

# Public Document Pack



**Service Director – Legal, Governance and  
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Thursday 5 December 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 **2.00 pm** on **Friday 13 December 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

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**Pages**

**1: Membership of Committee**

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

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**2: Minutes of Previous Meeting**

1 - 10

To approve the Minutes of the meeting of the Committee held on 20<sup>th</sup> September 2024.

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**3: Declaration of Interests**

11 - 12

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

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**4: Admission of the Public**

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

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**5: Deputations/Petitions**

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

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

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**6: Public Question Time**

To receive any public questions.

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

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

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**7: Corporate Financial Monitoring - Quarter 2 Report 2024-2025** 13 - 14

A presentation will be given in respect of the Corporate Financial Monitoring Report for Quarter 2 2024-2025, with reference to the report being submitted to Cabinet on 10<sup>th</sup> December 2024.

Contact: Kevin Mulvaney – Service Director Finance

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**8: Council Plan and Performance Update - Quarter 2 Report 2024-2025** 15 - 16

A presentation will be given in respect of the Council Plan and Performance Update Report for Quarter 2 2024-2025, with reference to the report being submitted to Cabinet on 10<sup>th</sup> December 2024.

Contact: Mike Henry – Head of Data and Insight

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**9: Corporate Risk - Quarter 2 Report - 2024-2025** 17 - 18

A presentation will be given in respect of the Quarter 2 2024-2025 Corporate Risk Report, with reference to the report being submitted to Cabinet on 10<sup>th</sup> December 2024.

Contact: Martin Dearnley – Head of Audit and Risk

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**10: Opportunities - Partnership and Funding**

19 - 26

The Committee will receive a report in respect of activities associated with identifying and pursuing partnership and funding opportunities that support Council priorities.

Contact:

Stephen Bonnell – Head of Policy Partnerships and Corporate Planning

Paul Mitchell, External Funding & Resources Officer

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**11: Work Programme 2024-2025**

27 - 32

The latest version of the Committee's work programme for 2024-2025 will be submitted for consideration.

Contact: Sheila Dykes – Principal Governance Officer

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Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Friday 20th September 2024**

Present: Councillor Cahal Burke (Chair)  
Councillor Itrat Ali  
Councillor Zarina Amin  
Councillor Andrew Cooper  
Councillor Jo Lawson

**13 Membership of Committee**

All Members of the Committee were in attendance.

**14 Minutes of Previous Meetings**

The Chair noted that, further to its consideration at the last meeting, the draft Inclusion and Diversity Strategy 2024-27 had been approved by Cabinet on 10th September 2024. The comments made by the Committee, and the amendments made in response, had been detailed in the report to Cabinet.

**RESOLVED -**

That the minutes of the meetings of the Committee held on 22<sup>nd</sup> May and 2<sup>nd</sup> August 2024 be approved as a correct record.

**15 Declaration of Interests**

No interests were declared.

**16 Admission of the Public**

All items were considered in public session.

**17 Deputations/Petitions**

No deputations or petitions were received.

**18 Public Question Time**

No public questions were received.

**19 Leader of Council's, Corporate and Finance & Regeneration Portfolio Holders' Priorities**

Councillor Carole Pattison, the Leader of Council and the Portfolio Holders for Finance, Councillor Graham Turner, and Corporate, Councillor Tyler Hawkins, were welcomed to the meeting to talk about their priorities for 2025/26.

## Overview and Scrutiny Management Committee - 20 September 2024

Councillor Pattison explained that:

- The long-term vision, eight shared outcomes, and four partnership strategies remained the same. The vision was for a district that combined 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.
- The priorities set out in the 2024/25 Council Plan would continue to be delivered:
  1. Address the financial position in a fair and balanced way.
  2. Strive to transform Council services to become more efficient, effective and modern.
  3. Continue to deliver a greener, healthier Kirklees and address the challenges of climate change.
  4. Continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish.
- Recent positive outcomes included; the 'good' Ofsted grading which showed that children's services had improved; progress in respect of pushing forward growth across Kirklees, including the start of work on the 'Cultural Heart' and the Dewsbury Riverside developments; the ongoing TransPennine Rail Upgrade; and the establishment of cross-party working arrangements, for budget setting in the first instance.
- The new areas of focus across all portfolios for 2024/2025 were:
  - Getting the basics right; a modern organisation that meets residents' expectations.
  - Being a responsible organisation that protects the vulnerable and drives sustainability.
  - Working with partners to empower people to thrive, including through good local health services, education opportunities and housing.
  - Driving local economic growth, particularly through the cultural sector, and making the most of opportunities through the Council's relationship with the Government and West Yorkshire Combined Authority.
  - Working in a more collaborative and inclusive way.
- Specific priorities for 2025/2026 were in development and would be set out in the Council Plan, alongside the budget, in Spring 2025. Work would be undertaken to engage, across the Council and with scrutiny, in developing the detail and the Authority would work with all levels of government (nationally and regionally) to meet any challenges it faced.

Councillor Turner provided an overview of the key priorities across the Finance and Regeneration Portfolio:

- The delivery of a balanced budget for 2025/2026 and the development of a longer-term financial plan. It was noted that the financial position of the Council was still challenging but he was confident that a balanced budget, that met needs, would be achieved.
- One of the drivers for the economic plans was the Local Plan and the development of this had begun. This was a lengthy piece of work, involving significant consultation and there was currently an open invitation to submit sites for consideration.
- Continued rationalisation of the Council's assets, with auctions being scheduled for October and November.



## Overview and Scrutiny Management Committee - 20 September 2024

- Continued delivery of planned investment into the district including the Levelling Up Fund schemes, the Station to Stadium Investment Zone, the University development, the Dewsbury Blueprint and development of The Arcade.
- Working alongside partners and continuing to lobby the Government to secure a fair funding scheme for the future.

Cllr Hawkins provided an overview of the key priorities across the Corporate Portfolio:

- Support for the most vulnerable in Kirklees; including the delivery of cost of living advice and support and assisting partner organisations to support residents in need.
- Modernising Council Services; by continuing to achieve savings whilst being more efficient and offering better value for money, with particular reference to access to services and post-16 home to school transport.
- Clear and Transparent Communication with Residents; including communicating positive outcomes and maintaining open and honest engagement in an inclusive way.
- Enhancing the Council's Traded Services; such as school catering and markets to future-proof these and ensure their continuation.
- Championing Kirklees Council staff; through working with staff and the trade unions to make Kirklees a good place to work.

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

- In relation to the main priorities and challenges, the following were identified:
  - Ensuring that the Cultural Heart and capital investment for the whole of Kirklees was secure and delivered.
  - Developing the budget for the next financial year, alongside looking at alternative provision and addressing rising demand in services such as support for homeless people, which was a national challenge. The aim was to provide an excellent service but reduce the cost and be as efficient as possible.
  - Managing changes to services such as access to customer services and home to school transport.
- In respect of how the Council measured if it was meeting residents' expectations this was done in numerous ways; all residents would soon be invited to take part in the latest CLiK (Currently Living in Kirklees) Survey, Council enquires were monitored and there were numerous consultations, all of which measured customer satisfaction and expectations. It was acknowledged that there was a need for a full and honest explanation about what was possible to help manage expectations and aid understanding.
- With regard to the new post-16 home to school transport policy and flexibility within the Council system to be able to accommodate children with special educational needs and whether each case was being considered on an individual basis, assurance was given that there was an appeal process in place if a family wanted to appeal against the decision and make their individual case to the Council. Members should encourage their residents to do so where appropriate. There was a significant financial challenge for the Council and this provision needed to be dealt with in a different way; there were a number of

## Overview and Scrutiny Management Committee - 20 September 2024

other local authorities dealing with the same issue. It was considered that further information in relation to the options explored in making the decision would be beneficial.

- If permission was given to raise the level of Council Tax or if the Government provided additional funds, it was questioned what the priorities would be for use of the funds. It was noted that significant savings were needed for next year, but if additional funding was forthcoming to the extent that would allow investment, there would be a desire to ensure that it achieved the best possible impact. Examples were provided of areas where the funds could be spent and make a significant difference to residents' lives, which included, housing, health and wellbeing, early intervention and prevention work, infrastructure, Special Educational Need and Disability (SEND) provision, and youth services. An indication of how the hypothetical funding would be used was not possible at this point as the Council's budget was still in development.
- The employee networks and the support they provided to staff were invaluable and the support for these was welcomed.
- In relation to vulnerable residents facing difficulties in accessing the Council's online system and how this would be addressed; proposals were included within the digital inclusion business plan. It was considered that councillors also had a role to play, alongside officers, in supporting and signposting residents when required.
- In terms of managing expectations and getting the basics right, whilst it was considered that residents understood that things such as larger road improvement schemes were unlikely to be possible they did want their bins emptying, fly tipping addressed in a timely way and their local area to look tidy. In respect of health and wellbeing the current lack of a sports centre in Dewsbury was an issue.
- The commitment to work with the trade unions was welcomed. In relation to the Council's Redundancy Policy, it was advised that a meeting had taken place with Unison and this issue would be addressed.
- The cross-party working was welcomed and further detail on the implementation of this approach would be helpful. It was suggested that this collaborative approach could be extended; there were a number of councillors from different parties with expertise in particular fields and this could be utilised. In response, assurance was given that it was intended to extend the approach and it was also stressed that this included wider collaborative working with, for example, different cultural organisations, the voluntary sector and the University. The aim was also to work more with ward members prior to decisions being taken.
- In respect of capital investment, further detail would be welcomed in respect of how the impact of this, throughout Kirklees, would be evaluated and measured, along with further information on the consultation process for the schemes, and the future plans, for Dewsbury.

### **RESOLVED -**

That the Leader of the Council and Portfolio Holders for Finance and Regeneration and Corporate be thanked for attending the meeting to set out their priorities for 2024/25 and that the priorities be noted.

**20 Council Plan and Performance Update - Quarter 1 Report 2024-2025**

Mike Henry, Head of Data and Insight, provided an update in respect of the Council Plan and Performance Update Report for Quarter 1 2024-25 with reference to the report submitted to Cabinet on 13th August 2024:

- This was the first iteration of a new format for the Council Plan and Corporate Performance Report.
- The first section of the report provided details on Council activity and delivery against the four priorities within the Council Plan.
- The second section provided the latest data against the Council's key measures for 2024/2025 and showed a range of improvements and challenges, which were summarised in the form of charts indicating direction of travel.
- It was intended that future reports would include benchmarking data against the key measures, where available, which would assist in contextualizing the demand and performance trends and enable comparison of Kirklees with regional and national rates.

**RESOLVED -**

(1) That the Head of Data and Insight be thanked for attending the meeting and providing an update in relation to the Council Plan and Corporate Performance for Quarter 1 2024/2025.

(2) That it be noted that the quarterly reports would be submitted to the Committee on a regular basis during 2024/25.

**21 Corporate Financial Monitoring - Quarter 1 2024/2025 Report**

A presentation was given by Kevin Mulvaney, Service Director, Finance in respect of the Corporate Financial Monitoring Report for Quarter 1 2024/2025, with reference to the report submitted to Cabinet on 13<sup>th</sup> August 2024. This highlighted:

- The areas of projected overspend in respect of the General Fund, with a breakdown across each directorate and the contingences and reserves.
- The key revenue pressures for each directorate.
- The ongoing work in terms of savings proposals, reviewing the Capital Plan, maximising grant income opportunities and retaining tight control on spending and recruitment.
- The Housing Revenue Account variances and key revenue pressures.
- Capital Monitoring for each directorate and a breakdown of changes to the Capital Budget.
- The headlines in respect of the Dedicated Schools Grant (DSG)

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

- In relation to capacity within the organisation to achieve savings and take opportunities to generate new income, it was advised that there were budgets that were used to support services through transformation and there was an assumption, within the Medium Term Financial Plan, that this reserve would be replenished to ensure that there was capacity to continue to deliver service change.

## Overview and Scrutiny Management Committee - 20 September 2024

- In respect of staffing, there was a tight control on recruitment but posts that were essential for service delivery and income generation were released. It was noted that there were also challenges in recruiting in a number of areas of the organisation.

### **RESOLVED -**

(1) That the Service Director, Finance be thanked for attending the meeting and providing an update in relation to the Corporate Financial Monitoring for Quarter 1 2024/2025.

(2) That it be noted that financial monitoring reports would be submitted to the Committee on a regular basis throughout 2024/25.

## **22 Medium Term Financial Strategy**

A presentation was given by Kevin Mulvaney, Service Director Finance, in respect of the Council's Medium Term Financial Strategy (MTFS), with reference to the report submitted to Cabinet on 10<sup>th</sup> September 2024. This covered:

- The principles of the MTFS.
- The funding assumptions used in developing the strategy.
- Analysis of the anticipated budget gap for 2025-26 and the measures to be taken to address the gap.

In response to a question, it was explained that the Chancellor would present the budget on 30<sup>th</sup> October 2024 and this would provide an indication, at sector-wide level, which could impact on the figures. A provisional settlement would be provided by the Government in December 2024 and the final settlement in February 2025. It was likely that the Government would also announce other grant funding separately during that timeframe, and this would be kept under review.

### **RESOLVED -**

That the Service Director, Finance be thanked for attending the meeting and providing an update in relation to Medium Term Financial Strategy.

## **23 Corporate Risk - Quarter 1 Report 2024-2025**

A presentation was given by Alice Carruthers, Senior Finance Officer, in respect of the Quarter 1 2024-2025 Corporate Risk Report, with reference to the report submitted to Cabinet on 13<sup>th</sup> August 2024. She explained that:

- The report was presented in a new format which aimed to provide a summary of the key risks the organisation was facing whilst also providing sufficient content and detail to give assurance on the mitigations that were in place. This was intended to support a robust and rigorous approach to risk management across the Council.
- The five-by-five grid gave a visual indication of the current and previous quarter score for each risk on the Corporate Risk Register, along with a target score.
- The report also set out the controls that were in operation and the additional actions underway to address the risk.

**RESOLVED -**

- (1) That the Senior Finance Officer be thanked for attending the meeting and providing an update in relation to the Corporate Risk – Quarter 1 Report 2024-2025.
- (2) That it be noted that reports will be submitted to the Committee on a regular basis, throughout the year, and Lead Members will identify any issues that they consider might require further scrutiny by their respective Panel.

**24 Libraries - Revised Delivery Model**

A presentation was given by Mags Rogerson, Head of Local Integrated Partnerships, Communities and Asset Services to provide the Committee with information in respect of the revised libraries delivery model and upcoming consultation, with reference to the report submitted to Cabinet on 10th September 2024. This included:

- The work undertaken to develop the draft proposals, the informal consultation and the outcomes.
- The proposed future delivery model, which had been revised further to the feedback from the informal consultation.
- The draft Libraries Strategy and future delivery.
- The planned formal eight-week public consultation process in respect of the future delivery model, and next steps.
- The proposed timetable for ongoing engagement with scrutiny

Councillor Amanda Pinnock, the Cabinet Member for Education and Communities, was also present, she explained that the need for changes to delivery of the libraries service was a national issue, summarised the range of services provided and stressed the importance of the service in Kirklees. She expressed her thanks to the volunteers who helped to maintain the libraries.

**RESOLVED -**

- (1) That the Head of Local Integrated Partnerships be thanked for attending the meeting and providing an update in relation to the proposed future delivery model for the Libraries Service.
- (2) That the positive engagement with scrutiny on this issue be welcomed.

**25 Government Policy / Legislation Horizon Scanning**

Rachel Spencer-Henshall, Deputy Chief Executive, introduced the item explaining that Members of the Committee had been sent a briefing note to provide them with an overview of potential legislative and national policy changes, with a focus on those affecting local government and of particular relevance to the Committee's Work Programme.

In response to a question about the consultation on the National Planning Policy Framework, which would close on 24<sup>th</sup> September, she undertook to provide further information, in respect of this and the Council's response to the consultation, after the meeting.

**RESOLVED -**

(1) That the Deputy Chief Executive be thanked for attending the meeting and providing an update in relation to Government policy and legislation.

(2) That it be noted that Lead Members would use the information, which would be provided on an ongoing basis, to identify any areas that may be of interest to their Panels.

**26 Scrutiny of Social Connectivity in Kirklees - Final Report and Action Plan**

Sheila Dykes, Principal Governance Officer, introduced the Committee's 'Final Report - Scrutiny of Social Connectivity in Kirklees' and the accompanying action plan, which had been completed by the Cabinet Member for Education and Communities, in response to the Committee's recommendations.

Councillor Amanda Pinnock, the Cabinet Member for Education and Communities, was in attendance and welcomed the comprehensive report and its recommendations. She noted the risk factors that could impact on social connectivity and stressed the importance of community hubs, the need to ensure spaces were available for people to come together and that provision was in place, from the Council and its partners, to support residents. She accepted the recommendations and undertook to ensure that this work continued. She thanked all those involved in the compilation and production of the report.

Councillor Smaje, the former Chair of the Committee, was also present for the item. She explained that the aim of the Committee's recommendations was to assist in reducing loneliness and isolation in Kirklees and highlighted the following points:

- The benefits of re-framing the discussion from loneliness to social connectivity.
- Wider roll-out of the conversations guidance.
- Addressing this issue needed to be a continuing priority for the Council and its partners, in light of the impact on the physical and mental health and wellbeing of residents.
- The benefits, including financial, of early intervention and prevention.
- The role of Ward Councillors.
- The necessity of the provision of information about the available support at an early stage if an individual was dealing with a change in their circumstances, such as diagnosis of a health condition.
- The role of schools and colleges and the dissemination of information by trusted sources.
- The importance of befriending services.
- The need for awareness and understanding of the impacts, across the whole of the Council, and for it to be considered as part of decision-making.
- It would be beneficial if the Committee received progress reports in respect of the action on the recommendations, in due course.

She thanked all those who had contributed to this work and the Cabinet Member for her response.

## Overview and Scrutiny Management Committee - 20 September 2024

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

- With reference to the role of Ward Councillors and ward budgets it was suggested that it would be useful to have some guidance and perhaps specific funding dedicated to this issue. It was acknowledged that Councillors had a wider community leadership role in bringing people together and developing community vibrancy.
- It was very important that younger people who may be at risk of or experiencing a lack of social connectivity were helped as early as possible as that would assist them in developing those skills for later life. It was suggested that children and young people should be involved in the production of guidance or sources of information such as a newsletter.

Councillor Pinnock agreed that early intervention and prevention were key in respect of addressing these issues and that wider awareness was a good starting point. Ward Councillors were well positioned to do this, as well as supporting local groups, signposting people to relevant support and identifying gaps in provision. It was acknowledged that the issue of specific funding for this issue should be considered and noted that there was also a need to work collaboratively with partners, such as the NHS and schools, to ensure duplication was avoided and people could access the best provision.

### **RESOLVED -**

(1) That all those involved in compiling and contributing to the report be thanked and the positive response to the Committee recommendations, as set out in the action plan, be welcomed

(2) That it be recommended that further consideration be given to the issue of specific budget provision to enhance the social connectivity work already taking place and encourage collaborative working.

## **27 Work Programme**

The latest version of the Committee's Work Programme for 2024-2025 was submitted and noted.

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

Signed: ..... Dated: .....

## NOTES

### Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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

# Agenda Item 7

## Item 7

Please click on the links below to access the relevant Cabinet report:

[Corporate Financial Monitoring Quarter 2 2024/25 Cover Report](#)

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# Agenda Item 8

## Item 8

Please click on the links below to access the relevant Cabinet report:

[Council Plan and Performance Update Quarter 2 2024/25 Cover Report](#)

[Council Plan and Performance Update Report - Quarter 2, 2024/25](#)

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# Agenda Item 9

## Item 9

Please click on the links below to access the relevant Cabinet report:

[Corporate Risk Report Quarter 2 2024/25 Cover Report](#)

[Corporate Risk Report - Quarter 2 - 2024/25](#)

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**Report title: Opportunities – Partnership and Funding**

<b>Meeting</b>	<b>Overview and Scrutiny Management Committee</b>
<b>Date</b>	<b>13 December 2024</b>
<b>Cabinet Member</b> (if applicable)	<b>Cllr Tyler Hawkins (Corporate)</b>
<b>Key Decision Eligible for Call In</b>	<b>No N/A - scrutiny</b>
<p><b>Purpose of Report</b> For information, to provide an update to Overview &amp; Scrutiny Management Committee (OSMC) on the activities associated with identifying and pursuing opportunities that support council priorities.</p>	
<p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>• For OSMC to note the contents of the report</li> <li>• In the course of their work programme, for OSMC to support efforts to embed consideration of partnership working and funding opportunities into the discovery and design phases of our programmes and projects</li> <li>• For OSMC to provide suggestions on areas of work where they believe further consideration of partnership and funding opportunities can add value</li> </ul> <p><b>Reasons for Recommendations</b></p> <ul style="list-style-type: none"> <li>• OSMC receives a wide range of reports relating to the OSMC work programme, and are well-positioned to support early consideration of partnership and funding opportunities as part of their pre-scrutiny responsibilities</li> </ul>	
<p><b>Resource Implication:</b> None. This is a current and fully-resourced programme work.</p>	
<p><b>Date signed off by <u>Executive Director</u> &amp; name</b></p> <p><b>Is it also signed off by the Service Director for Finance?</b></p> <p><b>Is it also signed off by the Service Director for Legal and Commissioning (Monitoring Officer)?</b></p>	<p>Rachel Spencer-Henshall – 4/12/24</p> <p>N/A not for decision</p> <p>N/A not for decision</p>

**Electoral wards affected:** All

**Ward councillors consulted:** None

**Public or private:** Public

**Has GDPR been considered?** Yes

## 1. Executive Summary

The report updates on the council's efforts to pursue partnership and funding opportunities aligned with the Council Plan and partnership strategies, which include the Health & Wellbeing Strategy, the Inclusive Economy Strategy, the Environment Strategy, and the Inclusive Communities Framework. These frameworks guide the council's priorities and activities, which are influenced by changing demographics, regional programmes, and government policies. The report highlights the importance of external funding, which is increasingly competitive, and the role of the council's central corporate coordination function in enhancing funding processes and bid quality.

To address funding challenges, such as tight deadlines and the variety of funding sources, the council has implemented a monitoring system and invested in strategic relationships with key funders. Recent efforts include building relationships with the National Lottery Community Fund. Strengthening resilience of the community and voluntary sector is also crucial for achieving shared outcomes across Kirklees, and we are making proactive efforts to improve support in this area.

## 2. Information required to take a decision

The report provides an update on the council's efforts to identify and pursue partnership and funding opportunities. It aims to inform Overview & Scrutiny Management Committee (OSMC) about activities related to identifying and pursuing opportunities that support council priorities.

The Council's priorities are set out in the Council Plan, which sets out the vision, shared outcomes, principles of our ways of working, and medium-term priorities for the Council.

As set out in the Council Plan, our activities as a council also contribute to the priorities set out in the four top-tier partnership strategies: the Health & Wellbeing Strategy, the Inclusive Economy Strategy (in development), the Environment Strategy, and the Inclusive Communities Framework. Further information about the Council Plan and partnership strategies can be found here: <https://www.kirklees.gov.uk/beta/policies-and-strategies/index.aspx>. These are in turn complemented by various partnership groups, including ward-specific partnerships and our high-level strategic partnerships, including the Kirklees Partnership Executive, Health & Wellbeing Board, and Communities Board. At a regional level, we proactively work through the West Yorkshire Combined Authority to support positive outcomes for Kirklees.

Through our partnership groups and other local, regional, and national networks we constantly monitor the circumstances and context in which the council and partners operate. Changes of all kinds from demographic changes, changes in local community activity, regional programmes and funding, changes in government policy, and international events all have a significant effect on the council's and partners' activities. These are monitored at a team, service, directorate, council-wide, and partnership level, including through our risk management processes.

Alongside risks created by these changes, external events and contextual changes can also create positive opportunities, making it possible or easier to do something. One of the clearest examples of opportunities is in external funding.

By external funding we mean funding that comes into the council or a partnership from any source outside the council. External funding comes from a wide variety of sources. This includes national funders like the National Lottery and Arts Council as well as government departments.

To support the Council's efforts in securing external funding and pursuing the right kind of external funding, the council has had a small central corporate coordination responsibility for this area since 2018. This helps to identify and share news about opportunities, support collaboration and avoid duplication between council departments and partners, and provide support to improve the quality of bids for competitive external funding. This is particularly helpful when there are tight timescales. In 2022 this was bolstered with the recruitment of a full-time member of staff to support the work. An External Funding Framework has been developed, setting out the cross-council principles for pursuing external funding. It ensures:

- A consistent, strategic approach
- Collaboration, not duplication (internally or with external partners)
- Robust, high-quality applications in a highly competitive landscape
- Correct internal protocols are followed; IIAs used
- Optimal income generation
- Maximum impact for our shared outcomes

Community and voluntary activity (including volunteers, community groups, and faith and belief groups) is key to delivering shared outcomes across Kirklees. We provide proactive support to VCSE organisations through information sharing and working together on partnership bids where relevant and possible.

Support has been provided to VCSE organisations through proactive information sharing from the central corporate function of the opportunities available to them, via council services and direct to partners such as Third Sector Leaders (TSL), Fresh Futures and Kirklees Youth Alliance.

Internally, partnership bids are encouraged as they can be stronger. If a fund is identified which the Council and VCS are eligible for, the External Funding & Resources Officer encourages dialogue to explore the potential for collaborative funding applications and projects.

### **Recent challenges and progress**

Several challenges make the work more complicated and difficult. Tight deadlines have been a persistent challenge, particularly with government funding pots, alongside the sheer variety and volume of external funding organisations to monitor. Colleagues are naturally very busy delivering existing services, with increasing demand, which makes it difficult to allocate resources required for high quality, robust bids. The often-tight deadlines from funders can also be a challenge, particularly when time is already at a premium and the complex, time consuming nature of internal processes and rules. To partly address this, we have invested a small amount of money in a system also used by other councils that enables effective monitoring of a wide variety of different funders. Fund finding can be a laborious task. We now have the comprehensive search and alert tool, GrantFinder, at our disposal with unlimited licences. This tool is used by the External Funding & Resources Officer as part of information sharing activities and by key staff in each service to carry out their own searches. It has, to date, halved the staff hours invested in manual searches. This is also helping us identify opportunities earlier, which in turn gives us longer to consider the application and what we might need to put forward to maximise the chances of success. Other sources of funding opportunities include:

- gov.uk – fund finder and departmental newsletters
- Industry newsletters, e.g. research bodies, Youth Endowment Fund, and WYCA

Another more recent challenge is that government departments and national funders appear to be announcing fewer funds in recent months. We are unclear on the reasons for this but believe

it is influenced by three key factors: government budget pressures; the government undertaking a spending review, creating temporary uncertainty about medium-term financial commitments; and the development of further devolution arrangements, which raise questions about the way in which funds are managed. We are monitoring all of these through various networks in order to help us plan ahead. At the same time, we continue to pursue any opportunities that align with our priorities and our organisational or partnership capacity.

A discovery project in 2023 involved conversations with all directorates and we mapped where relationships with key strategic funders were strong and where there were areas for further development. Off the back of this piece of work, we have put additional effort into building a relationship with the National Lottery Community Fund, with further work in this area underway. Our relationships with funding partners helps in the following:

- Providing advice and insight into how we improve/elevate our bids
- Highlights where strategies are aligned and mutual objectives
- Provides us with early alerts to funding calls
- Opens up opportunities to proactively pitch for additional funding
- Provides intelligence and information about activity in the district to complement what we know through our services

As funding opportunities become even more oversubscribed, we aim to explore these types of opportunities further, building on those we already have with National Lottery funds, Sport England and Arts Council England. With this in mind, the project will require a refresh in the spring in response to new budgets, new challenges and opportunities, the expected increased availability of government funding programmes, and the pending relaunch of the National Lottery Community Fund strategy.

Accessible internal resources will soon be published which provide visual, easy to understand guides and checklists which will help officers to:

- take a step-by-step approach to the external funding process
- take an informed, strategic approach to determine whether a fund, and its conditions, is right for Kirklees (the 'Go/No Go' process)
- develop high quality, robust bids
- navigate the council's rules and procedures, such as FPRs, CPRs, KDNs and schemes of delegation
- ensure all legal bases are covered
- engage the right support services at the right time ensuring a smooth, expedited process at key moments, e.g. sign-off of funding agreements
- understand what monitoring and evaluation is required of them internally and by the funder

Work is also underway on building a comprehensive database and dashboard for a real-time overview of activities, and on developing ways in which we can effectively support schools in accessing external funding.

To improve internal communication and accuracy of central records the central support function aims to set up virtual external funding groups for each council service which will ensure a 'Think Funding' focus, enable more effective two-way information sharing of opportunities and applications. These groups will also provide forums in which council officers can quickly access direct support from the central function, facilitating a more effective external funding programme.

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

### 3.1 Council Plan

The external funding programme of work is a key deliverable of Priority 1 of the [current council plan](#) – “Address our financial position in a fair and balanced way.”

The deliverable states “Increase the amount of new external funding for projects in Kirklees, particularly through working collaboratively with partners such as the West Yorkshire Combined Authority, Homes England and central government.”

In addition, the External Funding Framework sets out some principles that support delivery of the priorities and ways of working set out in the Council Plan:

- as part of the ‘Go/No Go’ process by which we decide whether a funding opportunity is right for Kirklees, includes a recommendation that any funded project should address at least one of the council’s Shared Outcomes.
- stresses throughout that a ‘*People, Partners, Place*’ approach is one of the keys to success in both the development of funding bids and the delivery of funded projects.

### 3.2 Financial Implications

Increasingly public services are delivered in partnership, and we can support each other to ensure sustainability of each other’s services. Our budgets are interdependent. Something we do impacts pressures on other partners, and vice versa. Particularly important for the community sector too, where financial sustainability tends to be a higher risk.

In-kind support alleviates pressure on VCS and aids their own efficiency.

The ‘Go/No Go’ process, by which we decide whether a funding opportunity is right for Kirklees, strongly recommends that the financial viability of any proposed project for which we aim to gain external funding is a key consideration, specifically:

- what impact, if any, the successful project will have on your service area’s core budget, e.g., delivery costs, staffing, evaluation, end of project reports and dissemination of findings;
- the application and project delivery are time and cost efficient for the Council

The Framework is also explicit that Financial Procedure Rules and Contract Procedure Rules should be adhered to at all times and the Finance team be consulted at every appropriate step.

If the Framework and Procedure Rules are followed, the financial implication of any successfully progressed funding opportunities can only be a positive one for Kirklees.

The external funding programme of work is a key deliverable of Priority 1 of the current council plan – fair and balanced budget.

We can’t rely on external funding especially in an increasingly competitive funding environment. However, external funding is an important part of resourcing our priorities and we are constantly looking for opportunities to use external funding to support the financial sustainability of our services.

### **3.3 Legal Implications**

The External Funding Framework is explicit that the Council's Legal Service should be consulted at every appropriate step, from project development to funding agreements, through to project delivery. If these recommendations are followed, there should be no legal implications.

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

While there are no specific requirements for the delivery of the External Funding Framework and programme of work, as well as ensuring Finance and Legal are consulted appropriately (as stated above), both do provide guidance that:

- The Audit team is engaged at the appropriate time to enable them to prepare for any requests from funders or other bodies
- Full use is made of Integrated Impact Assessments when developing a project and that they are used to provide evidence of equitable decision making, something which many funders now seek

## **4 Consultation**

In the course of specific external funding opportunities, consultation takes place as appropriate. This is decided on a case-by-case basis.

## **5 Engagement**

- Broader partnership working, e.g. Partnership Exec, WYCA meetings, etc.
- Ongoing engagement with other councils to learn best practice
- Regular contact with external funding peers at neighbouring local authorities to discuss best practice, problem solving and potential collaboration.
- Regular contact with various third sector organisations, Third Sector Leaders, Police, University of Huddersfield and NHS to identify potential opportunities for collaborative bids and projects

## **6 Options**

### **6.1 Options Considered**

In production of the External Funding Framework, a number of options were considered around content and process. These have led to the Framework we have today.

### **6.2 Reasons for recommended Option**

- OSMC receives a wide range of reports relating to the OSMC work programme and are well-positioned to support early consideration of partnership and funding opportunities as part of their pre-scrutiny responsibilities.

## **7 Next steps and timelines**

- For officers to continue to embed the external funding framework, which includes continuing the monitoring of opportunities as set out in this report

- In the course of their work programme, for OSMC to support efforts to embed consideration of partnership working and funding opportunities into the discovery and design phases of our programmes and projects
- For OSMC to provide suggestions on areas of work where they believe further consideration of partnership and funding opportunities can add value

## **8 Contact officer**

- Stephen Bonnell, Head of Policy, Partnerships, and Corporate Planning, [stephen.bonnell@kirklees.gov.uk](mailto:stephen.bonnell@kirklees.gov.uk), 734 89 (01484 221000)
- Paul Mitchell, External Funding & Resources Officer, [paulg.mitchell@kirklees.gov.uk](mailto:paulg.mitchell@kirklees.gov.uk), 778 73 (01484 221000)

## **9 Background Papers and History of Decisions**

Not applicable

## **10 Appendices**

None

## **11 Service Director responsible**

Andy Simcox, Service Director for Strategy and Innovation

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**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**

<b>FULL PANEL DISCUSSION</b>		
<b>THEME / ISSUE</b>	<b>APPROACH / AREAS OF FOCUS</b>	<b>OUTCOMES / ACTIONS</b>
1. <b>Leader’s Priorities 2024/25</b>	The Leader will attend to set out her portfolio priorities for 2024/25.	<p><u>20 September 2024</u>                      The Leader set out her priorities for 2024/25 for the Committee’s information.                      She would be invited to attend to update on progress at an appropriate point.</p> <p>Informal meetings with the Chair and the Leader take place on a monthly basis throughout the year.</p>
2. <b>Finance Portfolio Holder’s Priorities 2024/25</b>	The Portfolio Holder will attend to set out his priorities for 2024/25.	<p><u>20 September 2024</u>                      The Portfolio Holder set out his priorities for 2024/25 for the Committee’s information.                      He would be invited to attend to update on progress at an appropriate point.</p> <p>Informal meetings with the Chair and the Portfolio Holder take place on a monthly basis throughout the year.</p>
3. <b>Corporate Portfolio Holder’s Priorities 2024/25</b>	The Portfolio Holder will attend to set out his priorities for 2024/25.	<p><u>20 September 2024</u>                      The Portfolio Holder set out his priorities for 2024/25 for the Committee’s information.                      He would be invited to attend to update on progress at an appropriate point.</p> <p>Informal meetings with the Chair and the Portfolio Holder take place on a monthly basis throughout the year.</p>

4. <b>Corporate Financial Management</b>	To provide oversight of: <ul style="list-style-type: none"> <li>Quarterly Corporate Financial Monitoring Reports</li> <li>Medium Term Financial Plan</li> <li>Budget 2025/26</li> </ul>	<u>20 September 2024</u> Updates provided in respect of the Quarter 1 Corporate Financial Monitoring Report and the Medium-Term Financial Strategy.  <u>13 December 2024</u>  Further dates TBC  The Chair is briefed by the Service Director, Finance on a regular basis throughout the year.
5. <b>Corporate Performance</b>	To provide oversight of the Quarterly Performance Management Reports	<u>20 September 2024</u> Quarter 1 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel  <u>13 December 2024</u>  Further dates TBC
6. <b>Corporate Risk</b>	To provide oversight of the Quarterly Corporate Risk Reports	<u>20 September 2024</u> Quarter 1 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel.  <u>13 December 2024</u>  Further dates TBC
7. <b>Council Plan</b>	Pre-decision scrutiny in respect of the latest version of the Council Plan	<u>10 January 2025</u>
8. <b>Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy</b>	<ul style="list-style-type: none"> <li>Annual pre-decision scrutiny of the refresh of the Kirklees Communities Partnership Plan, in accordance with statutory requirement under Section 19 of the Police and Justice Act 2006.</li> </ul>	<u>4 April 2025</u>

<p><b>9. Government Policy / Legislation</b></p>	<p>To maintain an overview of potential and forthcoming changes relevant to local government and to consider the potential impact on the Council at an early stage, with specific focus on any changes in respect of financial settlements and the approach to funding.</p>	<p><u>20 September 2024</u> Noted and Lead Members to identify any areas of interest for their Panel.</p> <p>Briefing Notes provided to Lead Members on an ongoing basis throughout the year.</p>
<p><b>10. Libraries and Customer Service</b></p>	<p><u>Libraries:</u> Pre-decision in respect of</p> <ul style="list-style-type: none"> <li>• Consultation design</li> <li>• Early findings and implications for the model/strategy</li> <li>• Post-decision in respect of the plans for implementation</li> </ul> <p><u>Customer Service:</u> The Committee will review the information provided from the first stage of implementation of the integrated Libraries and Customer Services Centre functions in Dewsbury and Huddersfield, with a view to providing feedback in respect of:</p> <ul style="list-style-type: none"> <li>• Learning from the integrated approach to access information and implications for how citizens access services from the Council</li> <li>• Advise on what role other partners do, and need to, play in supporting people in communities with information, support, and advice</li> </ul> <p>(This will include a visit to the Huddersfield Centre)</p>	<p><u>20 September 2024</u> For information presentation in respect of the proposed future delivery model for the Libraries Service and planned consultation noted. The Committee welcomed the positive engagement with scrutiny on this issue and noted the proposed arrangements for further consultation.</p> <p><u>Informal – 1 November 2024</u> Re Consultation design and process</p>
<p><b>11. Corporate Safeguarding Policy</b></p>	<p>Update report following the rollout of the refreshed policy (adopted by Cabinet 8 March 2022 / Council 13 July 2022)</p>	<p><u>2nd August 2024</u> The Committee:</p> <ul style="list-style-type: none"> <li>• Asked that the points raised be taken on board in the future development of this work.</li> </ul>

		<ul style="list-style-type: none"> <li>• Welcomed the Safeguarding Champion role as an excellent initiative, with the added value it provided being well illustrated by the examples given.</li> <li>• Requested that a progress update be placed on the Work Programme further to the Organisational Safeguarding Assessment in 2025.</li> </ul>
<b>12. Inclusion and Diversity</b>	<p>Monitor work in relation to inclusion; including:</p> <ul style="list-style-type: none"> <li>• Pre-decision scrutiny of the revised Inclusion and Diversity Strategy.</li> </ul>	<p><u>2nd August 2024</u></p> <p>The Committee asked that the points and feedback raised, including the recommendations set out below, be taken into account in taking the Inclusion and Diversity Strategy forward:</p> <ul style="list-style-type: none"> <li>• Detail should be provided in respect of the Key Performance Indicators, including the reporting mechanisms.</li> <li>• Reference should be made to the important role of Elected Members and how they could contribute and add value in terms of delivery of the objectives of the strategy.</li> <li>• The statistics in respect of social isolation and loneliness and fuel poverty should be updated.</li> </ul> <p>Note: The Inclusion and Diversity Strategy 2024-27 was approved by Cabinet on 10th September 2024. The comments made by the Committee, and the amendments made in response, were detailed in the report to Cabinet.</p>
<b>13. Final Report – Scrutiny of Social Connectivity in Kirklees</b>	<p>Scrutiny work in relation to social isolation and loneliness, with specific reference to the impacts of the Covid-19 pandemic:</p> <ul style="list-style-type: none"> <li>• Submission of Final Report</li> </ul>	<p><u>20 September 2024</u></p> <p>The Committee received an Action Plan to respond to the recommendations in its report on social connectivity in Kirklees. The positive response to the recommendations from the Cabinet Member was welcomed.</p>
<b>14. People Strategy</b>	<ul style="list-style-type: none"> <li>• Progress report in respect of Phase 3 and outcomes from Phase 2</li> </ul>	<p><u>28 February 2025</u></p>

	<ul style="list-style-type: none"> <li>• Pre-decision scrutiny of revised strategy 2025 - **</li> </ul>	
15. <b>Armed Forces Covenant</b>	Update on the work of the Armed Forces Covenant Board	<u>4 April 2025</u>
16. <b>Procurement</b>	Report further to the implementation of the Procurement Act 2023 to provide an update in respect of how the work is progressing and an assessment of its impact.	<u>4 April 2025</u>
17. <b>Opportunities</b>	<p>How the Council seeks to identify opportunities for supporting outcomes, including relationships with local/regional/national partners, learning from other councils, and monitoring government activity.</p> <p>Overview of the work being undertaken in respect of the Council's external funding framework, including how opportunities for funding are identified (to include those in partnership) and the work to improve the way this is done.</p> <p>To cover:</p> <ul style="list-style-type: none"> <li>• Horizon scanning opportunities</li> <li>• Examples of successes</li> <li>• How the Council works with partners through this process</li> <li>• How the Council is building relationships with key funders</li> <li>• Corporate coordination activity to ensure the above is efficient and effective</li> </ul>	<u>13 December 2024</u>
18. <b>Overview of Scrutiny Work Programmes</b>	<p>Maintain an overview of the Work Programmes of the four Panels:</p> <ul style="list-style-type: none"> <li>• Children's</li> <li>• Environment and Climate</li> <li>• Growth and Regeneration</li> <li>• Health and Adult Social Care</li> </ul>	<u>2nd August 2024</u> Initial Work programmes agreed.

**LEAD MEMBER BRIEFING ISSUES**

THEME/ISSUE	APPROACH / AREAS OF FOCUS	NOTES
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Inclusive Economic Strategy	Pre-decision scrutiny	This has been considered previously by the Growth and Regeneration Panel and the final strategy is due to be considered by this Panel in December prior to submission to Cabinet.
Culture and Tourism Strategies	Pre-decision scrutiny of: <ul style="list-style-type: none"> <li>• Culture Strategy (10 year) prob go to Cabinet</li> <li>• Tourism Strategy (3 year)</li> </ul>	Timescale TBC
Communications Strategy and Business Plan	Update on activity	Timescale TBC
Technology Strategy	<ul style="list-style-type: none"> <li>• Update on activity</li> <li>• Pre-decision scrutiny of revised strategy</li> </ul>	Timescale TBC
Asset Management Strategy	Pre-decision scrutiny	Timescale TBC
Corporate Landlord	Overview of the operation of the Corporate Landlord function	