which includes a section on safeguarding training.

Building on the mandatory minimum of introductory safeguarding training, consideration will also be given as to what other training may be required to meet legislative requirements to ensure best practice is promoted. Whilst various service areas, in particularly statutory Children's and Adult's services do have robust training pathways in place, continued consideration will be given across all services as to the application of such. For example, Prevent Statutory Duty Guidance 2024 outlines that Local Authorities are expected to ensure frontline staff have a good understanding of Prevent and the Channel process, including the identification of risk and how to make a referral. It is recommended that such training is also made mandatory for the following services, including Child and Adult Social Workers, Family Support Workers, Early Help Workers, Youth Workers, Support Workers and Learning Services staff that work directly with Children such as Education Psychology, Outreach Staff and Access to Education Workers. It is also important to extend this to include wider Community facing services also.

Enquiries have been made as to how assurances can be provided to the Council by education colleagues that necessary safeguarding training is in place. The Education Safeguarding Team has confirmed that safeguarding is ultimately the responsibility of each school, as directed in the Keeping Children Safe in Education statutory guidance. However, new guidance in Working Together to Safeguarding Children 2023 now states that all schools, including academies, must complete a Section 175 audit which is a process to ensure that schools are fulfilling their statutory safeguarding responsibilities. This means that the Council has more oversight and therefore scrutiny of/capacity to challenge practice if and when required.

Additionally, Education based staff, including those from Early Years, Primary, Secondary, Special, Alternative Provision and Post 16 providers, are now required to be part of strategic conversations with the KSCP, which brings an additional opportunity for oversight and challenge of arrangements within schools. The Council continues to support schools by providing a traded offer to schools in respect of Designated Safeguarding Lead (DSL) training, with approximately 75% of schools taking this opportunity. Safeguarding training is also available for school governors to attend, with sessions running twice a year, provided by the Education Safeguarding team.

The Governance team has assured that safeguarding is covered within the Inductions for Councillors, of which sessions are delivered by the Learning and Development Team in partnership with the Kirklees Safeguarding Children Partnership. It has been agreed that the Corporate Safeguarding Policy can be shared, and the Councillor Support and Liaison Team are able to assist with further queries as and when required.

1.3 Safer Recruitment

A new Recruitment and Selection Policy and Manager's Toolkit has been developed by People Services. The Policy outlines clear steps the Council takes in relation to Safer Recruitment practices and quality assurance of such. There is helpfully a detailed table contained as an appendix within the Policy document which provides clarity on the type of references and checks required in different circumstances. This was published earlier in the year.

Considering safe recruitment practice, minimum DBS Requirements are currently met throughout the Council. This position has been reviewed on behalf of the CSOG and the Council's position on DBS checks (where a role requires) is for those to be undertaken on appointment and change of job.

Services across the Council provide letter of assurances to schools throughout Kirklees to confirm that appropriate pre-employment checks of staff have been completed. These are monitored and assured by the Children's Services Resources, Improvements and Partnerships team, who coordinate the letters to ensure they are updated annually. This process was refreshed in January 2024, and services were grouped and are now signed on behalf of by a relevant Strategic Director. This improved the efficiency of the process significantly.

The Council has also provided guidance to schools in respect of the Single Central Record (SCR), which is outlined in statutory guidance to serve as evidence that schools have conducted defined safer recruitment check, although responsibilities lies with the School Governing Body or Multi-Academy Trust.

Recent government guidance regarding criminal record checks for Councillors has been reviewed and the Governance Team have confirmed arrangements are already in place are in line with these requirements, no further action is required.

The Volunteer Policy was updated in 2023 by representatives from the Voluntary and Community Sector Team, in Partnership with Adult Services. This is available on the Intranet for all teams. There is also a toolkit available to support services with volunteers, to assist Volunteer Managers. Enquiries have identified that whilst this information is available, improvements could be made in respect of awareness of and accessibility to these documents. This will be addressed through the Corporate Safeguarding Action Plan.

Recruitment and Selection E-Learning is available as a pre-requisite to recruiting and broadly covers safer recruitment. Whilst an add on about Safer Recruitment will be developed in the future, a minimum standard is achieved by ensuring all panel members have completed the e-learning. This will be embedded through Inductions and within Annual Conversations where required.

1.4 Positive Impact and Influence

Throughout 2023/2024, the *impact* of the significant changes brought about by the work completed across the Corporate Safeguarding Plan has started to become evident. Good practice examples include;

- The Legal Governance and Commissioning Leadership team completed a review of the safeguarding training available in their respective areas. Lack of consistent safeguarding training was identified as a gap and training has since been identified and there are plans in place for the relevant teams to access this. They have utilised the knowledge and skills of a colleague to do this, which demonstrates a creative approach to practice.
- The Learning and Early Support leadership team completed a review of their learning and development plans and recognised the need to ensure basic adult training was included to ensure staff are equipped to work with whole families. The development of relevant plans are now underway. This influenced the development of wider plans in Adults and Children's Services also.
- The Culture and Visitors Economy service areas have completed a robust review of their arrangements and have formed a suitable action plan to improve areas identified, whilst informing the wider Corporate Safeguarding Plan.

Wider training and development opportunities have been progressed through the Safeguarding Champions Groups:

- The Safeguarding Champion within Local Integrated Partnerships identified a need for training for staff around Domestic Abuse, therefore identifying and arranging this for 24 frontline workers.
- The Champion for Homes and Neighbourhoods developed a training package for housing trades people/repairs to raise awareness of safeguarding responsibilities.
- Suicide Awareness Training has been secured for the Safeguarding Champions, in a response to a need they identified to support their colleagues in their operational roles.
- A Safeguarding Champion has taken obtained from the network and developed a facilitation group within the Wellness Service whereby generic learning is taken and

applied to examples relevant to roles within that service area, strengthening the team's knowledge and skills in relation to safeguarding.

2. Implications for the Council

The developments achieved and those which continue to be worked towards within the Corporate Safeguarding Plan have been considered in respect of the Council Priorities within the Council Plan 2024/2025.

2.1 Council Plan

Priority One: Address our financial position in a fair and balanced way

From 2023, Service Directors have committed to attending the Corporate Safeguarding Oversight Group (CSOG) to contribute to and progress the Corporate Safeguarding Action Plan. Whilst the time commitment must be acknowledged, this has enabled matters to be progressed efficiently to deliver positive outcomes. Safeguarding children, young people and adults who live and work in Kirklees has remained the upmost priority within the plan of work. The group has accountability for the Council's financial position and how best practice is achieved in the most cost-effective way, without compromising the safety and wellbeing of our staff and communities.

Priority Two: Strive to transform Council services to become more moder, efficient and effective

The developments made within the Corporate Safeguarding Plan provides strong foundations to build on preventative services to ensure a whole family approach to safeguarding. The Corporate Safeguarding Policy is a key document in ensuring that all those who work in Kirklees are able to effectively contribute towards keeping people safe, emphasising that *safeguarding is everyone's business*. The Recruitment and Selection Policy contributes towards a more sustainable future for the delivery of Council services by offering clear guidance to assist in the development of workforce plans that supports and promotes recruitment and selection. In all areas, the established CSOG offers a space through which necessary service developments can continue to be identified and implemented efficiently to ensure the Council adopts legislative changes or best practice learning.

Priority Three: Continue to deliver a greener, healthier Kirklees and address the challenges of climate change

All elements of the Corporate Safeguarding Plan and associated developments contributes significantly to ensuring staff have the appropriate skills and knowledge to work with partners and communities to improve physical and mental health outcomes, in particularly in respect of promoting early intervention.

Alongside the contribution towards the Council's priorities, the Corporate Safeguarding Plan continues to contribute towards the Council's Shared Outcomes through the continued commitment to safeguarding those who live and work in Kirklees:

Best Start: Children have the best start in life

The Policy and training and development opportunities will contribute towards achieving better outcomes for vulnerable children, through early identification of support needs, risk and harm to ensure the right services can support the whole family at the right time.

Well: People in Kirklees are as well as possible for as long as possible

Through identification of need and risk, people will have access to opportunities to improve their health and wellbeing. Protection of the public's health through education, support and intervention will ensure people are well supported to live a healthy and safe life.

Independent: People in Kirklees live independently and have control over their lives

The Corporate Safeguarding Plan contributes towards the capacity to recognise and support people to access the appropriate services to enable joined-up and personalised support that enables independence to be coordinated effectively.

Safe: People in Kirklees live in cohesive communities, feel safe and are protected from harm

Through training and development opportunities, the workforce will be better equipped to contribute towards high quality, joined-up and accessible services that safeguarding children and adults from harm. The range of services across the Council can contribute to identifying needs and risk, to increase the amount of people who say they feel safe in Kirklees.

Efficient: Kirklees Council works smart and deliver efficiently and effectively

Clear Safer Recruitment procedures will help ensure that employees are safe and feel happy in their job, contributing to reduced absence rates and improving retention.

2.2 Financial Implications

Whilst there is currently no explicit financial request in relation to the current plan of work, the following areas to note are as follows;

The training and development of employees specifically in relation to safeguarding does not incur an additional cost as such needs are met by internal arrangements provided by My Learning and through relevant boards including the Kirklees Safeguarding Children Partnership (KSCP) and the Kirklees Safeguarding Adult Board (KSAB).

The agreed position in relation to DBS Re-Checks within the Council does not place any additional financial demand on the Council.

There are no cost implications for people living or working in Kirklees.

3.3 Legal Implications

The Corporate Safeguarding Oversight Group and associated action plan provides assurances that the Council's legal responsibilities are met, particularly in relation to the completion of the Organisational Safeguarding Assessment and associated tasks.

3.4 Other

Developments made and assurances brought about through the coordination of the Corporate Safeguarding Action Plan contributes towards the sustained reduction of risks on the Corporate Risk Register in relation to ensuring the Council fulfils its safeguarding responsibilities.

4 Oversight and Review

Service Directors from across all areas of the Council contribute to the Corporate Safeguarding Oversight Group (CSOG); a commitment which was made by the Executive Team in 2023. The CSOG meet quarterly, which has formed the basis for the Corporate Safeguarding Action Plan and all subsequent service/Council wide developments which have been endorsed and progressed by the Service Director group. Updates on progress have been provided to the Executive Leadership team and further regular updates have been requested.

David Shepherd, Executive Director of Place, Growth and Regeneration has a sponsorship role across the Corporate Safeguarding plan and progress. This offer further oversight and assurances.

The Council's overall Corporate Safeguarding response has been reviewed by the Kirklees Safeguarding Children Partnership through the Organisational Safeguarding Assessment (OSA) which was completed in March 2023, which meets the requirements of Section 11 of the Children Act 2004. An OSA is required to be completed every two years, to form part of the wider West Yorkshire Consortium's overall assessment.

6 Next steps and timelines

The responsibility for the corporate safeguarding arrangements across the Council is to remain with the Corporate Safeguarding Oversight Group (CSOG) through 2024/2025, as previously delegated by the Council's Executive Team. The CSOG will continue to meet quarterly to review the Corporate Safeguarding Action plan to identify, agree and progress any service-wide development matters required to continuously improve safeguarding practice across the Council.

The following matters will continue to be progressed as part of the plan, alongside any other future issues that are identified;

- Further efforts will be made to raise awareness of and embed both the Corporate Safeguarding Policy and the Recruitment and Selection Policy. A further task has also been identified of doing the same in respect of the Volunteer Policy to offer greater assurances that it is utilised consistently centrally.
- Work will continue towards introducing mandatory training in relation to basic safeguarding, alongside other key subjects as and when suggested/directed in legislation/guidance. The e-learning package in relation to basic safeguarding training will be updated.
- A 'Whole Family' approach to safeguarding training and development will be adopted and assured by both Children's and Adult's Services.
- Further work will take place to seek improvements in the quality assurance mechanisms available in My Learning, insofar as possible, to improve efficiencies.

The next Organisational Safeguarding Assessment (OSA) will be required early in 2025. The Kirklees Safeguarding Children Partnership (KSCP) have not yet confirmed the process for this for the 2023/2025 period. However, it is proposed that upon completion of this assessment, this is returned to OSMC for review and scrutiny to provide assurances that the Corporate

Safeguarding Plan has contributed significantly to the improvement of the Council's overall position.

7 Contact officer

Laura Chamberlain-Powell
(Service Development Manager within Communities and Access Services)
Laura.Chamberlain-Powell@Kirklees.gov.uk

8 Background Papers and History of Decisions

Corporate Safeguarding Policy: 8 March 2022

9 Appendices

- a) Corporate Safeguarding Policy
- b) Recruitment and Selection Policy Statement
- c) Council Structure for Letters of Assurance
- d) Organisational Safeguarding Assessment 2023

10 Service Director responsible

Jill Greenfield
(Service Director of Communities and Access Services)
Jill.Greenfield@Kirklees.gov.uk

Kirklees Council Corporate
Safeguarding
Policy 2024



Safeguarding Children, Young People and Adults at Risk

'Safeguarding is Everyone's Business'

A Commitment Towards Safeguarding Children, Young People and Adults at Risk

January 2024

CONTENTS

Foreword from Councillor Elizabeth Reynolds, Portfolio Lead for Corporate Safeguarding

1. Introduction
2. What is Safeguarding?
3. Definitions, Legislation & Governance

Children and Young People

- Kirklees Safeguarding Children Partnership (KSCP)
- Keeping Children Safe in Education (KCSIE)

Adults

- Kirklees Safeguarding Adults Board (KSAB)
- Kirklees Communities Board (incorporating the statutory Community Safety Partnership)

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

Children and Young People

- Physical Abuse
- Emotional Abuse
- Child Sexual Abuse
- Child Exploitation
- Child Neglect
- Peer on Peer Abuse

Adults

- Physical Abuse of Adults
- Adult Neglect and Acts of Omission
- Psychological Abuse of Adults
- Sexual Abuse of Adults
- Discriminatory Abuse of Adults
- Financial or material Abuse of Adults
- Exploitation
- Organisational Abuse of Adults

Children and Adults

- Domestic Abuse
- Honour Based Abuse and Forced Marriage
- Female Genital Mutilation (FGM)
- Hate Crimes and Hate Incidents
- The Risk of Extremism
- Modern Slavery
- Where does abuse occur?

5. Responsibilities for Safeguarding all Staff

- The Director for Children's Services / Designated Lead Member for Children's Services
- Strategic Director for Adults and Health (Director for Adult Social Services)
- The Chief Executive
- Elected Members
- Commissioners

6. Reporting a Safeguarding Concern

How to report your concerns in an emergency

Reporting Concerns about a Child

- Framework for making child safeguarding decisions in Kirklees

Reporting Concerns about an Adult at Risk

7. Safeguarding Concerns About a Member of Staff

Children and Young People

- Who should be referred to the LADO?
- Reasons for an allegation
- Adults

8. Whistleblowing

- Whistleblowing and Ofsted
- Whistleblowing and the Care Quality Commission (CQC)

9. Confidentiality & Information Sharing

- Confidentiality
- Information Sharing

10. Safer Recruitment & Retention

Foreword from Councillor Elizabeth Reynolds

Portfolio Lead for Corporate Safeguarding

Every child, young person and adult has the right to live their lives in safe communities and be protected from harm. As a Council our ambition is to work together to ensure that robust safeguarding arrangements are in place.

As the Portfolio Lead for Corporate Safeguarding, I am delighted to introduce the Cross-Council Corporate Safeguarding Policy. Safeguarding is everyone's business; across the Council every individual has a valuable and vital role in keeping people safe. This Policy aims to ensure that everyone understands what safeguarding is, and what to do if they have a concern about a child or vulnerable adult.

The Council's Corporate Safeguarding Policy provides a framework for every Service within the Council setting out responsibilities in relation to safeguarding children and adults at risk as well as the methods by which the Council is assured that it is fulfilling its duties.

Safeguarding is a fundamental aspect of the Kirklees Council Plan alongside strategies connected to the Kirklees Safeguarding Children's Partnership, the Safeguarding Adults Board and the Communities Board, to further ensure that safeguarding remains a key priority. Our Inclusive Communities Framework will aid our vision to work alongside our communities in Kirklees to develop our safeguarding response, making Kirklees a safe place for children and adults to thrive.

The Corporate Safeguarding Oversight Group will mobilise this Policy, ensuring that our safeguarding responsibilities are truly promoted and embedded across the Council.

Thank you,
Councillor Reynolds.

1. Introduction

Kirklees Council believes that every child, young person and adult has the right to live safe from harm, abuse and neglect.

The Council acknowledges its role and responsibilities to provide safeguarding guidance for all staff, including those the Council contracts, elected members, voluntary staff, and partner agencies/ organisations to help protect individuals, families, and communities.

The key message of the Corporate Safeguarding Policy is that **Safeguarding is Everybody's Business** and that **all** employees and volunteers have a **duty of care** to safeguard, prevent, and report any safeguarding concern.

Abuse, neglect, and harm can take place anywhere, at any time, and be carried out by anyone. It is therefore important that all Council employees, elected members, commissioners, and volunteers are aware of their moral and legal obligations to safeguard children, young people, and adults and know what to do if they have a concern.

Council employees who **are** directly involved in safeguarding children, young people and/or adults as part of their work, are expected to respond to concerns as defined by their role and/or the statutory duties of the Council as their employer.

All managers are responsible for ensuring that they are aware of their responsibilities as outlined in this policy, and that those they manage are equally aware and briefed.

Safeguarding is everyone's responsibility regardless of whether or not there is direct contact with children, young people and /or adults as defined by job roles.

This information outlines the Corporate Safeguarding Policy and will act as a statement to enable all to understand their role and responsibilities when they have a safeguarding concern, how to report it and where to find additional information.

2. What is Safeguarding?

Safeguarding relates to all children, young people, and adults, not just those known to services.

Safeguarding and promoting the welfare of children and young people is defined by Working Together to Safeguard Children 2023 as:

- protecting children and young people from maltreatment.
- preventing impairment of children and young people's health or development.
- ensuring that children and young people grow up in circumstances consistent with the provision of safe and effective care.
- taking action to enable all children and young people to have the best outcomes.
- providing help and support to meet the needs of children as soon as problems emerge.

Safeguarding Adults duties apply to adults over the age of 18 years old as outlined in the Care Act 2014. These relate to if an adult who:

- has needs for care and support (whether or not the local authority is meeting any of those needs AND
- Is experiencing, or at risk of, abuse or neglect AND
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.
- children and young people who have not yet reached their 18th birthday

3. Definitions, Legislation & Governance

Children and Young People

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

The abuse of a child falls under four categories:

- physical abuse
- emotional abuse
- sexual abuse
- neglect

The abuse or neglect of a child can occur by inflicting harm, and/or by failing to prevent harm; harm can also include the ill treatment that is not physical as well as the impact of witnessing ill treatment of others. This can be particularly relevant, for example, in relation to the impact on children of all forms of domestic abuse. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others. Abuse can take place wholly online, or technology may be used to facilitate offline abuse. Children may be abused by an adult or adults, or another child or children. (Working Together to Safeguard Children 2018).

The legislation and statutory guidance stating the responsibilities for the safeguarding of children and young people are found within the Children Act 1989 and 2004 as amended by the Children and Social Work Act 2017; the Education Act 2002 and 2011; the Working Together to Safeguard Children 2018; the Safeguarding Vulnerable Groups Act 2006 and Keeping Children Safe in Education 2021. The Local Authority also has a Model Policy in place to ensure compliance with the above overarching legislation.

In accordance with Working Together to Safeguard Children 2018, the Local Authority, working with partner organisations and agencies, has specific duties to safeguard and promote the welfare of all children in our area.

Kirklees Safeguarding Children Partnership (KSCP)

The Children Act 2004, as amended by the Children and Social Work Act 2017, places a duty on key agencies in Kirklees to make arrangements to work together, and with other partners locally, to safeguard and promote the welfare of all children in their area. The key agencies are:

- the police
- clinical commissioning groups
- the local authority

To ensure effective safeguarding of all children in the local area, the statutory Safeguarding Children Partnership arrangements should maintain

effective links with other strategic partnership work in the local area, for example, the Health and Wellbeing Board, Adult Safeguarding Board, and the Community Safety Partnership.

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

The Kirklees [Safeguarding Children Partnership](#) website provides more detail about all partners involved, their responsibilities and commitments to multi-agency working arrangements.

Keeping Children Safe in Education (KCSIE)

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

All schools and colleges in England must have regard to it when carrying out their duties to safeguard and promote the welfare of children. For the purposes of this guidance children includes everyone under the age of 18. The guidance includes:

- Schools whether maintained, non-maintained or independent schools (including academies, free schools, and alternative provision academies), maintained nursery schools and pupil referral units.
- Colleges which include further education colleges and sixth-form colleges as established under the Further and Higher Education Act 1992: institutions designated as being within the further education sector and providers of post 16 Education as set out in the Education and Training (Welfare of Children) Act 2021: 16-19 Academies, Special Post-16 institutions and Independent Training Providers. For colleges, the guidance relates to their responsibilities towards children who are receiving education or training at these institutions.

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

Adults

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

- Has needs for care and support (whether or not the Local Authority is meeting any of those needs)
- Is experiencing, or at risk of, abuse or neglect.
- As a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

The Care Act 2014 defines adult safeguarding as:

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

Statutory responsibilities for the Local Authority regarding adult safeguarding apply equally to those adults with care and support needs, regardless of whether those needs are being met. The duties also apply regardless of whether the adult is assessed as meeting current eligibility requirements for social care, lacks mental capacity or not, and regardless of setting.

The Local Authority must make whatever enquiries it thinks is necessary if it believes an adult is experiencing or at risk of abuse or neglect to enable it to decide whether any action should be taken in the adult's case and if so what action and by who.

The Local Authority should promote an adult's wellbeing in their safeguarding arrangements and the six principles of Safeguarding also underpin this; informing how professionals and others should work with adults:

- empowerment
- prevention
- proportionality
- protection
- partnership
- accountability

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

Kirklees Safeguarding Adults Board (KSAB)

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

There are three statutory partners for the local Safeguarding Adults Board:

- the local authority
- clinical commissioning groups
- the police.

In addition, the board can opt to invite representatives from other appropriate agencies to join.

Further information about the [Kirklees Safeguarding Adult Board](#) can be found at the Kirklees Safeguarding Adult Board website

Kirklees Communities Board (incorporating the statutory Community Safety Partnership)

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

The Communities Partnership Plan 2022 – 2027 identifies four priorities:

- Tackling Violence, Abuse and Exploitation
- Reducing Anti-Social Behaviour (ASB) and Neighbourhood Crime
- Building Resilient and Inclusive Communities
- Reducing Risk

Whilst this policy is intended for Kirklees Council, it is recognised that we work closely with a wide range of partners, including Health, West Yorkshire Police, West Yorkshire Fire & Rescue, Housing, local businesses, and voluntary and community sector groups. Protecting those who are vulnerable and/or at risk requires a system wide partnership response, and our partners are intrinsic to the successful implementation of this policy. Kirklees Council is committed to effective partnership arrangements and multi-agency solutions to help ensure the best outcomes for individual children, young people, adults, and their wider families and communities.

The most recent [Communities Partnership Board Minutes and Plan](#) provides more detail about all partners involved, their responsibilities and commitments to multi-agency working arrangements.

4. What is Meant by Harm, Abuse & Neglect?

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

Children and Young People

Physical Abuse

- A form of abuse which may involve hitting, shaking, throwing, poisoning, burning, or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a

parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

Emotional Abuse

- The persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development.
- It may involve conveying to a child that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person.
- It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate.
- It may feature age or developmentally inappropriate expectations being imposed. These may include interactions that are beyond a child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing a child participating in normal social interaction.
- It may involve seeing or hearing the ill-treatment of another (including witnessing domestic abuse)
- It may involve serious bullying (including cyber bullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Child Sexual Abuse

- Involves forcing or enticing a child to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening.
- The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing, and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet).
- The sexual abuse of children can be committed by adults and/or by other children.

Child Exploitation

Child sexual exploitation is when an individual or a group of people takes advantage of an imbalance

of power to coerce, manipulate or deceive a child under the age of 18 into sexual activity. The criminal exploitation of children involves an individual or group taking advantage of an imbalance of power to coerce, control, manipulate or deceive a child under the age of 18 into any criminal activity. This may be:

- in exchange for something the victim needs or wants, and/or
- for the financial advantage or increased status of the perpetrator or facilitator.

A child may be sexually exploited even if the sexual activity appears consensual. The sexual exploitation of children does not always involve physical contact; it can also occur through the use of technology.

A child may have been criminally exploited even if the activity appears consensual. Child criminal exploitation does not always involve physical contact; it can also occur through the use of technology.

County Lines involves gangs and organised criminal networks exporting illegal drugs into one or more importing areas within the UK, using dedicated mobile phone lines or other form of 'deal line'. This may involve the exploitation of children and/or vulnerable adults to move and store the drugs and money.

Child Neglect

The persistent failure to meet a child's basic needs, physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to:

- provide adequate food, clothing, and shelter (including exclusion from home or abandonment)
- protect a child from physical and emotional harm or danger.
- ensure adequate supervision (including the use of inadequate caregivers)
- ensure access to appropriate medical care or treatment.
- It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

Peer on Peer Abuse

Peer on peer abuse can include (but is not limited to):

- Bullying - (including cyberbullying)
- Physical abuse – including hitting, kicking, shaking, biting, hair pulling, or otherwise causing physical harm.
- Sexual violence, including rape, assault by penetration and sexual assault.
- Sexual harassment, such as sexual comments, remarks, jokes and online sexual harassment, which may be stand-alone or part of a broader pattern of abuse.
- Upskirting; which typically involves taking a picture under a person's clothing without them knowing, with the intention of viewing their genitals or buttocks to obtain sexual gratification, or cause the victim humiliation, distress, or alarm,
- Sexting (also known as youth produced sexual imagery); AND
- Initiation type violence and rituals.

Adults

Physical Abuse of Adults

- Assault, hitting, slapping, pushing, misuse of medication, restraint, or inappropriate physical sanctions.
- Unlawful or inappropriate use of restraint or physical interventions. In extreme circumstances unlawful or inappropriate use of restraint may constitute a criminal offence. Someone is using restraint if they use force, or threaten to use force, to make someone do something they are resisting, or where an adult's freedom of movement is restricted, whether they are resisting or not.

Restraint covers a wide range of actions. It includes the use of active or passive means to ensure that the person concerned does something, or does not do something they want to do, for example, the use of keypads to prevent people from going where they want from a closed environment.

Adult Neglect and Acts of Omission

- Ignoring medical, emotional, or physical care needs, failure to provide access to appropriate health, social care or educational services, and the withholding of the necessities of life such as medication, adequate nutrition, and heating.
- Neglect also includes a failure to intervene in situations that are dangerous to the person concerned or to others, particularly when the person lacks the mental capacity to assess risk for themselves.

- Self-Neglect

Psychological Abuse of Adults

- Emotional abuse, threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, cyber bullying, isolation or unreasonable and unjustified withdrawal of services or supportive networks.

Sexual Abuse of Adults

- Examples of sexual abuse include rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts, indecent exposure and sexual assault or sexual acts to which the adult has not consented or was pressured into consenting.
- Sexual abuse is not confined to issues of consent the following factors should also be considered:
- Any sexual relationship or inappropriate sexualised behaviour between a member of staff and service user should lead to disciplinary proceedings.
- A sexual act between a care worker and service user with a mental disorder is also a criminal offence under section 38-42 of the Sexual Offences Act.

Discriminatory Abuse of Adults

- Discrimination on the grounds of race, faith or religion, age, disability, gender, sexual orientation, and political views, along with racist, sexist, homophobic or ageist comments or jokes, or comments and jokes based on a person's disability or any other form of harassment, slur, or similar treatment.
- Excluding a person from activities on the basis they are 'not liked' is also discriminatory abuse.

Financial or material Abuse of Adults

- Theft, fraud, internet scamming, postal and doorstep scams, coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits are all forms of financial abuse and are often targeted at adults at risk. Financial abuse can have serious effects including loss of income and independence and harm to health, including mental health.

- The adult at risk can be persuaded to part with large sums of money and in some cases their life savings. These instances should be reported to the local police service and local authority Trading Standards Services for investigation.
- Where the abuse is perpetrated by someone who has the authority to manage an adult's money, the relevant body should be informed, e.g., the Office of the Public Guardian for deputies and attorneys and DWP for appointees.

Exploitation

An individual or group may take advantage of an imbalance of power to coerce, control, manipulate or deceive a person and exploits them:

- Through violence or the threat of violence, and/or
- For financial or other advantage of the perpetrator or facilitator and/or
- In exchange for something the victim needs or wants.

Organisational Abuse of Adults

- Is the mistreatment, abuse, or neglect of an adult by a regime or individuals in a setting or service where the adult lives, or by one that they use.

Children and Adults

Domestic Abuse

The Government definition of Domestic Abuse is:

'Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence, or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse:

- psychological
- physical
- sexual
- financial/economic
- emotional

Domestic abuse can take place inside or outside of the home, and anyone can be a victim regardless of gender, age, ethnicity, socio-economic status, sexuality, or background.

Types of domestic abuse include intimate partner violence, abuse by family members, teenage relationship abuse and adolescent to parent violence.

Children may experience domestic abuse directly, as victims in their own right, or indirectly due to the impact the abuse has on others, such as a non-abusive parent.

The Government definition, which is not a legal definition, includes so called 'honour' based violence,

female genital mutilation (FGM) and forced marriage and is clear that victims are not confined to one gender or ethnic group.

Domestic Abuse also includes Controlling and Coercive Behaviour which includes:

- A range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.
- An act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.
- A form of abuse that involves multiple behaviours and tactics which reinforce each other and are used to isolate, manipulate, and regulate the victim. This pattern of abuse creates high levels of anxiety and fear. Coercive control can have a significant impact on children and young people, both directly, as victims, and indirectly due to the impact the abuse has on the non-abusive adult.
- Children may also be forced to participate in controlling or coercive behaviour towards the parent who is being abused.

Honour Based Abuse and Forced Marriage

Relatives, including females, may conspire, aid, abet or participate in honour-based abuse, for what might seem a trivial transgression.

The list is not exhaustive but examples of HBA may include:

- murder
- unexplained death (suicide)
- forced marriage

Domestic violence (Including psychological, physical, sexual, financial or emotional abuse)

- child abuse
- rape
- kidnapping
- false imprisonment
- threats to kill
- assault
- harassment
- forced abortion.

A forced marriage is where one or both people do not (or in cases of people with learning disabilities or reduced capacity, cannot) consent to the marriage as they are pressurised, or abuse is used, to force them to do so. It is recognised in the UK as a form of domestic or child abuse and a serious abuse of human rights.

The pressure put on people to marry against their will may be:

- Physical: for example, threats, physical violence or sexual violence
- Emotional and psychological: for example, making someone feel like they are bringing 'shame' on their family.
- Financial abuse, for example taking someone's wages, may also be a factor.

Female Genital Mutilation (FGM)

FGM is any procedure which involves the partial or complete removal of the external female genitalia, or other injury to the female genital organs for no medical reason. FGM is illegal in the UK, and it is also illegal to a female (child or adult) out of the UK for FGM or for anyone to circumcise women or children for cultural or non-medical reasons here in the UK.

Hate Crimes and Hate Incidents

A hate crime is any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's disability, race, religion, sexual orientation or gender identity or perceived disability, race, religion, sexual orientation, or gender identity. Examples can include:

- physical attacks
- damage to property
- offensive graffiti and arson.

Also, threat of attack, such as inciting hatred by words, pictures or videos, offensive letters, abusive or obscene telephone calls, groups hanging around to intimidate, and unfounded malicious complaints.

A hate incident is an incident which is perceived by the victim or any other person to be motivated by hostility or prejudice based on a person's disability, race, religion, sexual orientation or gender identity or perceived disability, race, religion, sexual orientation, or gender identity. Examples can include:

- verbal or online abuse
- insults or harassment, such as taunting
- offensive leaflets or posters
- abusive gestures
- dumping of rubbish outside homes or through letterboxes
- bullying at school or in the workplace

The Risk of Extremism

Prevent is part of the National Prevent Strategy, published by the government in 2011. It is part of the UK's overall counter-terrorism strategy known as CONTEST. Channel is a multi-agency approach to safeguarding, supporting and protecting children, young people and vulnerable adults at risk of radicalisation, extremism or terrorist related activity.

Modern Slavery

Modern Slavery is an umbrella term, encompassing human trafficking, slavery, servitude and forced labour.

It is a hidden crime and victims include adults and children. Victims are controlled, may be transported a short distance or across continents to be forced into jobs they do not want to do. The Modern Slavery Act 2015 places a duty on local authorities to report details of suspected cases of modern slavery to the National crime Agency. A person commits an offence if:

- A person holds another person in slavery or servitude and the circumstances are such that the person knows or ought to know that the other person is held in slavery or servitude; or
- The person requires another person to perform forced or compulsory labour and the circumstances are such that the person knows or ought to know that the other person is being required to perform forced or compulsory labour.

Where does abuse occur?

Abuse can be perpetrated by anyone, and can by happen anywhere, including in a child or adult's own home, in their community, within their family or friendship group, and or in any setting, e.g., an early years setting, a school, college, or workplace, a care/residential home, a hospital, or in voluntary /leisure activity setting. Those who may abuse include:

- parents
- siblings
- spouses/partners
- extended family members
- friends and acquaintances
- neighbours/local residents
- paid (or unpaid) staff
- volunteers
- individuals/groups unknown to the victim (including via the internet)
- People in a position of trust (Person in a Position of Trust – PiPoT)

5. Responsibilities for Safeguarding

All Staff

As abuse can take place anywhere, at any time and by anyone, it is important that we are all aware of the signs of abuse and what our responsibilities are.

Everyone working within the Council, paid or unpaid, has safeguarding responsibilities and should:

- Be familiar with this policy and guidance.
- Know how to raise a safeguarding concern.
- Be familiar with any additional responsibilities they may have in respect of their role.
- Undertake safeguarding training required of them.

The Director for Children's Services / Designated Lead Member for Children's Services

In accordance with the Children Act 2004 all Local Authorities in England must appoint a Director of

Children's Services (DCS) and ensure the designation of a Lead Member for Children's Services (LMCS).

The DCS has professional responsibility for the leadership, strategy, and effectiveness of Local Authority Children's Services. The LMCS, as a member of the Council, has political responsibility for the leadership, strategy, and effectiveness of local authority children's services. The DCS and LMCS should ensure that effective arrangements are in place to protect children and young people from harm.

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

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

The Chief Executive

The Chief Executive holds the overall responsibility for ensuring Kirklees Council has adequate and effective safeguarding arrangements in place for children, young people and adults at risk. These include appropriate reporting mechanisms, policies and procedures, and training; ensuring that statutory requirements are met.

Elected Members

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

Commissioners

Commissioners should gain assurances from their contracted providers and services around their legislative responsibilities regarding the quality and safety of their organisations and ensure that relevant safeguarding policies and procedures are place, are being adhered to and are reviewed appropriately.

Commissioners should also ensure that mechanisms are in place to hold providers to account where any safeguarding concerns arise.

Commissioners should also work closely with regulatory bodies such as Ofsted or the Care Quality Commission and share information relating to

services, settings and/or practice appropriately to ensure children, young people and adults are safe from abuse, neglect, and harm.

6. Reporting a Safeguarding Concern

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

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

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

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

Staff working in a setting where abuse is suspected should report concerns to their manager or nominated person within their organisation within the same working day.

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

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

How to report your concerns in an emergency

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

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

Reporting Concerns about a Child

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

- Kirklees Duty & Advice for professionals (24 hours): 01484 414 960
- For members of the public (9am- 5pm office hours): 01484 456 84

Framework for making child safeguarding decisions in Kirklees.

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

The [Framework for Making Safeguarding Decisions](#) in Kirklees is provided by the Kirklees Safeguarding Children Partnership.

Should you need further information, you can also contact the Kirklees Safeguarding Children Partnership Business Unit as below.

- Phone: 01484 225161
- Email: KSCB.admin@kirklees.gov.uk

Reporting Concerns about an Adult at Risk

If you are [concerned that an adult at risk living in Kirklees](#) is being abused, you can find out more information and report by visiting the Kirklees Council website page which contains all of the relevant details.

All safeguarding concerns will be taken seriously; enquiries will be made about your concerns and discussions will take place with colleagues in the Police if it is a criminal matter.

7. Safeguarding Concerns About a Member of Staff

Children and Young People

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

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

Who should be referred to the LADO?

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

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

Reasons for an allegation

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

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

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

Information and how guidance on [how to make a referral to the Local Authority Designated Officer](#) is provided online.

Adults

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

There may be occasions when incidents must be reported that do not involve the adult at risk but indicate, that a risk may be posed to the adult(s) by the Person in a Position of Trust (PiPoT); [concerns relating to Person's in a Position of Trust should be shared](#) appropriately.

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

8. Whistleblowing

If you have concerns about another employee, elected member, or volunteer within the Council, you may want to raise the concern in a different way. Whistleblowing is the term used when a worker reports a concern which is in the public interest.

Whistleblowing is when an employee of an organisation passes on information that they reasonably believe shows wrongdoing or a cover up by that organisation. This might be about activity that is:

- illegal
- risks others' health and safety
- is about poor practice or leadership.
- failure to meet statutory requirements.

The Government website contains further information about [What a Whistleblower is](#).

The Council has its own whistleblowing procedure which covers all areas of concerns, not just safeguarding. Initially you should speak with your line manager to address the concern or approach your Service Director. If you are unable to speak with anyone in your service, there is a dedicated Service Director for whistleblowing. Full information about Whistleblowing in Kirklees is contained in the relevant [Whistleblowing Policy](#).

Whistleblowing and Ofsted

Ofsted regulate and inspect Children's Social Care services in England alongside:

- children's homes
- residential family centres
- independent fostering agencies
- voluntary adoption agencies
- adoption support agencies
- residential holiday schemes for disabled children

If you have an issue or concern about a service that Ofsted regulate you should contact the service first, to discuss your concerns. If necessary, Ofsted can be contacted as follows:

- Phone: 0300 1233155 (8am to 6pm, Monday to Friday)
- Email: whistleblowing@ofsted.gov.uk

[The NSPCC National Whistleblowing Advice Line](#) is also available for support and advice.

Whistleblowing and the Care Quality Commission (CQC)

If you work in a service regulated by the Care Quality Commission (CQC) and have concerns about the care being provided, ideally you should report this via the Council's whistleblowing procedure, but you can also report your concern/s directly to the CQC.

9. Confidentiality & Information Sharing

Confidentiality

All information received by the Council which relates to any safeguarding matter will be treated in confidence and will be shared appropriately on a need-to-know basis where we feel you or someone else is at risk of harm.

Information Sharing

Effective sharing of information between practitioners and local organisations and agencies is essential for early identification of need, assessment, and service provision to keep children and adults safe.

Child Safeguarding Practice Reviews (SPRs), Safeguarding Adult Reviews (SARs) and Domestic Homicide Reviews (DHRs) have highlighted that missed opportunities to record, understand the significance of and share information in a timely manner can have severe consequences for the safety and welfare of children and adults.

Practitioners should be proactive in sharing information as early as possible to help identify, assess, and respond to risks or concerns about the safety and welfare of children, whether this is when problems are first emerging, or where a child is already known to Children's Social Care (e.g. they are being supported as a Child in Need or have a Child Protection Plan). Practitioners should make careful considerations in respect of sharing important information with any adults with whom that child has contact, which may impact the child's safety or welfare.

Fears about sharing information must not be allowed to stand in the way of the need to promote the welfare, and protect the safety, of children, which must always be the paramount concern.

The responsibility to share information covers anyone engaged in Kirklees Council work (paid or unpaid) in a position of trust, with vulnerable groups whether directly employed or not. For clarity, this includes Employees, Volunteers, Apprentices, Work placements, Student placements, short or long-term work experience, Foster Carers, Adopters, Guardians, Personal Assistants, Agency staff, Commissioned services, and contractors (this list is not exhaustive).

Information Sharing Protocols may be available for service specific area. Please contact the relevant service for guidance if required.

All information sharing will be compliant with the General Data Protection Regulation (GDPR) which is a Europe-wide law that replaced the Data Protection Act 1998 in the UK on 25 May 2018. It is part of the wider package of reform to the data protection landscape that sets out requirements for how organisations will need to handle personal data.

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

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

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

More information relating to sharing concerns about children and young people can be found [in guidance about Information Sharing and Consent](#) provided by the Kirklees Safeguarding Children Partnership.

More information relating to sharing concerns about adults can be found in guidance about the

[Joint Multi-Agency Safeguarding Adults Policy](#) provided by the Kirklees Safeguarding Adults Board, alongside other partners.

10. Safer Recruitment & Retention

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

The implementation of safer recruitment practice supports the Kirklees journey and vision to becoming a safer organisation by:

- Recruiting Social Care staff in accordance with Regulation 19 (Fit and proper persons employed) Schedule 3: Health and Social Care Act 2008 (Regulated Activities) Regulations 2014

In line with Bichard 2004 recommendations, recruitment will:

- Reduce the reliance on criminal record checks (DBS)
- Including the recruitment/selection process as a further safeguard
- Ensure the evidence base for the Council meets our stated position re 'Letters of Assurance' for contracts/ service with schools.
- Ensure the transparent and structured management of any disclosed information.

All statutory and public organisations which employ staff and/or volunteers to work with or provide services for children and adults at risk have a duty to safeguard and promote the child's or adult's welfare. This includes ensuring that safe recruitment and selection procedures are in place

to deter, reject or identify people who might abuse or are otherwise unsuitable to work with them.

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

References

The council recognises that a significant number of our work force work within notifiable occupations, therefore as an employer we have a responsibility to ensure that references are accurate, objective and does not contain any material misstatement or omissions.

As an employer we have a responsibility to request and to share information where the reference subject has had allegations upheld (substantiated) that relate either to the safety and welfare of vulnerable groups or behaviours towards vulnerable groups and how the matter was resolved.

As an employer we should seek to request and to share details where the reference subject has had any disciplinary procedures involving the safety and welfare of vulnerable groups, including in which the disciplinary sanction has expired, and the outcome of those procedures.

Details of any allegation which are found to be malicious or false (Education sector only) should be removed from an individual's personnel record.

Disclosure and Barring Service (DBS)

The Council DBS statement sets out the Council's approach to using DBS checks and forms as part of the Council's overall safer recruitment strategies and covers the use of the Disclosure and Barring Service (DBS) disclosures for eligible positions, as determined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975, Police Act 1997, Safeguarding Vulnerable Groups Act (2006) and Protection of Freedoms Act (2012).

DBS checks are carried out on appointment for eligible roles.

Duty to Refer

The following groups have a legal duty to refer outcomes or information to the Disclosure and Barring Service:

- Regulated Activity suppliers (employers and volunteer managers).
- Personnel agency suppliers.
- Bodies with a power to refer.

In order to have a legal duty to refer, the two conditions must be met:

1. You withdraw permission for a person to engage in regulated activity with children and/or adults at risk. Or you move the person to another area of work that isn't regulated activity. This includes situations when you would have taken the above action, but the person was re-deployed, resigned, retired, or left. For example, a teacher resigns when an allegation of harm to a student is first made.
2. You think the person has carried out one of the following:

Engaged in relevant conduct in relation to children and/or adults at risk. An action or inaction has harmed a child or vulnerable adult or put them at risk or harm.

Been cautioned or convicted of a relevant (automatic barring either with or without the right to make representations) offence.

Where you are unsure always seek advice.

This page is intentionally left blank

Recruitment and Selection Policy Statement

January 2024

Date for review: January 2025



Recruitment & Selection Policy Statement

Contents

1. Introduction.....	3
2. Key Principles	3
3. Vacancy Management	3
4. Deployment.....	3
5. Eligibility to Apply	3
6. Safer Recruitment	3
7. Recruitment of Ex-Offenders.....	4
8. Recruitment Panels.....	4
9. Selection Processes.....	5
10. Support into Employment.....	5
10.1 Guaranteed Interview Schemes	5
10.2 Apprenticeships	5
10.3 Support into Employment Initiatives	5
11. Keeping Records	5
12. Recruitment Complaints.....	5

1. Introduction

The aim of this statement is to give a clear understanding of the council's process and expectations regarding recruitment and selection.

Recruiting Managers should refer to the Recruitment Toolkit for more detailed advice on undertaking recruitment and specific guidance around pre-employment checks.

2. Key Principles

- Appointments will be based on merit.
- We will strive to employ a workforce that reflects the community we serve.
- The diverse needs of candidates will be respected and accommodated where reasonable and practicable.
- Through our recruitment practices we retain our skilled people by encouraging a flexible workforce who can adapt and change.
- Recruitment processes will be completed through the Applicant Tracking System (ATS), which will adopt 'nameblind' shortlisting.
- Recruitment processes will follow 'safer recruitment' where this is applicable to the job role.
- Recruitment will meet the needs highlighted in service succession and workforce plans and contribute towards the council meeting its outcomes.

3. Vacancy Management

All requests to recruit staff must follow the Vacancy Management Process. This process can be found on the intranet.

4. Deployment

Roles will first be offered through deployment. Priority access will be provided through a dedicated recruitment portal for deployees.

5. Eligibility to Apply

Some roles will be restricted to internal applicants. Where this is the case, the advert will clearly state that the role is internally restricted, and applicants will be asked to confirm that they meet the internal applicant requirements.

6. Safer Recruitment

The council employs staff to work in a range of settings that include working with children and vulnerable adults. These types of roles are covered by additional statutory

requirements. Roles working with children or vulnerable adults are therefore subject to additional checks throughout the recruitment process.

The recruitment Applicant Tracking System (ATS), which is used to collect information and pre-employment checks is designed to guide managers through a safe process and will not allow appointments to be made without the required level of checks being in place. All recruiting managers will be supported by a dedicated HR Support Officer throughout their process and the HR Support Officer conducts a final check of all recruitment paperwork before a final offer is issued.

The purpose of Safer Recruitment practices is to:

- **Deter** - From the beginning of the recruitment process, it is important to send the right message – that the council has a rigorous recruitment process and does not tolerate any form of abuse. Standard wording is included in adverts to demonstrate our commitment to safeguarding, where relevant to the role.
- **Identify and Reject** - It will not always be possible to deter potential abusers. Therefore, careful planning for the interview and selection stage, in terms of asking the right questions, setting appropriate tasks, and obtaining the right information can assist in finding out who is suitable for the role and who is not.
- **Prevent and Reject** - There are no guarantees that even the most robust safer recruitment process will prevent an inappropriate appointment. However, this does not mean it is too late to act. Ensuring that comprehensive induction processes are in place, together with appropriate policies and procedures, raising awareness through staff training and generally developing and maintaining a safe culture will all help to prevent abuse or identify potential abusers.

Details of the pre-employment checks that support Safer Recruitment are included in **Appendix A**. These are regularly reviewed to ensure that, as a minimum, current processes address statutory requirements.

7. Recruitment of Ex-Offenders

Having a criminal record will not necessarily bar someone from working with the Council. This will depend on the nature of the position and the circumstances and background of the offences. More information can be found in the [Policy Statement on the Recruitment of Ex-Offenders](#).

8. Recruitment Panels

All members of the recruitment panel must have completed the Recruitment and Selection training on My Learning.

The Chair is responsible for the process. The Panel should comprise of at least two members. The Panel should be impartial. After shortlisting, candidate names become available to the panel. If at this stage any member of the panel identifies that they have any kind of previous relationship with the candidate, they must seek advice from HR before continuing to form part of that panel. This includes, but is not limited to - friends, relatives,

or neighbours; colleagues in past employment (internally or outside of the council); professional relationships (known through an institute or client/contractor relationship) or any other situation where impartiality may be challenged.

9. Selection Processes

Selection processes should be designed based on the requirements of the role – and will generally include interview and other work-based test.

10. Support into Employment

10.1 Guaranteed Interview Schemes

The Council operates three Guaranteed Interview Schemes which cover disabled applicants, young people in care or care leavers and veterans. Candidates must meet the minimum criteria for the job to be eligible to be offered a guaranteed interview.

10.2 Apprenticeships

The Council offers a range of apprenticeship opportunities throughout the year, these are advertised as normal vacancies through the Council's jobs website.

10.3 Support into Employment Initiatives

Where individuals are part of wider Support into Employment initiatives, but may not be an internal employee (e.g., Project Search / REAL Employment), access to internal roles may be granted up to Grade 8 to support a positive outcome for the individual and the council's talent attraction approach.

11. Keeping Records

HR Recruitment may conduct random audits of recruitment processes and files to ensure fair and safe recruitment. Recruiting managers are expected to retain all documentation relating to a recruitment exercise in line with the retention schedule available on the intranet.

12. Recruitment Complaints

The Council has both a desire and statutory duty to ensure that employees are appointed solely on merit and that all processes and procedures are fair, transparent and accommodate individual needs by way of reasonable adjustments where these are required. Please refer to the [Complaints Procedure](#) for more information.

Appendix A

	Enhanced & Barred List DBS Required Regulated work or settings.	Standard / Basic or No DBS (including BPSS)
Requirements of recruiting managers	All panel members must have completed Recruitment and Selection e-learning.	
Work history	Full work history with all gaps accounted for including reasons why employment ended for all roles where the applicant worked with adults at risk and/children.	Minimum of last 5 years employment (or to entering work after full time education if period in work less than 5 years).
Work History Internal Candidates	If internal can review file to check if full work history already held.	If internal can review file to check that already have 5 years covered (if not already on application form).
References & Absence Check	<p>At least 2 references to include all current employment/study (most recent if not currently employed) . Request to include safeguarding questions. (Oleoo automatically does this where a DBS is required).</p> <p>PLUS - any relevant roles within a 5-year period (roles in care settings, working with vulnerable adults or children).</p> <p>NOTE: If a candidate has working in a care setting but not in the last 5 years, then a reference should also be obtained from the last employment in the care setting.</p>	At least 2 references to include all current (most recent if not currently employed) employment/study.
References for internal candidates	Current line manager and to include safeguarding questions. NOTE: If moving to a regulated role from non-regulated must consider anything that is missing and that there is a reference from work with vulnerable adults and/or children.	One from current line manager. Not required if remain in same line management.
Telephone verification of references	Telephone verification required of jobs in fostering (fostering regulations) Some services may expect managers to undertake telephone verification as good practice.	Managers may contact referees to explore content in more detail if any concerns are raised.
Additional References	Candidates advised that the council reserves the right to contact any employer to explore work history. Managers may seek additional references appropriate to the role if deemed necessary/appropriate.	
ID / Right to work (Internal & External Candidates)	Original document to be seen in presence of the individual (face to face), copied, and recorded. BRP no longer accepted, Share Code may be required, please seek advice from HR Recruitment.	
Health screening / Baseline Assessment	Dictated by the nature of the job and determined on creation of the job.	
Lived and worked abroad checks	If a candidate has lived or worked abroad for a period of 6 months or more in the last 5 years – additional checks may be undertaken as guided by Home Office guidance.	
Qualifications	Dictated by the nature of the job and determined on creation of the job.	
Driving Licences	Dictated by the nature of the job and determined on creation of the job.	

Full details of the checks and relevant regulations can be found here: <https://intranet.kirklees.gov.uk/Policies-and-procedures/Council-wide/Human-Resources/Recruitment-and-selection/Pre-Employment-Checks-Matrix-2024.aspx>

Council Structure for Letters of Assurance

Directorate	Letter of Assurance signed by Strategic Director	Service Areas
Adults & Health	Richard Parry	Adult Social Care Operation
		Communities & Access Services
		Culture & Visitor Economy <ul style="list-style-type: none"> • Catering, Cleaning & Caretaking
		Learning Disability & Mental Health
Children & Families	Tom Brailsford	Child Protection & Family Support
		Learning & Early Support
		Resources, Improvement & Partnerships
Corporate Strategy, Commissioning & Public Health	Rachel Spencer-Henshall	People Services (HR)
		Legal Services
		Finance
		Public Protection incorporating <ul style="list-style-type: none"> • Transport Service contact is Russell Williams Russell.williams@kirklees.go.uk •
Growth & Regeneration	David Shepherd	Property
		Operational Services – (Refuse/ Parks & Green Spaces)

ORGANISATIONAL SAFEGUARDING ASSESSMENT

PURPOSE

The Organisational Safeguarding Assessment (OSA) has been designed to support organisations to measure their safeguarding arrangements against a set criteria outlined by the West Yorkshire Consortium.

The OSA is completed every two years. Kirklees Council are to present one combined assessment which represents the organisation as a whole, adopting a whole system approach to safeguarding.

The OSA is required to be completed to include any service area which works with, or may come into contact with, children, young people and/or adults at risk. The questions have been developed by the West Yorkshire Consortium, as agreed by all members of the Safeguarding Children Partnerships within West Yorkshire.

To contribute to the completion of the OSA for Kirklees, each Service Director is required to complete their own assessment which will be a collective response that reflects all of the service areas for which they are responsible. The degree of compliance and complexity required within each standard will depend on the role and function of each individual service area. Findings from this will be then used to inform the final organisational submission which will be submitted to the Kirklees Safeguarding Children Partnership.

One submission per service area in each directorate is to be submitted to CAS.Project@kirklees.gov.uk by 17 March 2023.

DIRECTORATE/SERVICE AREAS

Directorate	Completed By	Date
Service Area	Overall Level of Contact with Children and Young People	Overall Level of Contact with Vulnerable Adults/Adults at Risk
<i>Please list the service areas included in the service director area of responsibility.</i>	<input type="checkbox"/> None <input type="checkbox"/> Minimal <input type="checkbox"/> Substantial	<input type="checkbox"/> None <input type="checkbox"/> Minimal <input type="checkbox"/> Substantial
	Comments:	Comments:

PART ONE

1.1 Is there a system in place that demonstrates your commitment to safeguarding and which takes learning from reviews, audits and initiatives forward to enable improvements in practice?

Summary Response

Kirklees Council demonstrates a commitment to safeguarding across the vast and varied service areas which operate within. This includes matters in relation to both the safeguarding of children, young people, and adults within the community of Kirklees, alongside internal safeguarding arrangements in relation to issues such as recruitment.

Services which include the greatest level of contact with the most vulnerable children, young people and adults have robust systems in place which allows for continuous review, learning and development. Alongside formal reviews undertaken alongside both the Kirklees Safeguarding Children Partnership (KSCP) and the Kirklees Safeguarding Adults Board (KSAB), there is a culture of learning encouraged through restorative methods of practice review in which employees across all levels can participate and contribute to wider practice development. Practice Learning Days, Thematic Reviews, and Enabled Conversations all promote reflection through opportunities for shared learning contributing to continued practice improvements in relation to safeguarding.

Wider services across the Council have various means in which a commitment to safeguarding is observed, this includes briefing sessions, shared learning published through various shared platforms such as internal Teams sites, and the identification of Safeguarding Leads/Named Persons/Champions within some service areas.

Members from across various areas of the Council form part of multi-agency review panels held in relation to various safeguarding issues, ensuring a holistic approach to safeguarding review and improvement is taken, reflecting the key message that *safeguarding is everyone's responsibility*.

Continued development across all service areas is driven through teams responsible for improvement/service development. Good practice examples identified within some service areas can be utilised and applied service wide, to ensure a consistent approach to safeguarding is promoted. This will ensure that a reliance is not placed solely on the Corporate Strategy, but that each service area takes responsibility for the relevant application to the respective service areas.

The responsibility for the overview of safeguarding arrangements across the Council is that of the Corporate Safeguarding Oversight Group (CSOG). The main responsibilities of the group are to:

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

The CSOG group meetings have recently recommenced, which will further strengthen the Council's approach to safeguarding ensuring that there is a space which enables oversight of safeguarding practice across Kirklees.

Scrutiny Panels take place regularly, offering further oversight, review, and challenge in respect of arrangements across Kirklees Council.

Rating

Green

Amber

Red

Evidence to Support Summary and Rating

- Local Resources and Procedures across KSCP and ASB
- Quality Assurance and Learning Framework including various audit/review methods.
- Information in relation to internal arrangements shared by various service areas.
- Identification of Safeguarding Leads/Champions
- CSOG TOR/Meetings
- Multi-Agency Meeting list and attendance

- Information from HR regarding recruitment

If Amber or Red, please state how you will improve this

PART TWO

2.1 Is an accessible safeguarding policy in place which sets out clearly the responsibilities of staff and volunteers for safeguarding children and/or adults at risk, including when and how to act on safeguarding concerns

Summary Response

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

In March 2022, the *Cross Council Safeguarding Policy* was approved by Cabinet. This provides comprehensive information in relation to the Council's commitment to safeguarding children, young people, and adults across Kirklees. The document includes:

- Safeguarding definitions, legislation, and governance
- Safeguarding responsibilities of staff across the Council
- How to report a safeguarding concern
- How to report a safeguarding concern about a member of staff/Whistleblowing
- Safer Recruitment/DBS
- Implementation, Performance and Policy review, including the role of the Organisational Safeguarding Assessment within this.

The Policy is underpinned by the Council's commitment in the Council Plan 2021-2023 to make it clear that all staff and volunteers have a safeguarding responsibility. The Policy will act to enable all Council employee, including those who are not directly involved in safeguarding, to understand their role and responsibilities more clearly. There is an expectation that all of the workforce, volunteers and Councillors share an objective to help keep children, young people, and adults at risk safe by:

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

The Policy sets out a preventive approach that ensures safeguards are proactively put in place to prevent abuse and neglect occurring. The Council requires a competent workforce comprising of individuals who are able to identify instances in which there are grounds for concern about the welfare of a child or adult and initiate or take appropriate action to keep them safe.

A basic Safeguarding Statement is available online; however, the Cross Council Corporate Safeguarding Policy is not yet an accessible policy. The information contained within the Policy still needs to be communicated to all stakeholders and employees.

Whilst this has not yet been formally implemented, there are a range of other documents which are accessible online, providing staff and volunteers with information about general safeguarding responsibilities including how and when to act on safeguarding concerns, these are accessible through TriX sites and through the KSCP and KSAB website. Alongside the public Council website which contains information about *concerns about a child at risk*, the Council intranet contains more limited information, however, requires better knowledge to enable navigation, therefore further developments would improve access. Some service areas have more limited knowledge about the safeguarding Policy and current status of such, suggesting that Briefing sessions are required to raise awareness and ensure correct application.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
--------	--------------------------------	---	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Council Plan 2021-2023 • Information provided from Kirklees service areas. • Current Safeguarding Policy Summary • Corporate Safeguarding Policy Cabinet Meeting Minutes (13 July 2022) • Review of external KSCP and ASB website • Review of Kirklees procedures online • Kirklees Internet: Recognising signs of abuse or neglect. • Kirklees Internet: Concerns about a child at risk. • Kirklees Internet: Safeguarding Adults information for professionals
--	---

If Amber or Red, please state how you will improve this

The CSOG are to meet and agree a communication strategy to ensure the new Cross Council Safeguarding Policy is disseminated across all service areas.

2.2 Do staff and volunteers have access to all the organisation’s relevant policies and procedures, eg on the internet or in a staff handbook?

Summary Response

The generic Kirklees Employee Handbook, provided with the employee contract of employment, has a dedicated section in respect of safeguarding. This outlines the Council's commitment to protecting children and adults at risk of harm and highlights the responsibility of all Council workers to take appropriate action to safeguard any child or adult at risk who comes to their attention. Details are provided within the document in relation to reporting concerns of a child or adult at risk.

Employees within Kirklees are also directed to the intranet and internet for further information about safeguarding issues and how to report safeguarding concerns. This is included both on the Kirklees Council public website and on the Intranet. There are a significant number of policy and procedure documents available across such The KSCP and KSAB websites also both contain extensive information about safeguarding. Some services across Kirklees also replicate this information within staff handbooks, on induction documents and within private Microsoft Teams files. Reference to the TriX site which links to the West Yorkshire Consortium’s Safeguarding Procedures is also included within some of these channels.

Lead agencies within Children’s Services and Adults Services have more substantial procedural guidance available centrally, more readily available to employees within these services areas. Good practice from these service areas can be utilised in the development across wider Council services to ensure the safeguarding response is consistent across the Council.

Although presented in different ways, all staff and volunteers can find information about safeguarding responsibilities and guidance on such. Service areas are at different stages of progress when considering this, for example Children’s Social Work Services have an established TriX online procedure manual, whilst Adults Services have just recently procured use of the TriX system which will promote accessibility and enable documents to be stored and maintained consistently within that service area. Increased visibility/ease of access to safeguarding information for service areas whose primary role is not safeguarding could be developed through the more coordinated management of internal Microsoft Teams sites/alternative storage method and a review of content available on the Intranet.

See Section 2.1. To support wider service areas, there is a basic Safeguarding Policy statement available online; however, the Cross Council Corporate Safeguarding Policy is not yet an accessible policy. The information contained within the Policy still needs to be communicated to all stakeholders and employees. Unfortunately, due to the impact of the COVID pandemic and a changing workforce, the Corporate Safeguarding Oversight Group has not yet been able to facilitate the implementation of this, however there is an awareness of the need to prioritise this piece of work. Once the implementation of this has been achieved, this will improve the rating to Green.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
--------	--------------------------------	---	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Information provided from Kirklees service areas. • Review of Kirklees Intranet • Review of external KSCP and ASB website • Kirklees Children's Social Care Procedures (proceduresonline.com) • Staff Handbook
--	--

If Amber or Red, please state how you will improve this

See Section 2.1. CSOG to meet and agree a communication strategy to ensure the new Cross Council Safeguarding Policy is disseminated across all service areas.

CSOG to coordinate a working group to review the content available on the Intranet to ensure information is accessible and up to date.

2.3 Do staff, including volunteers, have clearly identified responsibilities for safeguarding children and/or adults at risk?

Summary Response

See Section 2.1, 2.2 and 3.3

Employees directly within safeguarding specific roles have clearly defined roles and identified responsibilities for safeguarding children, young people at adults at risk within job descriptions, person specifications and practice/procedure documents available. Job descriptions and person specifications in relation to wider roles in the community differ somewhat, and although a link to the historical safeguarding statement is present in all job descriptions, greater consideration of each role and related safeguarding responsibilities could be given to strengthen recruitment and staff understanding of their responsibilities.

Practice across wider service areas is varied, although all seek to promote the importance of safeguarding and a minimum standard is achieved. Homes and Neighbourhoods and Communities and Access Services each have a dedicated full time safeguarding lead person which greatly assists in the continued development of the safeguarding practice in these service areas. Other informal leads have been identified across the Senior Leadership Teams within different service areas to assist where possible.

The introduction of Safeguarding Champions is under development to improve access for the wider workforce to persons who can guide/assist where necessary. This scheme remains in its infancy, with some learning and development needs being identified to ensure the Safeguarding Champions can fulfil this role.

Alongside employees, there is a Volunteer Policy available on the Intranet which includes guidance that outlines clear roles and responsibilities of volunteers and also in relation to safer recruitment.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
--------	---	--------------------------------	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Information provided from Kirklees Service Areas • Review of Safeguarding Champions Group • Sample of Job Specification/Feedback from Service Areas • Intranet/Internet Policies and Procedures
--	--

If Amber or Red, please state how you will improve this

2.4 Are staff informed of their professional boundaries and know when and where to pass on information?

Summary Response

Across the Council employees have differing levels of responsibility in relation to safeguarding and this appears suitably reflected in the varying arrangements which are in place across service areas. Whilst consistency continues to be strengthened, information about employee's professional boundaries and the remit of their roles is included through varying points in their employment from the job description to induction, and within opportunities for supervision/one to one sessions in some service areas alongside employee appraisals. This is underpinned through signposting arrangements to both wider internal documents, and those provided by the KSCP/KSAB.

To complement arrangements established within lead safeguarding services, good practice has been identified across various service areas including the Skills and Regeneration service area which encourages a *culture of concern* to ensure that safeguarding awareness is prevalent across the service through internal procedures that promote prevention, early intervention and partnership working to safeguard people. The Homes and Neighbourhoods service area provide internal training relevant to various roles which includes *how and when to share information* which supports staff in establishing appropriate boundaries and ensures concerns are reported promptly where necessary.

Some service areas including Public Health and the Democracy Service recognise that the safeguarding response in relation to the development of knowledge and confidence in respect of professional boundaries could be strengthened by ensuring that there are opportunities for learning and reflection beyond recruitment and induction periods, and therefore have identified means in which to do so through the use of established forums including supervision/one to ones and within team meetings. Also see *Section 5.5* regarding the links to training and development. To achieve this would improve the rating to Green as a quality assurance mechanism would be in place. Furthermore, the role of employees within services that have extensive community contact such as Communities and Access Services could be developed to adopt a more significant role in early intervention and prevention, with a shift towards a greater responsibility for safeguarding at that level. This is particularly important when considering the emerging understanding of contextual safeguarding issues, of which relies heavily on services such as this one to form part of the wider strategic response.

Whilst lead agencies are naturally equipped to understand their roles and boundaries in relation to safeguarding, wider consideration of de-escalation/'step down' procedures not only safeguard children, young people and adults but ensures that those remain adequately supported once safeguarding concerns have subsided to minimise repeat entry into statutory safeguarding services and promote long term, sustainable change, and safety. If implemented, future developments stemming from the Independent Review of Social Care will have significant ramifications in relation to the developing role of employees who work with members of the community, beyond those within lead agencies.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none">• Information provided from Kirklees Service Areas• Sample of Induction Documents• Sample of Job Specifications/Feedback from Service Areas• Supervision Policies• KSCP and ASB website		

If Amber or Red, please state how you will improve this

CSOG to identify representatives from each service area to lead on the development of each service specific supervision policy/procedures to ensure regular space for discussion and reflection in relation to safeguarding and the professional boundaries of individual roles. The first step will be to ensure safeguarding is a fixed item on each supervision agenda.

CAS are currently undergoing a review towards an integrated model within which safeguarding roles and boundaries can be well defined and established as part of the service development plan.

2.5 Are effective complaints procedures in place for children, adults, staff, volunteers and other people where there are concerns that safeguarding has not been taken into account?

Summary Response

There are robust processes in place for both members of the public and professionals to complain where there are concerns that safeguarding has not been considered.

The Kirklees Council website clearly provides information about how to make a complaint. Guidance suggests that the complainant tries to seek an informal resolve before making a formal complaint. Should this be necessary, online complaints forms are available for:

- Adult Social Care Services
- Children and Young People’s Services
- Families and Carers of Children and Young People
- Schools
- Taxi, Private Hire Vehicle or Drivers
- Councillor Complaints

A generic form is available for services not listed above. Clear guidance as to the response time and next steps is detailed. A direction to the Local Government and Social Care Ombudsman is given should the Kirklees Council Complaints procedure not find a satisfactory resolve. The links to each service also include how to share positive feedback too.

Accessibility is promoted via the intranet, alongside through telephone contact with the Contact Centre or in person at a local Customer Service Centre.

Alongside the complaints procedures, there is also a robust Whistleblowing Policy which was updated in February 2023.

Should the service specific complaints procedure not be appropriate or not achieve a resolve, the KSCP also provides guidance on the internet in relation to an Escalation Policy which is a protocol that provides a process for resolving professional disagreements between agencies. Disagreements may include:

- Criteria for referrals
- Outcomes of assessments
- Roles and responsibilities of workers
- Service provision
- Information sharing and communication.

Disagreements can relate both to decisions about individual children and specific processes. The protocol focuses on disagreements between agencies in relation to individual children and is applicable to all agencies, including the Voluntary, Community and Faith (VCF) sectors.

Evidence of shared learning emerging from the above is demonstrated across the Council, see *Section 1.1*

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
--------	---	--------------------------------	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Council Website Complaints Procedures • Relevant Complaints Departments • Whistleblowing Policy • KSCP Escalation Policy
--	--

If Amber or Red, please state how you will improve this

2.6 Are there policies in place which include reference to the importance of listening to children, young people and adults at risk and responding appropriately?

Summary Response

Services across the Council place significant emphasis on listening to children, young people, and adults at risk, reflected in robust and established arrangements which ensures the voice of the individual is central and a person-centred approach to practice is taken. Kirklees Council services are rooted in restorative practice, with training and development opportunities delivered across the workforce to ensure that employees place relationships at the heart of their practice and endeavour to always work *with* children, young people, and adults, not doing things *to* them or making decisions *for* them without their involvement.

Across Children's Services, employees work to Article 12 of the UNCRC which states that *every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously*. This is a foundation from which work is undertaken and decisions are made. Employees at all levels, when working directly with children, young people, and their families or when supervising a team who do, ensure the child's voice is heard and decisions are made in line with this where safe to do so. Good practice is assured through a robust supervision policy which ensures the child's voice remains central to planning. In statutory services, performance data ensures that children and young people are seen alone to allow them a safe space to talk openly about their wishes, thoughts, and feelings.

The importance of advocacy is promoted throughout both Children's and Adult's Services;

The presence of a Children's Rights Team ensures that children have the opportunity to express their views and be listened to when decisions are made about their life and future. Advocates from this team meet and listen to children and young people, support children and young people at reviews, help them make a complaint if they are not happy or share when something went well, and give information and advice about their rights. This is also complemented by the availability of Independent Visitors who are adult volunteers that a young person can speak to and ask for advice.

Independent Advocates are also available beyond childhood through to adulthood. Advocates can support the transition from Children's Social Care to Adult Services, support with an Adult Carer's Assessment, a Needs Assessment and/or when creating or reviewing an Adult care and Support Plan. Kirklees works with a number of providers who work with people with a wide range of support needs to ensure that a person at risk and in need of support is listened to, well supported, and effectively safeguarded. The need for advocacy is explicit in the Care Act (2014) which underpins practice within Adult Services, reflected in the Council's Five-Year Vision for Adult Social Care in Kirklees which includes the priority to work with people to create greater personal choice and control over how people achieve their long-term care and support outcomes. Adult Services work to guidance around *making safeguarding personal* which encourages Councils and their partners to develop outcome-focused, person-centred safeguarding practices.

There are also mechanisms in place for services within Kirklees which have contact with the wider community across targeted or universal services to ensure the person's voice remains central when working with people at risk to inform planning. This includes the Dash Risk Assessment used with people at risk of domestic abuse to identify risk and determine what referrals may need to be made to manage and/or reduce these risks safely; this assessment is underpinned by questions about how the person is feeling and gathers information from the perspective of the victim to inform planning. A further example is the use of the Safer Kirklees Victim Matrix which is used across services such as Communities and Homes and Neighbourhoods in the response to victims of anti-social behaviour and hate crime which takes into consideration the impact of the crime on the individual and their desired outcomes as a result.

See *Part Four* for further information in respect of the importance of listening to children, young people, and adults in service development and when commissioning services.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Children's and Young People's Plan • Children's Services Practice Standards • Children's Rights Team 		

- Kirklees Our five-year vision for Adult Social Care in Kirklees
- Joint Multi-Agency Safeguarding Adults Policy and Procedures
- Kirklees Health and Wellbeing Strategy
- Supervision Policy
- Performance Data/Quality Assurance
- Domestic Abuse Partnerships – DRAMM/MARAC
- Learning and Development Training Summary

If Amber or Red, please state how you will improve this

PART THREE

3.1 Are safeguarding priorities contained in the organisation's main or strategic plans?

Summary Response

There is significant evidence that Kirklees Council prioritises safeguarding throughout both the main Council Plan 2021-2023 and also within more service specific plans.

The Kirklees Council Plan 2021-2023 details shared outcomes which includes:

- *Shaped by People* -We make our places what they are.
- *Best Start* -Children have the best start in life.
- *Well* – People in Kirklees are as well as possible for as long as possible.
- *Independent* – People In Kirklees live independently and have control over their lives.
- *Aspire and Achieve* – People in Kirklees have aspiration to achieve their ambitions through education, training, employment, and lifelong learning.
- *Sustainable Economy* – Kirklees has sustainable economic growth and provides good employment for and with communities and businesses.
- *Safe and Cohesion* – People in Kirklees live in cohesive communities, feel safe and are protected from harm.
- *Clean and Green* – People in Kirklees experience a high quality, clean, sustainable, and green environment.
- *Efficient and Effective* – Kirklees Council works smart and delivers efficiently and effectively.

The interwoven themes of the Council Plan all work together to contribute to the improved safety and wellbeing of children, young people, and adults within Kirklees.

To support the primary Council Plan, there are wider strategic plans spanning across different service areas which further contribute to the Council's safeguarding agenda.

The Children and Young People's Plan 2020-2023 details nine priorities which are being addressed through thematic partnerships. These priorities include;

- *Emotional health and resilience* – Children's Integrated Commissioning Group
- *Early Support in communities* – Kirklees Children's Safeguarding Partnership Task & Finish Group, Best Start Partnership, Early Support Review
- *Food & Physical Activity* – Health & Wellbeing Board; Thriving Kirklees
- *Vulnerability to criminal exploitation* – Youth Development Programme; Kirklees Children's Safeguarding Partnership; Communities Board.
- *Gaps in educational attainment between some groups and the Kirklees attainment rates* – Education and Learning Partnership Board & Community Hubs.
- *Outcomes for Looked After children* – Improvement Board; Corporate Parenting Board; Kirklees Safeguarding Children Partnership.
- *To reduce the effects of poverty on children*
- *To support inclusion and better outcomes for LGBT+ young people*
- *To grow the youth offer*

Together these priorities highlight the commitment Kirklees has to ensuring children and young people are safe and

well.
This planned is underpinned by strategies outlined by the KSCP, including the KSCP Partnership Arrangements 2022 document.

The KSAB Engagement Strategy 2020-2023 detailing the role of partners in preventing abuse and neglect emphasises the importance of joined up working across the Council and partners in safeguarding adults, recognising the six safeguarding principles of Empowerment, Prevention, Proportionality, Protection, Partnership and Accountability when working towards embedding the principles of *making safeguarding personal*.

Kirklees has continued to develop its strategic plans to reflect emerging safeguarding issues, ensuring that service plans develop in response to current safeguarding themes. This includes the Kirklees Exploitation Strategy 2019-2021 which reflects the need for agencies and partnerships to adopt a contextual approach to safeguarding, the Prevent Strategy 2022-2025 which captures the need to safeguard and support those most at risk of radicalisation and the Kirklees Domestic Abuse Strategy 2019-2021 which outlines a new strategy representing a shift in emphasis towards a *whole picture approach* to tackling the issue. Wider strategies, whilst not explicit in their reference to safeguarding, still continue to reflect the common goal to ensure people across Kirklees are safe, as for example in the Kirklees Housing Strategy 2018-2023, demonstrating a whole system approach to ensuring citizens of all ages across Kirklees are effectively safeguarded.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
--------	---	--------------------------------	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • The Kirklees Council Plan 2021-2023 • KSAB – Partners in preventing abuse and neglect – strategic plan 2020-2023 • Five-year vision for adult social care 2024-2020 • Children and Young people’s plan 2020-2023 • Children’s Services Improvement Plan Refresh • Kirklees Health and Wellbeing Plan 2018-2023 • Accessibility Strategy 2018-2021 • Kirklees SEND Strategy 2017-2020 • Kirklees Sufficiency Strategy 2019 • Prevent Strategy 2022-2025 • Kirklees Exploitation Safeguarding Strategy 2019-2021 • Kirklees DV Strategy 2019-2021 • Kirklees Housing Strategy 2018-2023 • Kirklees Safeguarding Board Early Support Strategy • Kirklees Corporate Parenting Strategy 2019-2021 • KSCP Partnership Arrangements 2022 		
--	--	--	--

If Amber or Red, please state how you will improve this

3.2 Does the organisation have policies and procedures that clearly show how to report welfare or safety concerns about children and/or adults at risk?

Summary Response

Section 2.2, 2.3, 2.3

As detailed, the Staff Handbook contains basic information about each employee’s responsibility to report welfare or safety concerns about children and/or adults at risk and how to do so.

Procedures for reporting concerns are also available on the staff intranet and Kirklees Council website. Detailed procedural guidance is also available through the KSCP and KASP websites respectively.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Staff Handbook • Information provided from Kirklees service areas. • Review of Kirklees Intranet • Review of external KSCP and KSAP website • Review of Kirklees procedures online (as detailed in Sections noted above) 		
<i>If Amber or Red, please state how you will improve this</i>			

3.3 Are safeguarding responsibilities included in job descriptions and or volunteer responsibilities?

Summary Response

The Council promotes safeguarding responsibilities throughout different points of each employee's journey. Generic safeguarding responsibilities are detailed through a link to a Safeguarding Policy summary within all job descriptions. Similarly, this is contained within role descriptions for voluntary roles also.

There is a statement on all job advertisements;

We are committed to safeguarding and promoting the welfare of vulnerable adults, children and young people and expect all staff and volunteers to share this commitment.

Further to this, Adults Services have recently introduced a standard paragraph in all new job descriptions;

As part of your wider duties and responsibilities you are required to promote and actively support the Council's responsibilities towards safeguarding. Safeguarding is about keeping people safe from harm, neglect, abuse, and injury. It is about creating safe places, being vigilant and doing something about any concerns you may have. Safeguarding relates to everyone who may be vulnerable, not just the very old and the very young.

Safeguarding responsibilities are adequately contained within job descriptions and volunteer responsibilities, contributing to the 'Green' rating as per below.

Wider considerations have been given to future developments which may further contribute to the development of robust safeguarding arrangements across the Council, which can be reflected in the review and expansion of some job roles to include more specific safeguarding responsibilities. For example, Communities and Access Services has a key role in prevention and early intervention, with practitioners holding a unique role working alongside those in the communities often before any other service. Frontline staff need to have the skills, knowledge, and experience to be able to recognise concerns and respond appropriately to ensure individuals are supported to access the right service at the right time, whether this be in respect of early support or safeguarding intervention. Similarly, staff need to be supported by leaders who have the same skillset who can facilitate reflection, challenge, and continuous professional development to ensure the workforce are able to safeguard those in the community who are the most vulnerable. Job specifications for roles such as a Community Coordinator and a Community Cohesion Worker could be developed to include this detail to contribute to continued expansion of the safeguarding capacity across the workforce.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Job Descriptions and Person Specifications • Information provided from Kirklees Service Areas • Summary Kirklees Safeguarding Policy linked in all attachments contained within Job Adverts • Internal Forms such as Kirklees Children's Volunteer Handbook and Agreement Form, Independent Visitor and Role Person Specification. 		

- Adult and Community Learning Volunteer Policy

If Amber or Red, please state how you will improve this

3.4 Is safeguarding routinely discussed in supervision and included in staff appraisals?

Summary Response

Across the Council there is a varied approach to supervision, with some service areas having robust policies in place underpinned by embedded quality assurance frameworks, whilst some service areas currently take a more informal approach to supervision. These varying arrangements generally reflect the consistency of discussions around safeguarding in different service areas. Due to the nature of some roles and responsibilities, some service areas do have a greater requirement for more complex safeguarding discussions. The arrangements for services beyond the lead agencies of Children's and Adult Social Care have scope for further development to improve opportunities for reflection, support, and challenge.

Services across Communities and Access Services, Homes and Neighbourhoods and Growth and Regeneration report routinely including safeguarding discussions in supervision. However, in these service areas supervision policies/procedures are not as prevalent and there is no performance measures/data capture in place to review the frequency of supervision and ensure it takes place regularly. Recording of supervision is not as consistent and therefore quality assurance is much more difficult. There is evidence of some quality assurance obtained through audits which offers an opportunity to consider the content of supervision and most importantly, its impact, however this is not yet embedded across these service areas.

Services which include People Services, Culture and Visitor Economy, Democracy and Skills and Regeneration do not yet include safeguarding routinely within supervision. Whilst safeguarding may not be as prevalent across these service areas and therefore the need for discussion may be much less than others, it is important that safeguarding is included as a prompt within such supervision agendas to ensure space for such discussions are available if and when required. This will also contribute to the assurance that all employees continue to fulfil their responsibilities in relation to safeguarding, further demonstrating the Council's commitment to safeguarding children, young people at adults at risk. To achieve this would improve the rating to Green as a quality assurance mechanism would be in place.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Children's Social Care Supervision Policy • Children's Social Care Online Procedures • Children's Social Care Practice Standards • Strengthening Practice Training Module • Learning and Development: Supervision Training • Early Support Supervision Policy/Practice Standards • Appraisal Guidance/Introduction of 'My Conversation' • Information provided from Kirklees service areas. 		

If Amber or Red, please state how you will improve this

CSOG to identify representatives from service areas to each form a working group (or identify already established groups) to develop service specific policies/procedures in relation to supervision which includes the space for regular discussions about safeguarding where necessary and proportionate. Representatives from both Children's and Adult's Social Care to attend to contribute to the service developments through sharing good practice.

PART FOUR

4.1 Does the development of new services or pieces of work take safeguarding children and/or adults at risk into account?

Summary Response

The Kirklees Safeguarding Policy includes a summary of the guidance contained in Section 11 of the Children Act 2004 which places a duty on all agencies, organisations, and individuals to ensure their function, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children. The summary also includes reference to the Health and Social Care Act 2008 also places statutory duties on organisations and individuals.

The Joint Multi-Agency Safeguarding Adults Policy and Procedures 2018 also includes reference to the need for commissioners to assure themselves of the quality and safety of the organisations they procure and ensure that contracts have explicit clauses that hold providers to account for preventing and dealing promptly and appropriately with any concerns of abuse and neglect. For safeguarding this means, ensuring that people have easy access to information and advice and early intervention services. Increasingly there is joint commissioning to meet the growing needs within a financial climate of austerity, with greater emphasis on prevention and early intervention. This is in line with the safeguarding principles.

The Council also has a document related to procurements and contracts detailing the Contract Conditions for Provision of Services of which has a section dedicated to the requirement for staff and safeguarding children and vulnerable adults.

As detailed in *Section 3.3*, the recruitment of new employees now includes a greater emphasis on safeguarding responsibilities of all staff members, therefore contributing to the continued development and improvement of new roles within new and/or changing service areas.

There are some examples of developments across the Council within which safeguarding children and/or adults has been taken into context, for example the Growth and Regeneration service have recently developed a Temporary Accommodation Pilot in which safeguarding considerations formed a part of the design and ongoing review. Homes and Neighbourhoods are also currently implementing a new Housing Management System which has a dedicated safeguarding workflow, allowing for concerns to be logged and a record made in relation to referrals made, in line with KSCP and KSAB procedures. This is an excellent example of how service developments are being progressed with safeguarding at the forefront of design and delivery to improve the service response.

Considering the wider context, the Council's Information Governance Policy 2021 includes a brief summary in respect of balancing public accountability with the importance of maintaining confidentiality to safeguard personal information about citizens, service users and staff.

Whilst there are sufficient mechanisms in place to ensure the consideration of safeguarding children and/or adults is considered when developing pieces of work and new services, the completion of this Organisational Safeguarding Assessment has highlighted some demand for further opportunities across the workforce to increase staff confidence with this area.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Safeguarding Policy Summary • Contract Conditions for Provision of Services • Joint Multi-Agency Safeguarding Adults Policy and Procedures 2018 • Information provided from Kirklees Service areas. • Integrated Impact Assessments • Homes and Neighbourhoods Transformation and Change project 		

If Amber or Red, please state how you will improve this

4.2 Are the views of children, adults at risk, carers and families sought when the organisation is developing a new service or piece of work?

Summary Response

A particular strength across Kirklees Council is the mechanisms in place which allow for the views of children, young people, adults, and their carers and families to be sought when new services or a piece of work is being developed. The foundation for this is the Kirklees Council's Plan 2021-2023 which includes the shared outcome of *Shaped by People* which aims to inspire more people to take part in the development of Council services through priorities which includes;

- Championing a place-based approach.
- Re-shaping the relationship between the Council and its citizens.
- The delivery of a place standard engagement
- Robust governance arrangements via the Housing Advisory Board
- Reflecting the changed relationship between the council and citizens in the new Access to Services Strategy

Across Children's Services there are a number of opportunities for children and young people to contribute towards wider service developments. Representatives from across the Council contribute to the development of the Young People's Survey which gives young people the opportunity to share information about their experiences to find out what key issues young people face to inform future plans. Further to this, there are a number of opportunities facilitated by the Children's Rights team through which children and young people can share their thoughts, feelings, and ideas to contribute to service developments this includes:

- Children in Care Council (12-15 years old)
- Care Leaver's Forum (16-21 years old)

Both of these services encourage children and young people in Kirklees to meet and share their experiences of care to help to improve them. Young people who are care experienced are also able to undertake training so that they can deliver training to Council staff about what life is really like in Local Authority care.

Young people also have the opportunity to be a part of an interview panel to interview candidates for roles across Children's Services such as Social Workers, Personal Advisors, and Independent Reviewing Officers etc.

In collaboration with the KSCP, the Our Voice participation programme enables young people between the ages of 11-18 who live, work, or attends a school/college in Kirklees to become involved to share what happens in their area and how things could be improved. The Our Voice team has a range of projects and activities to enable participation and create a platform from which changes to service provision can be influenced.

Established arrangements to include the voice of children, young people, adults and their carers and families are further complemented by work completed across the wider Council from smaller projects such as inclusion of young people in the development of the Hate Crime resource, to wider Council initiatives such as the introduction of the Inclusive Communities Framework. The Inclusive Communities Framework is an approach developed in partnership to building communities, where all people have a sense of security, connection and belonging. The framework is a tool to enable the Council, as an organisation, and services in Kirklees, to work together and be better aligned, with a common approach. The framework is informed by the '*Working Alongside*' shared values, which describe how the Voluntary and Community Sector organisations (VCS), Kirklees Council and health partners want to work together, to make local places even better. It also further strengthens the Council's work towards achieving the *Shaped by People* shared goal. This new shared strategic outcome, created by citizens in local places across Kirklees, is all about enabling everyone to be an active citizen. New service developments within Communities and Access Services have been developed utilising the Inclusive Communities Framework as a foundation from which opportunities for co-production are promoted, which includes the Non-Recent Child Sexual Exploitation service development plan and the Community Safeguarding Pilot. The latter recognises that local solutions can be developed through services working with their communities, as communities have a key role to play in preventing, detecting, and reporting neglect and abuse.

In respect of adults at risk, the Council Vision for Adult Social Care was co-produced, which also led to the formation of a Co-Production Board through which vulnerable adults/adults at risk can contribute to policy developments, such as the recent Direct Payments Policy.

Whilst the Council has significant demonstrable plans and activities in place to ensure the views of children, young people, adults, and their carers and families are sought when new services or a piece of work is being developed,

there remains a focus on ensuring that this becomes a standard practice across all service areas. For example, services identified within Growth and Regeneration such as those which provide temporary accommodation and refugee resettlement, are examples of services which have been created at pace and consequently opportunities for service user involvement have been more limited. Ways in which these service user groups, of which include vulnerable adults, can contribute to the evaluation and future development of such services remains under review. Similarly, a small number of service areas which include Culture and Visitor Economy, People Services and Environment and Climate Change have not yet identified opportunities for involvement, participation, and co-production in a more general sense, but will be continued to be supported through the wider Council strategy and associated plans.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
--------	---	--------------------------------	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Council Our Plan 2021-2023 • Children’s Rights Team • Children in Care Council • Care Leaver’s Forum • Our Voice Participation Programme and Reports • KSCP Listening Hub • Understanding the Lived Experiences of Young People who care for others 2021. • Training opportunities • Homes and Neighbourhoods Housing Improvement Board • Inclusive Communities Framework and implementation plan • Statement of Community Involvement • Community Safeguarding Pilot • Adult Social Care Co-Production Board • IROKO Project 2022 • Non-Recent CSE Service Development Plan • Local Area Coordination • Kirklees Access Strategy 2021-2026 • Our Space Capital Grant Criteria • Direct Payments Policy
--	--

If Amber or Red, please state how you will improve this

4.3 Are services and newly commissioned pieces of work developed to ensure equal access for all sectors of the community?

Summary Response

Services and newly commissioned pieces of work across the Council are developed to ensure equal access for all sectors of the community, an approach which is underpinned by the Council Values outlined in the Kirklees Council Plan 2021-2023 that aspires to:

- Provide equal access to opportunities and resources for all people.
- Achieve inclusion by removing barriers, discrimination, and prejudice.
- Value and promote a culture of inclusion and diversity.

The Council’s Approach also provides a foundation from which equal access is promoted across the Council, emphasising the commitment of the Council to work *with* people and *alongside* partners, developing relationships based on trust to solve problems and utilise opportunities together.

The Access Strategy 2021-2026 builds upon learning which has highlighted existing inequalities and the social isolation people experience, aiming to respond to the ways access is provided so as to ensure those who need and receive services are supported in the most appropriate way. Key aims include;

- To make a positive difference from the first contact, reducing the need for repeated and multiple contacts.

- To provide more localised services in communities which meet the needs of the communities they serve.
- To continue to develop online and phone services, increasing take up and access.
- To co-design, co-produce and co-evaluate services with people, to ensure a culture of shared learning, power, and voice.
- To build on the trust already developed with partners, volunteer groups and businesses.

As included in the Inclusion and Diversity Strategy 2021-2023, other recent developments as outlined in *Section 4.2* includes the Inclusive Communities Framework which is a key initiative that is currently being implemented. A framework which complements the Council's main strategies alongside the Adult Social Care Vision 2020-2024 which outlines the aspiration to co-produce services with individuals to improve access to support.

To support access amongst groups which may face greater exclusion, the All-Age Disability Service and the Overarching Policy Framework 2017 sets out key principles from within a range of policies which focuses on enabling and improving wider access to support. This framework is complemented by the SEND Transformation Plan 2021.

Alongside wider Council frameworks and policies, there are a number of smaller projects which have been delivered which have aimed to ensure all sectors of the community across Kirklees have a voice, in particular relation to vulnerable or excluded groups. In 2021, through the Iroko Project, the Black African and Caribbean community shared their lived experiences and identified six priority areas that would make a difference to people's lives. This has since been established as a formal group to develop aims and aspirations as identified by the community.

Although not currently a mandatory requirement, the Council encourages the use of Integrated Impact Assessment to consider any potential implications of service and policy changes, particularly on groups with protected characteristics to eliminate discrimination, promote quality of opportunity and foster good relations. Whilst there is an overwhelming amount of evidence to support a 'Green' rating, the majority of service areas across the Council have identified that the consistent completion and review of Integrated Impact Assessments could be improved to offer greater assurance that services and newly commissioned pieces of work are developed to ensure equal access for all sectors of the community, therefore an 'Amber' rating reflects the voice of services across the Council and encourages better accountability in respect of these service improvements.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Council Plan 2021-2023 • Inclusion and Diversity Strategy 2021-2023 • Access Strategy 2021-2026 • Adults Social Care Vision 2020-2024 • All Age Disability Policy Framework 2017 • SEND Transformation Plan 2021 • Inclusive Communities Framework • Integrated Impact Assessments and responses from services across Kirklees 		

If Amber or Red, please state how you will improve this

CSOG to discuss and agree how Integrated Impact Assessments can be more routinely completed, and quality assurance measure(s) developed to ensure good quality completion and review of such. A suggestion may include the use of Project Managers/Officers within this.

PART FIVE

5.1 Is the importance of safeguarding included in the organisation's induction programme for staff and volunteers?

Summary Response

Services across the Council have an induction process, and on some occasions an induction workbook, in place for all staff and volunteers which includes the familiarisation with Council policies and procedures.

Across the majority of Council services, the importance of safeguarding is included in induction programmes for staff and volunteers. The Democracy Team are currently reviewing their induction document to ensure that it is formally included. The extent of which the importance of safeguarding is included in induction documents varies in relation to the level of contact with children, young people, and adults each service area has. Some induction documents contain a link to a Safeguarding Factsheet, alongside direction to the KSCP and KSAB websites for further information. As detailed in *Section 5.2, 5.3, 5.5 and 5.6*, the requirement for training to be completed as part of the induction process is less established; the inclusion of this would better emphasise the importance of safeguarding to new employees.

As part of the implementation of the Cross Council Corporate Safeguarding Policy, this document will be linked to/included with every induction document across the Council to improve consistency and further strengthen the Council response.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none">• Induction Documents across service areas• Safeguarding Factsheets – KSCP/KSAB/Safer Kirklees• MyLearning Safeguarding Awareness• Kirklees Council Welcome Guidance• Cross Council Corporate Safeguarding Policy		

If Amber or Red, please state how you will improve this

See sections detailed above for contributing actions in relation to establishing a more consistent training offer as part of staff inductions.

The rating will be positively impacted by the implementation of the Cross Council Safeguarding Policy.

5.2 Do staff and volunteers attend in house introductory safeguarding training?

Summary Response

The Council currently have the following in-house introductory safeguarding training available through the My Learning portal which all employees have access to:

- Corporate Safeguarding – Trust Your Instincts (Three-minute video)
- Safeguarding Adults – Basic Awareness (E-Learning)
- Safeguarding Children Fact Sheet 2022 (provided by the KSCP)

There is currently no in-house introductory training offered through My Learning specifically in relation to children's safeguarding. However, a link is included on the portal to the KSCP Website and training page. The current agreed Learning and Development Strategy includes the arrangement for all children's training to be delivered through the Partnership currently. In relation to introductory training, both E-Learning and Working Together Level 1 courses are offered by the KSCP, and any employee can register to attend these. There is currently a shortage of trainers, therefore the resource would not meet any further increase in demand. There are also more complex considerations with this, as the training is currently provided by a provider sourced by the KSCP and an increased demand would

have significant financial implications. Alternative methods of delivery have also been considered, including the recruitment of partners to deliver the training as part of their role. This is in addition to their day-to-day role, therefore would also have resource implications. It is important to note that COVID and associated restrictions have had a significant impact on the delivery of training, and the Council are working with partners as part of the wider recovery plan to improve this.

In services where contact with children, young people and adults is more explicit, signposting to related training is more readily included. This is not a general standard across the Council. This is likely further impacted upon due to range of introductory training available.

Attendance at in-house introductory safeguarding training is largely reviewed through the induction process with a Team Manager, and as part of some subsequent Appraisal conversations. My Learning does not currently enable members of the senior leadership team oversight of multiple teams within service areas, therefore attendance at such training cannot currently be easily quantified.

Alongside formal safeguarding training, some service areas have coordinated internal training/awareness sessions to raise awareness of safeguarding issues, such as the Homes and Neighbourhood service Awareness Presentation Day held in 2022. Other services and partner agencies were also invited. This demonstrates a continued commitment to the development of safeguarding practices.

Practice is stronger within some service areas than others, however services are taking steps to improve this. The Safeguarding Lead within Homes and Neighbourhoods is currently reviewing the training matrix to align the service specific training offer with good practice recommendations to offer a more comprehensive induction for staff. Similarly, a significant part of the service development plan within Communities and Access services is the development of the community safeguarding response, which includes ensuring robust training and development opportunities are available to enable staff to fulfil their safeguarding responsibilities.

Whilst there are some good areas of practice in relation to learning and development opportunities linked to more traditional roles which have significant safeguarding responsibilities, the resulting rating is Red as there are some service areas who have contact with children, young people and adults who have not yet completed sufficient training to enable them to fulfil their responsibilities to effectively safeguarding those in the community who they work with. This is a significant area for improvement which must be considered to enable the rating to improve. Considering the resource this would require and current capacity to meet demand, the KSCP Practice Guidance Presentations could be utilised as the first step to developing the whole Council response to training (where deemed necessary and proportionate)

Rating	Green <input type="checkbox"/>	Amber <input type="checkbox"/>	Red <input checked="" type="checkbox"/>
--------	--------------------------------	--------------------------------	---

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • My Learning training. • KSCP website and training portal • KSCP training data • KSCP Training Strategy 2021-2023 • KSAB Multi Agency Learning and Development Offer 2022-2023 • Volunteer Handbook • Induction Documents across service areas • Supervision Policies • Appraisal guidance • Personal Development Plans • KSCP Practice Guidance Presentations
--	---

If Amber or Red, please state how you will improve this

CSOG and Learning and Development to review the availability of in-house introductory training on My Learning and develop quality assurance measures to ensure all staff attend this as part of their induction process and at any pre-determined interval.

Data in relation to attendance at KSCP/KSAB introductory safeguarding training to be utilised to develop the learning and development strategy as this will identify specific service areas demonstrating good practice and those which

require further support and improvement.

5.3 If the organisation provides its own introductory safeguarding training, does it meet the standards and requirements?

Summary Response

The Council has a dedicated Learning and Organisational Development Team, with service leads for both Children's and Adult Services.

In respect of safeguarding training in relation to children and young people, the standards outlined by the KSCP within the KSCP Training Strategy 2021-2023 are followed within the Council's own introductory safeguarding:

- The organisation has a named professional responsible for the identification and prioritisation of training, learning and development within the agency/organisation.
- The agency/organisation will have in place a current Training Strategy in relation to safeguarding children, which is reviewed on a bi-annual basis.
- All safeguarding children training is linked to current and evolving local, regional, and national standards.
- All safeguarding children training has clear aims and objectives.
- All safeguarding children training content is well researched and evidence based.
- Training materials are clear, accurate, relevant, and up to date.
- Training will be delivered by appropriately qualified and experienced trainers and is child focussed and linked to child development.
- Training will be delivered in an environment, which is conducive with learning.
- Training will reflect anti-oppressive, non-judgemental, and anti-discriminatory practice.
- All training will be evaluated to ensure that standards are being maintained and that it enhances practice in the long and short term.

These standards are also relevant to the delivery of training in relation to safeguarding adults and maintained in the same respect.

Service feedback from Skills and Regeneration and from within Communities and Access Services has suggested that some staff feel that the learning and development opportunities offered through formal training courses could be improved to enable them to better fulfil their safeguarding responsibilities. For example, Designated Safeguarding Leads who are not attached to schools find this level of training difficult to access, and teams within Local Integrated Partnerships have suggested that additional training around contextual safeguarding issues is required.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none">• KSCP Training Strategy 2021-2023• KSAB Multi Agency Learning and Development Offer 2022-2023• Kirklees Workforce Development Strategy Lead		

If Amber or Red, please state how you will improve this

5.4 Do you keep records of the safeguarding training attended by each volunteer or staff member?

Summary Response

Services across the Council review the learning and development needs of all employees through supervision and within appraisals. As detailed within this assessment, statutory service areas do have more robust supervision policies and procedures in place than others to better evidence this and enable a more thorough oversight. The appraisal procedure is also currently under review, with some service areas currently piloting the new 'My Conversation' approach.

As training is delivered through the internal My Learning portal alongside external training provided by the KSCP and KSAB alongside others, overall safeguarding training records are not currently readily available without a more manual collection and review of data. At the time of writing, there is insufficient mechanisms in place to ensure that staff have attended the necessary safeguarding training, and that refresher training is attended where required.

Information about who has attended KSCP and KSAB training can be requested and provided from the partnership. The Children’s Services Learning and Development team have recently obtained records spanning the last three years which are currently under review. These will be analysed to inform the development of future strategies to ensure all staff attend the relevant safeguarding training, in line with statutory and good practice requirements. This exercise is also being completed within Communities and Access Services, as staff across this service area have direct contact with children, young people, and adults as part of their daily roles. It is recommended that this is also undertaken within Adult Services and across wider services areas too. There is currently a heavy reliance upon My Learning to provide such information, however alongside the issue of training being delivered across multiple platforms, My Learning does not currently enable members of the senior leadership team oversight of multiple teams within service areas, therefore attendance at such training cannot currently be easily quantified (detailed in *Section 5.2*).

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • My Learning • Children’s and Adult’s Learning and Development Service • Supervision procedure/guidance • Appraisal/ ‘My Conversation’ Pilot • Information provided from Kirklees service areas 		

If Amber or Red, please state how you will improve this

To aid the development of improved records, each service area first needs to agree which teams/roles are required to complete basic safeguarding training for children, adults and beyond.

A procedure is to be delivered in relation to how training records are obtained, reviewed, and analysed to inform the development of the Learning and Development strategy. This is to include representation from across operational services.

5.5 Does your organisation ensure that staff are encouraged and required to attend child/adult protection and safeguarding training (as appropriate)?

Summary Response

The Council are committed to continued development in relation to the attendance of child/adult safeguarding training, as appropriate.

Within Children’s Services, staff and volunteers who have contact with children, young people and their families must attend Working Together Level One as a minimum standard, reflecting the statutory requirements outlined in the Working Together to Safeguard Children 2018 policy document. This is encouraged across different forums such as within staff inductions, supervision, appraisals, and service specific learning pathways. Additionally, more complex training needs are also identified through supervision and appraisals, alongside specified training pathway documents.

Within Adult Services, staff and volunteers who have contact with adults are encouraged to attend adult safeguarding training through a variety of means including within staff inductions, supervision, and appraisals. Awareness of training opportunities is also shared through the staff newsletter and through emails from the Learning and Development team.

Those within statutory roles across both Children’s and Adult Services, such as qualified Social Workers, are also required to maintain their professional registration through evidencing continued professional development. To

support frontline staff who have contact with children, young people and their families, managers are encouraged to attend Supervision training to enable them to facilitate more robust challenge and offer support to promote good practice.

There is a wide range of training available across the KSCP and KSAB for staff in relevant service areas to attend beyond basic safeguarding training. Within the KSCP this includes Making Positive Contributions to Child Protection Conferences and Core Groups, Child Neglect, Gambling Harm and Young People, Formulation, Whole Family Briefing Session, Modern Slavery, Substance Misuse and Family Group Conference Awareness Training, to name a few. E-Learning in relation to Child Development, Child Sexual Exploitation, Domestic Abuse and Parental Conflict is also available. Within the KSAB this includes training around Self-Neglect and Hoarding, Deprivation of Liberty, Mental Capacity Act, Prevent, Domestic Abuse and Court Skills.

Within both Children's and Adult services, specific training elements are addressed as a result of any audit/practice learning themes which emerge through targeted work, or as a result of new policy/procedures which may be published. The KSCP and KSAB also hold sessions following from Safeguarding Practice Reviews/Safeguarding Adults Reviews.

Learning identified from the completion of this assessment includes the requirement for there to be equal emphasis placed on both child and adult safeguarding training across the two service areas aforementioned.

There is less consistency within services across the wider Council, with mandatory and suggested training courses varying across each team. Some services rely heavily on the corporate policy of which, as previously detailed, is due to be implemented imminently, however the current policy document does not outline any specific training required in relation to safeguarding children and adults. Unfortunately, as part of this assessment it has been identified that there are some staff members in service areas such as within Communities and Access Services who have contact with children, young people and/or adults at risk who have not yet completed relevant child or adult safeguarding training.

Alongside more traditional safeguarding training, in January 2023 as part of the Non-Recent CSE Commission, a review of the Learning and Development needs across the Council in relation to contextual safeguarding was undertaken. This found that working groups were already in place to continue to shape and improve the training available for those who have intensive contact with children, young people, and adults in statutory services. However, this identified that plans also need to be developed for how this training developed by the Youth Engagement Service can be made available to the wider Partnership. To strengthen the Partnership approach to the early intervention and prevention of exploitation in respect of the learning and development opportunities, an increased focus on those with specific and more general contact with the community, outside of statutory services, is required. Good practice should be taken from Children's Services and developed to inform planning in respect of improved learning and development opportunities within both Communities and Access Service and Adult Services in regard to the recognition of contextual safeguarding concerns and interventions.

Due to the capacity of the KSCP and KSAB to deliver training currently, there remains a greater need for more creative solutions to provide learning and development opportunities. Evidence of this includes internal briefings, opportunities for group supervision, and practice learning reviews. Alongside more formal offers of training, services across Kirklees continue to develop and deliver their own training/awareness sessions, reflecting a commitment to the continued improvement of safeguarding practice. Examples of this include a session about Cuckooing being delivered by the Communities service area, a session about when and how to refer to duty and advice was delivered by an Early Help Consultant to Homes and Neighbourhoods, and the Environment and Climate Change service area which delivers 'pay day briefing sessions' which focus on different issues such as modern slavery and safeguarding thresholds etc. There is also good practice evident within the Safeguarding Champions group in respect of training; a Homes and Neighbourhoods Champion recently attended a Prevent training session and identified the need for staff within the graffiti removal team to attend and ensured each could access the training. Alongside this, another Champion facilitated access to Financial Abuse and Exploitation training for colleagues in the Income Managements Team.

This rating considers the wider safeguarding training offer, beyond introductory training, relevant to each role and service area.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
--------	--------------------------------	---	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none">• KSCP Training Strategy 2021-2023
--	--

- KSCP Multi-Agency Safeguarding Adults Policy and Procedures 2021
- Supervision Procedures/Guidance
- Appraisal Framework
- Kirklees Intranet Training Pathways
- Intranet – Social Work Progression (Children and Families)
- Intranet - Children’s Learning Pathways
- Early Support Learning and Development Pathway
- ASC Newsletters
- Briefing Sessions
- Information provided from Kirklees service areas about various internal activities/internal training.

If Amber or Red, please state how you will improve this

See Section 5.2 and 5.4 actions which contribute to the improvement of this rating.

5.6 Does the organisation have a compulsory safeguarding training programme for all levels of the organisation?

Summary Response

See Section 5.2, 5.4, 5.5.

Whilst there are some good areas of practice in relation to learning and development opportunities linked to more traditional roles which have significant safeguarding responsibilities, the resulting rating is Red as there are some service areas who have contact with children, young people and adults who have not yet completed sufficient training to enable them to fulfil their responsibilities to effectively safeguarding those in the community who they work with. This is a significant area for improvement which must be considered to enable the rating to improve. This rating is particularly linked to Section 5.2, in respect of the availability/participation in safeguarding training to meet the minimum requirements.

Rating	Green <input type="checkbox"/>	Amber <input type="checkbox"/>	Red <input checked="" type="checkbox"/>
--------	--------------------------------	--------------------------------	---

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • My Learning training. • KSCP website and training portal • KSCP training data • KSCP Training Strategy 2021-2023 • KSAB Multi Agency Learning and Development Offer 2022-2023 • Volunteer Handbook • Induction Documents across service areas • Supervision Policies/Appraisal Guidance
--	--

If Amber or Red, please state how you will improve this

See Section 5.2 and 5.4 actions which contribute to the improvement of this rating.

Working group to be developed with representation from the CSOG and Learning and Development to develop a compulsory safeguarding training programme to ensure statutory requirements are fulfilled. This is to include the development of quality assurance measures to ensure the workforce are compliant with the minimum standard of training required.

5.7 Does your organisation measure the impact of safeguarding training back in the workplace and on

outcomes for children, young people and adults at risk?

Summary Response

There is a developing culture of learning across the Council, reflected in the various measures utilised across services to measure the impact of safeguarding training on practice and on outcomes for children, young people, and adults at risk. The impact on practice is more readily reviewed and considered through supervision and appraisal procedures. Wider internal activities also include single and multi-agency audits, learning-enabled conversations, thematic reviews, practice learning events and review through a Quality and Learning Group. The wider Council Plan 2021-2023 and associated strategies around co-production, co-evaluation, and community involvement highlight the importance of seeking feedback from children, young people, and adults at risk in shaping service development (See *Section 4.2, 4.3*). Further consideration as to the application of this in evaluating the impact of safeguarding training is required.

These activities are largely undertaken by Children's and Adult Services currently as lead agencies, with other service areas such as Home and Neighbourhoods, Growth and Regeneration, Communities and Access Services, Corporate Strategy and Democracy requiring further support and development with such.

Internal activities which do occur within the Council are complemented by activities undertaken by the KSCP, KSAB and associated sub groups which monitor and evaluate training opportunities to ensure that;

- All agencies are releasing staff to attend
- Training courses are well received by learners across all agencies
- Adhere to the principles identified in the relevant strategies
- Have an impact on individual practice, organisations and on outcomes for children and families
- Lessons from Serious Case Reviews etc. are embedded in practice
- Monitoring and evaluation will be completed by the KSCP Learning and Development Officer and Business Support Officer with support from the KSCP Learning and Development Subgroup
- Training attendance figures and other relevant data will be reported to the Board regularly through the KSCP Learning and Development Subgroup Chair and annually through a Learning and Development report.

Whilst some of these areas are aspirational, this framework of review and evaluation provides a foundation from which wider strategies can be developed within the Council.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Council Plan 2021-2023 • KSCP Training Strategy 2021-2023 • KSAB Multi Agency Learning and Development Offer 2022-2023 • Children's Social Care Quality Assurance and Learning Framework • Adults Quality and Learning Terms of Reference • Adults Quality and Learning Group • Safeguarding Practice Reviews • Safeguarding Adults Reviews • Supervision Policy/Appraisal Guidance • Adults Learning and Organizational Development Board 		

If Amber or Red, please state how you will improve this

Working group to be formed to include representatives from across the different service areas, in which means to co-produce measures to shape/evaluate the impact of training on children, young people and adults can be developed.

PART SIX

6.1 Does the organisation have a safer recruitment policy in line with your local Partnership procedures?

Summary Response

Kirklees Council works to the guidance set out in the West Yorkshire Consortium Inter-Agency Safeguarding and Child Protection Procedures in relation to the safer recruitment and selection of staff.

The Kirklees Recruitment and Selection Procedure guidance was last updated in 2014. The document outlines key principles which includes the statement that *recruitment will follow “safer recruitment” principles and best practice*. There is no further information in relation to this contained in the document.

Services across the Council refer to a safer recruitment policy, however this is not readily available through the internet or intranet. There are various other supporting documents which do contribute to safer recruitment which includes;

- Kirklees Council Disclosure and Barring Statement 2021
- Policy statement on the Recruitment of Ex-Offenders

Whilst improvements are required in relation to the safer recruitment policy, leaders from services across Kirklees demonstrate a clear understanding of the important of safer recruitment, have knowledge of related legislation such as the Safeguarding Vulnerable Groups Act 2006, and take the necessary actions related to such.

Some informal training has been delivered by the Resources, Improvements and Partnerships Team to schools previously, namely the education safeguarding team alongside some other groups.

The Cross Council Corporate Safeguarding Policy includes a section dedicated to safer recruitment and retention and once implemented will reflect Kirklees’ commitment to safer recruitment in line with the local partnership procedures.

Rating	Green <input type="checkbox"/>	Amber <input type="checkbox"/>	Red <input checked="" type="checkbox"/>
--------	--------------------------------	--------------------------------	---

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • KSCP procedures • Kirklees Council Disclosure and Barring Statement 2021 • Policy statement on the Recruitment of Ex-Offenders • Cross Council Corporate Safeguarding Policy • Kirklees Recruitment and Selection Procedure 2014
--	--

If Amber or Red, please state how you will improve this

Representative from within HR/Recruitment to be identified to lead on the review of the Kirklees Recruitment and Selection Procedure, to include improved information in relation to the Council’s commitment to safer recruitment and actions related to such.

** Gary Scargill return from leave on 29th March so will had his work on Safer Recruitment Guidance here ***

6.2 Have all DBS checks been carried out and updated in accordance with legal requirements?

Summary Response

All DBS checks required for roles within Kirklees Council have been carried out and updated in accordance with legal guidance. Services across Kirklees understand the importance of and requirement to ensure appropriate checks are carried out.

Procedural guidance within Kirklees Children’s Social Work Service Online Procedures contains clear guidance to ensure that DBS checks are carried out and updated in accordance with legal requirements. The procedure states that employees and volunteers are required to complete a DBS form prior to and during their period of employment and/or volunteering. HR and Recruitment Services facilitate this request. A copy is retained on the personal file of all employees/volunteers. If an employee or volunteer is arrested and declares at the time of arrest that they are an employee or volunteer with the Council who has contact with children or vulnerable persons the Police Disclosure Unit is required to notify the Authority of the arrest if relevant to the role, if not a notification will only be done on conviction/caution etc. This process is reflected within Adult Services also.

Where services within the Council have opted for updates to DBS checks to be completed, the process of this is overseen by managers within the service and HR services. There are more robust mechanisms for review currently in some service areas than others.

Whilst DBS checks across the Council been completed in accordance with minimum legal standards, more complex consideration is currently being given as to the development of guidance in respect of update DBS checks. Furthermore, more robust quality assurance measures would ensure that these are taking place consistently.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
--------	--------------------------------	---	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees DBS – Umbrella Body • Kirklees DBS Application Guidance • Kirklees Children’s Social Work Online Procedures: Protocol for the Disclosure of Personal Data Relating to Criminal Offences
--	--

If Amber or Red, please state how you will improve this

6.3 Have people within the organisation who are involved in the recruitment and selection of staff attended safer recruitment training provided by the KSCP or attended an equivalent course?

Summary Response

Whilst it is understood that such training has been previously available in the past, unfortunately there is limited training available which fulfils the requirement of this area currently. Some informal training has been delivered by the Resources, Improvements and Partnerships Team to schools previously, namely the education safeguarding team alongside some other groups. A review of the KSCP, KSAB and internal My Learning portal has found that no sufficient training in relation to safer recruitment is available. My Learning does have two e-learning courses available in relation to general people-selection and inclusive recruitment, neither of which detail this key area to adequately prepare those within the organisation who are involved in the recruitment and selection of staff.

To ensure that safer recruitment is promoted, people within the organisation who are involved in the recruitment and selection of staff are supported throughout this process through a dedicated support officer from HR/Recruitment services. The Oleo Applicant Tracking system is also used within Kirklees which does offer some prompts in relation to DBS checks etc.

Rating	Green <input type="checkbox"/>	Amber <input type="checkbox"/>	Red <input checked="" type="checkbox"/>
--------	--------------------------------	--------------------------------	---

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Recruitment and Selection Procedure 2014 • Kirklees Intranet • My Learning portal
--	--

If Amber or Red, please state how you will improve this

See 6.1. Policy developments required to include safer recruitment principles. This is to include the assurance that at a minimum, a lead person involved in the recruitment and selection of staff must be identified as having completed relevant training/development in respect of safer recruitment.

Representative from a Council service, alongside the Learning and Development team, to lead on the development of appropriate arrangements to ensure access to required learning and development opportunities.

6.4 Does the organisation have procedures for workers to pass on concerns about staff and volunteers to managers, or an identified person in a position of responsibility who deals with, or responds to allegations

made against staff?

Summary Response

There are clear procedures in place which enable workers to pass on concerns about other staff or volunteers to managers, or an identified person in a position of responsibility who deals with or responds to allegations made against staff.

There is guidance available in respect of the Local Authority Designated Officer (LADO) and related Allegations Management Guidance for Professionals 2021. This reflects guidance outline by the KSCP. There is also a helpful One Minute Guide that has been produced to summarise the required response a person should take when concerns arise, or an allegation is made.

Guidance clearly states that if there is an allegation with regard to someone who works with children or about children they care for in another capacity (e.g., their own children) then this potentially has implications for their professional role and must also be referred to the LADO. Any allegation can require potentially three different enquiries: a police investigation; a child protection enquiry; and a disciplinary enquiry. The LADO will ensure that enquiries are managed appropriately, and that information is shared between the police, social care, and the employer. The LADO will discuss with the employer how the person who the allegation is about will be supported and managed whilst enquiries are being undertaken and how children will be kept safe whilst enquiries are ongoing. If it is evidenced that someone is unsafe to work with children the LADO will ensure required actions have been taken including, when necessary, referring to the appropriate bodies.

See *Section 2.5* which also details information about the Escalation Policy available for professionals which contributes towards an effective response to issues related to malpractice.

The Council also have a Whistleblowing Policy, 2023, which guides employees through the procedure to take should they believe or suspect that another person/team's practice is unlawful, a serious breach of the Council's policies, procedures, and rules, falls substantially below established standards of practice and amount to improper conduct. This could include Council employees, contractors, consultants, or Councillors.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none">• LADO - Allegations Management Guidance for Professionals 2021• One Minute Guide – LADO First Responses• Whistleblowing Policy 2023• Cross Council Corporate Safeguarding Policy		

If Amber or Red, please state how you will improve this

6.5 Does the organisation ensure staff or volunteers are aware of the procedures for dealing with allegations made against staff or any visitors, VIP's?

Summary Response

See *Section 6.4*.

The Council ensures that staff and volunteers have an initial awareness of such documents through information contained in induction documents and within the employee handbook.

Awareness of these policies and procedures is raised and reviewed across service areas through different means through supervision and within larger team/service meetings. More robust quality assurance measures in respect of general supervision frequency and quality would contribute to a greater confidence in relation to staff's awareness of and understanding of such documents. Awareness of these will be made more explicit through the distribution and implementation of the Cross Council Corporate Safeguarding Policy.

Whilst there are clear policies and procedures in place which meet the basic requirements of this area of assessment, there is scope for further development in relation to service specific arrangements to provide guidance to employees in relation to named people/managers who workers can go to, should the need to pass on concerns about staff and volunteers. This may be referenced in supervision policies/procedures should line managers be deemed to be the most appropriate person. Safeguarding Champions may also be utilised for this purpose, should further training for these employees be provided and awareness of the named persons be better disseminated.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Employee Handbook • Review of Induction Documents • Cross Council Corporate Safeguarding Policy • Intranet – LADO Guidance • KSCP – LADO Guidance 		

If Amber or Red, please state how you will improve this

PART SEVEN

7.1 Is your organisation regularly represented within multi-agency safeguarding meetings and discussions?

Summary Response

Across the Council there is a widespread commitment to working in partnership to safeguard children, young people, and adults. In line with statutory guidance, services recognise their responsibility to lead/attend multi-agency safeguarding meetings and discussions to ensure that a holistic approach to practice is taken.

A significant number of examples have been identified across both Children’s and Adult Services whereby there is participation from a number of services across Kirklees in frontline practice with children and families. These include, but are not limited to, Strategy Meetings, Child Protection Conferences, Child in Need Meetings, Team Around Family Plans, DRAMM/MARAC meetings, Risk and Vulnerability Meetings, Out of Court Disposal Panel, Early Support Multi-Agency Panel, Channel Meetings and Transitions Meetings. Multi agency meetings held by agencies from across the Partnership such as MAPPA meetings are also regularly attended where necessary.

Attendance at such meetings is monitored and kept under review by the lead service areas who coordinate the meetings to ensure that appropriate challenge can be given to both services internally and wider members of the Partnership. Whilst attendance is generally good, some service areas such as Homes and Neighbourhoods have identified that it would be helpful to be invited to such meetings at an earlier stage to enable early support needs to be identified and implemented to reduce the risk of crisis. There continues to be a significant emphasis on ensuring people can access the *right service at the right time*, reflected in the Council’s Plan 2021-2023 and service specific plans.

Wider strategic groups are also well attended by representatives from all relevant service areas including, but not limited to, the Exploitation Strategic Group, Communities Board, Health and Wellbeing Board, Designated Safeguarding Network Meetings, alongside various meetings held by the KSCP and KSAP.

It is positive to note that within Children’s Social Care there is increasingly more opportunities for internal multi-agency review, reflection, and challenge to take place to promote continued practice development. Learning events such as Practice Learning Days are facilitated which offers a space through which learning can be shared to strengthen the whole Council response to safeguarding. Practice events such as this one could be utilised beyond Children’s Social Care to contribute to the Council’s Improvement Journey.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
--------	---	--------------------------------	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Council Our Plan 2021-2023 • Kirklees Children’s Social Care Online Procedures • Child Protection Conference Handbook • Children’s Practice Standards • Terms of Reference: Referral and Review, Practice Learning Events, • Meetings as listed in Summary. • Joint Multi-Agency Safeguarding Adults Policy and Procedures 2018 • Information provided from Kirklees Service areas.
--	---

If Amber or Red, please state how you will improve this

7.2 Do staff and volunteers understand when to make a referral for a child or adult in need or at risk?

Summary Response

See Section 2.1, 2.2, 2.3 and 2.4 – Procedural Guidance, Section 3.4 – Supervision and Section 5.2. 5.3, 5.5 - Training

Considering the information provided in the above sections, there is sufficient guidance available in a variety of places to ensure that staff and volunteers have access to information about *how* to make a referral for a child, young person, or adult at risk.

There is a general consensus from Service leads that overall, staff understand when to make a referral or certainly when to speak to a Manager should they have a concern. This judgement is formed through the day-to-day management and through supervision discussions. There is a culture of openness and a willingness to ask for support, advice and guidance should staff be unsure about whether or not a referral is required. However, due to the lack of supervision policies and the quality assurance of such in some service areas outside of statutory provisions, it is difficult to evidence that there is sufficient opportunity for such discussions and therefore cautious optimism must be taken.

The emergence of Safeguarding Champions across the Council, derived from actions agreed within the CSOG, are a point of contact across some services of whom staff can speak to should they need advice or guidance about a safeguarding concern. The group remains under development to ensure that all service areas have access to a Champion and to ensure the Champions have good visibility amongst peers. Homes and Neighbourhoods have created virtual wall charts and are working with the communications team to create a Microsoft Teams background and an email signature. This is good practice that could be replicated across other service areas.

Although lead agencies responsible for safeguarding have strong knowledge, skills and experience, the training available to staff across the wider Council is more limited. This therefore leads to question whether *all* employees are adequately equipped with the knowledge and understanding of safeguarding concerns to *identify* potential safeguarding concerns and *when* to make a referral. Particular reference to contextual exploitation is to be noted, as in some service areas staff have shared their own training needs in relation to this area. For example, this was highlighted within the Safeguarding Champions Meeting, alongside enquiries made within the Communities and Access Service area. Knowledge of the Partnership Intelligence Portal is also not wide spread. Although Kirklees did submit over 50% of the intelligence across West Yorkshire last quarter, these were from a small proportion of services when considering the number of service areas across the Council which have contact with children, young people and/or adults in the community. Whilst it is positive that staff are able to identify their own learning needs, this does lead to question as to how far this learning need extends across such service areas.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
--------	--------------------------------	---	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • See evidence listed in the sections reference in the summary response. • Information provided from Kirklees service areas. • Review of Kirklees Intranet • Review of external KSCP and ASB website • Review of Kirklees procedures online • Employee handbook • Safeguarding Champions Group • Supervision Policies • MyLearning
--	--

If Amber or Red, please state how you will improve this

Actions within the sections identified above to contribute to the improvement of this rating.

Safeguarding Champions group under development – to ensure visibility improves and all service areas have access to a champion.

Progress to be reviewed through CSOG group meetings.

7.3 If appropriate, do staff know when to undertake or make a referral for an Early Help Assessment? Children's Services.

Summary Response

See Section 2.1, 2.2, 2.3 and 2.4.

The Kirklees Early Support Partnership Strategy details the Council approach to early support, including the use of Early Help Assessments. Where a child and family would benefit from co-ordinated support from more than one agency an inter-agency assessment is undertaken. These early support assessments are evidence-based, be clear about the action to be taken and services to be provided and identify what help the child and family require to prevent needs escalating to a point where intervention would be needed through a statutory assessment under the Children Act 1989. The Kirklees Early Support Partnership has developed an assessment tool to assist any professional who is working with children, young people, and families. If unmet needs are identified for a child which do not require intervention by social workers, completing an Early Support Assessment will help the worker and family understand what support is needed, what you can offer and what other services may be needed to help and support the family. It is used where there are emerging welfare or well-being concerns and will help to develop a shared understanding of what support will help the family address the concerns and build resilience. Kirklees Early Support Consultants are available able to support partners with Early Support Assessments.

Within Children's Services; Learning and Early Support, Child Protection and Support and the Resources, Improvement and Partnerships service there are robust arrangements in place including procedural guidance, practice standards, training, a supervision framework and established quality assurance measures which assure that staff within these service areas know when to undertake or make a referral for a Early Help Assessment. The embedding of Early Support within Duty and Advice has contributed further to the improvement of ensuring children, young people and families can access the right support at the right time.

The rating in this section is Green, as this question links to Children's Services only.

Whilst this question was aimed at Children's Services, it remains important to note that children and families may need support from a wide range of local organisations and agencies, therefore all staff who work within services which have contact with children, young people and/or adults in the community should have an awareness of this and an understanding of how to contribute to improve the overall Council's approach to early intervention and prevention. This is reflected in current service development plans.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Early Support Partnership – Strategy • Early Support Practice Standards • Early Support Multi Agency panel • KSCP Decision Making FRAMEWORK • Information provided from Kirklees service areas. • Review of Kirklees Intranet • Review of external KSCP and ASB website • Review of Kirklees procedures online • Children Services Practice Standards • Employee handbook • Safeguarding Champions Group • Supervision Policies • MyLearning 		

If Amber or Red, please state how you will improve this

PART EIGHT

8.1 Do staff and volunteers understand when and how to share information if they have concerns that a child or adult at risk may be being abused or needs additional support or services?

Summary Response

See Section 2.1, 2.2, 2.3, 2.4, 3.2

Rating

Green

Amber

Red

Evidence to Support Summary and Rating

- KSCP Procedures
- KSCP Flowchart 'When to Share Information'
- Children's Services Practice Standards
- Early Support Practice Standards
- Informal training
- Supervision Policies
- Appraisal Guidance

If Amber or Red, please state how you will improve this

See Section 2.1, 2.2, 2.3, 2.4, 3.2.

PART NINE

9.1 Are staff aware of the roles of other professionals and organisations and understand the principles of working with children and families explained in Working Together to Safeguard Children 2018, and for adults, the Care Act 2014 and the Mental Capacity Act?

Summary Response

There is a level of understanding of these Acts, proportionate to the relevant roles across the different Council services. Colleagues within Children's Services and Adult Services have a more robust knowledge base in relation to the principle of these presiding Acts, as would be expected. Knowledge of this is assured through various means including supervision, appraisals, practice learning reviews and audit conversations. In some statutory roles, an understanding of such is further assured through evidence of continued professional development as part of professional registrations. To strengthen practice further, continued efforts should be include within workforce development strategies to ensure that both service areas have some knowledge and understanding in respect of these Acts across all ages, as this will improve transitions for children and young people through to adulthood.

Wider service areas have some limited knowledge of these Acts, typically shared within basic safeguarding training. See Section 5.5 for challenges associated with training and development opportunities.

Rating

Green

Amber

Red

Evidence to Support Summary and Rating

- See evidence listed in the sections reference in the summary response.
- My Learning
- KSCP and KSAB training and development strategy

- Children’s Social Care Procedures
- Children’s Services Practice Standards
- Supervision
- Appraisal guidance
- Practice review tools such as audit conversations, practice learning reviews.

If Amber or Red, please state how you will improve this

See *Section 5.5* will contribute to the improvement of this rating.

9.2 Are assessments/enquiries carried out with children, adults at risk and their families based on the principles defined within the Safeguarding Procedures (see your local Safeguarding Partnership website) and Local multi-agency adults policies and procedures?

Summary Response

Early support and safeguarding enquiries/assessments are carried out with all children, young people and adults at risk and their families, based on principles defined within the KSCP and KSAB policies and procedures. See the following Sections which contribute to the assurance of this;

Section 2.2 – Policies and Procedures

Section 2.3 – Safeguarding Responsibilities

Section 2.4 – Professional Boundaries

Section 2.5 – The importance of listening to Children and Adults and responding accordingly.

Section 3.2 – How to report welfare and safeguarding concerns.

Section 5.5 – Training and Development/Professional Registration

Section 7.3 – Completion of Early Help Assessments

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
--------	---	--------------------------------	------------------------------

Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • <i>Section 2.2 – Policies and Procedures</i> • <i>Section 2.3 – Safeguarding Responsibilities</i> • <i>Section 2.4 – Professional Boundaries</i> • <i>Section 2.5 – The importance of listening to Children and Adults and responding accordingly.</i> • <i>Section 3.2 – How to report welfare and safeguarding concerns.</i> • <i>Section 5.5 – Training and Development/Professional Registration</i> • <i>Section 7.3 – Completion of Early Help Assessments</i>
--	--

If Amber or Red, please state how you will improve this

9.3. Where appropriate are the principles of good practice for work with individual children, adults at risk, carers and families included in training and induction programmes?

Summary Response

The principles of good practice for work with children, young people and adults at risk and their carers/families are included in training and induction programmes across both Children’s and Adult Services. See evidence below.

Currently work is underway within Communities and Access Services to include some guidance in relation to this also, which will be contained within induction documents and service specific online storage (Microsoft Teams)

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Children's Services Quality Assurance Framework • Children's Services Practice Standards • Early Support Practice Standards • Children's Service Improvement Plan • Induction Documents • Strengthening Practice Training • Adult Social Care -Intranet - Assessment and Support Planning Guidance • Adult Services Quality and Learning Group • Development of posts in relation to practice improvement – Principle Social Worker, Advanced Practitioner, Quality Assurance Service Managers 		
<i>If Amber or Red, please state how you will improve this</i>			

9.4 Does the organisation ensure its work is anti-discriminatory and provides equality of opportunity for individual children, adults at risk, carers and families?

<i>Summary Response</i>			
See Section 4.3			
Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Section 4.3 		
<i>If Amber or Red, please state how you will improve this</i>			

9.5 Are children and adults at risk who use your service made aware of their right to be safe from abuse and know how they can raise such concerns?

<i>Summary Response</i>			
<p>Whilst more difficult to quantify, there is an overarching commitment from all services that work with children, young people, or adults at risk to ensure that they are aware of their right to be safe from abuse and how they can report such concerns.</p> <p>Within day-to-day practice, staff within both Children's and Adult Services have conversations with those who they support. The right to support from an Advocate is also consistently shared. The more challenging issue of consent, particularly with people over the age of 18 who are deemed to have capacity, is navigated sensitively by services to try and promote choice whilst ensuring the person is safe from harm insofar as possible/ Good practice examples of this have been shared by Learning and Early Support which has a community learning booklet available containing this information, alongside Homes and Neighbourhoods and Growth and Regeneration Services in relation to their work across homelessness. Public Health services are currently reviewing their approach to ensuring adults are aware of their rights and how to raise concerns through working with commissioners to ensure this is part of introductory information given to all service users.</p>			
Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>

Evidence to Support Summary and Rating

- See evidence in Section 2.6
- Children's Services Practice Standards
- Early Support Practice Standards
- Children's Service Improvement Plan
- Commissioning Framework
- Induction Documents
- Strengthening Practice Training
- Case Recordings
- Compliments/Complaints

If Amber or Red, please state how you will improve this





REPORT TITLE: Allocation of Scrutiny Co-optees for the 2024/25 Municipal Year

Meeting:	Overview and Scrutiny Management Committee
Date:	2 nd August 2024
Cabinet Member (if applicable)	N/A
Key Decision Eligible for Call In	N/A
Purpose of Report	
<ul style="list-style-type: none"> Allocation of Scrutiny Co-optees for the 2024/25 Municipal Year 	
Recommendations	
<ol style="list-style-type: none"> That the allocation of scrutiny co-optees for the 2024/25 municipal year, as set out in paragraph 2.2, be agreed. That the existing serving co-optees be thanked for their continued commitment and contribution to the work of scrutiny in Kirklees. That the following retired co-optees be thanked for their contribution to the work of scrutiny: Toni Bromley Oliver Gibson 	
Resource Implications: Not Applicable	
Date signed off by <u>Executive Director</u> & name	Not Applicable
Is it also signed off by the Service Director for Finance?	Not Applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Signed off by Samantha Lawton 17-7-24

Electoral wards affected: All

Ward councillors consulted: Not Applicable

Public or private: Public

Has GDPR been considered? Yes

1. Executive Summary

- 1.1 At the beginning of each municipal year the Overview and Scrutiny Management Committee is required to re-appoint the voluntary and statutory co-optees and allocate them to Panels or the Co-optee Pool.
- 1.2 Voluntary co-optees generally serve a maximum term of four years. Statutory co-optees are nominated by the Diocese or apply in their role as a school governor. Where a co-optee is not involved in any work for a year, then that year does not count towards their service.

2. Information required to take a decision

- 2.1 At the start of the municipal year 2023/24 there were a total of eight co-optees involved in scrutiny, two of whom resigned during the year.
- 2.2 Set out below is a table that includes the current co-optees and the proposed allocations for the 2024/25 municipal year.

Name	Allocation 2023/24	Proposed Allocation 2024/25
Helen Clay	Health and Adult Social Care	Health and Adult Social Care
Jane Emery	Environment and Climate Change	Environment and Climate Change
Chris Friend	Regeneration and Growth	Regeneration and Growth
Garry Kitchin	Environment and Climate Change	Environment and Climate Change
Jonathan Milner	Regeneration and Growth	Regeneration and Growth
Kim Taylor	Health and Adult Social Care	Health and Adult Social Care

3. Implications for the Council

There are no specific implications for the Council at this point.

4. Consultees and their opinions

No consultation was appropriate in respect of the contents of this report.

5. Next steps and timelines

Subject to the decision of the Committee, the co-optees will be advised of their allocated Panel.

6. **Officer recommendations and reasons**

- 6.1 That the allocation of scrutiny co-optees for the 2024/25 municipal year, as set out in paragraph 2.2, be agreed.
- 6.2 That the existing serving co-optees be thanked for their continued commitment and contribution to the work of scrutiny in Kirklees.
- 6.3 That the following retired co-optees be thanked for their contribution to the work of scrutiny:
Toni Bromley
Oliver Gibson

7 **Cabinet Portfolio Holder's recommendations**
Not applicable.

8 **Contact officer**
Sheila Dykes, Principal Governance Officer
Tel 01484 221000
Email: sheila.dykes@kirklees.gov.uk

9 **Service Director responsible**
Samantha Lawton, Service Director, Legal, Governance and Commissioning

This page is intentionally left blank

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2024/25

MEMBERS: Councillors; Cahal Burke (Chair), Itrat Ali, Zarina Amin, Andrew Cooper and Jo Lawson

SUPPORT: Sheila Dykes, Principal Governance and Democratic Engagement Officer

FULL PANEL DISCUSSION		
THEME / ISSUE	APPROACH / AREAS OF FOCUS	OUTCOMES / ACTIONS
1. Leader's Priorities 2024/25	The Leader will attend to set out her portfolio priorities for 2024/25.	<u>20 September 2024</u>
2. Finance Portfolio Holder's Priorities 2024/25	The Portfolio Holder will attend to set out his priorities for 2024/25.	<u>20 September 2024</u>
3. Council Financial Management	Regular reports will be submitted including the <ul style="list-style-type: none"> • Quarterly Corporate Financial Monitoring Reports • Medium Term Financial Plan 	
4. Corporate Safeguarding Policy	Update report following the rollout of the refreshed policy (adopted by Cabinet 8 March 2022 / Council 13 July 2022)	<u>2nd August 2024</u>
5. Inclusion and Diversity	Monitor work in relation to inclusion; including: <ul style="list-style-type: none"> • Pre-decision scrutiny of the revised Inclusion and Diversity Strategy. 	<u>2nd August 2024</u>
6. Final Report – Scrutiny of Social Connectivity in Kirklees	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"> • Submission of Final Report 	<u>20 September 2024</u>
7. Council Plan	<ul style="list-style-type: none"> • Pre-decision scrutiny in respect of the development, and content, of the latest version of the Council Plan 	January 2025

<p>8. Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy</p>	<ul style="list-style-type: none"> • Annual scrutiny of the Kirklees Communities Partnership Plan in accordance with statutory requirement under Section 19 of the Police and Justice Act 2006. (Community Safety Partnerships have a duty to develop a strategic plan to address multi-agency issues affecting quality of life for residents including crime and anti-social behaviour.) • Kirklees Domestic Abuse Strategy – Annual Update. 	<p>March/April 2025</p>
<p>9. Overview of Scrutiny Work Programmes</p>	<p>Maintain an overview of the Work Programmes of the four Panels:</p> <ul style="list-style-type: none"> • Children’s • Environment and Climate • Growth and Regeneration • Health and Adult Social Care 	<p><u>2nd August 2023</u></p>
<p>PRELIMINARY ITEMS FOR CONSIDERATION FURTHER TO WORKSHOP ON 22/7/24 (by OSMC or Standing Panels, as appropriate)</p>		
<p>New Legislation/Government Policy Economic Strategy Refresh Environment Strategy Refresh Culture and Tourism Strategy Communications Strategy IT Strategy People Strategy Corporate Landlord / Asset Management Libraries and Customer Service Centres Armed Forces Covenant Procurement Update further to introduction of New Legislation</p>		

CHILDREN’S SCRUTINY PANEL – WORK PROGRAMME 2024/25

MEMBERS: Cllr Itrat Ali, Cllr Richard Smith, Cllr Jane Rylah, Cllr Ashleigh Robinson, Cllr Tanisha Bramwell, Cllr Hannah McKerchar

SUPPORT: Helen Kilroy (Assistant Democracy Manager), Claire Gardiner (Democracy Officer)

Agenda item/area of focus	Lead Officer	Areas of Scrutiny carried forward from 24-25	Comments
<p>Standard items</p> <ul style="list-style-type: none"> • Pre-decision scrutiny (decisions by Cabinet) • Performance Information (Children’s Service) – Informal meeting • Feedback from Panel Members on issues considered by Kirklees Parenting Board • Ambition Board Minutes 	<p>Cabinet Members/Senior Officers (Children’s Service)</p> <p>Presented by Service Directors (produced by Lucy Tiffany)</p> <p>Panel Members who attend Kirklees Parenting Board</p> <p>Senior Officers and Cabinet Members</p>	<p>Panel will check at each meeting with Cabinet Members and Senior Officers from Children’s Service if there are any potential areas of pre-decision scrutiny they need to consider at future meetings.</p> <p>The Panel will continue to monitor the performance of the Learning Early Support Service and Child Protection & Family Support (written report in informal session and verbal update on key issues in public meeting). Panel will be asked for questions prior to the Panel meeting so that these can be shared with Senior Officers and Cabinet Members in advance of the Informal meeting.</p> <p>Members of the Panel who attend the Kirklees Parenting Board will feedback on key issues to the Scrutiny Panel as appropriate.</p> <p>The Panel will receive for information the minutes from the Ambition Board meetings which are held quarterly.</p>	<p>Every meeting</p> <p>Every meeting</p> <p>Every meeting</p> <p>Quarterly</p>
<p>Review of the Improvement Journey –Ofsted Inspection</p>	<p>Tom Brailsford/Vicky Metherringham</p>	<p>The Panel will continue to review the Improvement Journey of Children’s Services and receive regular updates following Ofsted Inspections.</p> <p>The Panel will visit Children’s Social Care Teams and the Front Door.</p>	<p>Immediate and ongoing</p>

		<p>The Panel will receive a training presentation on Corporate Parenting and will consider regular updates on issues considered by the Kirklees Parenting Board at each Panel meeting.</p> <p>The Panel will visit No 11 and No 12 hubs and observe the services on offer and being accessed by young people.</p> <p><u>Panel meeting on 11th October 2024</u> The Panel will consider the outcome and recommendations of the Children’s Services Ofsted Inspection report, which will be published on the 27th August 2024 and will highlight the key areas of improvement for the Service. The Ofsted Inspection covered all areas of the Children’s Service but focussed on children in need, children in care and care leavers.</p>	<p>11.10.24</p>
<p>Special Educational Needs and Disabilities (SEND) Transformation Plan</p> <p>Sufficiency of SEND and mainstream capacity</p>	<p>Jo-Anne Sanders</p> <p>Jo-Anne Sanders</p>	<p>The Panel will scrutinise the SEND Transformation Plan and will focus on the following areas –</p> <ul style="list-style-type: none"> • Oversight of the Government Safety Valve Agreement and the current overspending in this area • Compliance and Annual Reviews • New initiative of schools working in clusters – early support • Timescales for completion of Education Health and Care Plans (EHCPs) • Provision from Special Schools <p>The Panel will be invited to attend and observe the SEND Partnership Groups.</p> <p>The Panel will consider sufficiency within the Children’s Service and focus on the following areas –</p> <ul style="list-style-type: none"> - Decline of the cohort of children in primary schools in Kirklees - Needs and capacity around mainstream teaching 	<p>To be confirmed</p>

		<ul style="list-style-type: none"> - Opportunities for extensions to wrap around care and childcare entitlement <p>The Panel noted that there will be opportunities throughout the 24/25 municipal year to observe partnership meetings when these issues were discussed.</p>	
Working Together Action Plan	Kieran Lord	<p>The Panel will scrutinise the multi-agency partnership arrangements as part of the Working Together Action Plan and consider the changes which have been implemented.</p> <p>The Panel will visit the Health and Care Partnerships Board.</p> <p><u>Panel Meeting on 14th March 2025</u></p> <p>The Panel will consider the changes implemented in the Working Together Action Plan and the multi-agency partnership arrangements.</p>	14.3.25
Quality Assurance – impact of auditing the Children’s Service	Vicky Metheringham/Robert Fordyce	<p>The Panel will scrutinise the Quality Assurance impact of auditing the Children’s Service and what difference it was making to children’s lives. The Panel will be invited to observe appropriate forums on Quality Assurance.</p> <p><u>Panel Meeting on 11th October 2024</u></p> <p>The Panel will consider the Annual Report on Quality Assurance.</p>	11.10.24
Educational Outcomes	Jo-Anne Sanders	<p>The Panel will scrutinise the educational outcomes of children and young people in Kirklees.</p> <p><u>Informal Panel Meeting on 11th October 2024</u></p> <p>The Panel will consider the Key Stage 3 and Key Stage 4 educational and GCSE outcomes, which will identify the strengths, prior to a decision being taken by Cabinet.</p>	11.10.24

Partnership Arrangements	Vicky Metherington/Jo-Anne Sanders/Kieran Lord	<p>The Panel will continue to scrutinise partnerships and boards during the 2024/25 municipal year, for example, Kirklees Parenting Board and Health and Wellbeing Board, visits to internal teams and partners and the Panel can look at how data was collected and used to improve outcomes. The Panel can be represented at meetings, events and visits to internal teams and external providers and agree to focus on the following areas:-</p> <ul style="list-style-type: none"> • Data collection • Partnership working • Is the voice of the young person being heard? (as below) • Good practice • Delivery of quality service 	
Voice of the Young Person	Tom Brailsford/Service Directors (Children’s Service)	The Panel will keep a watching brief on all areas of scrutiny by the Panel and explore whether the voice of the child was being heard, whether they are empowered to speak up and ensure that lessons have and are being learned.	
Standing Advisory Council for Religious Education (SACRE)	Jo-Anne Sanders/Mark Janes (Chair of SACRE)	<p>The Panel will scrutinise the work of the Kirklees Standing Advisory Council for Religious Education (SACRE) which includes partnership working with other regional local authorities.</p> <p><u>Panel meeting 17th January 2025</u> The Panel will consider the Annual Report from the Kirklees Standing Advisory Council for Religious Education (SACRE).</p>	17.1.25

<p>Health Provision for Children and Young People</p>		<p>The Panel will scrutinise the health provision for Children and Young People in Kirklees with a particular focus on dental care, babies and immunisations.</p>	<p>To be confirmed</p>
<p>Emotional Wellbeing Provision for children in Kirklees and Mental Health in Schools - Keep in mind</p>	<p>Kieran Lord/Stewart Horn</p>	<p>The Panel will scrutinise the experience versus the provision of service and seek feedback from service users on their perception on using the service. The Panel will also consider the fluctuation in the waiting times and trends for children’s emotional health and wellbeing.</p> <p>Emotional Wellbeing Provision in Kirklees – “Keep in Mind” The Panel will consider an update on the implementation of the new “Keep in Mind” Service, which was launched in April 2024. The Panel will particularly focus on how the service is working in practice and this may include a visit to the service or attendance at appropriate meetings to understand how it is being implemented.</p>	<p>To be confirmed</p>
<p>Review of the Provision of Short Breaks and Respite Care for Parents and Carers</p>	<p>Kieran Lord</p>	<p>The Panel will consider the review of the provision of short breaks and respite care for parents and carers in Kirklees.</p>	<p>To be confirmed</p>
<p>Review of Children’s Residential Homes and Foster Care Placements</p>	<p>Kieran Lord</p>	<p>The Panel will consider an update on the Review of Children’s Residential Homes and Foster Care Placements in Kirklees to ensure that children were living in the right home and environment.</p> <p>The Panel will meet with appropriate representatives from the Kirklees Fostering Network, Mocking Bird and carers from the Special Guardianship Order Network meetings.</p>	<p>To be confirmed</p>

Lead Member Briefings

(Bi-monthly LM Briefings with Cabinet Members for Learning and Children’s; and Strategic Director/Service Directors in Children’s Services during 24/25) –
Actions from these meetings will be included within the Panel’s Work Programme where appropriate

**Asylum Seekers – Children
and Young People**

The Lead Member will consider the plan to house children and young people Asylum Seekers at Manchester Road and receive regular updates.

DRAFT

CLIMATE CHANGE AND ENVIRONMENTAL SCRUTINY PANEL

Work programme 2024/2025

Members: Cllr Andrew Cooper (Chair), Cllr David Longstaff, Cllr Susan Lee-Richards, Cllr Will Simpson, Cllr John Taylor, Cllr Matthew McLoughlin, Jane Emery (Co-Optee), Garry Kitchen (Co-Optee)

FULL PANEL DISCUSSION		
THEME/ISSUE	APPROACH / AREAS OF FOCUS	OUTCOMES / ACTIONS
Public Space Protection Orders	<p><u>Meeting of the Panel to be held 14th August 2024</u></p> <p>Mid-term review of work undertaken to refresh existing PSPO's, to include a Kirklees wide focus.</p>	
Kirklees Enforcement Policy	<p><u>Meeting of the Panel to be held 14th August 2024</u></p> <p>A report on work undertaken to update the policy.</p>	
Waste Collection Update	<p><u>Meeting of the Panel to be held 14th August 2024</u></p> <p>A report setting out an update on progress to address issues raised by Panel Members around waste collection.</p>	

<p>Road Safety Update</p>	<p><i>Background:</i></p> <p><i>The former Economy and Neighbourhoods Scrutiny Panel received a presentation around Highways Safety which set out The Councils statutory responsibilities, (as per the Highways Safety Act), (i.e.- Safe vehicles, speeds, roads and behaviours as well as Post collision learning and care). The presentation also covered issues in relation to capital funding, and the Vision Zero ambition to eliminate road deaths and serious injuries (KSI's) to zero by 2040 and improve road safety for everyone using a safe systems approach. The Panel recommended that more emphasis be placed on enforcement and that the council continue to promote, persuade and influence driver behaviour as well as maintaining strong partnership work with the Police.</i></p> <p><i>At its meeting held 10th January 2024 the Panel received a report on Highways Safety Update and recommended that work be undertaken around collision data, and that this be filtered to differentiate between avoidable and unavoidable casualties and to help identify trends and differences. It was also recommended that the recording and consideration of locations where there were multiple minor incidents be investigated and that examples of successful interventions made in high-risk areas are showcased to demonstrate which schemes were effective.</i></p> <p><u>Meeting of the Panel to be held 25th September 2024</u></p> <p>The Panel will consider a report on Road Safety to include a focus on achieving Vision 0.</p>	
----------------------------------	---	--

Kirklees Internal Carbon Reporting	<p><u>Meeting of the Panel to be held 25th September 2024</u></p> <p>The Panel will consider a report on Kirklees Internal Carbon Reporting.</p>	
Events Update	<p><u>Meeting of the Panel to be held 25th September 2024</u></p> <p>The Panel will consider a report on Kirklees Events, to include a focus on climate impact and value vs resources.</p>	
Lane Rental Scheme	<p><u>Meeting of the Panel to be held 20th November 2024</u></p> <p>The Panel will consider a report on the Lane Rental Scheme for pre-decision scrutiny.</p>	
Kirklees statement of Licensing Policy	<p><u>Meeting of the Panel to be held 20th November 2024</u></p> <p>The Panel will consider a report on the Kirklees statement of licensing policy for pre-decision scrutiny.</p>	

Parks and Greenspace Vision	<p><u>Meeting of the Panel to be held 29th January 2025</u></p> <p>The Panel will consider an update on the Parks and Greenspace Vision</p>	
Huddersfield Heat Network (around the development of the full business case)	<p><u>Meeting of the Panel to be held 29th January 2025</u></p> <p>The Panel will consider an update on the Huddersfield Heat Network</p>	
Waste Procurement Update	<p><i>Background:</i></p> <p><i>At its meeting held 27th March 2024 the Panel considered an update on Waste Disposal Contract Procurement in relation to the recommended option to extend the interim arrangements. The Panel noted the report 'Waste Disposal Contract Procurement' and recommended that:</i></p> <ul style="list-style-type: none"> • <i>The Panel's feedback with regards to tetra pack recycling and occurrences of the receptacles being too full regularly be communicated to the HWRC's.</i> • <i>More workshops in relation to the action taken to address missed waste collection services be offered to all elected members as a priority.</i> 	

	<ul style="list-style-type: none"> • <i>An update on waste collection services be provided to the Panel.</i> • <i>An update on following the development of the full business case for the HDEN be considered for the scrutiny 2024/24 work programme.</i> <p><u>Meeting of the Panel to be held 29th January 2025</u></p> <p>The Panel will consider a progress report on Waste procurement.</p>	
<p>2-year Highway Capital Plan 2024-25 25-26</p>	<p><i>Background:</i></p> <p><i>At its meeting of the Panel held 10 January 2024 the Panel considered an update in relation to the 2 year Highways Capital Plan and it was recommend that:</i></p> <ol style="list-style-type: none"> <i>1. That clarity around the location and future planned moves of Speed Indicator Devices (SIDS) be investigated provided to the Panel.</i> <i>2. The Panel be provided with information about the potential impact the recent changes to national policy and climate change targets may have on local schemes following discussion with Transportation Officers.</i> <i>3. The issue of blocked drains in the specific location raised by Co-optee (Garry Kitchen) be investigated.</i> <i>4. The road name A636 Denby Dale Road be amended in the report to Wakefield Road for clarity.</i> <i>5. Further opportunities for pre-decision scrutiny in respect of the Capital Plan be considered.</i> 	

	<p><u>Meeting of the Panel to be held 12th March 2025</u></p> <p>The Panel will consider the 2-year Highway Capital Plan 2024-25 25-26.</p>	
<p>Fleet Replacement Programme and O Licence compliance</p>	<p><u>Meeting of the Panel to be held 12th March 2025</u></p> <p>The Panel will consider a report on Fleet Replacement Programme and O Licence compliance.</p>	
<p>Air Quality Update (Action Plan, Strategy and Annual Status Report)</p>	<p><i>Background:</i></p> <p><i>The former Economy and Neighbourhoods Scrutiny Panel received an update in October 2019 and a number of areas to monitor were identified following implementation of the Action Plan. At its meeting held on 25th October 2023 the Panel considered the 2023 Air Quality Annual Status Report (ASR)) and recommended that:</i></p> <ol style="list-style-type: none"> <i>1. The documents identified in the report as opportunities for pre-decision scrutiny be presented to the Panel going forwards.</i> <i>2. It be confirmed with the air quality lead, if the output from the incinerator had any impact on AQMA No.9</i> 	

	<p>3. <i>Work be undertaken to investigate Gas to Liquid fuel to increase understanding of any potential benefits as part of the refresh of the Air Quality Action Plan and Air Quality Strategy</i></p> <p>4. <i>To maintain a good relationship with Highways England as a key external stakeholder and to continue building on this partnership as part of the refresh of the Air Quality Action Plan and Air Quality Strategy.</i></p> <p>5. <i>The scientific literature review in relation to the potential benefits of Roadvent be shared with the Panel.</i></p> <p>6. <i>Clear, effective, and positive communications be developed with regards to the Roadvent project to increase public understanding of the benefit</i></p> <p><u>Meeting of the Panel to be held 16th April 2025</u></p> <p>The Panel will consider the Air Quality Update (Action Plan, Strategy and Annual Status Report)</p>	
<p>Fly tipping Update</p>	<p><u>Meeting of the Panel to be held 16th April 2025</u></p> <p>The Panel will consider a report on Fly tipping Enforcement.</p>	

<u>Informal Briefings</u>		
Statutory Food Hygiene Plan 2024 – 2025 / Statutory Health & Safety Plan 2024 – 2025/Business Compliance and the Evaluation of the Food Hygiene Steps to Success Workshop	Date TBC	
Parks and Greenspace Vision (to include Biodiversity and net gain	Date TBC	
Future of Bereavement Services	Date TBC	
Kirklees Internal Carbon Reporting (August)	Date TBC (August)	
Air Quality Update (Action Plan, Strategy and Annual Status Report)	Date TBC (September)	
Fleet Replacement Programme and O	Date TBC (November)	

Licence compliance (to include link to particulate matter impact on air quality)		
---	--	--

Golden Threads:

The Panel will consider and would like to receive information around the following themes throughout its programme of work

- Climate Impact
- Risks and Opportunities
- Partnership work, links to other opportunities and engagement
- Communications; i.e.- how is the council using communications to deliver messaging, raise awareness of issues and provide information

Items not yet scheduled:

- Flood Risk (Panel to monitor and consider recent reports/outcomes from scrutiny prior received at OSMC – may request an update later in the year)

Panel Visits: TBC

GROWTH & REGENERATION – SUGGESTED WORK PROGRAMME PRIORITIES 2024/25

Meeting dates:

12 August 2024
 23 September 2024
 4 November 2024
 9 December 2024
 27 January 2025
 10 March 2025

Panel Members	
Cllr Zarina Amin	Lead Member
Cllr Munir Ahmed	Panel Member
Cllr Aziz Daji	Panel Member
Cllr Alison Munro	Panel Member
Cllr Bill Armer	Panel Member
Chris Friend	Panel Member (Co-optee)
Jonathan Milner	Panel Member (Co-optee)

ISSUE	DATE OF MEETING	AREA OF FOCUS	EXECUTIVE/SERVICE DIRECTOR LEAD OFFICER(S)	OUTCOME/ACTIONS
Preventing Homelessness & Rough Sleeper Strategy	12 August 2024	Strategy being developed	Joanne Bartholomew Sarah Holmes	Pre-decision scrutiny will be going to Cabinet on the 10 th September 2024
Damp Mould and Condensation Policy	12 August 2024	Policy being developed		Pre-decision scrutiny will be going to Cabinet on the 10 th September 2024
Town Centre visit	12 August 2024	Walk around Huddersfield Town Centre Holmfirth Dewsbury Batley	Joanne Bartholomew	
Transport Consultation	23 September		Edward Highfield Rory Davies	Pre-decision scrutiny will be going to Cabinet on the 8 th October 2024
Transport programme – annual update	23 September 2024	Annual update on the transport programme look back and look forward WYCA	Edward Highfield	

		Schemes that are coming forward in year		
Cultural Heart and wider blueprint? Or separate look at Town centres could go ½ same time then other half April	23 September 2024	Huddersfield/Holmfirth Dewsbury, Heckmondwike, Batley Dates for Panel to visit these town centre sites to be confirmed	Joanne Bartholomew/Edward Highfield	
Strategic Flood Risk Assessment	4 November 2024	An annual update on the Strategic Flood Risk	Edward Highfield	
Local Plan – Housing Market Assessment	4 November 2024	Methodology and implications of Strategic Housing Market Assessment (SHMA)	Edward Highfield	
Business and Enterprise centres	9 December 2024	Review and scrutiny to be involved in that process – Cabinet towards the end of the year	Edward Highfield	
Transport Strategy	27 January 2025	Bring back a draft of the transport strategy Congestion Air Quality Parking	Edward Highfield Rory Davies	
Asset disposal	27 January 2025	A number of reports to Cabinet end of year report	Joanne Bartholomew	
Community asset transfer update	27 January 2025	Share with Scrutiny the process and any success stories against the policy	Joanne Bartholomew	
Housing Growth Annual update	10 March 2025		Joanne Bartholomew	

Annual Flood Risk Management Strategy update (used to be at OMSC)	10 March 2025		Edward Highfield	
Homes and Neighbourhoods update	10 March 2025	<ul style="list-style-type: none"> - Damp Mould and Condensation update – (Policy on way to Cabinet) - Annual review of complaints handling performance review - Town Centre & high rise Block Improvement journey following notice to improve		
Local Transport Plan 4 (LTP4)	Date to be confirmed	To understand the implications for Kirklees		
UKSPF programme review	Date to be confirmed	A report to be brought back about how much have we received – into year 3 of 3		
Employment and skills update	Date to be confirmed	Upskilling certain communities NEET Post 16/Post 18 C&K		
Local Plan – vision and early engagement	Date to be confirmed			

HEALTH AND ADULT SOCIAL CARE SCRUTINY PANEL

MEMBERS: Councillor Jo Lawson (Lead Member), Councillor Beverly Addy, Councillor Gwen Lowe, Councillor Alison Munro, Councillor Tim Bamforth, Helen Clay (Co-optee), Kim Taylor (Co-optee).

SUPPORT: Nicola Sylvester, Principal Governance Officer

THEME/ISSUE	APPROACH AND AREAS OF FOCUS	OUTCOMES
1. Resources of the Kirklees Health and Adult Social Care Economy	<p>To consider the resources of the health and social care system in Kirklees to include:</p> <ul style="list-style-type: none"> • An overview of the financial position of the local health and social care system to include: the work that is being carried out to meet current year budgets; and to identify any risks. • Access to services of adult’s social care 	
2. Capacity and Demand – Kirklees Health and Adult Social Care System	<p>To monitor the work being done by Kirklees core physical providers to manage demand and catch up with delayed planned surgery, therapeutics, and diagnostics to include:</p> <ul style="list-style-type: none"> • Receiving updated data on waiting list times by services under pressure and to assess progress against data received by the Panel previously to include: • An update on diagnostic waiting times. • An update on the management of waiting lists and plans to reduce and catch up with delays in planned surgery with a particular focus on the numbers of people waiting 52 weeks or longer. • Review of cancelled elective/ planned procedures. • Considering new developments and initiatives, such as the community diagnostic hubs, that are being introduced to address the backlog. 	
3. Communities Accessing Care	<p>To continue to review the work of health services in the community to include:</p>	

	<ul style="list-style-type: none"> • Assessing progress of the integration of services and workforce. • Considering the work that is being done locally to action the national delivery plan for recovering access to primary care. • An update on the work of community pharmacy and the proposals from Government and NHS on price concessions reform and relief measures to ease pressure on pharmacies. • The impact and uptake of pharmacy service to prescribe. • Access to GP services and hospital referrals. • The uptake of vaccination programmes. • An update to the work being done by the local authority and Locala on providing reablement support, including the actions and initiatives to support hospital avoidance and provide the appropriate level of care and support at or closer to home. 	
<p>4. Mental Health and Wellbeing</p>	<p>An overarching theme that looks at services that focus on providing support in areas that cover mental health and wellbeing to include:</p> <ul style="list-style-type: none"> • Work being undertaken by Kirklees Local Offer for Adults Mental Health 	
<p>5. JHOSC Update</p>	<p>To receive an update from JHOSC's on the following services:</p> <p>Maternity – Calderdale & Kirklees</p> <ul style="list-style-type: none"> • Feedback on the reopening of the Bronte centre • An update to the reopening of the Huddersfield centre • Birth data for women who live within a Huddersfield postcode and give birth in Calderdale along with women with a Dewsbury postcode who give birth in Calderdale 	

	<p>Mental Health – Calderdale, Kirklees and Wakefield</p> <ul style="list-style-type: none"> • An update on access to inpatient services including the proposals for transforming Older People’s Mental Health Inpatient services. <p>Non-surgical Oncology – West Yorkshire</p> <ul style="list-style-type: none"> • Feedback from the public engagement in Kirklees on Non-Surgical-Oncology 	
6. Care Quality Commission (CQC)	<ul style="list-style-type: none"> • Receive a presentation from the CQC on the State of Care of regulated services across Kirklees. • 	
7. Kirklees Safeguarding Adults Board (KSAB) and the	<ul style="list-style-type: none"> • To receive and consider the KSAB Annual Report 2023/24 in advance of discussions with the KSAB Independent Chair to enable the Panel to identify areas of concern and/or interest. 	
8. Adult Social Care / CQC Inspection	<p>To continue to focus on the services being delivered by Kirklees Adult Social Care to include:</p> <ul style="list-style-type: none"> • An understanding of the inspection process. • Assurances are in place to manage the inspection. • Learnings from the children’s inspection. • Outcome of the inspection that has taken place. 	
9. Joined up hospital services in Kirklees.	<p>To look at the work being developed by Calderdale and Huddersfield NHS Foundation Trust and Mid Yorkshire Teaching NHS Trust to provide joined up services in Kirklees to include:</p>	

	<ul style="list-style-type: none"> • The approach being taken to develop the partnership working between the two trusts including details of other services that have the potential to be jointly delivered and/or supported. • Data to demonstrate the benefits to patients for those services that are jointly supported and/or delivered. 	

Golden Threads:

Workforce recruitment and retention.

Performance data to be included where appropriate to inform the individual strands of work.

Reducing Inequalities.